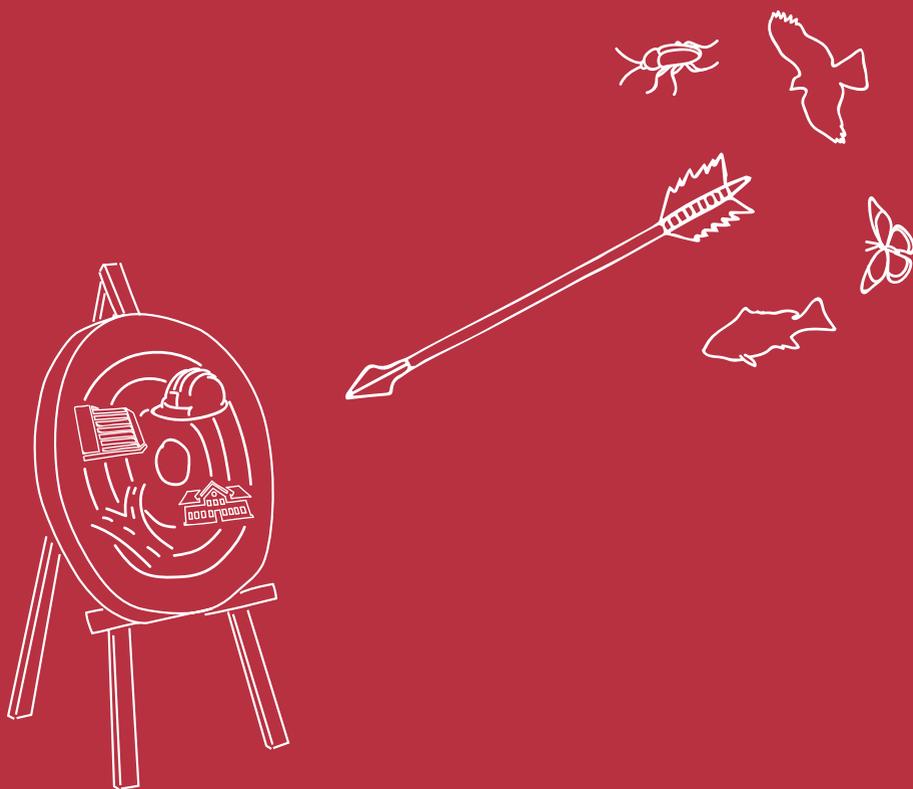


# Mainstreaming biodiversity

A guide to selecting strategic  
development targets



The Aichi Targets and the Sustainable Development Goals alike demand a truly integrated approach: biodiversity, social and economic factors need to be ‘put on the same page’ when decisions are made. Yet development and biodiversity institutions still work separately from one another. Until such time as institutions become truly integrated, ‘mainstreaming’ efforts will be needed so that biodiversity is considered in development decisions, and *vice versa*.

This guide addresses the first side of that equation – mainstreaming biodiversity into development.<sup>1</sup> The challenge here is that there are many development processes and issues with implications for biodiversity. The guide is aimed at biodiversity authorities and interest groups needing to select the most strategic development targets for biodiversity mainstreaming – to produce high gains for biodiversity as well as development, reduce any negative impacts, and accelerate the process of institutional integration. It describes how this can be done, based on the experience of eight African countries.

The Mainstreaming Biodiversity and Development into Policy and Planning initiative is a joint project between IIED and UNEP-WCMC and involves participants from Botswana, Ghana, Malawi, Namibia, Seychelles, Zambia and Zimbabwe. Steve Bass wrote this guide with contributions from the project teams at IIED and UNEP-WCMC.

Please share with us your ideas and experiences of biodiversity mainstreaming by emailing Dilys Roe: [dilys.roe@iied.org](mailto:dilys.roe@iied.org) or John Tayleur: [John.Tayleur@unep-wcmc.org](mailto:John.Tayleur@unep-wcmc.org)

For more information about the initiative: [www.iied.org/nbsaps](http://www.iied.org/nbsaps)

<sup>1</sup> Previous work has also looked at mainstreaming development into biodiversity plans. For example, IIED and UNEP-WCMC (2015) Mainstreaming biodiversity and development. Tips and tasks from African experience. IIED, London. <http://pubs.iied.org/14650IIED>

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## Introduction

Between 2012 and 2015, IIED and UNEP-WCMC worked with colleagues in Botswana, Namibia, Seychelles and Uganda to integrate development needs and risks into their second-generation National Biodiversity Strategies and Action Plans (NBSAPs).

The revised NBSAPs are now much more robust to economic and social issues. They have great potential to drive sustainable development. But they need to be put to use. This short guide suggests how countries can now get real value from their NBSAPs by influencing development – mainstreaming<sup>2</sup> biodiversity into development decisions, opening up opportunities for synergies, and reducing risks.

### What will success look like?

Biodiversity will have been successfully mainstreamed into development if development objectives such as poverty reduction, job creation and economic growth are better supported by the conservation, management and sustainable use of biodiversity, particularly if prospects are improved for those groups and sectors that are dependent on biodiversity or vulnerable to its degradation.

<sup>2</sup> The project uses a definition of mainstreaming which emphasises dual biodiversity and development outcomes. It was developed by the African Leadership Group (ALG) of the previous NBSAPs 2.0 project: *“The integration of biodiversity concerns into defined sectors and development goals, through a variety of approaches and mechanisms, so as to achieve sustainable biodiversity and development outcomes.”* (Maun Statement 2013)

This guide finalises a draft trialled over 2015-16 by the original four African countries plus four more in a second phase of the project.<sup>3</sup> While the project has focused on Africa, we contend that its lessons are useful globally. Our thanks are due to the country teams, who together make up the African Leadership Group on Biodiversity Mainstreaming.<sup>4</sup>

## Purpose and approach

This guide aims to help countries use their revised NBSAPs to influence key national and sectoral development policies and decisions.

It recognises that all countries are different in their development and biodiversity contexts, and are at different starting points in how far biodiversity and development have been reciprocally mainstreamed. Thus a one-size approach to mainstreaming will not be useful. Neither is the idea that a country can finish the task of mainstreaming: it will always be necessary to respond to new information and political debates, to economic conditions, and to the level of institutional maturity.

The aim to influence major development plans and decisions is ambitious and takes time to achieve: there are so many aspects of development that could be targeted. Building on the experience of Botswana, Namibia, Seychelles and Uganda, our recommended strategy is to start by targeting one or two development processes, sectors and/or issues. For example:

- A mainstream planning process such as the five-year national plan or national expenditure review and budget
- A particular sector such as agriculture, tourism, fisheries, health or energy
- A significant development issue such as food security, disaster risk reduction or water security
- A specific major investment.

The choice of development target should be strategic, and you need to map the options. We suggest that the most strategic development targets are those that will engage and energise development stakeholders. They are those that in the near term achieve development and biodiversity gains and in the long run shape more integrated institutions.

<sup>3</sup> The current paper reflects the experience of Botswana, Ghana, Malawi, Namibia, Uganda, the Seychelles, Zambia, Zimbabwe and supersedes earlier (August 2015) guidance.

<sup>4</sup> <http://www.iied.org/mainstreaming-biodiversity-development-africa-leadership-group>

Biodiversity authorities and interest groups do not often have high influence; it is important that you focus your energies and select the development process/sector/issue which will best help the country to make a leap forward in mainstreaming biodiversity across several development needs.

The core of this guide is a **two-part diagnostic** to help determine this strategic focus for mainstreaming biodiversity into development.

