



Federal Ministry for the  
Environment, Nature Conservation  
and Nuclear Safety



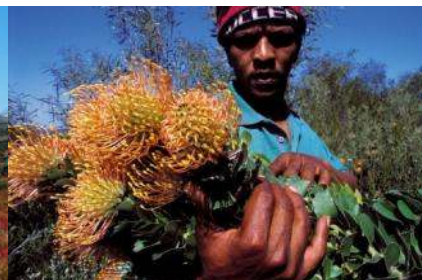
Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

**Bundesamt für Umwelt BAFU**  
**Office fédéral de l'environnement OFEV**  
**Ufficio federale dell'ambiente UFAM**  
**Uffizi federal d'ambient UFAM**

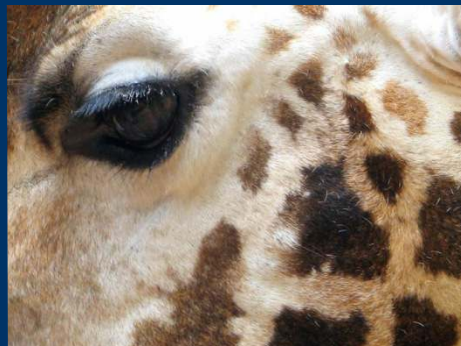


# Transforming biodiversity finance to achieve the Aichi Targets and implement NBSAPs

## July 8 – 12, Entebbe



# BACKGROUND





# The Future We Want: Stark Choices



Global poverty  
and inequity



Scarcity and  
vulnerability



Natural world on  
brink of collapse



Global wellbeing  
and justice



Abundance  
and security



Vital and resilient  
natural world

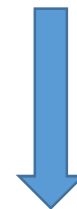
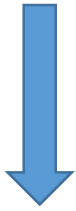


The NBSAP development process can help chart a pathway from the national level to sustainable development...

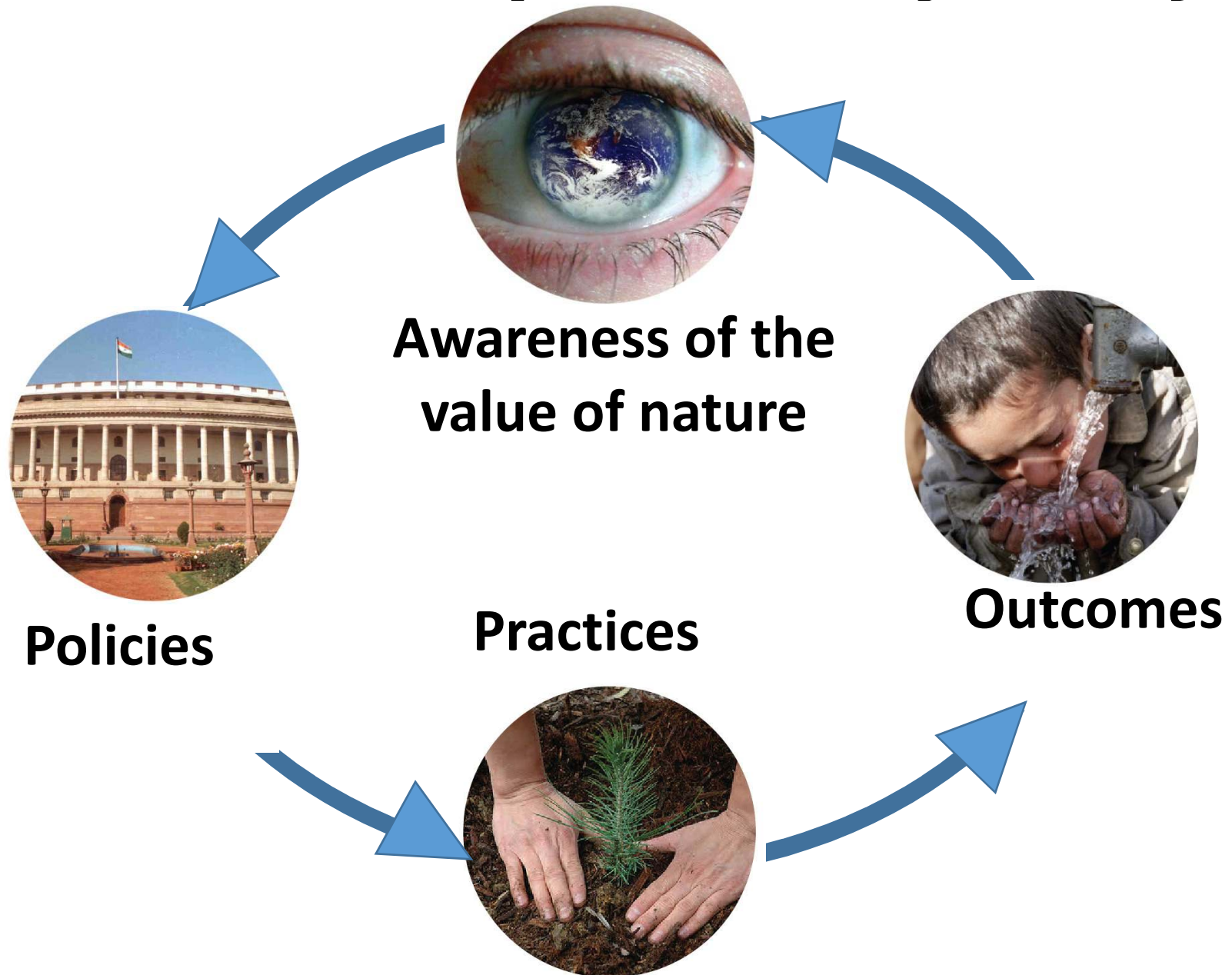




...by changing the national development trajectory

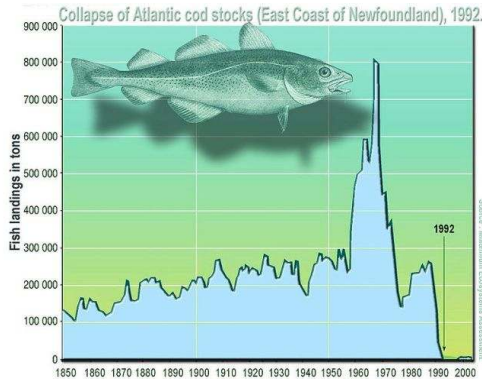


# The development trajectory





# 1. Awareness – of the **current trajectory**



Fisheries  
collapse



Water  
shortages



Climate change  
impacts



Food insecurity  
and instability



Ecosystem  
services declines

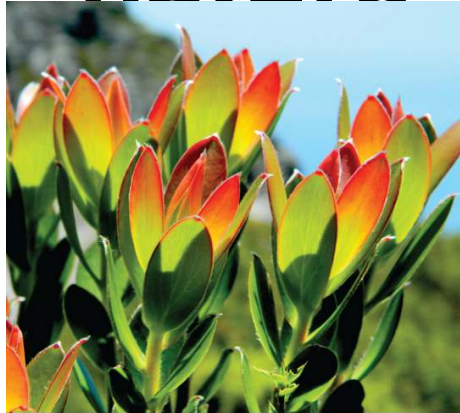


Poverty and  
inequity

# And awareness – of the **value of nature**



To productive  
fisheries



To water  
supplies



To climate  
resilience



To food security  
and stability



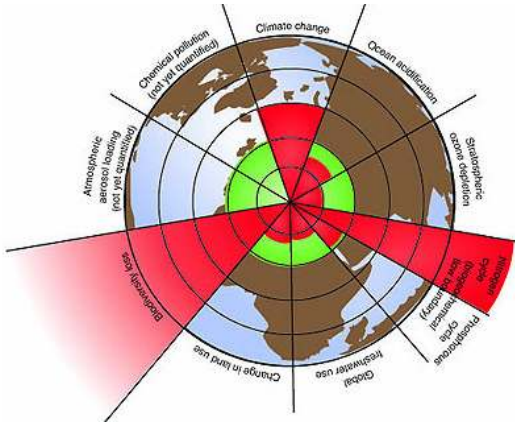
To ecosystem  
services



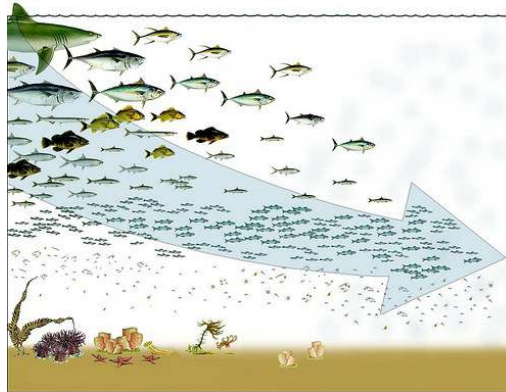
To local livelihoods  
and economies



## 2. Sustainable Policies



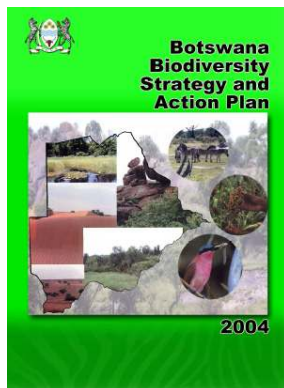
Natural boundaries  
and limits



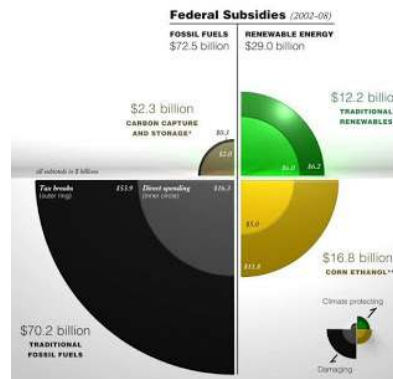
Biological  
trophic systems



Ecological  
footprint



National plans  
and budgets



Subsidies and  
incentives



National  
accounting

# 3. Practices – Business as Usual



Tourism



Forestry



Agriculture



Fisheries



Energy



Water



# 3. Practices – Sustainable Management



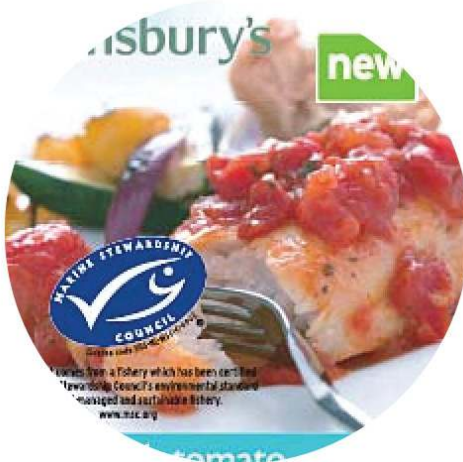
Tourism



Forestry



Agriculture



Fisheries



Energy



Water



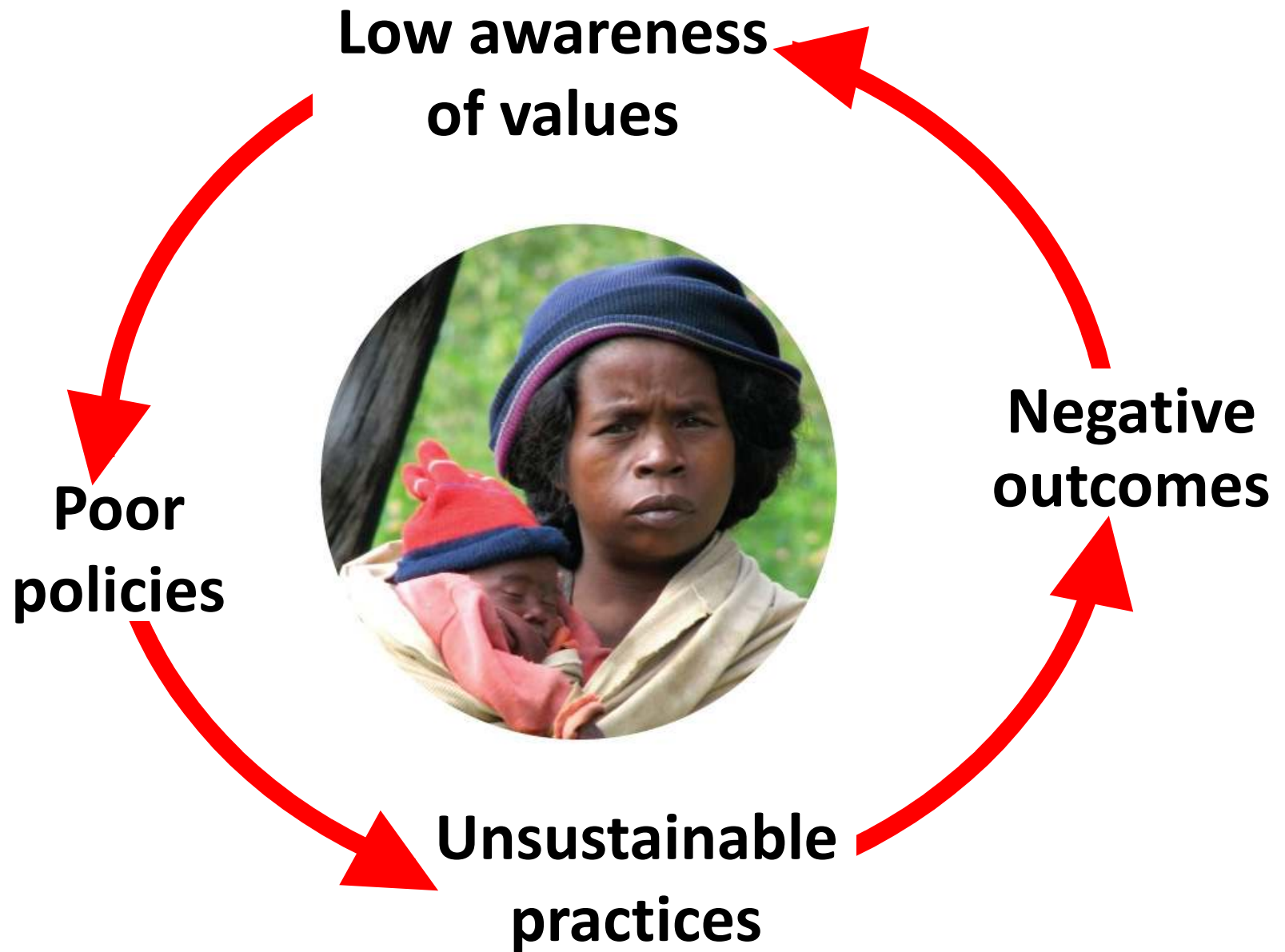
## 4. Outcomes and results

- Productive fisheries
- Productive agriculture
- Water security
- Food security
- Secure livelihoods and jobs
- Climate-resilient communities
- Sustainable economic growth
- Thriving ecosystems

