

Support to GEF Eligible Countries for Achieving Aichi Biodiversity Target 17 Through a Globally Guided NBSAPs Update Process

Global

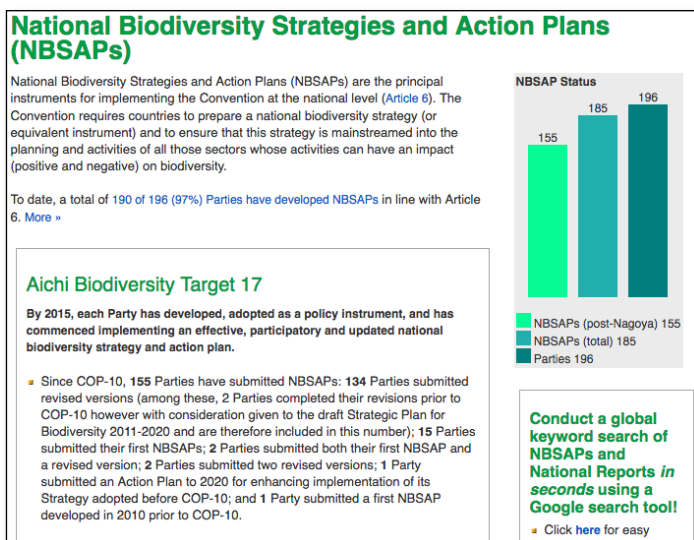
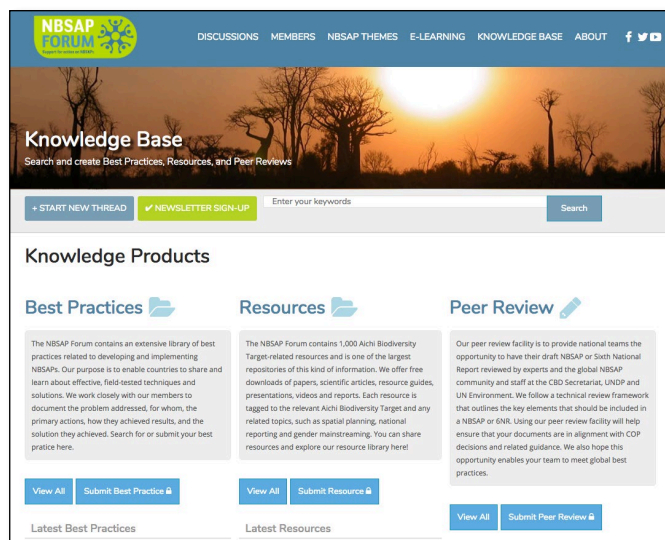
**GEF Agencies: United Nations Development Programme (UNDP)
United Nations Environment (UN Environment)**

Executing Entities: UNDP, UNEP-WCMC

GEF Biodiversity Focal Area; GEF Project ID: 5601

UNDP PIMS: 5283; UNDP Atlas Project ID: 00077098

UN Environment PIMS: 01160



Terminal Evaluation Report

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Josh Brann, International Consultant, Brann.Evaluation@gmail.com

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Acronyms

APR	Annual Project Report
CBD	Convention on Biological Diversity
COP	Conference of Parties
CSO	Civil Society Organization
DIM	Direct Implementation
GEF	Global Environment Facility
Ha	hectares
IUCN	International Union for the Conservation of Nature
KM	Kilometers
LDC	Least Developed Country
M&E	Monitoring and Evaluation
MOOC	Massive Online Open Course
MSP	Medium-size Project
NGO	Non-Governmental Organization
PA	Protected Area
PIMS	Project Information Management System
PIR	Project Implementation Report
PSC	Project Steering Committee
SIDS	Small Island Developing States
TE	Terminal Evaluation
TOR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
UN Environment	United Nations Environment
USA	United States of America
USD	United States dollars
WCMC	World Conservation Monitoring Centre

I. Executive Summary

Table 1 Project Summary Data

Project Title:	Global Support to NBSAPs			
GEF Project ID:	GEF ID #5601		<i>at endorsement (Million US\$)</i>	<i>at completion (Million US\$)</i>
Agency Project ID:	UNDP PIMS #5283, UNDP Atlas Award ID: 00077098; UN Environment PIMS #01160	GEF financing:	\$1,700,000	\$1,700,000
Country:	Global	IA/EA own:	\$2,000,000	\$2,289,023
Region:	Global	Government:	\$206,620	\$202,426
Focal Area:	Biodiversity	Other:		
FA Objectives, (OP/SP):	BD-5: Integrate CBD Obligations into National Planning Processes through Enabling Activities	Total co-financing:	\$2,206,620	\$2,491,449
Executing Entity:	UNDP, UN Environment, UNEP-WCMC	Total Project Cost:	\$3,906,620	\$4,191,449
Other Partners involved:		ProDoc Signature (date project began):	September 27, 2013 (UN Environment) July 16, 2014 (UNDP)	
		Operational Closing Date:	December 31, 2016 (UN Environment) April 30, 2018 (UNDP)	

PROJECT DESCRIPTION AND OVERVIEW

1. The “Global Support to NBSAPs” project is a GEF-funded project, which relates to support provided to countries to complete NBSAPs (hereafter referred to as the “NBSAP project”). The UN Environment (UN Environment) portion of the project officially commenced September 27, 2013 with the GEF CEO Approval, and the UNDP portion of the NBSAP project officially commenced in July 2014 with the UNDP signing of the Prodoc. Operationally the UN Environment portion of the project was completed December 31, 2016, and UNDP operational completion took place on April 30, 2018. The project is in the biodiversity focal area of the Global Environment Facility (GEF). The NBSAP project has GEF funding of \$1.70 million USD, and planned co-financing of \$2.2 million USD, for a total project cost of \$3.9 million USD. The project is implemented under UNDP’s Direct Implementation (DIM) modality, with the UN Environment as a co-implementing partner, and UN Environment World Conservation Monitoring Centre (UNEP-WCMC) as executing agency. As co-implementing partners, UNDP and UN Environment are responsible for oversight of delivery of agreed outputs as per agreed project work plans, financial management, and for ensuring cost-effectiveness. At policy and strategic level, the Project Steering Committee served as a technical advisory committee to guide the project.

2. **NBSAP Project Description:** As stated in the Project Document, the NBSAP project’s **goal** is “to enhance implementation of the CBD’s Strategic Plan 2011-2020 and support the achievement of Aichi Biodiversity Target 17 through participatory planning, knowledge management and capacity building.” The project’s **objective** is “to provide technical support to all eligible countries accessing GEF Biodiversity Enabling Activities funding, with a view to

improving the quality benchmark and policy relevance of the next generation of NBSAPs, while also enhancing public participation in the NBSAP preparation process.”