Depending on what has already been done in country and what ongoing initiatives can be built upon, we are suggesting two practical options for carrying out the diagnostic exercise:<sup>5</sup>

**Option 1 – focus on a cross-sectoral meeting:** The diagnostic can be kicked off by organising a meeting involving knowledgeable people from biodiversity, development, (local) government and sector interests. A one-day session should be enough to provide outline answers to many of the questions in Part 1: a draft meeting agenda is suggested in Box 1, on page 4. After the meeting, follow-up research may be needed to validate the workshop's initial answers, add detail, propose a focal development process/sector/issue, and then return the full diagnostic to the group.

**Option 2 – focus on a working group (existing or newly-formed):** As an alternative, some countries may wish to form a working group involving knowledgeable people from biodiversity, development, (local) government and sector interests to map the development 'landscape' for biodiversity (Part 1) and move on to propose a strategic development process, sector or issue.

Regardless of the option chosen, the scope of development processes and issues is large. The questions in Part 1 will help the country to get a complete baseline of development processes, sectors and issues, and not to stick to the 'usual suspects'. Ideally all of them should be explored. As this could be a daunting task, the most essential questions are **highlighted in bold**.

<sup>5</sup> Apart from these two options, there could be other ways to get answers to Part 1 and Part 2. This is all in the spirit of mainstreaming – working with what progress has already been made!

### **Box 1: Suggested agenda for one-day workshop**

**Welcome and purpose of meeting** – to scope development processes/sector/ issues for which biodiversity mainstreaming is a priority

#### **Scoping answers to Part 1 questions on:**

1. Development-biodiversity links
2. Development policy and planning processes
3. Development debate
4. Development implementation and financing
5. The stakeholders and their capacities
6. Mainstreaming efforts to date

#### **Prioritisation (see Part 2)**

1. Apply seven criteria to select the priority focal development process/sector/ issue
2. Consider the capacity requirements to drive biodiversity mainstreaming

#### **Agreeing next steps:**

- Follow-up research to answer some questions in more detail (if needed)
- Write up the results of the meeting

# Part 1 – Scoping: mapping the development ‘landscape’ for biodiversity



**Questions to ask:** The idea is to get a picture of recent and current development debate, policy, plans and activities, to identify where there are the biggest needs for mainstreaming biodiversity, and the opportunities for doing so.

*Timeframe:* Looking back over the last three to five years may be an adequate timeframe. In terms of looking forward, the time frame could be when the current national development plan will finish, or for shaping upcoming major plans such as for the Sustainable Development Goals (SDGs).

*Politics of development:* Markets, foreign relations, the dynamics of the informal economy and civil society, as well as party politics, should not be ignored. They tend to be as significant as formal policy and plans in determining how biodiversity is used, and so they should be addressed where possible. However, some questions around particular stakeholders’ interests and political economy may be sensitive to address in a cross-sectoral context, and so meetings with single sectors might first be used.

In the following checklist, **the essential questions are highlighted in bold**. However, other questions can prove to be important, and if stakeholders have ready information on them, this information should be discussed. You may need to return to some of these questions once the focal process/sector/issue is decided, to build a more detailed picture of the relevant part of the ‘development landscape’ for biodiversity.

## 1 Development-biodiversity links

### *Dependence of development on biodiversity*

**What sectors, enterprises or stakeholder groups depend most on what aspects of biodiversity, and for what benefits?** Income, livelihood and other benefits, for example? Is good information available about this dependence in scientific, social, spatial and economic terms?

### *Vulnerability of development to biodiversity problems*

**What sectors, enterprises or stakeholder groups are vulnerable to biodiversity problems and what major problems have they suffered in recent years?** Is good information available in scientific, social, spatial and economic terms?

### *Biodiversity dynamics*

**Where is development degrading biodiversity?** What ecosystems, sectors and localities?

**Where is biodiversity being restored and better protected?** Do we know how this is correlated to mainstream development indicators such as revenue and employment?

### *New potentials of biodiversity*

**Where are stakeholders giving greater attention to biodiversity, and for what purposes?** Economic diversification, job creation, for instance?

## 2 Development policy and planning processes

### *Core development processes addressing biodiversity*

**How do the national development plan, sector plans, and/or local plans address biodiversity priorities and constraints?** Is biodiversity treated as an independent 'sector', or integrated into other sectors? Is it subsumed under 'environment' more generally?

**Are there opportunities to influence the review, revision or drafting of a new plan?**

### *Traditional and cultural institutions*

**Where have indigenous peoples', chiefs' and traditional land management systems been effective in connecting environment and development issues?** How do they complement or substitute for the compartmentalised departments often imposed by western models, and where are there clashes? Which present entry points for biodiversity mainstreaming?

### 3 Development implementation and financing

*Business models and development control processes*

**Are there particular sectors, enterprises or instruments that routinely fail to incorporate biodiversity interests in their planning and activities?** Conversely, **which pioneers do integrate biodiversity and why?**

*Government expenditure*

**How much of the current government investment/recurrent budget is directed towards biodiversity and for what purposes?** Are development purposes evoked, or is it all about conservation? What biodiversity issues are addressed by government budget coding, expenditure control and review? Are there opportunities to influence how government finance addresses biodiversity?

*Fiscal policy and procedures*

**What government revenue is directly dependent on the status of biodiversity?** Forest and wildlife fees, for example?

**What fiscal incentives and disincentives are there to conserve biodiversity, especially in mainstream sectors such as agriculture and water?**

*Investment in biodiversity, foreign and domestic*

**Who is investing directly in conserving and managing biodiversity and why?**  
**What planned investment threatens biodiversity, where and how?** What currently planned or expected investment eg in agriculture or tourism could support biodiversity if incentives were changed?

### 4 Stakeholders in mainstreaming and their capacities<sup>6</sup>

*Protagonists supporting positive biodiversity-development links*

**Who have been champions in seeking positive outcomes?** Cover (local) government, business (formal and informal, large and small), investors (domestic and foreign), civil society (developmental and environmental), traditional and cultural systems, knowledge bodies (academic, professional, traditional). What are their interests in biodiversity and their sources of influence – political, financial, positional, knowledge, etc?

*Antagonists*

As above, but **who have undermined desirable biodiversity-development outcomes?** What **interests** do they have that harm biodiversity; and what are their sources of **influence** – political, financial, positional, knowledge, etc?

*Effective 'bridges' linking biodiversity and development interests*

**Which partnerships, alliances, institutions or processes have brought biodiversity and development stakeholders together?** Which development issues do they focus on?

<sup>6</sup> A preliminary scoping of these stakeholder issues will help to identify who to include in the workshop/working group.

## 5 Development debate

*Debate and 'policy space' that could help to mainstream biodiversity*

**What are the best fora for discussing biodiversity-development links? What policy debates and innovations are taking place, or will soon take place, that could have positive implications for biodiversity?** For example, national plans to achieve the sustainable development goals (SDGs), decentralisation of resource rights and control, green economy/growth and low-carbon development?

*Debate and 'policy space' that could threaten biodiversity*

**What current policy or business debates and plans could lead to potentially harmful decisions for biodiversity?** Debates or plans relating to major land, infrastructure and technology investments, for example?

*Biodiversity values of different development stakeholders*

**Do any businesses, civil society groups and development authorities express particularly strong biodiversity values?** How do they do this (in economic or non-economic terms, for instance)?

*Public commentary on biodiversity in development*

**How have media and civil society opinions on biodiversity in development evolved?** For what issues, why, and by whom?

## 6 Mainstreaming efforts to date

*Mainstreaming initiatives*

**What recent, current or planned efforts are there to mainstream biodiversity, environment or climate change into development plans and activity?** What lessons are there from other sectors — successful mainstreaming of HIV or gender, for example.