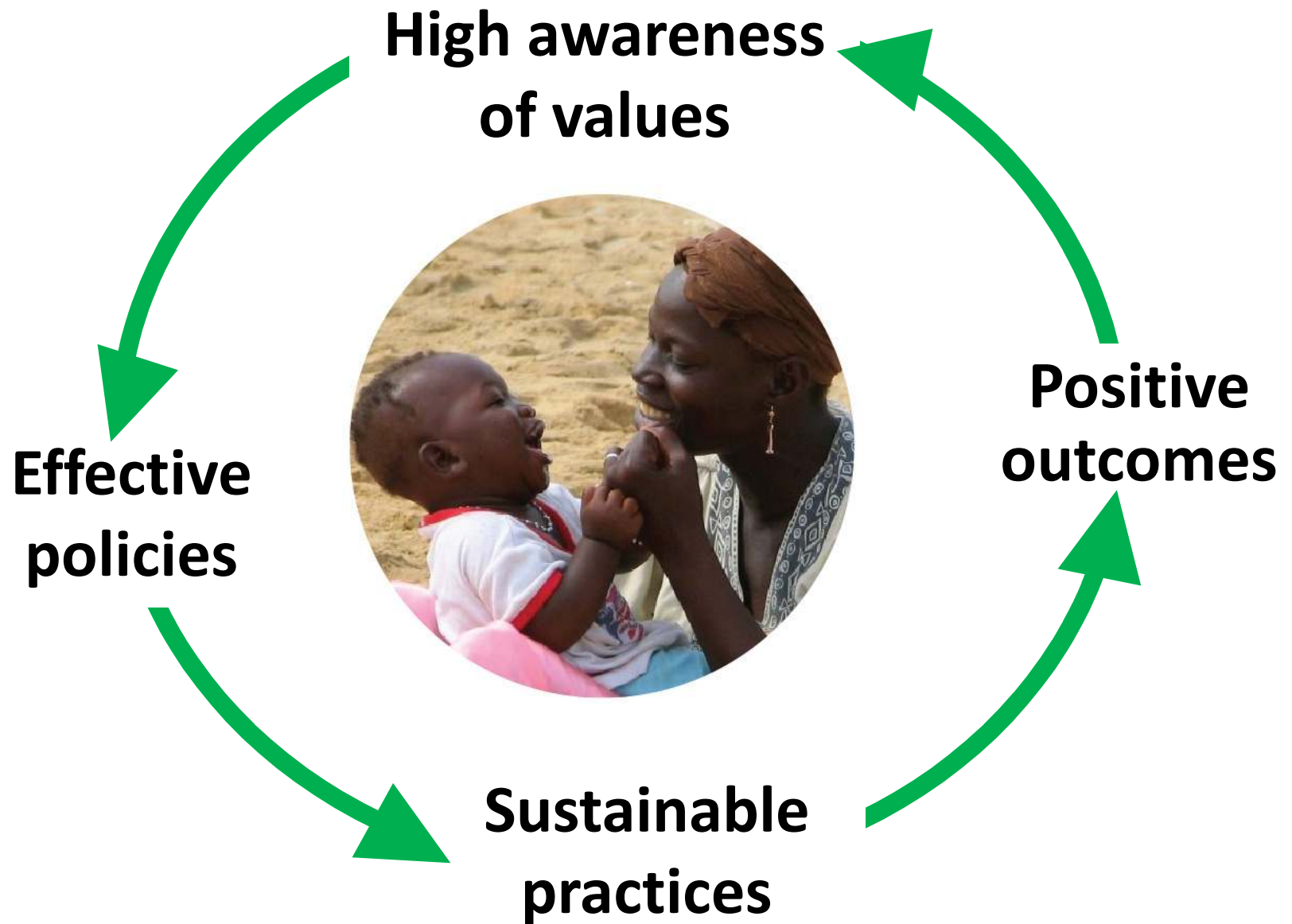


# Development Trajectory – Vicious

**Cycle**



# Development Trajectory – **Virtuous Cycle**







# BIODIVERSITY FINANCE GAP

The High-Level Panel on Biodiversity Finance estimated a need for \$150 – 450 billion each year through 2020 to achieve the Aichi Targets.

Biodiversity ODA is less than \$1.5 billion annually –  
**less than 1%.**

## REFLECTION POINT:

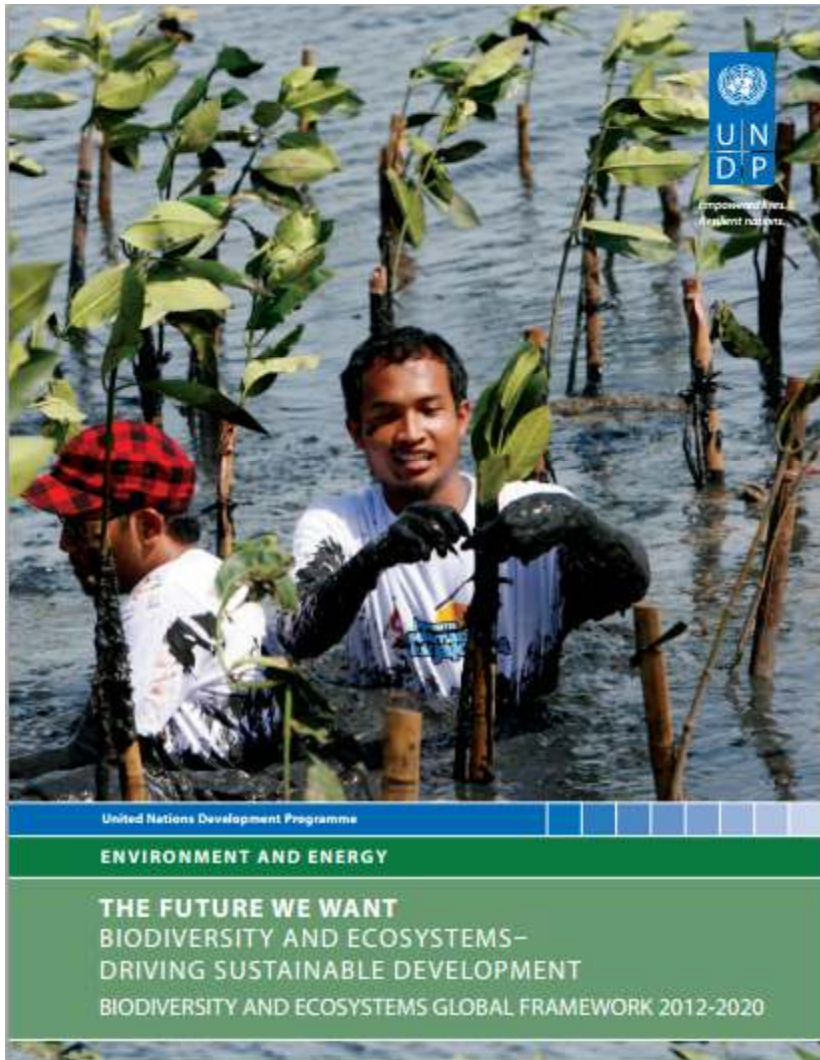
What are some of the linkages between biodiversity/ecosystems and sustainable development in your country?

How big is the gap between existing finance needs and existing finance resources for biodiversity?





# UNDP's Key Priorities



- Economic valuation and mainstreaming of biodiversity
- Protected areas
- Restoration
- Climate resilience and adaptation
- Sustainable finance

# UNDP's Key Priorities



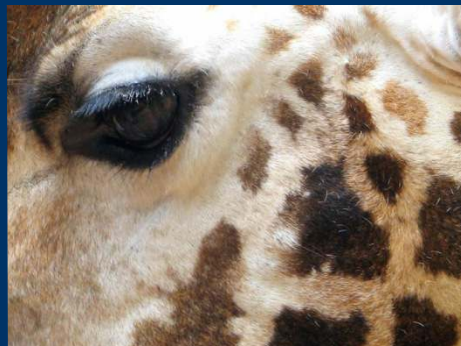
- NBSAPs are the pathway for achieving national biodiversity and development goals
- Resource mobilization is critical to implementing NBSAPs
- BIOFIN is a way to help transform biodiversity finance



# UNDP-supported countries for NBSAPS and for BIOFIN

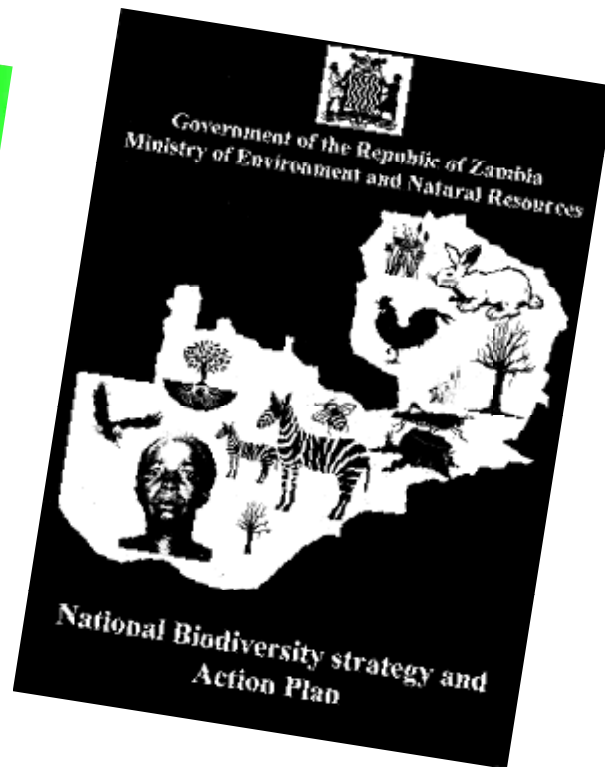
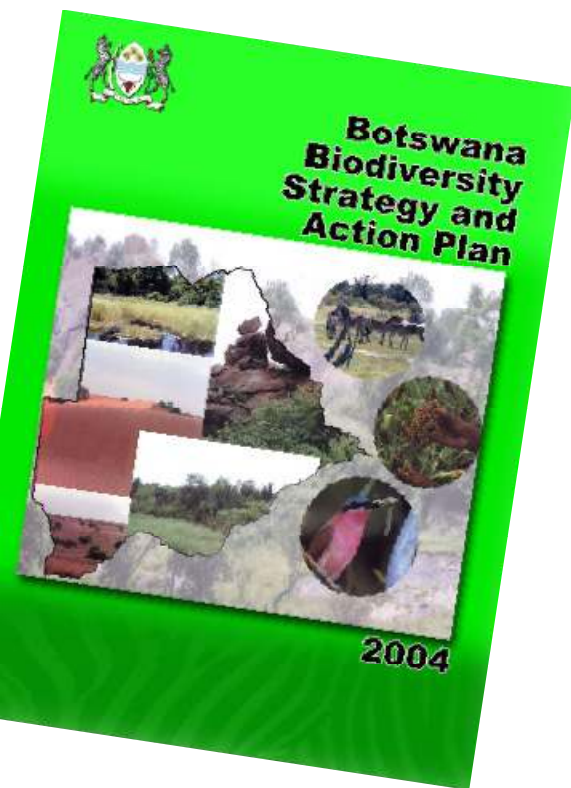