3. The project is structured in two outcomes, and is operationalized under two functional components that correspond to the outcomes. The two components consist of eight outputs:

- **Outcome 1:** New and innovative knowledge management tools enhance global learning on biodiversity planning and support GEF-financed NBSAP development processes, so that NBSAPs become more relevant policy instruments, integrated into sectoral national plans strategies and policies, thereby making a significant contribution to achieving Aichi Target 17.
 - Component 1: Global learning and technical content development [for enhancing the quality of NBSAPs]
- **Outcome 2:** Targeted, timely and high-quality technical support to countries enables the adoption of best practices, guidelines and other materials, and corroborate the long-term goal of developing the capacity of countries to carry out effective biodiversity planning.
 - Component 2: Direct technical support delivery [for NBSAP preparation and implementation]

4. The project strategic results framework, with expected indicators and targets, is included in the project document (pp. 21-23). The project results framework represents the primary foundational element for assessing project results (progress toward the expected outcomes and objective) and effectiveness.

5. According to GEF, UNDP, and UN Environment evaluation policies, terminal evaluations are required for all GEF funded medium-size projects (MSPs), and the terminal evaluation was a planned activity of the monitoring and evaluation (M&E) plan of the NBSAPs project. As per the evaluation Terms of Reference (TORs) the terminal evaluation reviews the actual performance and progress toward results of the project against the planned project activities and outputs, based on the standard evaluation criteria: relevance, efficiency, effectiveness, results and sustainability. The evaluation assesses progress toward project results based on the expected objective and outcomes, as well as any unanticipated results. The evaluation identifies relevant lessons for other similar projects in the future, and provides recommendations as necessary and appropriate. The evaluation methodology was based on a participatory mixed-methods approach, which included two main elements: a) a desk review of project documentation and other relevant documents; and b) interviews with Key Informants. As the project had no site-based activities, there was no evaluation field mission. The evaluation is based on evaluative evidence from the project development phase through March 31, 2018, when the terminal evaluation data collection phase was completed. The desk review began in December 2017, and Key Informant interviews were conducted in February and March 2018.

FINDINGS AND CONCLUSIONS ON THE MAIN EVALUATION CRITERIA

6. On the whole the NBSAP project was well-implemented and achieved a number of impressive results. The relevance, efficiency, and effectiveness of the project were affected by structural issues related to the timing and design of the project. The timing of the project approval was later than would have been optimal in order for the project to be as efficient and

effective as possible at helping the targeted countries develop strong NBSAPs that effectively aligned with the CBD Strategic Plan. The timing of the project was problematic for a variety of reasons, as further outlined in this evaluation report. However, given the timing of the project, once it was approved and underway the project implementation was generally very efficient and effective, and generated results that were as good or better than could have been hoped at project approval. To distinguish between the project design/approval phase and the implementation phase this terminal evaluation is providing multiple ratings covering both phases of the project.

7. The “relevance” evaluation criteria mainly concerns the project design and approval phase. With respect to **relevance**, the project is considered **relevant / moderately satisfactory**. The relevance of the project objective is satisfactory, as the project supports implementation of the CBD Strategic Plan for 2011-2020, including the Aichi Biodiversity Targets (ABT); in particular the project specifically supports ABT 17. The project is also in-line with the GEF-5 strategic priorities for the biodiversity focal area.

8. The relevance of project strategy and design is considered moderately satisfactory, as there are multiple aspects of the project strategy and design that could have been improved, though these may only be clear in hindsight. The overall timing of the project reduced its relevance, as it was approved after the majority of countries received funding through GEF Enabling Activities to revise their NBSAPs, and a significant portion of the capacity development content was produced after many countries had completed their NBSAPs revisions.

9. Assessment of efficiency and effectiveness related to the project design and approval phase: There were some shortcoming relating to **efficiency and effectiveness**, most significantly related to the overall timing of the project. With respect to the design and approval phase of the project, the project’s **effectiveness** is rated **moderately unsatisfactory** as the timing of the project, and other factors, did not allow it to be as effective as it could have been. The NBSAP project started after most countries had already received support from the GEF to revise their NBSAPs: A total of 122 countries had their NBSAP Enabling Activities approved prior to the Global NBSAP support project, and a large majority of these (110) were approved approximately two years prior (by August 2012) to the formal start-up of the Global NBSAP project in July 2014. Once started, key technical inputs were quickly disseminated, including the NBSAP technical review framework, the NBSAP Forum, NBSAP journey, and the NBSAP stocktaking process. The technical review facility was also launched immediately after the project commenced. For additional technical guidance related to the achievement of several ABTs, the project team required additional time to develop many of the guidance materials and capacity development modules, and to disseminate these to the participating countries. Therefore, many countries finished or were well into the revision process of their NBSAPs prior to the dissemination of a number of the additional guidance materials that were more significantly related to the achievement of individual ABT, rather than revision on the NBSAPs.

10. The relationship of timing between GEF project funding procedures and COP/CBD decisions was not under the control of the agencies implementing the project. This was an issue of systemic discord with the GEF replenishment and project cycle. The machinery to design, propose, secure funding, and then disperse funding and implement the project does not align

with the pace of the CBD planning cycles. This systemic challenge was outside the control of the project implementation team.

11. Assessment of evaluation criteria related to the project implementation phase: Project **efficiency** is rated **satisfactory**. The project's management (execution), adaptive management, partnership approach and communication, stakeholder engagement, financial management, and reporting are highlights. The project team is highly professional and has demonstrated good planning, reporting, and financial management. Project management costs are expected to be approximately 9.4% of GEF funding, in-line with expectations. Project management and execution is rated highly satisfactory. Financial management procedures are in-line with international norms, and conform to UNDP and UN Environment policies and procedures. Project co-financing has been exceeded, with 124% of co-financing reported as of the terminal evaluation, and actual non-tracked co-financing is likely to be higher. Monitoring and evaluation has been implemented in-line with the M&E plan, but the revised strategic results framework indicators are heavily output-based, rather than targeting the outcome level.