*Results of 'reciprocal mainstreaming' to date*

**What development priorities or constraints are already reflected in the NBSAP and other (sectoral, local) biodiversity plans? Do they match with national development plan priorities?**

*Use of biodiversity safeguards and related procedures*

What biodiversity issues, innovations and conditionalities have arisen from Environmental Impact Assessments (EIAs)?

*Development information available on biodiversity*

How is biodiversity captured in development metrics, monitoring and accounting — in natural capital accounting (NCA), for instance? Does this information enable biodiversity to be treated as a development asset and as having wider societal value?

*Communications approaches*

What means are proving effective in conveying biodiversity information to development actors at different levels?

## Part 2 – Focusing: targeting priority development processes or issues

Answers to Part 1 will produce a long-list of possible development processes and issues for biodiversity mainstreaming, together with their entry points. Narrowing the choice down to one or two priorities is a highly strategic exercise, best done by first applying a number of criteria to the Part 1 answers. Secondly, considering the capacity available to mainstream biodiversity can help determine the scope of the work and make sure that it contributes to building integrated institutions.

**Prioritisation criteria** – seven criteria are suggested to select priority development processes, sectors or issues for biodiversity mainstreaming, though you may want to adjust or add to these. Two options are suggested for carrying out the selection: either using the criteria as a seven-part agenda and discussing which of the issues that have come up best meet each criterion, or taking four to five of the issues as an agenda, and then applying the criteria to each issue in turn.

1. *High profile today* – inspires or concerns many stakeholders eg jobs, poverty reduction
2. *Future-relevant* – will be more high-profile in future years eg resource shortages, SDGs
3. *Magnitude of likely outcomes* – affects prospects for many groups and many ecosystems eg farming
4. *Tractable* – many organisations are ready to handle it and there is political will eg five-year planning
5. *Urgency* – high threat of biodiversity and development problems if not tackled eg land conflicts
6. *Learning and institution-building* – scope for stakeholders developing integrated approaches
7. *Critical path* – the ‘next step’ will build on progress to date and unleash more

A worksheet is presented in Table 1 on page 12 to help organise the analysis in Part 1 and Part 2.

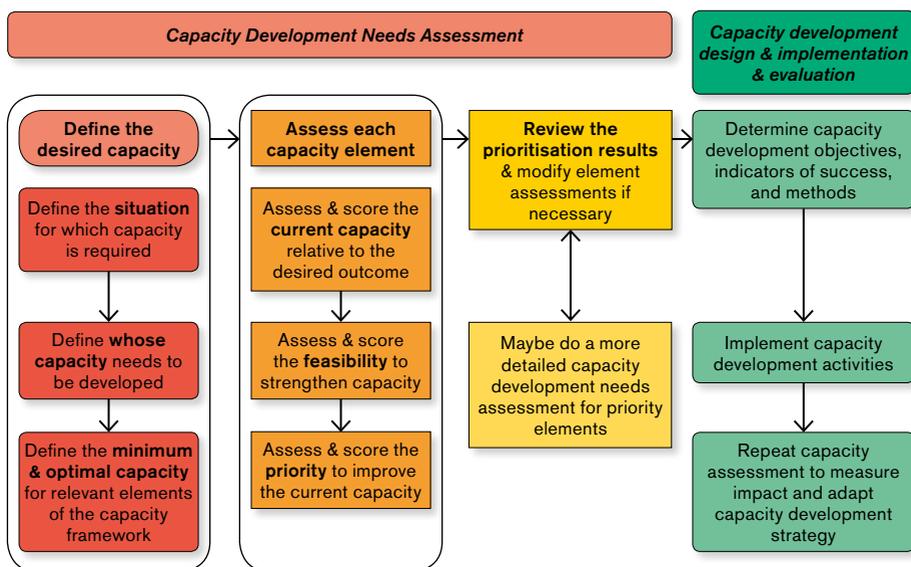
The results should help to identify where there is *demand and energy* for biodiversity mainstreaming in the development arena – in contrast to mainstreaming in the past which has often been an ‘uphill battle’ against more powerful interests.

## Assessing capacities to mainstream biodiversity and development

Which biodiversity and development institutions, and 'bridges' as above, will be needed to drive mainstreaming for the selected development process, sector or issue? Do they have adequate capacity? How can any capacity gap be filled?

Capacity development needs, assessment, design and implementation can be conceptualised as in the figure below. This illustrates the UNEP-WCMC Capacity Development Assessment Tool (CDAT), which can be used to assess the current capacity to achieve a desired mainstreaming objective at individual, institutional and network scales. The CDAT is a suite of Excel workbooks that help the user to understand and prioritise capacity development needs for a task, project or programme. It covers a comprehensive range of capacity factors and the user can select the most relevant factors to include in the assessment.

The tool and user guidelines are available at: [wcmc.io/commodities](http://wcmc.io/commodities)



Overview of the capacity development process. The UNEP-WCMC Capacity Development Assessment Tool (CDAT) can be used to complete the first stage, the assessment of needs, through the definition of desired capacity, the assessment of current capacity, and the review of priorities for capacity development, feeding into the subsequent stages of capacity development design, implementation and evaluation (Banham et al. 2016 UNEP-WCMC Capacity Development Assessment Tool: User Guidelines, version 3.0. UNEP-WCMC, Cambridge, UK)

## Presenting the results of the diagnostic

Following the tasks at Part 1 and Part 2, the project team may summarise the results by presenting:

- A description of the overall development ‘landscape’ from a biodiversity point of view (results of Part 1)
- A description of the selected development process, sector or issue – for example, the national development plan review, agriculture sector strategy formulation, public expenditure review, REDD strategy, tourism investment code - and why it is chosen (results of Part 2)
- The entry point to begin mainstreaming – influencing a national development plan, for example, or sector policy review working group or drafting group, informing a parliamentary committee, synthesising evidence...
- Capacity needs and capacity building activities
- The expected outcome – for example, an improved development plan, budget, information source, capacity...
- The anticipated impact – hoped-for top-line improvements in biodiversity and developmental terms.

## Further guidance

Having scoped the development landscape, biodiversity mainstreaming to date, and the priority development target, the next step is to prepare the mainstreaming strategy to address that target. Full guidance is given in:

IIED and UNEP-WCMC (2015) Mainstreaming biodiversity and development. Tips and tasks from African experience. IIED, London. <http://pubs.iied.org/14650IIED>

For more information and materials: [www.iied.org/nbsaps](http://www.iied.org/nbsaps)

## Example worksheet for analysing the development landscape

MAINSTREAMING ISSUE	1. MAIN POINTS from discussion	2. FOLLOW-UP info/discussion needed	3. Responsibility
<b>1. Development-biodiversity links</b>			
<i>Dependence of development on biodiversity</i>	Answer =		
<i>Vulnerability of development to biodiversity problems</i>	A =		
<i>Development implication of changes in biodiversity</i>	A =		
<i>Biodiversity dynamics</i>	A =		
<i>New potentials of biodiversity</i>	A =		
<b>2. Development policy and planning processes</b>			
<i>Core development and processes that address biodiversity</i>	A =		
<i>Traditional and cultural institutions</i>	A =		
<b>3. Development debate</b>			
<i>Progressive 'policy space' for mainstreaming biodiversity</i>	A =		
<i>Challenging 'policy space' that could threaten biodiversity</i>	A =		
<i>Biodiversity values of different development stakeholders</i>	A =		
<i>Media and civil society commentary on biodiversity in development</i>	A =		
<b>4. Development implementation and financing</b>			
<i>Business models and development control processes</i>	A =		
<i>Government expenditure</i>	A =		
<i>Fiscal policy and procedures</i>	A =		
<i>Investment in biodiversity, foreign and domestic</i>	A =		
<b>5. The stakeholders and their capacities</b>			
<i>Protagonists supporting positive BD-development links</i>	A =		
<i>Antagonists not supporting positive BD-development interests</i>	A =		
<i>Effective bridges linking biodiversity and development interests</i>	A =		
<b>6. Mainstreaming efforts to date</b>			
<i>Mainstreaming initiatives</i>	A =		
<i>Results of reciprocal mainstreaming BD-development to date</i>	A =		
<i>Use of BD safeguards and related procedures</i>	A =		
<i>Development information available on biodiversity</i>	A =		
<i>Communication approaches</i>	A =		