# OVERVIEW OF UNDP'S APPROACH TO RESOURCE MOBILIZATION

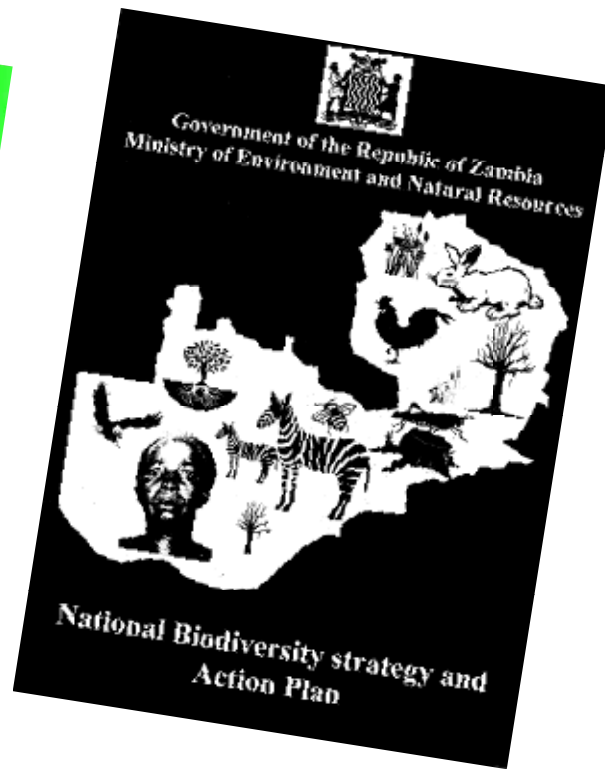
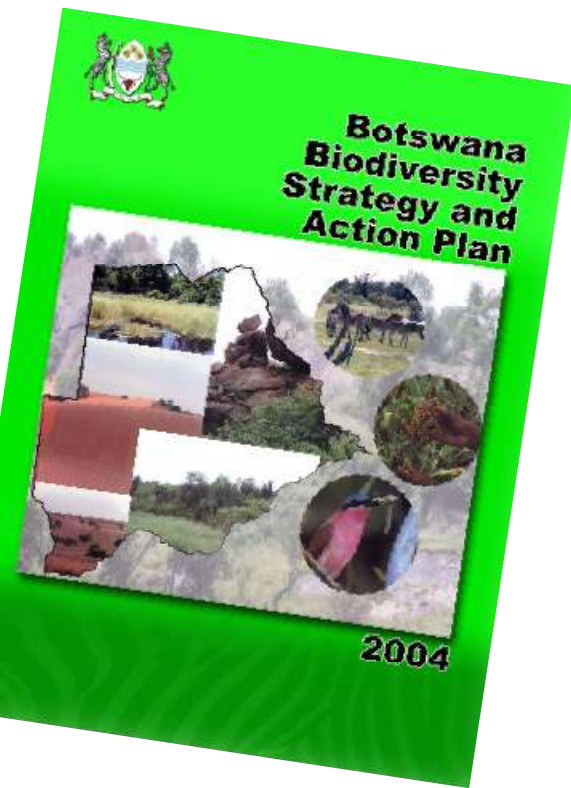




We know that implementing NBSAPs will require funding



But how much will it cost, and  
who will pay for which activities?





# Steps in developing NBSAPs

STARTED



ENGAGE STAKEHOLDERS



GATHER INFORMATION



DEVELOP STRATEGIES



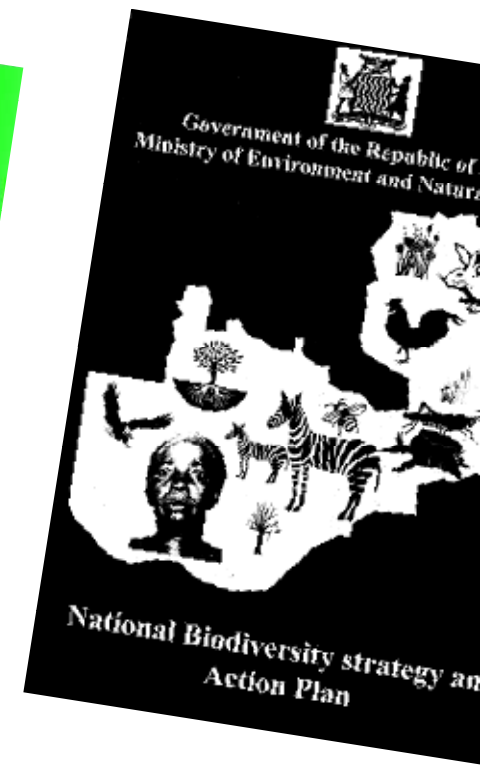
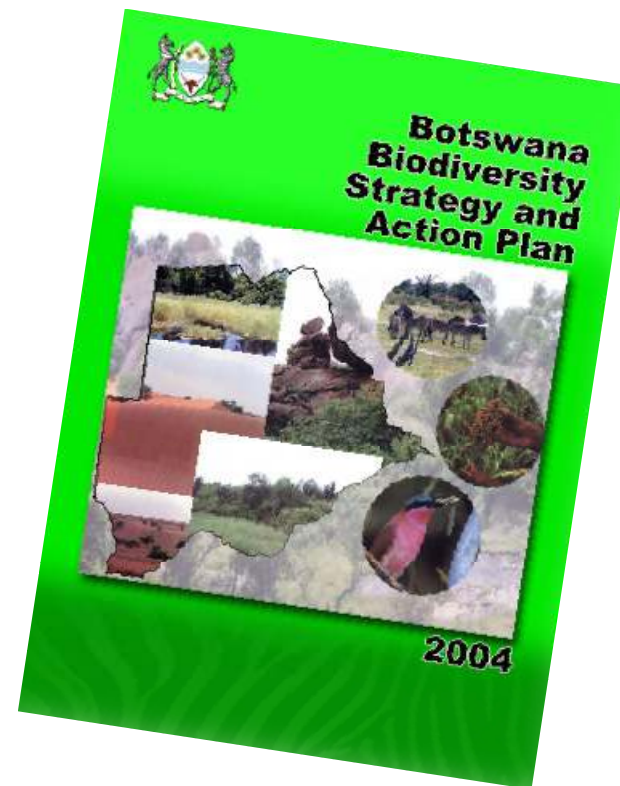
DEVELOP IMPLEMENTATION PLANS



IMPLEMENT THE NBSAP



MONITORING, ADAPTING



A background image on the left side of the slide showing several Euro banknotes (10, 20, and 50 Euro) fanned out over a green, grassy field.

# Steps in mobilizing resources

## **REVIEW BROADER CONTEXT**

- Identify sectoral drivers of loss
- Assess sectoral institutions and actors
- Review biodiversity expenditures



## **ASSESS COSTS AND GAP**

- Assess costs of strategies and actions
- Calculate the financial gap



## **MOBILIZE FINANCIAL RESOURCES**

- Identify finance actors and mechanisms
- Develop resource mobilization plan



## Steps in developing NBSAPs

STARTED



ENGAGE STAKEHOLDERS



GATHER INFORMATION



DEVELOP STRATEGIES



DEVELOP IMPLEMENTATION PLANS



IMPLEMENT THE NBSAP



MONITORING, ADAPTING



## Steps in mobilizing resources

### REVIEW BROADER CONTEXT

- Identify sectoral drivers of loss
- Assess sectoral institutions and actors
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### ASSESS COSTS AND GAP

- Assess costs of strategies and actions
- Calculate the financial gap



### MOBILIZE FINANCIAL RESOURCES

- Identify finance actors and mechanisms
- Develop resource mobilization plan

# WORKBOOK

## VIEW BROADER CONTEXT

Section 1a  
Section 1b  
Section 1c



## REVIEW BROADER CONTEXT

- Identify sectoral drivers of loss
- Assess sectoral institutions and actors
- Review biodiversity expenditures

## ASSESS COSTS AND GAP

Section 2a-2e  
Section 2f



## ASSESS COSTS AND GAP

- Assess costs of strategies and actions
- Calculate the financial gap

## MOBILIZE FINANCIAL RESOURCES

Section 3a  
Section 3b



## MOBILIZE FINANCIAL RESOURCES

- Identify finance actors and mechanisms
- Develop resource mobilization plan

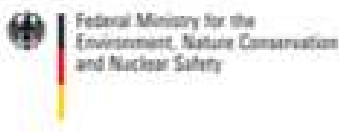
# resources





**Transforming Biodiversity Finance:**  
The Biodiversity Finance (BIOFIN)  
Workbook for assessing and mobilizing  
financial resources to achieve the Aichi  
Targets and to implement National  
Biodiversity Strategies and Action Plans

**Version 3.0 Draft for Distribution: June 4, 2013**



UNDP's methodology is  
an approach to  
systematically assess  
finance needs and  
mobilize resources

# Steps in mobilizing resources

## W BROADER CONTEXT

### Identify sectoral drivers of loss

Assess sectoral institutions and actors  
Review biodiversity expenditures



## S COSTS AND GAP

Assess costs of strategies and actions  
Calculate the financial gap



## IZE FINANCIAL RESOURCES

Identify finance actors and mechanisms  
Develop resource mobilization plan

1a) What are the specific sectoral practices and policies that are driving the loss of biodiversity?





# Steps in mobilizing resources

## W BROADER CONTEXT

Identify sectoral drivers of loss

**Assess sectoral institutions and actors**

Review biodiversity expenditures



## S COSTS AND GAP

Assess costs of strategies and actions

Calculate the financial gap



## IZE FINANCIAL RESOURCES

Identify finance actors and mechanisms

Develop resource mobilization plan

1b) Which institutions, agencies, organizations in each sector can effect change?



Ministry of  
Agriculture

Agricultural  
associations

Chemical  
companies

# Steps in mobilizing resources

## W BROADER CONTEXT

Identify sectoral drivers of loss  
Assess sectoral institutions and actors  
**view biodiversity expenditures**



## S COSTS AND GAP

Assess costs of strategies and actions  
Calculate the financial gap



## IZE FINANCIAL RESOURCES

Identify finance actors and mechanisms  
Develop resource mobilization plan

1c) How much is the government currently spending on biodiversity related expenditures?



Protected areas



Water and sand



Reforestation



Agricultural su



# Steps in mobilizing resources

## WIDER BROADER CONTEXT

Identify sectoral drivers of loss  
Assess sectoral institutions and actors  
Review biodiversity expenditures



## ASSESS COSTS AND GAP

Assess costs of strategies and actions  
Calculate the financial gap



## MOBILIZE FINANCIAL RESOURCES

Identify finance actors and mechanisms  
Develop resource mobilization plan

2a-2e) What are the specific strategies and actions



2a) Biodiversity mainstreaming



2b) Protection



2c) Restoration



2d) Access and benefit sharing (ABS)



2e) Enhancing implementation

# Aichi Targets

Understand  
values



Sustainable  
fisheries



Protected  
areas



Impleme  
Nagoya Pr

Mainstream  
biodiversity



Manage  
within limits



Prevent  
extinctions



Conserve  
gene pool



Revise  
NBSAP

Address  
incentives



Reduce  
pollution



Respect a  
conserve

Sustainable  
production



Reduce  
invasive spp.



Restore  
ecosystems



Improv  
knowled

Halve rate of  
loss



Minimize  
reef loss



Enhance  
resilience



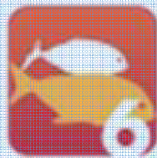
Mobiliz  
resourc



# Aichi Targets – 5 core sets of strategies

## Biodiversity mainstreaming

Understand values



Sustainable fisheries

Mainstream biodiversity



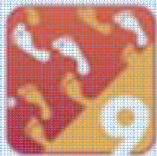
Manage within limits

Address incentives



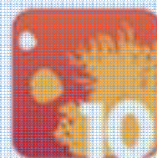
Reduce pollution

Sustainable production



Reduce invasive spp.

Halve rate of loss

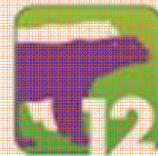


Minimize reef loss

## Protection



Protected areas



Prevent extinctions



Conserve gene pool

## Restoration

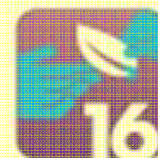


Restore ecosystems



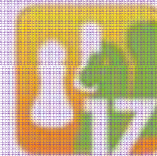
Enhance resilience

## ABS



Implement Nagoya Protocol

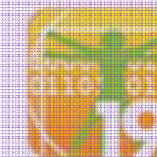
## Enabling



Revise NBSAP



Respect and conserve



Improve knowledge



Mobilize resources

# Steps in mobilizing resources

## W BROADER CONTEXT

Identify sectoral drivers of loss  
Assess sectoral institutions and actors  
Review biodiversity expenditures



## S COSTS AND GAP

Assess costs of strategies and actions  
Calculate the financial gap



## IZE FINANCIAL RESOURCES

Identify finance actors and mechanisms  
Develop resource mobilization plan

2a-2e) What are the specific strategies and actions



### STRATEGY:

To reduce water pollution by promoting sustainable agriculture

### ACTIONS:

- Develop voluntary best practices
- Promote market-based certification
- Develop training program
- Reduce chemical subsidies





What are the strategies and actions within the NBSAP, and how much does each cost?