12. For the implementation portion of the project, the evaluation criteria of **results and "achievement of overall outcomes"** (as assessed per the specified results framework indicator targets) is rated **highly satisfactory**. In terms of effectiveness, the project implementation phase is considered **satisfactory**. The NBSAP project has achieved the project objective and mostly achieved the two planned outcomes. The project exceeded 12 of 14 results indicator targets, met one target, and partially met one target. Key results achieved include:

- 91 countries with revised NBSAPs submitted to the CBD (34 UNDP supported countries (76% of 45 total), and 57 UN Environment supported countries (69% of 83 total).
- NBSAPs from 68 countries (53% of countries supported) have had technical / "peer" reviews.
- Among reviewed NBSAPs, 88% were assessed to have addressed Aichi Biodiversity Targets (ABT) 2, 3, 5, 11, 12, 15 and 20; 79% showed evidence of including diverse stakeholders in the revision process.
- The NBSAP Forum was developed as a knowledge hub, with the following usage statistics (as of June 30, 2017):
 - 3,356 NBSAP Forum members speaking 149 Google recognized languages from every country in the world;
 - 27,794 users over the life of the project, and 16,000 unique NBSAP Forum users in the last 12 months
 - An average session duration of 4 minutes, with four pages viewed per session.
- The project generated multiple forms of technical support, most of which are available in at least three UN languages:
 - 10 publications, 7 posters, 22 guidance documents, and 5 tools relevant for technical support for revising and updating NBSAPs
 - 19 eLearning online training courses, with 7,494 online learning course registrants
 - 44 webinars, with 3,298 live webinar participants (English, French, Spanish), and 6,520 recorded webinar participants (English, French, Spanish)

- Four Massive Online Open Courses (MOOCs), with 2,425 participants (English, French, Spanish) in the first two MOOCs (“Protected Areas System Design and Management” and “Greening Consumption and Production”)
- 184 best practices and case studies have been published on the NBSAP Forum
- 3,458 subscribers to the NBSAP Forum Aichi Biodiversity Target newsletter and 6,097 subscribers to the NBSAP Forum learning newsletter
- Analyses of a user satisfaction survey suggested that 96% of NBSAP country teams were satisfied with the quality of technical support services received.

13. Although the start-up timing of the project presented some challenges, as discussed above, shortly after the Global NBSAP project was launched several key guidance documents were quickly released. These included: NBSAP technical review framework, the NBSAP Forum, NBSAP journey, NBSAP stocktaking. The technical review facility was also launched and made immediately responsive. However, guidance related to the achievement of several ABTs was launched at a later stage. The expert review process was considered highly useful and the project surpassed the target of 50% of countries having expert reviews, but this meant that there were still 60 countries that did not benefit from this activity. This voluntary exercise required extensive outreach and communications from the project team to engage countries in the review process, as many countries were initially uncertain. Some participants also considered that it would have been even more effective if it would have been possible to conduct reviews in the early stages of countries’ NBSAP revision process, rather than at the end; the project’s guidance suggested that countries should submit draft NBSAPs early in the process, but the majority did not. For countries that did submit early, the project was often able to provide 2-3 reviews at different phases.

14. The GEF Evaluation Office and UNDP require an impact rating, and UN Environment requires a rating on “likelihood of impact”. In the context of the GEF biodiversity focal area, this relates to actual change in status in the components of biodiversity (i.e. species, ecosystems). The impact rating should not be given high importance in the context of the NBSAP project, given that based on the project’s scope and theory-of-change, any impacts the project contributes to are intangibly linked to project outputs and outcomes. However, an impact rating is provided as required, and within the life of the project impact is rated as negligible.

15. The overall **sustainability** rating for the NBSAP project is ***moderately likely***. Providing a single rating for the sustainability of results for the NBSAP project is challenging because it relates to outcomes generated at the country level from the revised NBSAPs. Project participants indicated that the NBSAPs have had varying levels of country ownership and legal adoption at the national level; in countries where there is strong ownership and a legally binding document, sustainability should be higher. One aspect that will support sustainability generally is that both UNDP and UN Environment will be working to support countries with their 6th National Reports to the CBD, under a series of recently initiated projects. Many of the same staff members and implementation structures from the NBSAP project will be leveraged for the 6th National Reports projects. It is also likely that the CBD Secretariat will leverage the NBSAP Forum as part of the process for delivering the post-2020 biodiversity agenda.

16. Gender equality and mainstreaming was a strong point of the project, even though the project was designed prior to implementation of UNDP's Gender Equality Strategy 2014-2017. The project included activities and outputs on gender mainstreaming, though some gaps remain.

RECOMMENDATIONS

17. The recommendations of the terminal evaluation are listed below, with the primary target audience for each recommendation following in brackets.

18. **Key Recommendation 1:** The GEF, UNDP, UN Environment and CBD Secretariat should be planning immediately for what type of enabling activity support will be extended to countries immediately following the CBD COP in 2020, with the objective of being prepared to disburse resources as quickly as possible after the 2020 COP to support planning, implementation, monitoring and reporting for the post-2020 strategic plan. [GEF Secretariat, UNDP, UN Environment, CBD Secretariat]

19. **Key Recommendation 2:** The GEF, UNDP, UN Environment, and CBD Secretariat should not embark on a new round of enabling activity funding for another NBSAP updating and revision process in response to the CBD 2021-2030 strategic planning period. Support will be required over the 2020-2025 timeframe for implementation of the current NBSAPs, many of which go to 2025 or 2030. Funding under the GEF enabling activities may be allocated to support NBSAP implementation in GEF-eligible countries. [GEF Secretariat, UNDP, UN Environment, CBD Secretariat]

20. **Key Recommendation 3:** The CBD strategic planning process for the 2021-2030 period should reflect current levels of national progress toward the ABTs. The revised strategic plan should focus on incentivizing further incremental progress by countries, recognizing that parties are really only beginning implementation of their NBSAPs that were revised to reflect the ABTs. [CBD Secretariat, CBD Conference of Parties]

21. **Key Recommendation 4:** Considering the previous three recommendations, GEF Enabling Activity support to countries should focus on institutional and systemic capacity development at the national level, rather than individual capacity development. There should be an analysis of what makes national institutions responsible for biodiversity conservation effective, and then efforts to replicate those good practices to other countries. There are some indications that countries producing well-developed NBSAPs are the ones who do not require GEF assistance, and the systemic and institutional good practices from these countries should be replicated. Similar analytical work should be done in relation to types of national consultation processes and types of stakeholder engagement that have proven effective – for example, the extent to which civil society or the private sector have been involved in the NBSAP development process. [GEF, UNDP, UN Environment]

22. **Key Recommendation 5:** It would be useful to provide intensive targeted additional support to the 20 GEF-eligible countries that still do not have updated NBSAPs (the majority of which are LDCs and SIDS). However, it would be prudent to structure any such support so that countries that do not have revised NBSAPs by 2020 can incorporate the post-2020 CBD strategic plan. [GEF, UNDP, UN Environment]