4. AGREEMENT ON PRIORITISATION CRITERIA for selecting focal development process/sector/issue		Criterion 1...
		Criterion n
	<b>5. SHORT-LIST</b> from above	<b>6. APPLYING</b> prioritisation criteria
	Process/sector/issue 1	Criterion 1
		...
	Process/sector/issue 2	Criterion 1
		...
	Process/sector/issue 3	Criterion 1
		...
		Criterion n

IIED and UNEP-WCMC (2016) Mainstreaming biodiversity: a guide to selecting strategic development targets. IIED, London

The Aichi targets and Sustainable Development Goals alike demand a truly integrated approach: biodiversity, social and economic factors need to be 'put on the same page' when decisions are made. Yet development and biodiversity institutions still work separately from one another.

This guide addresses how to mainstream biodiversity into development. It is aimed at biodiversity authorities and interest groups needing to select the most strategic development targets for biodiversity mainstreaming – to produce high gains for biodiversity as well as development, reduce any negative impacts, and accelerate the process of institutional integration. The guide describes how this can be done, based on the experience of Botswana, Ghana, Malawi, Namibia, Seychelles, Zambia and Zimbabwe.

For more information: [www.iied.org/nbsaps](http://www.iied.org/nbsaps)

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International Institute for Environment and Development  
80-86 Gray's Inn Road, London WC1X 8NH, UK  
Tel: +44 (0)20 3463 7399  
Fax: +44 (0)20 3514 9055  
email: [info@iied.org](mailto:info@iied.org)  
[www.iied.org](http://www.iied.org)

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**Biodiversity**

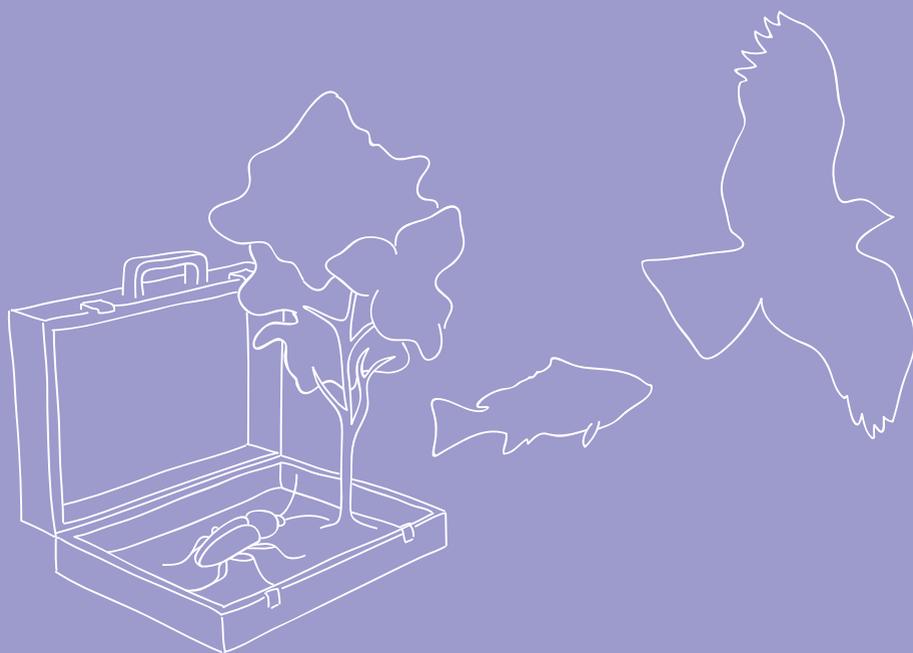
*Keywords:*

Mainstreaming, National Biodiversity Strategy and Action Plans, Convention on Biological Diversity (CBD)



# Developing a 'business case' for biodiversity

Tips and tasks for influencing government and the private sector



How do you make a convincing 'business case' for biodiversity? This guide is for environment officials, interest groups and policymakers to develop the key elements of a case for integrating biodiversity into government and business decisions. The case must appeal to stakeholders in the public and private sectors as well as potential investors and funders.

The guide was developed on the basis of experiences shared between members of the African Leadership Group at two NBSAPs 2.0 Mainstreaming Biodiversity and Development project workshops held in Maun, Botswana in November 2012 and Entebbe, Uganda in July 2013.

Thanks are due to Steve Bass and all members of the African Leadership Group.

### **How do I use this guide?**

The guide sets out tips and tasks for preparing a compelling 'business case' for biodiversity. It does not provide exhaustive information, but leads you through a simplified process, alongside consulting other sources for detail. It can be used in conjunction with the *Mainstreaming diagnostic tool* and the *Ten steps to biodiversity mainstreaming* tool which are also produced by the NBSAPs 2.0 project.

For more information on the project: [www.iied.org/nbsaps](http://www.iied.org/nbsaps)

Or email: [dilys.roe@iied.org](mailto:dilys.roe@iied.org) or [abisha.mapendembe@unep-wcmc.org](mailto:abisha.mapendembe@unep-wcmc.org)

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# Contents

## Developing a 'business case' for biodiversity

1. What is a biodiversity 'business case' and why is it needed?
2. The key tasks
  - Define your audiences
  - Frame persuasive arguments
  - Compile the evidence
  - Identify the counter-arguments
  - Test and present your case

Useful resources

A biodiversity 'business case' sets out the rationale for placing biodiversity at the heart of policy, legislation, plans and projects in a language that the proponents of those activities can understand. It should convince them to take action. It highlights the benefits of taking biodiversity into account — and the associated costs — and the risks of business as usual.

# 1. What is a biodiversity 'business case' and why is it needed?

Biodiversity is an irreplaceable asset and as such, government and the private sector need to develop and increase its value.

But biodiversity is often unrecognised, unvalued and considered unimportant in economic and development decision making. Investment decisions in different production sectors and ensuing activities fail to take their potential impacts on biodiversity into account or to recognise the contribution that biodiversity can make to their desired achievements. The potential for biodiversity to affect and be affected by economic development and poverty reduction strategies and processes is therefore overlooked.

## **Difficult concept to communicate**

This is partly because biodiversity is a difficult concept to communicate. At times the term is used as a collective noun for living biological resources and associated ecosystem services — another way of saying life on earth. But it is also used in the strict scientific sense of variety and variability at the level of genes, species and ecosystems. Aspects of biodiversity that are of interest to conservationists — for example levels of endemism or species richness — may seem irrelevant to development planners, investment bankers or economists, who are concerned with jobs, food security and export earnings.

Therefore if you want biodiversity to be taken seriously outside the environment sector, it is critical to present a compelling and credible 'business case'.

## **State values and benefits**

The business case should be built around a narrative that describes the importance and value of biodiversity to society, and should include a core message that aims to capture tangible benefits in a strong, single-minded way. It also needs to be backed by compelling evidence that speaks the language of those it is trying to convince.