Promote agro-ecotourism	Cost elements	High	Med	Low
Consult with local communities	Staff, materials, travel, communication	350K	275K	100K
Develop ecotourism infrastructure	Fees, staff, travel, communication	425K	300K	175K
Provide training for eco-guides	Staff, materials, travel	450K	350K	250K

# Steps in mobilizing resources

## WIDER BROADER CONTEXT

Identify sectoral drivers of loss

Assess sectoral institutions and actors

Review biodiversity expenditures



## ASSESS COSTS AND GAP

Assess costs of strategies and actions

Calculate the financial gap

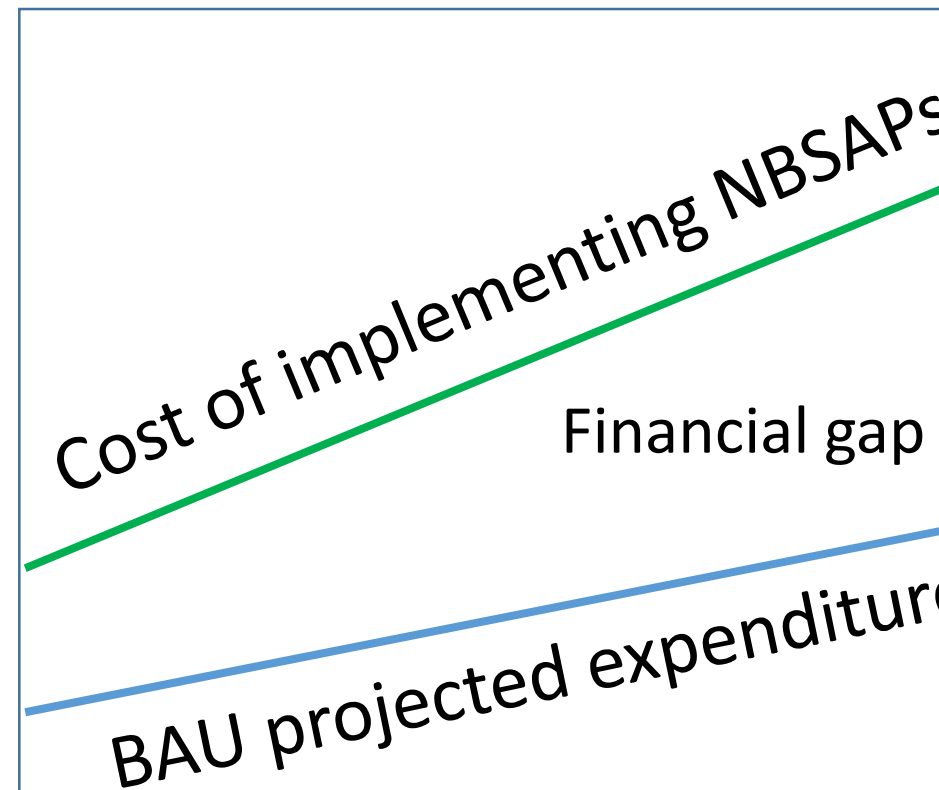


## MOBILIZE FINANCIAL RESOURCES

Identify finance actors and mechanisms

Develop resource mobilization plan

2f) What is the gap between annual expenditures and the cost of implementing strategies and actions?



# Steps in mobilizing resources

## WIDER BROADER CONTEXT

Identify sectoral drivers of loss

Assess sectoral institutions and actors

Review biodiversity expenditures



## ESTIMATE COSTS AND GAP

Assess costs of strategies and actions

Calculate the financial gap



## MOBILIZE FINANCIAL RESOURCES

Identify finance actors and mechanisms

Develop resource mobilization plan

3a) Who are the key finance actors?  
What are the key finance mechanisms, and who will pay?  
What costs?





# Steps in mobilizing resources

## W BROADER CONTEXT

Identify sectoral drivers of loss

Assess sectoral institutions and actors

Review biodiversity expenditures



## S COSTS AND GAP

Assess costs of strategies and actions

Calculate the financial gap



## IZE FINANCIAL RESOURCES

Identify finance actors and mechanisms

Develop resource mobilization plan

3a) What are potential financial mechanisms

- Payment for ecosystem services
- Conservation license plates
- Eliminate subsidies
- Airport departure fees
- Taxes and surcharges
- Revolving funds
- Tax credits
- Market incentives

# Steps in mobilizing resources

## WIDER BROADER CONTEXT

Identify sectoral drivers of loss

Assess sectoral institutions and actors

Review biodiversity expenditures



## ASSESS COSTS AND GAP

Assess costs of strategies and actions

Calculate the financial gap



## MOBILIZE FINANCIAL RESOURCES

Identify finance actors and mechanisms

Develop resource mobilization plan

3b) How will the resource mobilization plan be developed?

Develop a national biodiversity resource mobilization plan for Timor-Leste (2011-2020)



DEMOCRATIC REPUBLIC OF TIMOR-LESTE



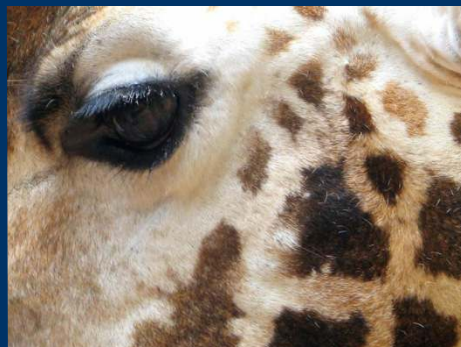
Convention on Biological Diversity



**REFLECTION POINT:**  
Questions or clarifications  
about UNDP's resource  
mobilization approach?



# 1a) Drivers of biodiversity change: policy and practice review



# Steps in mobilizing resources

## W BROADER CONTEXT

Identify sectoral drivers of loss

Assess sectoral institutions and actors

Review biodiversity expenditures



## S COSTS AND GAP

Assess costs of strategies and actions

Calculate the financial gap



## IZE FINANCIAL RESOURCES

Identify finance actors and mechanisms

Develop resource mobilization plan

1a) What are the specific practices and policies that are driving the loss of biodiversity?





# Steps in mobilizing resources

## WIDER BROADER CONTEXT

### Identify sectoral drivers of loss

Assess sectoral institutions and actors  
Review biodiversity expenditures



## ESTIMATE COSTS AND GAP

Assess costs of strategies and actions  
Calculate the financial gap



## MOBILIZE FINANCIAL RESOURCES

Identify finance actors and mechanisms  
Develop resource mobilization plan

1a) What are the specific practices and policies that are driving the loss of biodiversity?



Biodiversity  
mainstreaming



Protection



Restoration



Access and benefit  
sharing (ABS)



Implementation,  
policy



# KEY QUESTIONS IN SECTION 1A

What are the most important drivers of both negative and positive biodiversity and ecosystem trends?

What are the most important **practices and policies** that are driving these trends?

What are the **underlying factors** that contribute to the practices and policies?

# UNDERLYING FACTORS

	MAINSTREAMING	PROTECTION	RESTORATION	
AL ENVIRONMENT				
UBSIDIES AND INCENTIVES				
Y AND PLANNING				
CIO-ECONOMIC CONDITIONS				
MARKET FORCES				

# UNDERLYING FACTORS

	MAINSTREAMING	PROTECTION	RESTORATION	
LEGAL ENVIRONMENT	Laws, policies, enforcement			
SUBSIDIES AND INCENTIVES	Fees, taxes, fines, subsidies, incentives, PE			
POLICY AND PLANNING	Land use plans, management plans, SDGs			
SOCIO-ECONOMIC CONDITIONS	Poverty, inequity, awareness, dependence			
MARKET FORCES	Certification, prices, stability, demand, sup			



# Steps in mobilizing resources

## W BROADER CONTEXT

### Identify sectoral drivers of loss

Assess sectoral institutions and actors  
Review biodiversity expenditures



## S COSTS AND GAP

Assess costs of strategies and actions  
Calculate the financial gap



## IZE FINANCIAL RESOURCES

Identify finance actors and mechanisms  
Develop resource mobilization plan

1a) What are the specific practices and policies that are driving the loss of biodiversity?



Biodiversity  
mainstreaming



## KEY QUESTIONS REGARDING MAINSTREAMING POLICIES AND PRACTICES

Which **economic and development sectors** are the most important in driving both negative and positive biodiversity and ecosystem trends?

What are the most important **practices and policies** within each sector that are driving these trends?

What are the **market forces and policy factors** that contribute to these sectoral practices?

# CHECKLIST OF SECTORS

<b>Manufacturing</b>	<b>Forestry</b>	<b>Agriculture</b>	<b>Tourism</b>
<b>Energy</b>	<b>Transport, infrastructure</b>	<b>Water management</b>	<b>Fisheries</b>
<b>Mining and extraction</b>	<b>Waste management</b>	<b>Climate resilience planning</b>	<b>Invasive species planning</b>





# UNDERLYING FACTORS IN MAINSTREAMING

	MAINSTREAMING	PROTECTION	RESTORATION	
LEGAL ENVIRONMENT	Laws, policies, enforcement			
SUBSIDIES AND INCENTIVES	Fees, taxes, fines, subsidies, incentives, PE			
POLICY AND PLANNING	Land use plans, management plans, SDGs			
SOCIO-ECONOMIC CONDITIONS	Poverty, inequity, awareness, dependence			
MARKET FORCES	Certification, prices, stability, demand, sup			

# EXAMPLES OF SECTORAL BEST PRACTICES -- FORESTRY

- Clear boundaries
- Legal framework
- Maintain landscape patterns and processes
- Use native species in enrichment
- Conserve genetic diversity
- Maintain soil productivity
- Limit annual allowable harvest
- Protect riparian buffers
- Use management plan
- Maintain connectivity
- Avoid conversion of high conservation value forest





## IDENTIFYING KEY SECTORS: SECTORAL IMPACT ASSESSMENT

Identify and prioritize potential key sectors for the assessment

Identify the drivers of biodiversity loss for each selected sector

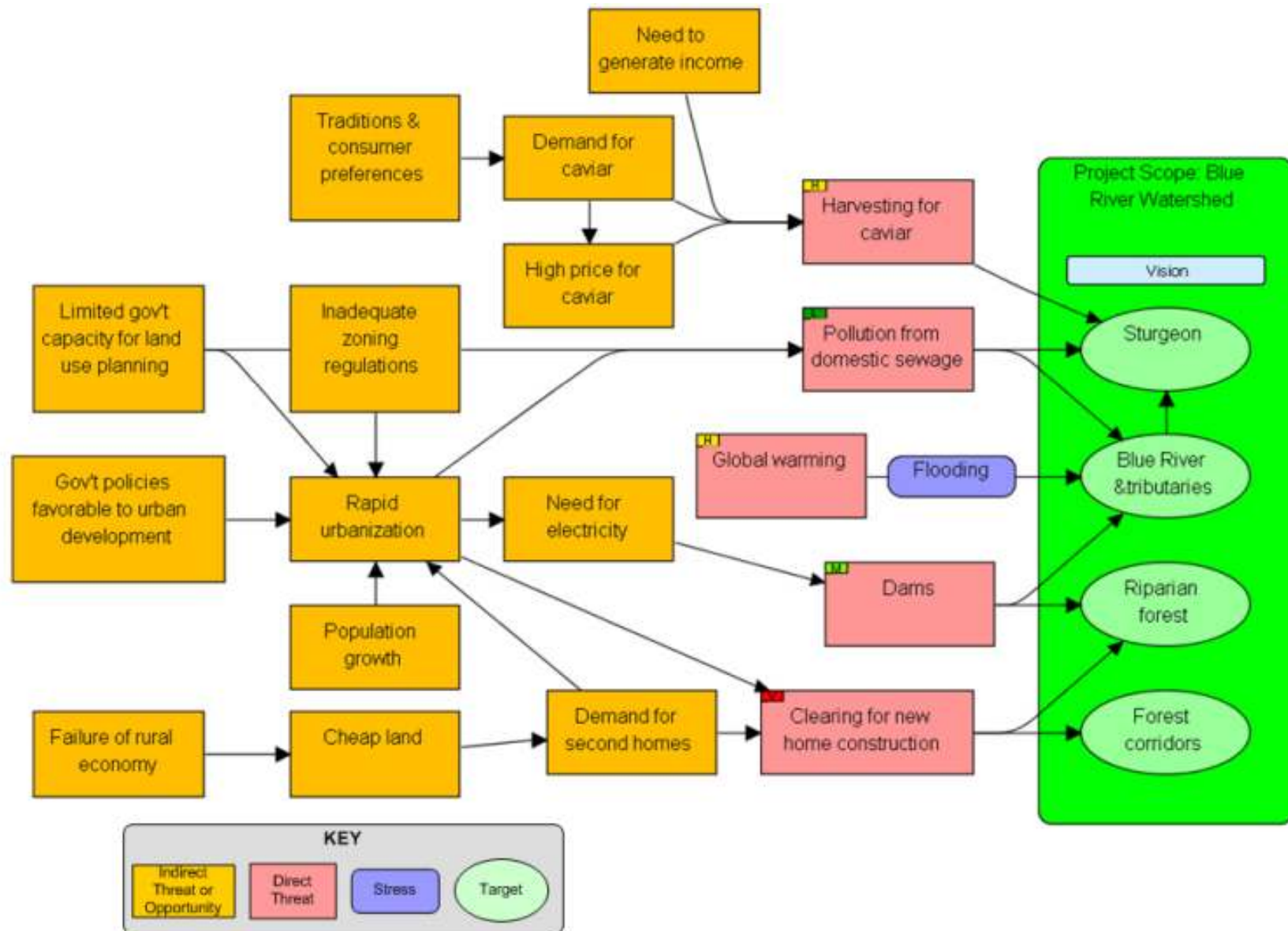
Identify the magnitude and distribution of the drivers of change

Identify the specific impacts on biodiversity from each driver

Rank and prioritize sectors based on their degree of impact



# IDENTIFYING KEY SECTORS: ROOT CAUSES ANALYSIS



## REFLECTION POINT:

What are some examples of how economic and development sectors drive biodiversity loss in your country?