23. **Key Recommendation 6:** For the long-term, the NBSAP Forum should be rebranded to emphasize its broader relevance to “NBSAP implementation” and execution of the post-2020 agenda. It is also recommended that the NBSAP Forum be more coordinated and integrated with the CBD NBSAP webpage. [UNDP, UN Environment, CBD Secretariat]
24. **Key Recommendation 7:** Future GEF Enabling Activity support to parties should explore the potential benefits of leveraging regional organizations (e.g. SPREP, CARICOM, etc.) to help provide Enabling Activity support for countries, in order to potentially further enhance efficiency and sustainability. It is more effective, efficient and impactful when the implementing agencies work with each other, and in coordination with regional agencies to deliver technical support and guidance. [GEF, UNDP, UN Environment, CBD Secretariat]
25. **Key Recommendation 8:** UNDP and UN Environment should conduct a willingness(/ability)-to-pay survey of previous users of eLearning products (webinars, MOOCs, etc.) to assess the potential and appropriateness of instituting a payment-based system as part of a longer-term solution to financially sustaining this type of capacity support program. [UNDP, UN Environment]
26. **Key Recommendation 9:** Through the engagement of the community of practice in the capacity development program, this project has generated a wealth of data on the status and trends of the current global state of biodiversity conservation planning. UNDP and UN Environment should produce a summary analysis of their user databases, trends in topic interest, and other key data to submit to the CBD as an input to the post-2020 CBD strategic planning process. [UNDP, UN Environment]
27. **Key Recommendation 10:** If it is not possible to sustain such a capacity development program in its current form, UNDP and UN Environment should conduct a systematic analysis of their other relevant ongoing initiatives and opportunities to continue leveraging and disseminating and promoting the large library of eLearning modules, guidelines, etc. This could include, for example, requiring that all GEF project managers (and project team members) working on PA projects have successfully completed the eLearning modules related to PAs, PA financing, etc. It could also include, for example, ensuring that UNDP and UN Environment efforts in global forums such as the CBD COP and World Conservation Congress continue to promote and advertise the use of these eLearning modules. [UNDP, UN Environment]
28. **Key Recommendation 11:** It is considered good practice for GEF projects to have at least one project-specific audit during their lifetime (particularly when it is indicated in the project M&E plan), as audits usually result in a strengthening of financial management procedures, and reduce risks related to financial management. This evaluation recommends that UNDP-GEF and UN Environment-GEF projects have at least one audit during their lifetime. [UNDP, UN Environment]
29. **Key Recommendation 12:** This evaluation recommends that UN Environment ensure that the expenditure of all donor funds is reported through a consolidated expenditure report, even when different UN Environment divisions are entrusted with different parts of a project’s budget. [UN Environment]

Key Lessons

30. **Lesson:** Conduct systematic and comprehensive capacity needs assessment at the beginning of (or better, before) a capacity development program. The Global NBSAP project drew on various available sources of information to identify capacity gaps, but it is not clear that the approach taken was sufficiently systematic or comprehensive.
31. **Lesson:** Plan strategically in advance to disburse resources to countries in line with global biodiversity planning cycles, rather than being reactive to COP decisions. The Global NBSAP project was only able to get underway years after the COP in which the ABT were adopted.
32. **Lesson:** It takes a long time to do capacity development work well, but especially so when you have to develop much of the content. The majority of capacity support outputs generated by the Global NBSAP project were completed after the first 18 months of project implementation.
33. **Lesson:** It is most effective if technical support can be provided early in the policy development process. This requires two elements: i). The support program being started and operational prior to countries needing support; and ii.). Countries being willing to accept support and share their policy documents early in the drafting process. For the most part in this project i.) did not occur, and ii.) appears to have been inconsistent.
34. **Lesson:** Global level capacity development work should do as much as possible to draw on existing content, through some adaptation, revision, updating, etc., as well as working to improve dissemination of existing guidance. There is a huge volume in existence of good practices, guidelines, tools, and other aides for biodiversity conservation practitioners. In many cases, there may be greater cost-benefit in supporting practitioners to actually implement existing material, or in distilling existing material to more digestible formats, than from investing heavily to produce even more "good practices" and "guidance". Where ever possible, the NBSAP project through its webinar series, promoted experts from across the world, and provided governments with access to their expertise. Additionally, given the high value of the technical assistance outputs produced by the project, the NBSAP project partners are undertaking several steps to ensure that these materials are repurposed and widely circulated as part of the project's sustainability plan. The NBSAP project has forged partnerships with platforms such as UNITAR and InforMEA to showcase the NBSAP project's online learning products, i.e. online courses and webinars on these respective platforms. Most of the material developed under the project, particularly aiming towards the achievement of ABTs is being repurposed for a similar global project to support the same countries to develop their Sixth National Report (6NR) project.
35. **Lesson:** Countries are very different, and have differing capacity support needs; therefore, a global program that generates generic capacity support tools (guidance documents, training modules, etc.) at the global level may have limited relevance for any individual country. However, it must be noted that this type of approach can be cost effective, as it eliminates in-person meetings or the burden on a limited staff of having the same conversation with 129 countries and their project teams. In order to provide more one-on-one support, it is necessary that such global projects be allocated more funding, to accommodate more staff time, and personalized capacity support tools.
36. **Lesson:** Countries may also appreciate concrete examples or "templates" they can draw from and model. This may be more basic than written up "good practice" case studies etc. - just

basic anonymized (or not when acceptable) good examples of different elements of NBSAPs, or basic outlines, templates, or "menus" they can draw from.

37. **Lesson:** One of the most effective ways to support countries in NBSAP development and revision is through direct one-to-one personal contact and relationship building. Individuals within countries are more likely to seek assistance from someone they know and trust. This can be resource intensive, but the cost-benefit equation likely still outweighs many other forms of support - particularly since there is a plethora of guidance and information available to draw from. The individual country direct technical support portion for NBSAP support (i.e. one-to-one technical support for countries) was considered highly valuable, and could have been more emphasized relative to "global" level support (i.e. general guidelines, webinars, etc.). At the least, this type of support could have been resourced more in proportion to the number of countries being supported. It does take a significant amount of time and effort to provide direct support (communication, contracting support, etc.) and this type of support needs to be adequately supported.

38. **Lesson:** For the direct support to countries there is not necessarily a comparative advantage for one UN agency or another, and it could be useful in these programs in the future if this aspect of the support was consolidated within one agency or consolidated in a joint "help unit" staffed by multiple agencies but which supported all countries. This would allow this support to be more consistent, more centralized for countries, and more cost-effective. The allocation of countries between UNDP and UN Environment does not appear to have been strategically done; the UNDP and UNEP-WCMC teams worked to provide joint support for all countries, although evaluation data indicated that this may not have been fully achieved. At the global level of technical support, in terms of producing guidelines on certain topics, etc. there are likely to be comparative advantages between agencies, and in this respect it is logical for there to be differentiated programs of support between agencies.