The case is often presented in a well-structured written document, but may sometimes come in the form of a short verbal argument or presentation. You must be ready to respond to whatever opportunities are presented to make the case for biodiversity.

## 2. The key tasks

### Define your audiences

To help focus the business case, identify the most important audiences you seek to influence. These will be people, organisations or sectors that are affected by or affect biodiversity. If you want national government to take biodiversity seriously, for example, then permanent secretaries, policymakers, parliamentarians and the ministry of finance, will be your focus. If you need to build strategic alliances, you will want to address potential partners such as private investors, the private sector and nongovernment organisations.

In general, a checklist of audiences for your case is likely to include:

- Ministries and government agencies relating to finance, planning and production
- Financial institutions including development banks and investment banks
- The private sector — mining, water, tourism and construction companies
- Civil society organisations and those that represent or influence civil society (parliamentarians and journalists, for example).

After you know who you want to reach, you can think about what they will want to know and what message you want them to receive. Each audience will have specific prejudices and biases. You will need to tailor the case for each audience because the same messages are rarely suitable for everyone.

## Frame persuasive arguments

For a potential course of action to be deemed viable by a decision maker, it must be aligned with their strategic interests (that is, how can the proposed course of action help the target audience to meet their own goals?). Align your 'business case' arguments with the key policy priorities of the government and the country's development needs including job creation, health, food and water security, growth and equity, and rural development (Box 1).

### Box 1: Biodiversity messaging that speaks to key policy priorities of most governments

Biodiversity provides myriad unique benefits that are critical to socioeconomic development, including:

- **Service delivery** — delivering key ecosystem services through a green, cheaper and low-energy infrastructure, eg pollination and water provisioning
- **Risk reduction** — including disaster and climate risk reduction in key sectors eg providing a diverse resource base that offers alternatives if one food crop fails
- **Direct financial value** — through certain products and species that may be tradable, eg medicinal plants and animals and species attractive to tourists
- **National economic diversification** — through habitat, species and genetic diversity that present options and alternatives, eg in tourism and forestry.
- **Intrinsic and cultural value** — related to identity, tradition, social cohesion, recreation and spirituality.

**Source:** Entebbe Statement on Biodiversity in Development Planning (2013)

There are likely to be three things that your target audience will want evidence for (Box 2). They will ask:

- Why should they invest in biodiversity?
- What is the importance of biodiversity to their respective sectors?
- Will biodiversity investments generate benefits? In other words, will it create jobs, diversify rural livelihood options, augment, enhance and protect built infrastructure, contribute to water and food security and strengthen adaptation to climate change?

## Box 2. Making the business case for undertaking water valuation

In trying to make the business case to private companies for water valuation, an analysis undertaken by the World Business Council for Sustainable Development (WBCSD) identified **five broad business case arguments**:<sup>1</sup>

1. **Enhance decision making:** Undertaking water-related valuation studies generally enhances decision making. This is because it improves the sustainability of decisions, and the process of undertaking such valuation studies informs mindsets, behaviour and actions, enhances awareness and encourages collaboration.
2. **Maintain and enhance revenues:** Water-related valuation studies can help ensure that revenues are maintained and enhanced.
3. **Reduce costs:** Water-related valuation can be used to help reduce company costs. There are also obvious links with arguments for reducing risks, which typically lead to reduced costs.
4. **Manage risks:** Water valuation is ideal to help evaluate the nature and extent of potential risks associated with, for example, environmental changes relating to resource depletion and climate change, changing stakeholder opinions, and implications of new regulations and environmental markets.
5. **Enhance reputation:** Water-related valuation can be used to help enhance brand value and reputation in a number of ways that can in turn lead to increased revenues, reduced costs and potentially an increased share price. These arguments are aimed at the priorities of private, profit-making companies, but a similar approach could be adopted in thinking about how biodiversity might address the priorities of the finance or planning ministries, the agricultural sector and so on. For example, highlighting biodiversity's contribution to food security, health improvements, income generation, reduced vulnerability and ecosystem services.

**Source:** WBCSD (2012)

<sup>1</sup> [www.wbcscd.org/Pages/EDocument/EDocumentDetails.aspx?ID=15099&NoSearchContextKey=true](http://www.wbcscd.org/Pages/EDocument/EDocumentDetails.aspx?ID=15099&NoSearchContextKey=true)

The arguments for investing in biodiversity should not just focus on the economic benefits derived from biodiversity but other social, cultural and political benefits of biodiversity too.

In South Africa, eight 'value propositions' for biodiversity were tested with senior government decision makers to see which ones had more traction (Box 3). The clear winner was framing biodiversity as a national asset of significant economic value, but a close runner up was a proposition around the legacy we leave our children: nature has given us a world full of wealth, but the more we take from it, the less there is to nourish the next generation.

The South African experience also demonstrated the importance of messages highlighting achievable actions rather than being all doom and gloom. Thus the second runner up was a message around practical actions that the government can take to secure biodiversity. Overall it was concluded that an effective business case should position biodiversity as responding to things that society:

- Has to do, because they are national priorities
- Wants to do, because they draw on an emotional component, and
- Can do, because the way forward is practical and implementable.

### Box 3. Making the case for biodiversity in South Africa: eight value propositions

Message 1: <b>National asset</b>	Biodiversity is natural capital with immense economic significance for South Africa.  Investing in natural capital, by giving a superior return on the investment, is investing in our country.
Message 2: <b>Children's legacy</b>	Every decision government makes affects the future of biodiversity — a rich or impoverished natural world that we leave for our children and children's children.  By investing in nature we take care of our families.
Message 3: <b>Practical solutions</b>	There are practical, realisable things that government can do to protect and enhance our 'natural infrastructure'
Message 4: <b>Wealth of the rural economy</b>	Biodiversity is the natural capital of the rural poor. We need to unleash the potential of biodiversity to develop rural economies.
Message 5: <b>Climate change</b>	Good biodiversity management can slow down climate change and its impacts. Our natural wealth can help to save us from natural disasters.
Message 6: <b>Global leadership</b>	South Africa is a world leader in biodiversity. As the world faces a global biodiversity crisis, South Africa can spearhead innovative solutions.
Message 7: <b>Health</b>	Healthy, thriving biodiversity is vital for a healthy population. Our rich variety of flora and fauna provides natural medicines used by over 80 per cent of our population.
Message 8: <b>Humanity</b>	As humans, we are part of the web of life. Nature's <i>ubuntu</i> is all around us — and is part of us.

**Source:** DEA and SANBI (2011)<sup>2</sup>

<sup>2</sup> DEA and SANBI (2011) Making the case for biodiversity: phase 1. Final draft project summary report.

A short explanation about the project can be found here: [http://www.stapgef.org/stap/wp-content/uploads/2013/09/STAP-Workshop-Documents\\_layout-version.pdf](http://www.stapgef.org/stap/wp-content/uploads/2013/09/STAP-Workshop-Documents_layout-version.pdf) on p26.

## Compile the evidence

Having framed the argument, the next step is to compile compelling evidence to support the case, including facts, figures and real life stories. The data that is used can be qualitative or quantitative, general or specific, from the region or country under consideration. Examples from other countries that you may be able to draw inspiration from, and comparison with, are also useful. Box 4 sets out the kinds of analysis that might be useful to make an economic case — but remember, there are many other non-economic values of biodiversity that you can bring into your argument depending on the audience that you are targeting.