How do you plan to identify the key drivers of biodiversity change?



# Steps in mobilizing resources

## W BROADER CONTEXT

### Identify sectoral drivers of loss

Assess sectoral institutions and actors

Review biodiversity expenditures



## S COSTS AND GAP

Assess costs of strategies and actions

Calculate the financial gap



## IZE FINANCIAL RESOURCES

Identify finance actors and mechanisms

Develop resource mobilization plan

1a) What are the specific practices and policies that are driving the loss of biodiversity?



Part 2: Protection

## 2 KEY QUESTIONS REGARDING PROTECTION POLICIES AND PRACTICES

Which **protection practices** are the most important in driving negative and positive biodiversity trends?

What are the most important **social, economic and political factors** that contribute to these practices and policies?



## CHECKLIST OF PROTECTION BEST PRACTICES

<b>Ecologically representative PA system</b>	<b>Diverse, effective, equitable PA system</b>	<b>Landscape, seascape connectivity</b>
<b>PA integration into sectors, planning</b>	<b>Management effectiveness</b>	<b>Capacity</b>
<b>PA policies and policy environment</b>	<b>Trade of wildlife</b>	<b>Genetic diversity</b>

# UNDERLYING FACTORS IN PROTECTION

	MAINSTREAMING	PROTECTION	RESTORATION
LEGAL ENVIRONMENT	Laws, policies, enforcement		
SUBSIDIES AND INCENTIVES	Fees, taxes, fines, subsidies, incentives, PE		
POLICY AND PLANNING	Land use plans, management plans, SDGs		
SOCIO-ECONOMIC CONDITIONS	Poverty, inequity, awareness, dependence		
MARKET FORCES	Certification, prices, stability, demand, sup		



## **REFLECTION POINT:**

What are some examples of how protection practices and policies drive biodiversity loss in your countries?

# Steps in mobilizing resources

## W BROADER CONTEXT

### Identify sectoral drivers of loss

Assess sectoral institutions and actors

Review biodiversity expenditures



## S COSTS AND GAP

Assess costs of strategies and actions

Calculate the financial gap



## IZE FINANCIAL RESOURCES

Identify finance actors and mechanisms

Develop resource mobilization plan

1a) What are the specific practices and policies that are driving the loss of biodiversity?



Part 3: Restoration



## 3 KEY QUESTIONS REGARDING RESTORATION POLICIES AND PRACTICES

Which **restoration practices** are the most important in driving negative and positive biodiversity trends?

What are the most important **social, economic and political factors** that contribute to these practices and policies?

# CHECKLIST OF RESTORATION BEST PRACT

<b>Restoration of natural disturbances</b>	<b>Control of harmful invasive species</b>	<b>Control of over abundant populations</b>
<b>Recreation of native communities</b>	<b>Species reintroductions</b>	<b>Improvement in abiotic environment</b>
<b>Hydrological flows and processes</b>	<b>Water and soil quality</b>	<b>Landscape and seascape connectivity</b>

# UNDERLYING FACTORS IN RESTORATION

	MAINSTREAMING	PROTECTION	RESTORATION
LEGAL ENVIRONMENT	Laws, policies, enforcement		
SUBSIDIES AND INCENTIVES	Fees, taxes, fines, subsidies, incentives, PE		
POLICY AND PLANNING	Land use plans, management plans, SDGs		
SOCIO-ECONOMIC CONDITIONS	Poverty, inequity, awareness, dependence		
MARKET FORCES	Certification, prices, stability, demand, sup		



## **REFLECTION POINT:**

What are some examples of how current restoration policies and practices drive biodiversity loss in your country?



# Steps in mobilizing resources

## W BROADER CONTEXT

### Identify sectoral drivers of loss

Assess sectoral institutions and actors

Review biodiversity expenditures



## S COSTS AND GAP

Assess costs of strategies and actions

Calculate the financial gap



## IZE FINANCIAL RESOURCES

Identify finance actors and mechanisms

Develop resource mobilization plan

1a) What are the specific practices and policies that are driving the loss of biodiversity?



Part 4: Access and benefits sharing (ABS)

## KEY QUESTIONS REGARDING ABS POLICIES AND PRACTICES

Which **ABS practices** are the most important in driving negative and positive biodiversity trends?

What are the most important **social, economic and political factors** that contribute to these practices and policies?

# CHECKLIST OF ABS BEST PRACTICES

<b>Secure prior informed consent</b>	<b>Define mutually agreed terms</b>	<b>Develop agreements for benefits sharing</b>
<b>Demonstrate respect for traditional knowledge: negotiate and provide fair compensation; acknowledge contributions</b>		<b>Ensure conservation and sustainable use</b>

# UNDERLYING FACTORS IN ABS

	MAINSTREAMING	PROTECTION	RESTORATION	
LEGAL ENVIRONMENT	Laws, policies, enforcement			
SUBSIDIES AND INCENTIVES	Fees, taxes, fines, subsidies, incentives, PE			
POLICY AND PLANNING	Land use plans, management plans, SDGs			
SOCIO-ECONOMIC CONDITIONS	Poverty, inequity, awareness, dependence			
MARKET FORCES	Certification, prices, stability, demand, sup			





## **REFLECTION POINT:**

What are some examples of how ABS policies and practices drive either biodiversity loss or inequitable benefits sharing in your country?

# Steps in mobilizing resources

## WIDER BROADER CONTEXT

Identify sectoral drivers of loss

Assess sectoral institutions and actors

Review biodiversity expenditures



## ESTIMATE COSTS AND GAP

Assess costs of strategies and actions

Calculate the financial gap



## MOBILIZE FINANCIAL RESOURCES

Identify finance actors and mechanisms

Develop resource mobilization plan

1a) What are the specific practices and policies that are driving the loss of biodiversity?



Part 5: Overall enhanced policy environment

## KEY QUESTIONS REGARDING POLICY ENVIRONMENT

What factors of the broader policy environment **inhibit** biodiversity conservation, sustainable use or equitable benefits sharing?

What factors of the broader policy environment **promote** biodiversity conservation, sustainable use or equitable benefits sharing?

# CHECKLIST OF POLICY ENVIRONMENT

<b>Political will, leadership</b>	<b>Lobbying by interest groups</b>	<b>Public media perception</b>
<b>Principles of good governance</b>	<b>Inter-sectoral coordination</b>	<b>Public participation</b>
<b>Information about biodiversity values, threats</b>	<b>Inter-agency and intra-agency alignment</b>	<b>Utilization of available funding</b>





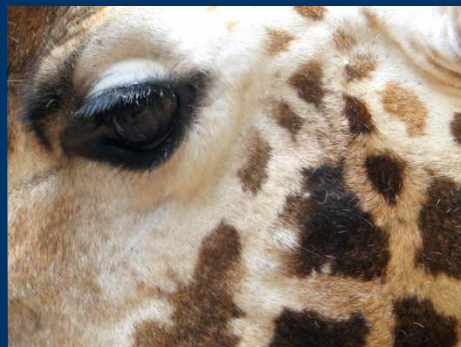
## **REFLECTION POINT:**

What are some examples of how weaknesses in the policy environment drive biodiversity loss in your country?



## **EXERCISE 1a**

# 1b) Institutional review



# Steps in mobilizing resources

## W BROADER CONTEXT

Identify sectoral drivers of loss

**Assess sectoral institutions and actors**

Review biodiversity expenditures



## S COSTS AND GAP

Assess costs of strategies and actions

Calculate the financial gap



## IZE FINANCIAL RESOURCES

Identify finance actors and mechanisms

Develop resource mobilization plan

1b) Which institutions, agencies, organizations in each sector can effect change?



Ministry of  
Agriculture

Agricultural  
associations

Chemical  
companies



# CHECKLIST OF INSTITUTIONS TO CONSIDER

Biodiversity-relevant sectors include, but are not limited to:

**Agriculture, forestry, fishery, coastal zones, REDD, LULUCF, water**

These sectors have implications on biodiversity, including:

**Health** - replacement of cooking devices using wood etc.

**Tourism** - depletion and protection of biodiversity through tourism

**Energy** - fuelwood logging, dam construction etc.

**Industry** - resource extraction from biologically sensitive areas, emissions (pollution, noise, vibration, heat) from industry etc.

**Transport** - emissions, cutting habitats etc.

# PUBLIC AND PRIVATE FINANCE ACTORS 1B – INSTITUTIONAL REVIEW

Public actors:

Central government & ministries  
District/local government  
Governmental institutions  
Public research institutions &  
Academia

Private sector/business actors

- Business
- Industry
- Private research institutions  
academia
- Private sector foundations

Non-state/household actors:

Households  
Private foundations  
Private communities

Donor actors:

- Multilateral institutions (e.g.  
WorldBank, UN...)
- Bilateral donors

# KEY QUESTIONS IN AN INSTITUTIONAL REVIEW

What are the key institutions involved in biodiversity-related finance?

What is the role in biodiversity planning and biodiversity expenditure for each of these institutions?

What are the biodiversity impacts and dependencies for each of these institutions?

What is the level of alignment with biodiversity-related objectives within each institution?

What is the overall institutional capacity of each institution to address biodiversity and finance issues?

# STEPS IN AN INSTITUTIONAL REVIEW

**Identify relevant institutions** active in spending and receiving expenditures and further ones active in the field of biodiversity map their interrelations.

E.g. Ministries of Environment, Planning, Finance etc. & further public private and civil society entities on national, regional and local level.

Local institutions actually implementing biodiversity action on the ground & must not be overlooked.



# STEPS IN AN INSTITUTIONAL REVIEW

**screen and visualize** different actors, biodiversity-relevant budgets they manage, their relations and dynamics. A useful tool to do this is the software 'The Brain'. Through the institutional review we can analyze whether institutional arrangements respond to requirements & visions, provide entry points for a revision of institutional arrangements.

Actors, Actions & Artefacts



# STEPS IN AN INSTITUTIONAL REVIEW

The step informs **part II** of BIOFIN assessment: institutions to assess in terms of costs & funds.

The step also informs **part III** of BIOFIN assessment: potential levers for fundraising or channels through which to fund enhancement on biodiversity.

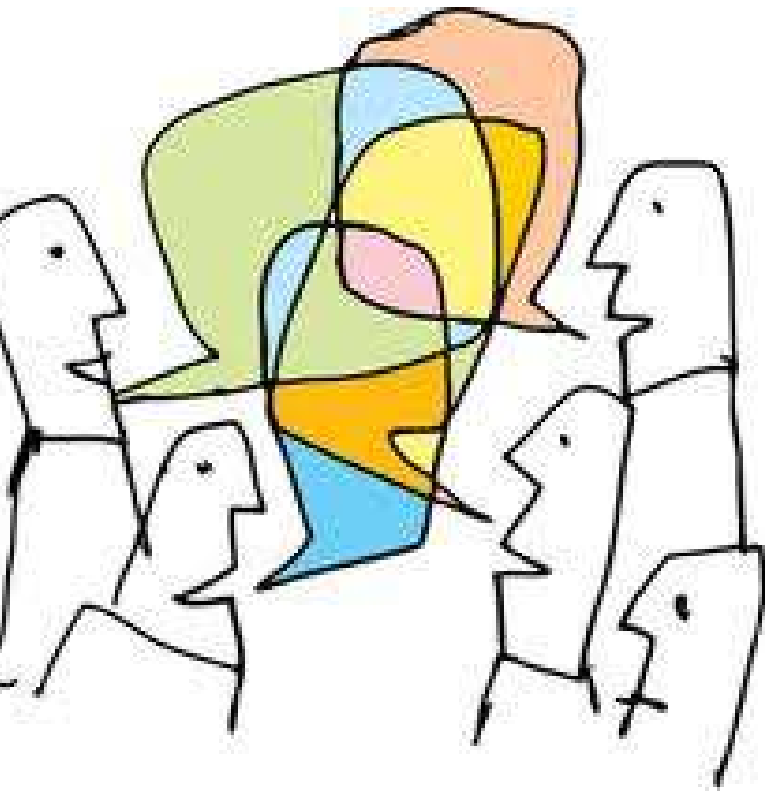
Beyond the analytic aspect, an institutional review that is carried out in a participative way can also help **foster linkages** among institutions, sometimes even culminating in a common inter-institutional unit, to more coherently and effectively address biodiversity concerns.