39. **Lesson:** Building capacity through a web portal and online communications can be effective, but there are also challenges to overcome. For example, intermittent and slow access to the internet in some countries means downloading large files and participating in webinars can prove to be impossible. The project attempted to overcome these challenges by keeping these limitations in mind and applying a range of technical approaches and multiple means of information dissemination. Overcoming this limitation required innovative thinking and a high level of engagement from the technical support team throughout the duration of the project. For example, key resources, guidance and tools were uploaded onto USB memory sticks and distributed during CBD meetings.

NBSAPS PROJECT TERMINAL EVALUATION SUMMARY RATINGS RELATED TO PROJECT DEVELOPMENT AND APPROVAL

Evaluation Ratings:	
1. Monitoring and Evaluation	Rating
M&E Design at Entry	MU
3. Assessment of Outcomes	Rating
Relevance	R / MS
Effectiveness	MU
Efficiency	MS

NBSAPS PROJECT TERMINAL EVALUATION SUMMARY RATINGS RELATED TO PROJECT IMPLEMENTATION

Evaluation Ratings:			
1. Monitoring and Evaluation	Rating	2. Implementation & Execution	Rating
		Quality of UNDP and UN Environment Implementation	S
M&E Plan Implementation	S	Quality of Execution - Executing Agency	HS
Overall Quality of M&E	MS	Overall Quality of Implementation / Execution	S
3. Assessment of Outcomes	Rating	4. Sustainability	Rating
Relevance	R / S	Financial Resources	L
Effectiveness	S	Socio-political	ML
Efficiency	S	Institutional Framework and Governance	ML
Overall Project Outcome Rating	S	Environmental	N/A
5. Impact	Rating	Overall Likelihood of Sustainability	ML
Environmental Status Improvement	N		
Environmental Stress Reduction	N		
Progress Toward Stress/Status Change	N	Overall Project Results	S

Standard UNDP-GEF Ratings Scale

Rating Criteria	Rating Scale
Relevance	<ul style="list-style-type: none"> • Relevant (R) • Not-relevant (NR)
Effectiveness, Efficiency, Results, GEF principles, other lower-level ratings criteria, etc.	<ul style="list-style-type: none"> • Highly satisfactory (HS): There were no shortcomings in the achievement of objectives in terms of effectiveness or efficiency • Satisfactory (S): There were minor shortcomings in the achievement of objectives in terms of effectiveness or efficiency • Moderately satisfactory (MS): There were moderate shortcomings in the achievement of objectives in terms of effectiveness or efficiency • Moderately unsatisfactory (MU): There were significant shortcomings in the achievement of objectives in terms of effectiveness or efficiency • Unsatisfactory (U): There were major shortcomings in the achievement of objectives in terms of effectiveness or efficiency • Highly unsatisfactory (HU): There were severe shortcomings in the achievement of objectives in terms of effectiveness or efficiency
Sustainability	<ul style="list-style-type: none"> • Likely (L): Negligible risks to sustainability, with key outcomes expected to continue into the foreseeable future • Moderately Likely (ML): Moderate risks, but expectations that at least some outcomes will be sustained • Moderately Unlikely (MU): Substantial risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on • Unlikely (U): Severe risk that project outcomes as well as key outputs will not be sustained
Impact	<ul style="list-style-type: none"> • Significant (S): The project contributed to impact level results (changes in ecosystem status, etc.) at the scale of global benefits (e.g. ecosystem wide, significant species populations, etc.) • Minimal (M): The project contributed to impact level results at the site-level or other sub-global benefit scale • Negligible (N): Impact level results have not (yet) been catalyzed as a result of project efforts
Other	<ul style="list-style-type: none"> • Not applicable (N/A) • Unable to assess (U/A) • Not specified (N/S)

II. NBSAPs Project Terminal Evaluation Approach

40. The terminal evaluation is initiated by UNDP, which is one of the GEF Agencies for the project, in line with the monitoring and evaluation plan of the project. The evaluation was carried out as a collaborative and participatory exercise, and identifies key lessons and any relevant recommendations necessary to ensure the achievement and sustainability of project results.

A. Terminal Evaluation Purpose, Objectives and Scope

41. The **purpose** of the evaluation is to provide an independent external view of the progress of the project at its approximate completion, and to provide feedback and recommendations to the GEF, UNDP, UN Environment, and project stakeholders that can help strengthen the project and ensure its success following completion.

42. The **objective** of the terminal evaluation is to:

- Assess progress toward achievement of expected project results;
- Identify and document lessons that can both improve the sustainability of benefits from this project and aid in the overall enhancement of UNDP, UN Environment and GEF programming globally; and
- Make recommendations regarding specific actions that should be taken to enhance the results of the project.

43. The **scope** of the evaluation is as outlined in the Terms of Reference for the evaluation. As described in the TORs, the evaluation will *“compare planned outcomes of the project to actual outcomes and assess the actual results to determine their contribution to the attainment of the project’s overall objective. It will also attempt to evaluate the efficiency of project management, including the delivery of outcomes and activities in terms of quality, quantity, timeliness and cost efficiency as well as features related to the process involved in achieving those outputs and the impacts of the project. The evaluation will also address the underlying causes and issues that contributed to targets not adequately achieved.”*

44. The evaluation covers the following aspects of the project, integrating the GEF’s Operational Principles, as appropriate:

- Project design, development (including decision-making and gender mainstreaming), risk assessment / management, and preparation
- Stakeholder ownership and drivenness
- Project timing and milestones
- Implementation and execution arrangements, including GEF Agency oversight
- Stakeholder participation and public awareness
- Communications
- Partnership approach
- Work planning, financial management/planning, co-financing
- Flexibility and adaptive management
- Progress toward results outcomes and impacts
- Gender integration and mainstreaming in implementation
- Sustainability
- Catalytic role: Replication and up-scaling

- Monitoring and evaluation (project and results levels) compliance with UNDP and GEF minimum standards, including SMART criteria for indicators
- Lessons learned
- Impact and Global Environmental Benefits

45. In addition, the UNDP requires that all evaluations assess the **mainstreaming of UNDP programming principles**, which include:

- UN Development Assistance Framework (UNDAF)/Country Program Action Plan (CPAP) / Country Programme Document (CPD) Linkages
- Poverty-Environment Nexus / Sustainable Livelihoods
- Disaster Risk Reduction / Climate Change Mitigation / Climate Change Adaptation
- Crisis Prevention and Recovery
- Gender Equality / Mainstreaming
- Capacity Development
- Rights-based Approach

46. Evaluative evidence will be assessed against the main UNDP and GEF evaluation criteria, as identified and defined in Table 1 below:

Table 2. GEF and UNDP Main Evaluation Criteria for GEF Projects

Relevance
<ul style="list-style-type: none"> • The extent to which the activity is suited to local and national development priorities and organizational policies, including changes over time. • The extent to which the project is in line with the GEF Operational Programs or strategic priorities under which the project was funded. • Note: Retrospectively, the question of relevance often becomes a question as to whether the objectives of an intervention or its design are still appropriate given changed circumstances.
Effectiveness
<ul style="list-style-type: none"> • The extent to which an objective has been achieved or how likely it will be achieved.
Efficiency
<ul style="list-style-type: none"> • The extent to which results have been delivered with the least costly resources possible; also called cost-effectiveness or efficacy.
Results
<ul style="list-style-type: none"> • The positive and negative, foreseen and unforeseen changes to and effects produced by a development intervention. • In GEF terms, results include direct project outputs, short to medium-term outcomes, and longer-term impact including global environmental benefits, replication effects and other local effects.
Sustainability
<ul style="list-style-type: none"> • The likely ability of an intervention to continue to deliver benefits for an extended period of time after completion: financial risks, socio-political risks, institutional framework and governance risks, environmental risks • Projects need to be environmentally, as well as financially and socially sustainable.

B. Principles for Design and Execution of the Evaluation

47. The evaluation will be conducted in accordance with the GEF M&E Policy,¹ which includes the following principles for evaluation: Credibility, Utility, Impartiality, Transparency, Disclosure, and Participation. The evaluation will also be conducted in line with United Nations Evaluation Group norms and standards.² The evaluation will provide evidence-based information that is credible, reliable and useful. The evaluation will follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular with UNDP and UN Environment project teams. The evaluation will be carried out in accordance with the guidance outlined in the UNDP Handbook on Planning, Monitoring and Evaluating for Development Results,³ and in accordance with the evaluation guidance as outlined in the GEF M&E Policy.

C. Evaluation Approach and Data Collection Methods

48. As further described in later Section III.D.i on project implementation arrangements, this project was co-implemented, with half implemented by UNDP, and half implemented by UN Environment. The GEF funding was divided equally between the two agencies (\$850,000 each), and both halves of the project had the same objective and expected outcomes. The project had a single funding request for GEF CEO Approval, but the project was divided into two separate Prodocs (one for UNDP and one for UN Environment), but for the purposes of this evaluation, the two Prodocs have been treated as a single project, and the project has been evaluated as a single project.

49. The TE evaluation matrix, describing the indicators and standards applied with respect to the evaluation criteria, is attached as Annex 3 to this report. The interview guide used to provide a framework for qualitative data collection is included as Annex 4 to this evaluation report. The standard UNDP-GEF rating tables and rating scale applied is included as Annex 5 to this report. The evaluation commenced November 8th, 2017 with the signing of the evaluation contract, and was completed in June 2018. After the initial contract signing the evaluation was prolonged as completion of the UNDP portion of the project was extended due to additional resources secured by UNDP for the project's use, and to accommodate support to countries that had not yet completed their revised NBSAPs.

50. The desk review began in January 2018, and Key Informant Interviews were conducted in February and March 2018. The list of Key Informants contacted and interviewed is included as Annex 6 to this report. As the project had no field-based activities, there was no field mission evaluation.

51. The evaluation was carried out in accordance with the guidance outlined in the UNDP Handbook on Planning, Monitoring and Evaluating for Development Results,⁴ and in accordance with the evaluation guidance as outlined in the GEF M&E Policy.

¹ See <http://www.thegef.org/gef/Evaluation%20Policy%202010>.

² See http://www.uneval.org/normsandstandards/index.jsp?doc_cat_source_id=4.

³ See <http://www.undp.org/evaluation/handbook>.

⁴ See <http://www.undp.org/evaluation/handbook>.

52. The collection of evaluative evidence was based on three primary data collection methodologies:

1. Desk review of relevant project documentation provided by the project team and stakeholders.
2. Semi-structured interviews with project team, participants, and stakeholders
3. Desk research of additional third-party data sources

53. As such, the terminal evaluation process involved five main steps, some of which overlapped temporally:

1. Evaluation planning and development of data collection tools and protocols
2. Desk review of project documentation
3. Collection of qualitative and quantitative data through interviews, questionnaires and other tools, and additional document research as necessary
4. Analysis of data, follow-up to address any data gaps, and drafting of the evaluation report, then circulation to evaluation participants for additional feedback and input
5. Finalization of the evaluation report and follow-up with the project team and stakeholders

54. Key Informants targeted for interviews were intended to represent the main project participants, and those most knowledgeable about various aspects of the project.

D. Limitations to the Evaluation

55. All evaluations face limitations in terms of the time and resources available to adequately collect and analyze evaluative evidence. For the NBSAPs project terminal evaluation, the most notable limitation (though not a highly significant one) was not being able to collect data from a larger number of stakeholders, participants, Key Informants, and others who might have been able to provide useful input with respect to the project – in particular, from the key clients / target audience of the project, i.e. NBSAP focal points and their co-workers responsible for revising and updating national NBSAPs.

56. As part of the evaluation initiation, the NBSAP project staff provided a list of contacts for further direct data collection by the evaluator. The evaluation approach considered the possibility of conducting a survey of NBSAP focal points, and the project team provided a list of 18 NBSAP focal points for possible contact by the evaluation. After further consideration of the methodology, the evaluator determined that there was not time and resources available to conduct a methodologically sound survey of NBSAP focal points. Such surveys require a large amount of time to construct and disseminate, response rates are typically low, and the quality of data received also often has issues; for example, since there are many international development initiatives addressing similar topics respondents can be confused about exactly which project or which activities the survey is referring to. Conducting a survey of all NBSAP focal points would have required a significant amount of evaluation time and resources. Even if it was possible to get feedback from all of the 18 contacts initially provided by the project team, they represent less than 15% of the countries supported for NBSAP completion, and would not have been a random sample – therefore the value of data collected from these contacts was limited for providing representative and conclusive findings about the project. Considering all of these factors, the evaluator did not request a full list of contacts for NBSAP focal points from the project team.

57. At the same time, during implementation the project did collect data on various aspects of the project through wider surveys – for example, regarding the NBSAP Forum, and through participant surveys on webinars and other learning tools. Wherever possible the evaluation has tried to draw on these broader data sources for triangulation of evaluation findings from multiple data sources.