### Box 4. Analysis of country-specific economic evidence on the importance of biodiversity

- Take stock of existing data and literature to identify information gaps and collect missing information if needed, eg through field survey, interviews or case studies
- Determine overall value or benefits of biodiversity in relation to national priorities, eg economic growth, GDP, employment, exports, household income, poverty reduction
- Determine the overall social, cultural and political benefits of biodiversity in relation to national priorities
- Assess the trends and changes to biodiversity over time under different use scenarios for specific sectors, such as agriculture, forestry or water
- Measure the costs of biodiversity loss under these different scenarios
- Estimate the costs of the policy measures required to improve or maintain biodiversity and the benefits they bring
- Analyse benefits and costs for different sectors, scenarios, policy measures and biodiversity, expressed in relation to national priorities.

**Source:** adapted from the UNDP-UNEP PEI Handbook (2009)

Building an evidence base for the importance of biodiversity will involve both interpreting existing data in new ways (for example, why wetlands matters for water supply) and collecting and analysing new data (the dependence of poor households on biodiversity for income, subsistence and health, for instance).

Useful sources of data include:

- National biodiversity and environmental assessments (state of the environment, for example)
- Integrated environmental assessment and reporting
- Environmental impact assessment
- Strategic environmental assessment
- Natural capital accounts.

Where possible, the analysis should also attempt to estimate the costs and benefits of investing in biodiversity or not investing in biodiversity. If there is no change in the status quo, what could happen to the target audiences' interests or bottom line? Could some future problems or costs be avoided if the change in action is made today? What are the risks and likely consequences of inaction?

## Identify the counter-arguments

When making the biodiversity business case, it is important to realise that some stakeholders may have counter-arguments to proposed initiatives or solutions. Try to think in advance what these might be so that you are ready to be challenged and to respond.

Think what the points for negotiation might be. Where will stakeholders be prepared to compromise and what will constitute the 'red line' beyond which they will not go?

It would be a good idea to draw up your own table of 'trade offs', working out where you are prepared to compromise (or not) in order to achieve your ultimate goal of biodiversity integrated into business and government strategies.

		Trade offs		
		Industry	Government	Finance
Biodiversity	Species	<ul style="list-style-type: none"> <li>▪ Acceptable demands ...</li> <li>▪ Unacceptable demands + 'red-line' argument why no compromise allowable ...</li> </ul>		
	Habitat			
	Ecosystems			

## Test and present your case

A biodiversity business case can be presented in the form of written evidence, such as booklets, fact sheets, posters or briefing papers, a quick chat with a targeted stakeholder or decision maker, a formal presentation to the target audience or through short films. The evidence can also be presented as a section in National Biodiversity Strategy and Action Plans (NBSAPs) or in National Development Plans.

Regardless of the medium, effective communication is vital. This means targeting your message to the audience (for example, economists like numbers while journalists like a public interest angle). Plain rather than technical language and good graphics can make the difference between a case that succeeds and a case that fails.

### Compelling and convincing

Regardless of the quality of the evidence or the strength of your findings, evidence rarely speaks for itself. Analytical, rational evidence has to vie with all the other things that influence how we make decisions — emotions, instinct, intuition, values, ideology, culture, peer pressure and politics, to name a few. Try to imagine yourself as the person listening to your case — what will it be that tips you over into the ‘convinced’ camp? Could your case be made more compelling by telling it as a story — with the climax or conclusion at the beginning rather than at the end? Would this draw the audience in? Likewise, don’t focus on loss, but rather on what we ‘love’ about biodiversity, emphasising how much we value what we have (not in monetary terms). Or consider whether it would work to tell your ‘big story’ (your business case) through several smaller stories that you know will resonate with the audience?

The Botswana NBSAPs 2.0 team made the business case for biodiversity in a ‘Dragons’ Den’ style presentation at the Maun workshop in November 2012.

The team’s representative presented the reasons why government ministries should consider biodiversity in their development policies, stating the costs and benefits and giving examples to support the case.

You can watch the presentation at: [www.iied.org/nbsaps](http://www.iied.org/nbsaps)

## Useful resources

The Economics of Ecosystems and Biodiversity (TEEB)

*Making nature's values visible — Guidance manual for TEEB country studies*

[www.teebweb.org](http://www.teebweb.org)

The Economics of Ecosystems and Biodiversity (TEEB) for Business Coalition

[www.teebforbusiness.org](http://www.teebforbusiness.org)

The Millennium Ecosystem Assessment

*Ecosystems and human well-being: biodiversity synthesis*

[www.unep.org](http://www.unep.org)

The Millennium Ecosystem Assessment

*Ecosystems and human well-being: opportunities and challenges for business and industry*

[www.unep.org](http://www.unep.org)

The Millennium Ecosystem Assessment

*Ecosystems and human well-being: health synthesis*

[www.unep.org](http://www.unep.org)

The Natural Value Initiative (NVI)

*NVI toolkit*

[www.naturalvalueinitiative.org](http://www.naturalvalueinitiative.org)

The Poverty-Environment Partnership

*Sustaining the environment to fight poverty and achieve the MDGs: the economic case and priorities for action*

[www.unpei.org](http://www.unpei.org)

The UNDP-UNEP Poverty-Environment Initiative

*Mainstreaming poverty-environment linkages into development planning: a handbook for practitioners*

[www.unpei.org](http://www.unpei.org)

The World Business Council for Sustainable Development

*Water valuation: building the business case*

[www.wbcscd.org](http://www.wbcscd.org)

## WHAT IS THE NBSAPs 2.0 INITIATIVE?

NBSAPs 2.0 Mainstreaming Biodiversity and Development is a three-year project to build resilient and effective national biodiversity strategies and action plans (NBSAPs). These aim to influence development decisions and improve outcomes for biodiversity and poverty.

The project works with four African countries — Botswana, Namibia, Seychelles and Uganda — and is encouraging leadership in biodiversity mainstreaming. It highlights the experience of these four focal countries to influence a whole new generation of NBSAPs.

The project is implemented by the International Institute for Environment and Development (IIED) and the UNEP World Conservation Monitoring Centre (UNEP-WCMC) in collaboration with the CBD Secretariat, UNEP, UNDP and the Poverty Environment Initiative (PEI).

How do you make a convincing 'business case' for biodiversity? This guide is for environment officials, interest groups and policymakers to develop the key elements of a case for integrating biodiversity into government and business decisions. The case must appeal to stakeholders in the public and private sectors as well as potential investors and funders.

The guide was developed on the basis of experiences shared between members of the African Leadership Group at two NBSAPs 2.0 Mainstreaming Biodiversity and Development project workshops held in Maun, Botswana in November 2012 and Entebbe, Uganda in July 2013.

For more information on the project: [www.iied.org/nbsaps](http://www.iied.org/nbsaps)  
Or email: [dilys.roe@iied.org](mailto:dilys.roe@iied.org) or [abisha.mapendembe@unep-wcmc.org](mailto:abisha.mapendembe@unep-wcmc.org)

IIED promotes sustainable development, linking local priorities to global challenges. We support some of the world's most vulnerable people to strengthen their voice in decision making.

International Institute for Environment and Development  
80-86 Gray's Inn Road, London WC1X 8NH, UK  
Tel: +44 (0)20 3463 7399  
Fax: +44 (0)20 3514 9055  
email: [info@iied.org](mailto:info@iied.org)  
[www.iied.org](http://www.iied.org)

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## Tool

February 2014

### Biodiversity

*Keywords:*  
Mainstreaming, National Biodiversity Strategy and Action Plans, Convention on Biological Diversity (CBD)



Poverty Environment  
Initiative

NBSAPs 2.0 is funded through the UK Government's Darwin Initiative, which assists countries that are rich in biodiversity but poor in financial resources to implement their commitments under the international biodiversity conventions. It is also part funded by UKaid from the UK Government, however the views expressed do not necessarily reflect the views of the UK Government.