## REFLECTION POINT:

What are some key institutions involved in biodiversity loss in your country?

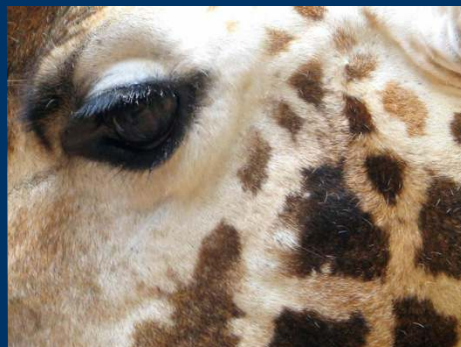
What is the level of alignment of these institutions with national biodiversity goals?





## **EXERCISE 1b**

# 1c) Expenditure review





# Steps in mobilizing resources

## W BROADER CONTEXT

Identify sectoral drivers of loss  
Assess sectoral institutions and actors  
**view biodiversity expenditures**



## S COSTS AND GAP

Assess costs of strategies and actions  
Calculate the financial gap



## IZE FINANCIAL RESOURCES

Identify finance actors and mechanisms  
Develop resource mobilization plan

1c) How much is the government currently spending on biodiversity related expenditures?



Protected areas



Water and sand



Reforestation



Agricultural su

# KEY QUESTIONS IN EXPENDITURE REVIEW

What is the total government budget, expenditure, foreign loans and gross domestic product for the past 4-8 years?

What are the key biodiversity finance actors?

What is the total annual budget and expenditure, and total biodiversity-related budget and expenditure, for the past 4 years for each finance actor?

What is the effectiveness of biodiversity-related expenditures for each finance actor over the past 4 years?

What have been the most significant negative biodiversity expenditures over the past 4 years for each actor?

What is the source of funding for each finance actor, and the breakdown of biodiversity expenditures into each major NBSAP strategy?

# KEY STEPS IN EXPENDITURE REVIEW

Identify public and private entities that may be relevant for biodiversity expenditures

First identify key stakeholders in order to track biodiversity expenditures in their budgets

Remember that not all biodiversity-related expenditures are necessarily earmarked as such. Some expenditures with biodiversity implications have been made for other purposes (e.g., solar cook stoves may have been introduced to improve people's health and to prevent respiratory diseases, but also reduce pressure due to reduced fuel wood consumption).

# KEY STEPS IN EXPENDITURE REVIEW

## **Extract disaggregated data from entities**

Extract relevant information, keeping figures at a disaggregated level to identify different activities, sources and timing of expenditures.

Sources include budgets: state budget, district/local budget, business budget, household budget, donor budget; and annual reports: prepare most governmental and non-governmental institutions. Expenditures can also occur in the form of taxes, environmental compensation payments, governmental fees.

Avoid double-counting, e.g.: Environmental compensation payment both on the side of e.g. a business paying it and the side of an authority receiving it. Information should be collected over at least 4 subsequent years.

# KEY STEPS IN EXPENDITURE REVIEW

## Extract disaggregated data from entities

Biodiversity-relevant expenditures often occur across different agencies and ministries, so attempt a full screening of public budget. It is useful to identify expenditure codes to better track various streams of expenditure. Access to data will often not be straightforward, and will require the trust and full engagement of the data provider.

Some entities may be concerned about disclosing internal information, or fear taxation increases based on information provided. It is crucial to ensure broad ownership of the process by engaging with relevant stakeholders throughout the process and clearly communicating the objectives.



# KEY STEPS IN EXPENDITURE REVIEW

**Process expenditure information into a coherent system**

Process information to be coherent and comparable. This includes current sources, timing of expenditures, data format and other variables

Count not only positive, but also negative biodiversity expenditures (e.g. subsidies on fossil fuels, bonuses for cultivating previously uncultivated land and)

# KEY STEPS IN EXPENDITURE REVIEW

Based on the previous 4 years of expenditures, develop a projected “business-as-usual scenario” through 2020

The above data, collected and processed information over the period of at least 4 years, will provide the basis for the remaining steps in the resource mobilization process.

Based on these figures, a future Business-as-usual trend can be extrapolated up to 2020, which serves as a reference for the projection of additional expenditures necessary to implement the Aichi Targets.

## KEY ISSUE: RELEVANCY

<b>High relevance</b>	Where the primary intended outcome or objective aims at biodiversity conservation, sustainable use or equitable benefits sharing (e.g., the establishment, management or expansion of protected areas)
<b>Medium relevance</b>	Where either the secondary objective is biodiversity conservation, sustainable use or equitable benefits sharing; or there is a mixed range of activities, some of which include for biodiversity objectives (e.g., climate resilience efforts that result in habitat restoration)
<b>Low relevance</b>	Where indirect biodiversity benefits may arise, but not as a direct or indirect objective of the expenditure or activity (e.g., general water quality improvement efforts that lead to some water conservation actions)
<b>Marginal relevance</b>	Expenditures that have only very indirect or theoretical linkages to biodiversity conservation, sustainable use or equitable benefits sharing (e.g., education efforts that have only marginal relevance to biodiversity)

# KEY ISSUE: EFFECTIVENESS



<b>High</b>	The expenditure fully met the intended objectives, with little or no waste (e.g., funds were spent to create a new protected area, which was successfully established)
<b>Medium</b>	The expenditure partially or mostly met the intended objectives, with some acceptable levels of waste and inefficiency (e.g., funds were spent to eliminate invasive alien species, with partial success)
<b>Low</b>	The expenditure mostly did not meet the intended objective; and/or there were moderate to high levels of waste and inefficiency (e.g., funds were spent to plant trees, with high levels of mortality)
<b>Very low</b>	The expenditure did not meet, or only marginally met, the intended objectives; and/or there were excessive amounts of waste (e.g., funds were spent on training with high staff turnover)

## **KEY ISSUE: NEGATIVE EXPENDITURES**

**negative expenditure:** Expenditures that result in negative impacts on biodiversity include:

Subsidies on polluting industries

Inefficient production practices

Incentives that result in the destruction of ecosystems (e.g., clearing mangroves for shrimp farming)



## REFLECTION POINT:



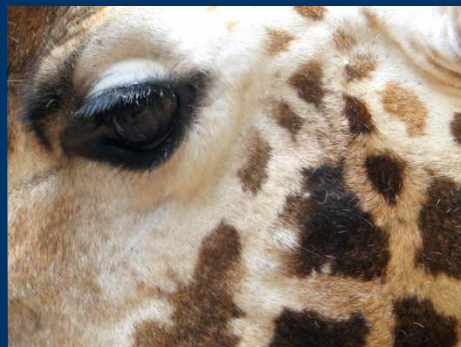
What are some examples of negative and/or ineffective biodiversity expenditures in your country?

What challenges do you anticipate in identifying past biodiversity expenditures?



## **EXERCISE 1c**

# 2a-2e) Biodiversity strategies, actions and costs



# Steps in mobilizing resources

## WIDER BROADER CONTEXT

Identify sectoral drivers of loss  
Assess sectoral institutions and actors  
Review biodiversity expenditures



## ESTIMATING COSTS AND GAP

Assess costs of strategies and actions  
Calculate the financial gap



## MOBILIZING FINANCIAL RESOURCES

Identify finance actors and mechanisms  
Develop resource mobilization plan

2a-2e) What are the specific strategies and actions



**2a) Biodiversity mainstreaming**



**2b) Protection**



**2c) Restoration**



**2d) Access and benefits sharing (ABS)**



**2e) Enhancing implementation**

## KEY QUESTIONS IN STRATEGIES, ACTIONS AND CO

What are the main strategies and sub-strategies for biodiversity mainstreaming, protection, restoration, ABS and enabling implementation?

What are the specific actions within each sub-strategy?

What are the capacities required to undertake each action?

What are the specific cost elements for each action?

What is the distribution of these costs to different actors?

What are the low, medium and high ranges of the total estimated costs of implementing each action?



# Steps in mobilizing resources

## W BROADER CONTEXT

Identify sectoral drivers of loss  
Assess sectoral institutions and actors  
Review biodiversity expenditures



## S COSTS AND GAP

Assess costs of strategies and actions  
Calculate the financial gap



## IZE FINANCIAL RESOURCES

Identify finance actors and mechanisms  
Develop resource mobilization plan

2a-2e) What are the specific strategies and actions



**2a) Biodiversity mainstreaming**



2b) Protection



2c) Restoration



2d) Access and benefit sharing (ABS)



2e) Enhancing implementation

# Definition of Biodiversity Mainstreaming

**“Integrating biodiversity into sectoral plans and policies using a variety of methods and approaches”**



Integrating biodiversity into development



# Defining biodiversity mainstreaming

**Integrating  
biodiversity...**



Integrating the **components of biodiversity** in order to achieve specific **biodiversity goals**....

**...into  
sectoral  
plans and  
policies...**



...into the plans, policies and practices of **natural resource sectors**, and **economic/social development** sectors at all levels...

**...using a  
variety of  
methods**



...through approaches that rely on changes in **policies and plans**, on **economic instruments** and on **education**, among other methods.

Integrating biodiversity into development



**Improving habitat  
connectivity by  
creating public-  
private partnerships  
with game reserve  
owners**







**Safeguarding key  
marine habitat by  
reforming policies  
for ballast discharge  
of cargo container  
ships**







**Protecting native fish  
species from  
invasive alien  
rainbow trout by  
reforming policies on  
fish stocking for  
recreational fisheries**







**Mitigating the impacts  
on sage grouse habitat  
by working with gas  
companies to create  
biodiversity offsets in  
order to establish new  
protected areas**

# Steps in mobilizing resources

## W BROADER CONTEXT

Identify sectoral drivers of loss  
Assess sectoral institutions and actors  
Review biodiversity expenditures



## S COSTS AND GAP

Assess costs of strategies and actions  
Calculate the financial gap



## IZE FINANCIAL RESOURCES

Identify finance actors and mechanisms  
Develop resource mobilization plan

2a-2e) What are the specific strategies and actions



2a) Biodiversity mainstreaming



**2b) Protection**



2c) Restoration



2d) Access and benefit sharing (ABS)



2e) Enhancing implementation

# EXAMPLES OF PROTECTION STRATEGIES

<b>Improve protected area network</b> <ul style="list-style-type: none"><li>• Create/expand new protected areas</li><li>• Create ecological corridors</li><li>• Restore degraded protected areas</li><li>• Revise protected area designation</li><li>• Create community conserved areas</li></ul>	<b>Improve protected area management</b> <ul style="list-style-type: none"><li>• Develop management plans</li><li>• Increase staff numbers and capacity</li><li>• Demarcate boundaries</li><li>• Address invasive species</li><li>• Improve visitor management</li></ul>
<b>Improve protected area policies</b> <ul style="list-style-type: none"><li>• Improve protected area administration</li><li>• Develop protected area laws, policies</li><li>• Strengthen legal status</li><li>• Improve financial management systems</li><li>• Enable cost sharing</li></ul>	<b>Improve ex situ protection</b> <ul style="list-style-type: none"><li>• Create gene banks</li><li>• Reintroduce captive-bred species</li><li>• Comply with non-detriment findings required by CITES</li><li>• Prevent illegal trade</li></ul>



# Steps in mobilizing resources

## WIDER BROADER CONTEXT

Identify sectoral drivers of loss  
Assess sectoral institutions and actors  
Review biodiversity expenditures



## ESTIMATING COSTS AND GAP

Assess costs of strategies and actions  
Calculate the financial gap



## MOBILIZING FINANCIAL RESOURCES

Identify finance actors and mechanisms  
Develop resource mobilization plan

2a-2e) What are the specific strategies and actions



2a) Biodiversity mainstreaming



2b) Protection



**2c) Restoration**



2d) Access and benefit sharing (ABS)



2e) Enhancing implementation



# DEFINITION OF RESTORATION STRATEGIES

Restoration actions	Restoration subjects	Restoration goals
Introduce Plant Remove Limit Manage Install Use Release	<ul style="list-style-type: none"> <li>• Plant and animal species (e.g., seedlings, invasive species, animal groups)</li> <li>• Abiotic structures (e.g., dams, concrete, boulders, fences)</li> <li>• Biotic structures (e.g., large trees)</li> <li>• Fire, floods</li> <li>• Mechanical devices</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain genetic viability</li> <li>• Maintain connectivity</li> <li>• Mimic natural disturbances</li> <li>• Increase habitat</li> <li>• Recreate habitat</li> <li>• Eradicate or control invasive species</li> <li>• Restore connectivity</li> <li>• Improve ecological integrity</li> </ul>

# EXAMPLES OF RESTORATION STRATEGIES

Creation of coral reef habitat by installing prefabricated concrete modules  
Expansion of habitat bottlenecks by reestablishing forest cover in degraded areas

Removal of exotic tree plantations and reestablishment of native tree species  
Mimic natural disturbance from grazing through mechanical disturbance  
Re-establish native forest on retired bauxite mines to increase habitat  
Culture and planting of seagrass bed seedlings on degraded seagrass beds  
Tree planting on old fields using native species to reconnect isolated forest fragments