58. One other (expected) limitation to the evaluation is that the project's Theory-of-Change is inherently diffuse and far removed from the impact level – i.e. changes to the status of species or ecosystems. In addition, at the global scale targeted by the project, the project's contributions are diluted amongst many other sources of guidance and information available for NBSAP developers; in other words, the ultimate status and content of NBSAPs is due to many factors, although the project may have been an important contributor to the NBSAP process in many countries. Therefore, it is difficult to develop SMART indicators, especially quantitative indicators at the outcome level. The evaluation has attempted to overcome these challenges to some extent by applying a theory-based evaluative approach, to at least verify and validate the project's Theory-of-Change and associated assumptions and impact drivers.

59. Altogether the evaluation challenges were manageable, and the evaluation is believed to represent a fair and accurate assessment of the project.

60. Following completion of the draft evaluation report, the evaluation report underwent multiple rounds of clarification, feedback and input from UNDP and UN Environment, including the UN Environment Evaluation Office.

III. Project Overview

A. Global NBSAPs Project Development Context

61. This section contains a brief description of the project development context. It draws mainly from the project document, which contains more extensive and detailed information.

62. In 2010, the Tenth Conference of the Parties to the Convention on Biological Diversity (CBD COP-10) agreed on an ambitious Strategic Plan for 2011-2020, including a set of global "Aichi Targets." The Targets represent the global response to challenges pertaining to biodiversity loss and degradation of ecosystem services, which were thoroughly analyzed in the Millennium Ecosystem Assessment (2005) and in the Third Global Biodiversity Outlook (2010). The rationale for the new plan is that biological diversity underpins ecosystem functioning and the provision of ecosystem services essential for human well-being. Biodiversity provides for food security, human health, the provision of clean air and water; it contributes to local livelihoods and economic development, and, is essential for the achievement of the Millennium Development Goals, including for poverty reduction goals.

63. Included in the Aichi Targets are: i) a call to Parties to update their National Biodiversity Strategies and Action Plans (NBSAPs) and ii) ensure that they become effective policy instruments. This is the essence of Aichi Target 17, which recognizes the importance of sound national policies in contributing to the overall implementation of the Strategic Plan 2011-2020 (refer to COP 10 Decision X/2). The Plan has set a challenging and ambitious vision that "biodiversity is valued, conserved, restored and wisely used, maintaining ecosystem services, sustaining a healthy planet

and delivering benefits essential for all people.” (ibid.) The Strategic Plan’s mission further stresses that “adequate financial resources are provided, capacities are enhanced, biodiversity issues and values mainstreamed, appropriate policies are effectively implemented, and decision-making is based on sound science and the precautionary approach.” (ibid.).

64. The revised NBSAPs have the potential to be the main conduit to achieving these goals at the country level. This is confirmed in Paragraph 14 of the Strategic Plan on ‘Means of Implementation’: “National biodiversity strategies and action plans are key instruments for translating the Strategic Plan to national circumstances, including through the national targets, and for integrating biodiversity across all sectors of government and society. The participation of all relevant stakeholders should be promoted and facilitated at all levels of implementation. Initiatives and activities of indigenous and local communities, contributing to the implementation of the Strategic Plan at the local level, should be supported and encouraged. The means for implementation may vary from country to country, according to national needs and circumstances. Nonetheless, countries should learn from each other when determining appropriate means for implementation. [...]”

B. Problems the NBSAPS Project Seeks to Address

65. The project document identifies two main barriers to NBSAPs becoming effective national conduits for fulfilling the goals of the CBD Strategic Plan. These are:

- *Barrier #1: Available instructive content on NBSAPs has gaps, including in terms of the uptake of the available information, and it is not conducive to the emergence of widespread participation into NBSAP development processes, to higher quality NBSAPs, nor to improvements in national capacity for biodiversity planning and management.*
- *Barrier #2: Technical support services are currently insufficient.*

C. NBSAPS Project Description and Strategy

66. As stated in the Project Document, the NBSAP project’s **goal** is “to enhance implementation of the CBD’s Strategic Plan 2011-2020 and support the achievement of Aichi Biodiversity Target 17 through participatory planning, knowledge management and capacity building.” The project’s **objective** is “to provide technical support to all eligible countries accessing GEF Biodiversity Enabling Activities funding, with a view to improving the quality benchmark and policy relevance of the next generation of NBSAPs, while also enhancing public participation in the NBSAP preparation process.”

67. The project is structured in two outcomes, and is operationalized under two functional components that correspond to the outcomes. The two components consist of eight outputs:

- **Outcome 1:** New and innovative knowledge management tools enhance global learning on biodiversity planning and support GEF-financed NBSAP development processes, so that NBSAPs become more relevant policy instruments, integrated into sectoral national plans strategies and policies, thereby making a significant contribution to achieving Aichi Target 17.
- **Component 1:** Global learning and technical content development [for enhancing the quality of NBSAPs]

- Output 1.1. User-friendly, customizable tools and assessment methodologies, e-learning, voluntary templates and other guidance material, including for benchmarking the technical quality of NBSAP products before submission, are developed and widely applied in GEF-financed NBSAP development processes. They are primarily disseminated through the NBSAP Forum.
- Output 1.2. Online spatial planning tools for key thematic areas and cross-cutting issues are made available to countries to facilitate biodiversity status assessments.
- Output 1.3. The NBSAP Forum Web Portal is functional and well maintained: (i) fully operational by end 2013; (ii) further developed to fulfil evolving clients' needs throughout the project's duration; (iii) hosting and maintenance are taken over by CBD for sustainability.
- Output 1.4. A partnership framework for collaboration among all agencies and entities involved in NBSAP process emerges with a view to supporting client countries and developing best practices.
- Output 1.5. Capacity to Incorporate Climate Change Adaptation and Resilience Planning into NBSAPs is strengthened through the NBSAP Forum
- **Outcome 2:** Targeted, timely and high quality technical support to countries enables the adoption of best practices, guidelines and other materials, and corroborate the long-term goal of developing the capacity of countries to carry out effective biodiversity planning.
 - Component 2: Direct technical support delivery [for NBSAP preparation and implementation]
 - Output 2.1. Peer and expert review technical support is provided to countries on a 'demand-driven' and 'match-making' basis for each phase of NBSAP development process.
 - Output 2.2. Online webinars and both virtual and in person workshops are facilitated guiding NBSAP processes through critical steps and to the benefit of client countries.
 - Output 2.3. A framework for monitoring client satisfaction and for creating a feedback loop for technical support delivery is effective by end 2013.

68. The project strategic results framework, with expected indicators and targets, is included in the project document (pp. 21-23). The project results framework represents the primary foundational element for assessing project results (progress toward the expected outcomes and objective) and effectiveness.

69. The total GEF financing for the project is \$1.70 million USD, funded from the GEF biodiversity focal area. Total co-financing was planned as \$2.21 million USD, for a total project budget of \$3.91 million USD.