# Putting biodiversity at the centre of development

A checklist for reviewing the mainstreaming potential of a country's NBSAP



Empowered lives.  
Resilient nations.

Poverty Environment  
Initiative

The Convention on Biological Diversity (CBD) recommends that the second generation of National Biodiversity Strategy and Action Plans (NBSAPs) should be used as instruments for mainstreaming biodiversity into key development policies, plans and processes. But how do you know that your NBSAP will be fit for this purpose? Does it address key development issues – those that create potential for biodiversity as well as those that may present problems? Does the NBSAP make sense to development actors and reflect their concerns? Were the right people involved in its creation? Does it directly link to development plans, programmes, and funding?

This checklist provides a simple structure for reviewing a country's NBSAP and the process by which it is being developed to make sure it contains the essential ingredients for biodiversity mainstreaming. The essence of the checklist has been tested against revised NBSAPs in several African countries and while the questions are suggested to help with the review process, they are not exhaustive – you may want to ask other questions too.

This tool is an output of the NBSAPs 2.0 Mainstreaming Biodiversity and Development project funded by the Darwin Initiative. For more information on the project and more mainstreaming tools, go to: **[www.iied.org/nbsaps](http://www.iied.org/nbsaps)**

Or email: **[dilys.roe@iied.org](mailto:dilys.roe@iied.org)** or **[abisha.mapendembe@unep-wcmc.org](mailto:abisha.mapendembe@unep-wcmc.org)**

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- Financing and resource mobilisation for NBSAP implementation
- A communication strategy to support successful implementation
- Ownership and the potential for successful implementation

The NBSAPs Forum (<http://nbsapforum.net>) has produced a framework for peer reviewing NBSAPs across all relevant themes and processes, and touches on mainstreaming. This tool complements the framework and focuses on the mainstreaming components of NBSAPs, giving more detailed insights into the level of biodiversity/development integration that has been achieved.

Peer review framework: <http://nbsapforum.net/#read-resource/725>

## Why do a mainstreaming review?

A mainstreaming review of the NBSAP and the process by which it is developed, checks that it addresses biodiversity in the context of a country's development aspirations and is thus a useful instrument for mainstreaming biodiversity into development and vice versa. The review can be undertaken at any stage but should preferably be considered at the beginning, middle and end of the process to allow time for adaptation along the way. It has two main objectives:

1. To examine the extent to which the NBSAP addresses development concerns
2. To examine the quality of the NBSAP as a means for integrating biodiversity into national development policy and plans.

The review might be undertaken by the NBSAP team as part of the overall process of planning, revising, finalising and quality-checking the NBSAP, or it might be commissioned from others – for example, the Ministry of Planning or Ministry of Environment. Depending on the overall purpose of the review – as well as the context, the budget and the time available – it might take a number of different forms:

- **Internal review** – the lead organisation undertakes the review without engaging others
- **Domestic peer review** – commissioned by the lead organisation and asking other ministries, nongovernmental organisations and independent national experts to be involved
- **International peer review** – commissioned by the lead organisation but involving equivalent ministries and nongovernmental organisations, institutes or individuals from one or more other countries.

Conducting a peer review rather than an internal review has added advantages in that it can support mutual learning between colleagues, ministries or countries and a feeling of cross-government ownership. Since it is also a more objective process, it may enable governments to win domestic support for what might be difficult policy choices or resource allocation decisions.

## Issues to consider

The review needs to assess how relevant and effective the revised NBSAP has been in integrating biodiversity concerns with development priorities both in the revision process and in the content.

It must look at whether and how development actors were involved in the revision process, because the NBSAP is less likely to be relevant and effective if it has been prepared in isolation and focuses solely on biodiversity. The NBSAP must make a convincing case for biodiversity as a development opportunity. And it must consider how biodiversity is being affected by development policies and activities.

You will need to review and ask questions about:

- How the NBSAP revision process was carried out
- Who participated in the process and how different views were taken into account in the drafting
- Whether there is evidence of attention to development priorities in the NBSAP
- The relationship to key development policies, strategies and plans, or government-led programmes
- The relationship to particular sectors
- The proposed monitoring framework for the NBSAP activities
- The developmental value of finance and resource mobilisation plans to support NBSAPs implementation
- The effectiveness of the communication strategy in engaging development interests.

In the following pages these questions are considered in more detail. We suggest the kinds of issues you might want to probe and the questions you might want to ask. We do not suggest what the ideal answers are to these questions – there is no ‘right’ and ‘wrong’ and every country will be different.

## Participation in the NBSAP revision process

The NBSAP is more likely to be effective if it integrates biodiversity concerns with development priorities and is owned as much by key development interests across government as the Ministry of Environment. It is worth assessing, therefore, how other ministries (finance, planning, energy, mining, agriculture and so on) have been involved in the NBSAP revision process, as well as nongovernmental actors, including civil society and the private sector.

- Who has led the revision process and set the terms of reference?
- What kind of meetings have taken place?
- Which development sectors have been involved in the revision process nationally or locally?
- How have they been involved and what has been the quality of their involvement throughout?

For example, has the revision process been:

- Informative – providing all parties with balanced and objective information to assist them in understanding the issues, alternatives, opportunities, and/or solutions?
- Consultative – asking people to provide comments, which may or may not have been considered and taken on board where relevant when developing alternative solutions and making key decisions?
- Genuinely participative and engaging – that is, where participants have been directly involved in determining and influencing the process itself and making inputs to the development or implementation of the NBSAP, and where all participants' aspirations have been consistently understood and considered?

# Evidence of attention to development concerns

Does the NBSAP:

- Recognise the poverty status of the country and of particular localities and social groups?
- Discuss the value of biodiversity and its current and potential role in contributing to poverty prevention and reduction, and what this means for local/regional/national development?
- Point to important distributional issues in relation to biodiversity/development assets and outcomes, particularly in relation to identified localities or social groups or within specific development sectors?
- Provide recommendations, measures or clear strategies for maximising the potential of biodiversity for poverty prevention, poverty reduction and equitable economic growth?
- Show awareness of development processes that contribute to the loss of biodiversity, and provide recommendations, measures or clear strategies for how to limit these losses?

# Relationship to other development and finance policies, strategies and plans

Does the NBSAP include:

- Clear links with the National Development Plan (NDP) or equivalent? Does it recognise and respond to the objectives of the NDP? Does it take into account the timing of the NDP as it is usually based on a five-year cycle?
- Relevant responses to broader influences 'upstream' of the NDP such as macro-economic and fiscal policies, and national responses to the likely SDGs?
- Clear links with other national, sub-national and local strategic planning processes such as a sustainable development plan, environmental strategies/ action plans or community-based natural resource management programmes, and decision-making systems?
- Clear links with national and/or sub-national public sector budgeting and expenditure review processes, with a view to mobilising funds to support NBSAP implementation?

In July 2014, participants at an NBSAPs 2.0 project workshop reviewed the draft revised NBSAP prepared by Botswana. Felix Monggae from the NBSAP revision team spelt out what he had been looking for: "We wanted them to consider whether we were encompassing enough; did we have the relevant monitoring and evaluation mechanisms at each stage; did we speak to mainstreaming and in terms of other sectors, were they able to find themselves in the document we had just put together?"

The comments were constructive and welcome, he said, with a useful focus on making the executive summary "punchy, relevant and succinct".