Using termites and mulch to restore soil fertility and quality

# Steps in mobilizing resources

## W BROADER CONTEXT

Identify sectoral drivers of loss  
Assess sectoral institutions and actors  
Review biodiversity expenditures



## S COSTS AND GAP

Assess costs of strategies and actions  
Calculate the financial gap



## IZE FINANCIAL RESOURCES

Identify finance actors and mechanisms  
Develop resource mobilization plan

2a-2e) What are the specific strategies and actions



2a) Biodiversity mainstreaming



2b) Protection



2c) Restoration



**2d) Access and benefits sharing (ABS)**



2e) Enhancing implementation

# EXAMPLES OF ABS STRATEGIES

Strategies related to:

Prior informed consent

Mutually agreed terms

Benefits sharing

Traditional knowledge

Assessment of conservation and sustainable use

# Steps in mobilizing resources

## W BROADER CONTEXT

Identify sectoral drivers of loss  
Assess sectoral institutions and actors  
Review biodiversity expenditures



## S COSTS AND GAP

Assess costs of strategies and actions  
Calculate the financial gap



## IZE FINANCIAL RESOURCES

Identify finance actors and mechanisms  
Develop resource mobilization plan

2a-2e) What are the specific strategies and actions



2a) Biodiversity mainstreaming



2b) Protection



2c) Restoration



2d) Access and benefit sharing (ABS)



**2e) Enhancing implementation**



# EXAMPLES OF IMPLEMENTATION STRATEGIES

<b>Communication, education</b> Develop targeted communication strategy Develop communication materials and messages Develop and implement lobbying strategy	<b>Develop individual capacity</b> <ul style="list-style-type: none"><li>• Assess key capacity gaps</li><li>• Develop core competencies and standards</li><li>• Develop training materials</li><li>• Conduct key trainings</li></ul>
<b>Develop institutional and systemic capacity</b> Identify and map biodiversity-related responsibilities across all institutions Form and strengthen inter-agency groups and committees	<b>Research, science and knowledge</b> <ul style="list-style-type: none"><li>• Assess key research needs</li><li>• Establish and strengthen key research institutions (biodiversity center, ecotourism center, livelihood center, botanical gardens, gene banks)</li></ul>



## **REFLECTION POINT:**

What are some of the major emerging strategies in your country?



# FROM STRATEGIES AND ACTIONS TO COSTS

strategies

Sub-strategies

Actions  
Actions  
Actions  
Actions

Cost elements  
Cost elements  
Cost elements  
Cost elements

Sub-strategies

Actions  
Actions  
Actions  
Actions

Cost elements  
Cost elements  
Cost elements  
Cost elements

Sub-strategies

Actions  
Actions  
Actions  
Actions

Cost elements  
Cost elements  
Cost elements  
Cost elements

Sub-strategies

Actions  
Actions  
Actions  
Actions

Cost elements  
Cost elements  
Cost elements  
Cost elements



**Strategy:** Create connectivity corridor in order to maintain viable populations of wide-ranging species

Create connectivity corridor	Cost elements	High	Med	Low
Land acquisition	Staff, materials, travel, land acquisition	250K	175K	125K
Inventory and site analysis	Staff, materials, travel	125K	100K	75K
Training program for communities within corridor	Staff, materials, travel	450K	350K	250K



**Strategy:** Reduce impacts of intensive agriculture by developing a training program to help farmers transition to low-impact agricultural practices

Develop agricultural training program	Cost elements	High	Med	Low
Develop best practices and guidelines	Staff, materials, travel	250K	175K	125K
Develop training curriculum on low-impact agriculture	Staff, materials, travel	125K	100K	75K
Conduct training of trainers	Staff, materials, travel	450K	350K	250K





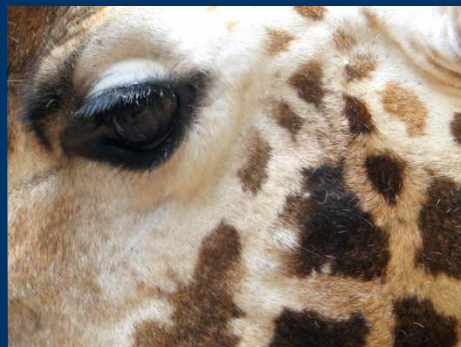
**Strategy:** Develop certification system for organic agriculture to have at least 20% of farmers use organic agriculture by 2020

Develop incentives	Cost elements	High	Med	Low
Setting up certification system/standards for certification	Staff, materials	250K	175K	125K
Outreach to agricultural producers	Staff, materials, travel	125K	100K	75K
Certification process	Staff, materials	450K	350K	250K
Awareness raising campaign/promotion activities	Staff, materials, travel	250K	185K	135K



## **EXERCISE 2A-2E**

## 2f) Financial gap for implementing the NBSAP



# Steps in mobilizing resources

## WIDER BROADER CONTEXT

Identify sectoral drivers of loss

Assess sectoral institutions and actors

Review biodiversity expenditures



## ASSESS COSTS AND GAP

Assess costs of strategies and actions

Calculate the financial gap

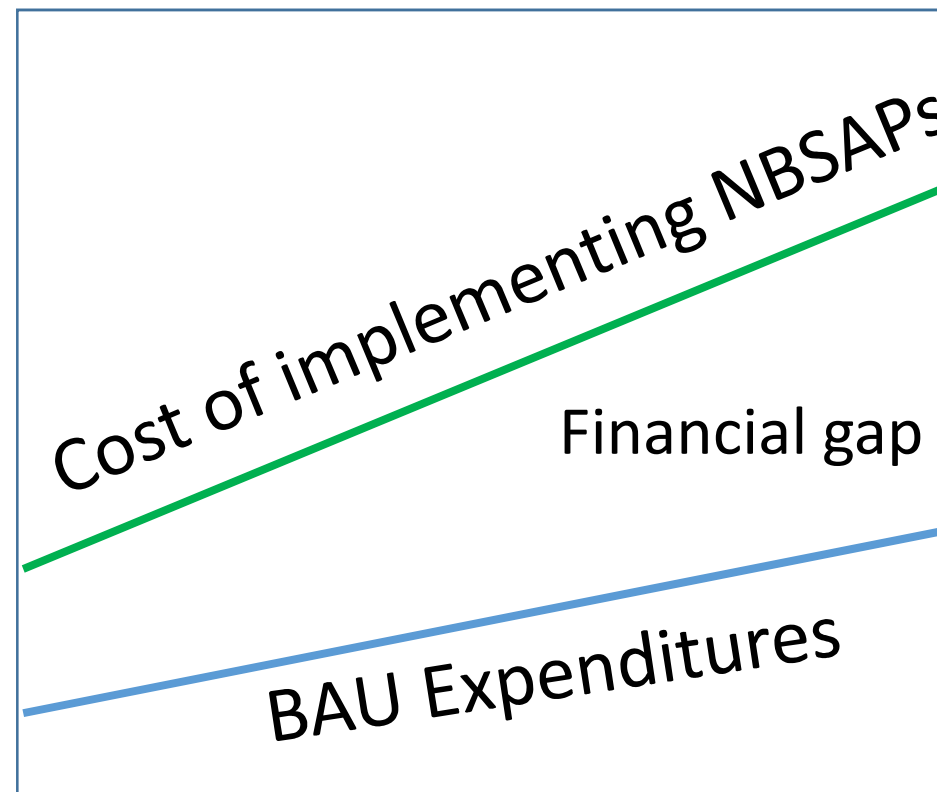


## MOBILIZE FINANCIAL RESOURCES

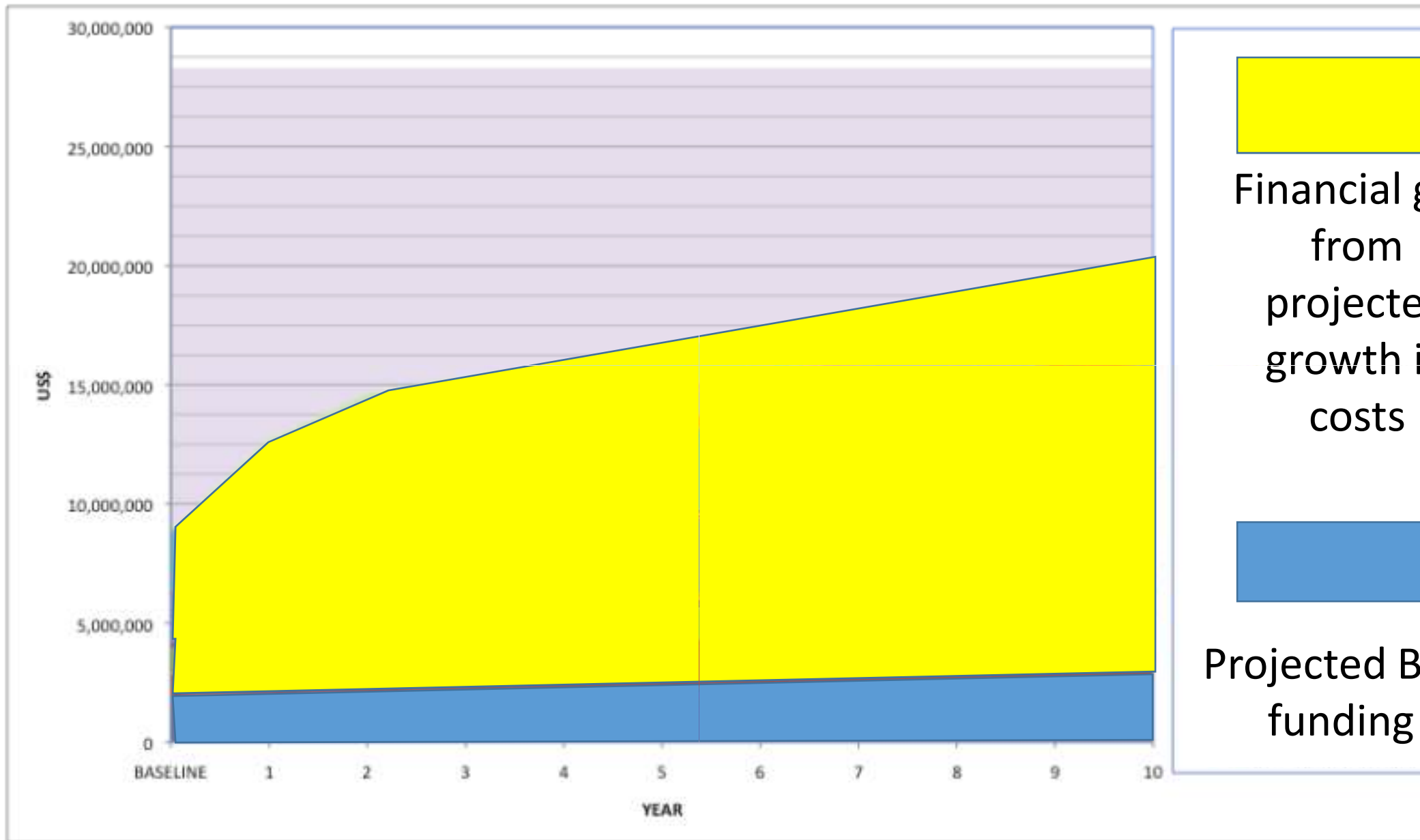
Identify finance actors and mechanisms

Develop resource mobilization plan

2f) What is the gap between a  
expenditures (baseline), protected  
expenditures (BAU scenario)  
the cost of implementing strategies  
and actions?



# Finance gap in protected areas – example from Be





# KEY QUESTIONS IN TOTAL COSTS AND GAPS

What are the projected recurring costs of implementing new biodiversity mainstreaming, protection, restoration, ABS and enabling implementation strategies?

What are the projected one-time costs of implementing new biodiversity mainstreaming, protection, restoration, ABS and enabling implementation strategies?

What is the annual projected expenditure in the 'business as usual' financial scenario for existing biodiversity mainstreaming, protection, restoration, ABS and enabling implementation strategies?

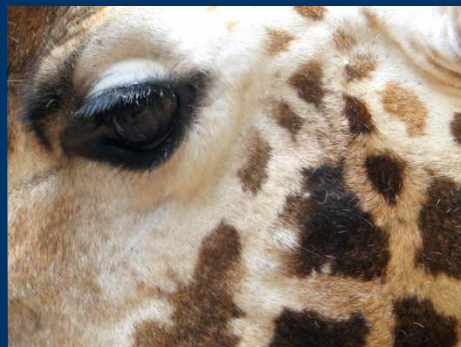
What is the total financial gap between the business as usual financial scenario, and the combined one-time and recurring costs for each strategy?



## **REFLECTION POINT:**

Do you have an estimate of the magnitude of your financial gap?

# 3a) Financial actors and mechanisms



# Steps in mobilizing resources

## WIDER BROADER CONTEXT

Identify sectoral drivers of loss

Assess sectoral institutions and actors

Review biodiversity expenditures



## ESTIMATE COSTS AND GAP

Assess costs of strategies and actions

Calculate the financial gap



## MOBILIZE FINANCIAL RESOURCES

Identify finance actors and mechanisms

Develop resource mobilization plan

3a) Who are the key finance actors?  
What are the key finance mechanisms, and who will pay?  
What costs?