See the full interview with Felix Monggae about the NBSAP review process at: [www.iied.org/talking-about-mainstreaming-biodiversity](http://www.iied.org/talking-about-mainstreaming-biodiversity)

## Relationship to particular sectors or programmes

Does the NBSAP indicate:

- Clear links with particular sector development strategies – notably forestry, agriculture, land use, tourism, manufacturing and water?
- Clear links with other multilateral environmental agreements, particularly relating to climate change and land degradation?
- Clear links with human development and wellbeing strategies such as food security, health, disaster risk reduction and gender equality?
- Whether/how biodiversity loss or conservation might threaten, undermine or reverse the outputs or outcomes of a particular sector or strategy's programmes, or the wellbeing of particular societal groups, including the most vulnerable?
- How particular sector programmes or strategies result in biodiversity loss or contribute to conservation?
- How far particular sectors can and do use their core mandates and mechanisms (eg land use planning) to help reduce biodiversity loss or to mitigate the impact of ecosystem degradation or even make a positive win-win contribution?

### **Biodiversity and environment considerations now key part of construction**

In Uganda, the Ministry of Lands, Housing and Urban Development is rolling out a project - Uganda Support to Municipal Infrastructure Development (USMID), funded by the World Bank. Fourteen municipalities are covered by the plan which mainly involves construction and rehabilitation of municipal roads to bitumen. In one of the construction projects in Soroti municipality, environmental consultants employed by the ministry as part of complying with a new institutional requirement to consider environmental concerns in all key decisions, advised that the new road be narrowed at a certain point, to avoid cutting down rare 75-year-old Mivule trees.

The contractor had already started to cut the trees but was obliged to stop.

## The monitoring framework

To assess whether the NBSAP monitoring framework allows for the monitoring of biodiversity mainstreaming efforts, consider whether:

- The NBSAP lays out development outcomes as well as biodiversity outcomes
- The NBSAP includes clear indicators and targets to monitor the progress of biodiversity mainstreaming in development policy and plans, and vice versa
- The National Bureau of Statistics, Ministry of Finance, Ministry of Industry etc are using biodiversity information and relating it to relevant socio-economic data
- The NBSAP contains national biodiversity targets and actions that are particularly relevant to development mainstreaming, and which contribute to the mainstreaming elements of the Strategic Plan for Biodiversity 2011-2020 and its Aichi Targets.
- The NDP and sector policies include reporting frameworks that reflect relevant NBSAP indicators and targets.

### What would successful biodiversity mainstreaming look like?

At the NBSAPs 2.0 Mainstreaming Biodiversity and Development workshop held in July 2014 in Namibia, participants concluded that successful biodiversity mainstreaming achieves a wide range of biodiversity, social and economic outcomes, including:

#### From a biodiversity perspective

- Government policy and the general public demonstrate support for improving biodiversity conservation and sustainable management and use of ecosystem services
- Government authorities ensure that [scenario-based] spatial plans for ecological resilience are developed and implemented successfully at all levels
- Other sectors actively and routinely consult biodiversity-related sectors in national and subnational/local development
- Public and private sectors increasingly integrate biodiversity and ecosystem services into their own activities.

#### From a social perspective

- Development and conservation planners invite and enable indigenous and local communities to participate fully in relevant development and conservation plans and reviews.
- Biodiversity and ecosystem services are tangibly contributing to livelihood security and wealth creation at the individual/household, community and other levels.
- The benefits, costs and risks of sustainably managing biodiversity and ecosystem services are shared equitably.

#### From a finance/economic perspective

- Regular trend analysis shows that biodiversity and ecosystem service-related investments are increasing in their scope and diversity
- Governments provide funding in order to meet their commitments under the CBD
- There is reduced reliance proportionally on ministry of environment budgets for biodiversity-related activities
- Investments in biodiversity and ecosystem services generate a good rate of return
- Biodiversity and ecosystem services' contributions to the economy are tracked with robust tools and metrics within national finance systems
- Investments in biodiversity and ecosystem management lead to reduced costs for crisis management during natural disasters.

**Source:** Windhoek Statement, July 2014: Achieving success in biodiversity mainstreaming

# Financing and resource mobilisation for NBSAP implementation

Does the NBSAP show how financial support will be provided or indicate plans for mobilising public and private sector financial resources to implement mainstreaming recommendations and actions it sets out?

## **In Uganda, closer cross-government working contributes to greater understanding of biodiversity**

The National Environment Management Authority (NEMA) in Uganda has made a point of involving key ministries and agencies such as the Ministry of Finance, Planning and Economic Development (MFPED) and the National Planning Authority in the NBSAP revision process. NEMA worked closely with a designated economist, who attended NBSAP committee meetings and reported back to her colleagues. This helped staff from the MFPED understand and appreciate biodiversity issues and their importance to the development process.

The improved understanding contributed to the Ugandan NBSAP being integrated into the 2014 National Development Plan. This will provide the basis of around US\$ 6.2 billion (approximately US\$ 2,500,000) funding for NBSAP activities over the five-year period.

In addition, understanding the importance of biodiversity led to MFPED increasing NEMA's budget by US\$ 3 billion (US\$ 1,200,000) per year to cater for managing the environmental impacts of oil and gas development in a biodiversity rich area (the Albertine Graben). Oil and gas are key emerging issues in the Uganda NBSAP.

## A communication strategy to support successful implementation

To what extent does the NBSAP include a communication strategy that ensures engagement with both biodiversity and development audiences? Are there:

- Identified audiences?
- Tailored messages that may change over time?
- Ideas for ways to reach the audiences and to help them exchange information and plans with each other, including both channels and outputs?

Is there a realistic budget to implement the communication strategy?

Has the NBSAP revision process received any local/national press coverage?

In terms of timing, does the communications strategy show plans for more than one year, recognising that this is an ongoing process which needs to be reviewed regularly, with necessary changes made to the strategy as a result?

## Ownership and the potential for successful implementation

The effectiveness of the NBSAP as an instrument for integrating biodiversity in development planning, budgeting and monitoring will be greater if all relevant policymakers, practitioners and civil society organisations feel some ownership over the revised strategy and action plan.

To what extent is there broad agreement about the process and content of the NBSAP:

- Within mainstream national government bodies, and in particular the ministries of planning and finance?
- Among key sectors relevant to biodiversity potentials and problems, such as agriculture, fisheries, forestry, mining and industry?
- Within local government, and local level administrations and community groups?
- Among private sector institutions (eg ecotourism operators or associations) and civil society organisations?
- Among the public – given that biodiversity mainstreaming into individuals' behaviour is a long-term challenge, with ever-changing targets?

Was there, or will there be, a parliamentary committee or debate on the NBSAP and the issues it raises?

During the NBSAP revision process in Namibia, the revision committee, which included a representative from the Office of the President, organised a successful high level workshop with politicians to inform them about, and encourage ownership of, the process and implementation of the NBSAP. Once finalised, the revised NBSAP was sent to Cabinet for endorsement and was approved in late 2014.



How do you know that your NBSAP will be fit to serve as an instrument for mainstreaming biodiversity into key development policies, plans and processes? Does it address development issues – those that create potential for biodiversity as well as those that may present problems? Does the NBSAP make sense to development actors and reflect their concerns? Were the right people involved in its creation? Does it directly link to development plans, programmes, and funding?

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International Institute for Environment and Development  
80-86 Gray's Inn Road, London WC1X 8NH, UK  
Tel: +44 (0)20 3463 7399  
Fax: +44 (0)20 3514 9055  
email: [info@iied.org](mailto:info@iied.org)  
[www.iied.org](http://www.iied.org)

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