# Steps in mobilizing resources

## W BROADER CONTEXT

Identify sectoral drivers of loss

Assess sectoral institutions and actors

Review biodiversity expenditures



## S COSTS AND GAP

Assess costs of strategies and actions

Calculate the financial gap



## IZE FINANCIAL RESOURCES

Identify finance actors and mechanisms

Develop resource mobilization plan

3a) What are potential financial mechanisms

- Payment for ecosystem services
- Conservation license plates
- Eliminate subsidies
- Airport departure fees
- Taxes and surcharges
- Revolving funds
- Tax credits
- Market incentives



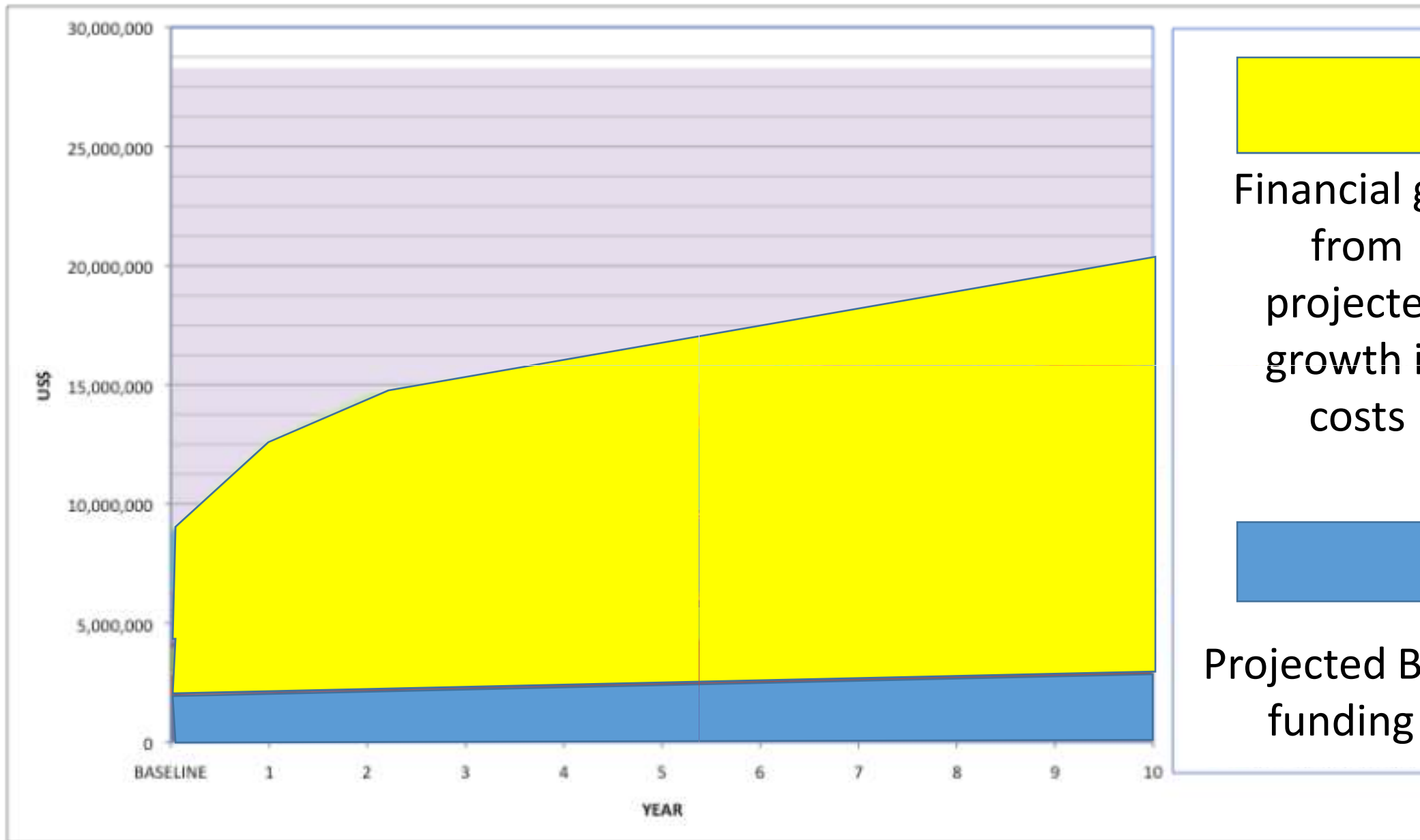
# KEY QUESTIONS IN 3a -- FINANCE ACTORS AND MECHANISMS

- Who are the potential finance actors, agents, investors and/or institutions?
- What are the potential biodiversity finance mechanisms?
- What is the total estimated revenue potential from each finance mechanism?
- Which NBSAP strategy or strategies would this finance mechanism target?
- What is the feasibility of the finance mechanism?
- What are the changes that would be required to implement the finance mechanism?
- What is the total estimated new revenue for each NBSAP strategy?

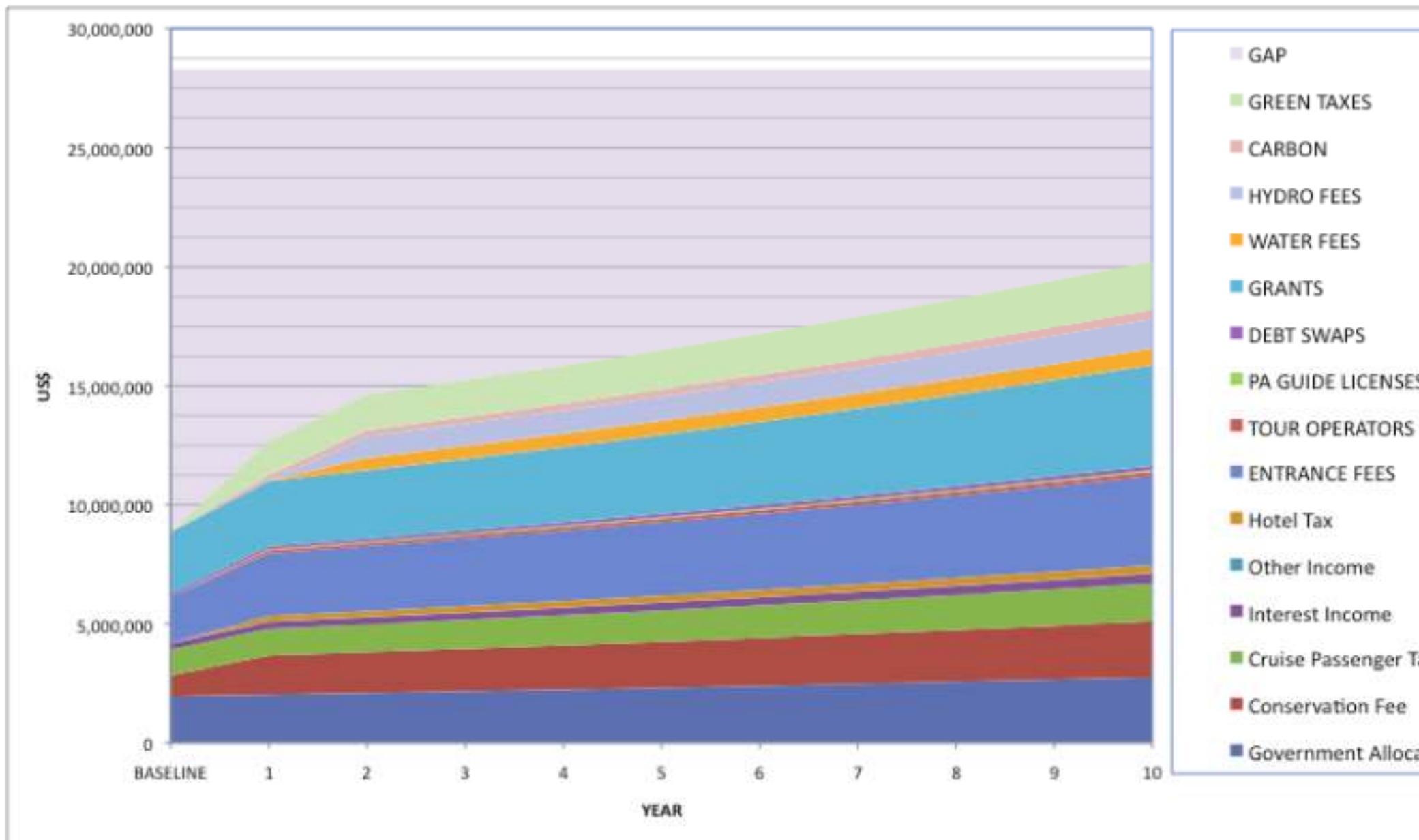
# Range of finance mechanisms

<b>Positive tax incentives</b> Tax credits Tax deductions	<b>Negative tax incentives</b> <ul style="list-style-type: none"> <li>Taxes on products, services that harm biodiversity</li> </ul>	<b>Fiscal reform</b> <ul style="list-style-type: none"> <li>Reduction of subsidies that harm biodiversity</li> </ul>
<b>Procurement policies</b> Government, business procurement	<b>Cap and trade</b> <ul style="list-style-type: none"> <li>Limit on goods or service and trade in marketplace</li> </ul>	<b>PES schemes</b> <ul style="list-style-type: none"> <li>Beneficiaries pay for cost of maintaining ecosystems</li> </ul>
<b>Market certification</b> Market premium, access to sustainable practices	<b>Biodiversity offsets</b> <ul style="list-style-type: none"> <li>Exchanges of equivalent protection by business</li> </ul>	<b>Fines and fees</b> <ul style="list-style-type: none"> <li>Fees that discourage unsustainable practices</li> </ul>
<b>Conservation easement</b> Compensation for long-term conservation	<b>Voluntary fees</b> <ul style="list-style-type: none"> <li>E.g., contribution drop boxes, hotel/tourism fees)</li> </ul>	<b>Mandatory fees</b> <ul style="list-style-type: none"> <li>E.g., Airport departure taxes that fund protected areas</li> </ul>

# Finance gap in protected areas – example from Be



# Potential financial mechanisms – example from Be



# Feasibility screening criteria

<p><b>Financial considerations</b></p> <ul style="list-style-type: none"> <li>How much revenue will it generate?</li> <li>How stable is the revenue?</li> <li>What are the initial costs?</li> </ul>	<p><b>Legal considerations</b></p> <ul style="list-style-type: none"> <li>Is it legally feasible within the current system?</li> <li>Does it require new legislation?</li> <li>Is it possible to simply use an executive order?</li> </ul>	<p><b>Administrative</b></p> <ul style="list-style-type: none"> <li>How difficult will it be to administer, enforce, collect?</li> <li>Are there enough trained staff?</li> </ul>
<p><b>Social considerations</b></p> <ul style="list-style-type: none"> <li>What will be the social impacts?</li> <li>Who will pay?</li> <li>Will the mechanism be viewed as equitable?</li> </ul>	<p><b>Political considerations</b></p> <ul style="list-style-type: none"> <li>Is there political will?</li> <li>Will the funds be redirected to the correct purpose?</li> <li>Is monitoring possible?</li> </ul>	<p><b>Environmental</b></p> <ul style="list-style-type: none"> <li>What are the environmental impacts involved in implementation?</li> <li>Can safeguards be put in place?</li> </ul>



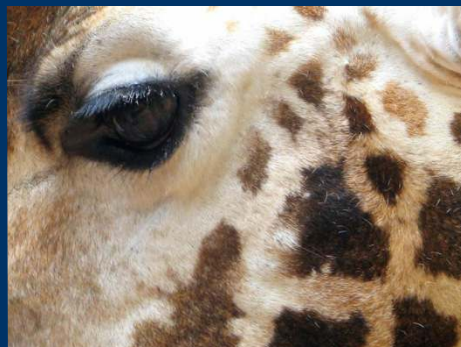
## REFLECTION POINT:

What are the major institutions, actors, and organizations involved (or potentially involved) in biodiversity finance in your country?

What kinds of alternative finance mechanisms are you exploring?



## 3b) Financial resource mobilization planning



# Steps in mobilizing resources

## WIDER BROADER CONTEXT

Identify sectoral drivers of loss

Assess sectoral institutions and actors

Review biodiversity expenditures



## ASSESS COSTS AND GAP

Assess costs of strategies and actions

Calculate the financial gap



## MOBILIZE FINANCIAL RESOURCES

Identify finance actors and mechanisms

Develop resource mobilization plan

3b) How will the resource mobilization plan be developed?

Develop a national biodiversity resource mobilization plan for Timor-Leste (2015-2020)



DEMOCRATIC REPUBLIC OF TIMOR-LESTE



Convention on Biological Diversity

# KEY QUESTIONS IN 3b – RESOURCE MOBILIZATION PLAN

What are the primary finance mechanisms that will constitute the main resource mobilization plan?

What are the key actions and steps for implementing each mechanism?

Who are the lead agencies, institutions and individuals responsible for taking each action?

What are the key budget considerations involved in taking each action?

What is the timeframe by which each action will be completed?

What are the monitoring indicators that will help determine success in implementing the strategies and actions?



## **EXERCISE 3a and 3b**