D. Implementation Approach and Key Stakeholders

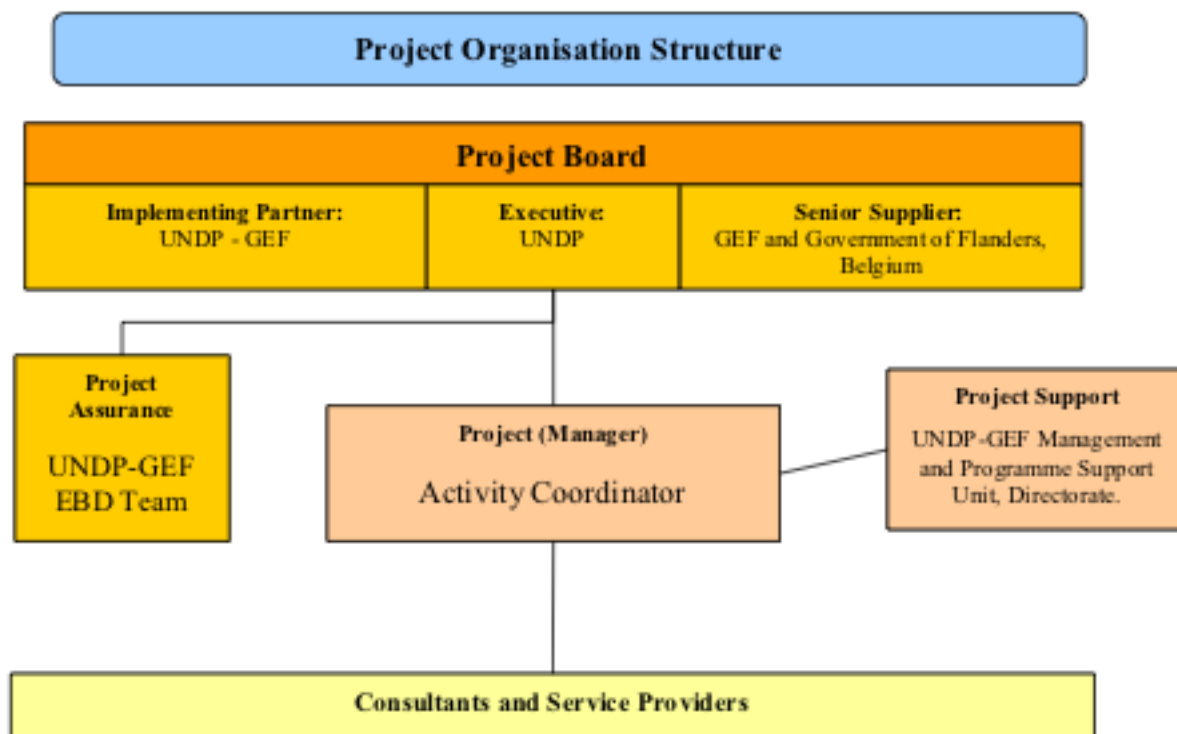
i. Implementation Arrangements

70. As previously indicated, this project was jointly implemented by UNDP and UN Environment. The project was funded under a single joint-proposal to the GEF as a medium-sized project; therefore, there was a single document for the GEF Request for CEO Approval, although

each agency operated in accordance with their own project documents for the project. The GEF funding was divided equally, with each agency managing \$850,000 USD.

71. The implementation structure of the UNDP-executed portion of the project is indicated in Figure 1, below. The project documentation did not include a diagram of the implementation structure of the UN Environment-executed portion of the project.

Figure 1 UNDP-Executed Portion Implementation Structure⁵



72. A Project Steering Committee / Project Board was to be formed for project oversight and accountability, though few details were provided on the constitution or functioning of this body compared to “normal” GEF-funded national or regional UNDP or UN Environment projects. As described in the Request for CEO Approval: “UNDP and UNE will form a Project Steering Committee (PSC) and invite other global partners to be part of it for providing oversight and policy guidance to project implementation.”

73. The UNDP Prodoc states,

“Implementation of this global project will be carried out under the general guidance of a Project Board composed of designated senior-level representatives from UNDP- GEF and the Department of Environment, Nature and Energy, Flanders, Belgium. Annual reports and periodic newsletters will be shared, and teleconferences organized to inform the Project Board of progress on implementation. The Board will be responsible for approving amendments to this document; making management decisions when guidance is needed, conducting regular meetings/teleconferences to review progress, and agreeing on project manager’s responsibilities.”

⁵ Source: Project Document.

74. The project PSC was effectively formed by the implementing partners, plus the NBSAP Forum partners, which included multiple international NGOs. In the early phases of the project the PSC members determined that they should function only as a Project Advisory Committee, without taking on the responsibility of budget oversight.

75. The project held three formal PSC meetings in the margins of CBD SBSTTA events. Additionally, the implementing project partners held bi-weekly to monthly project coordination calls on Skype, which were organized by the UNDP Project Manager. The implementing project partners also met in person around the margins of each SBSTTA during the project period.

76. The UNDP Project Manager carried out the day-to-day execution of the project, including development of annual workplans, budgets, etc. The UNDP Project Manager operated with support from a core team of 8-10 contracted specialists. Additionally, the project team worked with another 10-15 contractors on specific tasks at any given time. The UNDP Project Manager was based remotely, as were the project team specialists. The team drew on a UNDP expert roster for technical support. The UNDP project manager was also primarily responsible for managing the UNDP project partner relations with approximately 20 institutional and organizational partners.

77. For the UN Environment implemented portion of the project, UNEP-WCMC had execution responsibilities. There was a UNEP-WCMC-designated Project Coordinator based at the UNEP-WCMC offices in Cambridge, UK. The Project Coordinator worked with UNEP-WCMC, Ecosystems Division (formerly called “DEPI”, Division of Environmental Policy Implementation) and Law Division (formerly called “DELC”, Division of Environmental Law and Conventions) technical specialists to complete project activities and deliver technical support to the participating countries. The UNEP-WCMC execution work was overseen by the UN Environment Ecosystems Division in Nairobi, Kenya.

ii. Key Stakeholders

78. There are multiple sets of stakeholders for the Global NBSAPs project. The largest and most critical set of stakeholders are the countries working to revise their NBSAPs. Other stakeholders include various civil society organizations and development partners that consistently and historically support national governments in developing and implementing NBSAPs. The Prodoc describes and summarizes the project stakeholder analysis in the section “Stakeholder Analysis and Engagement” (p. 8 of the UNDP Prodoc).

79. The NBSAP Forum was supported by a registered formal network of partners, which also de-facto functioned as the Project Advisory Committee. In addition to UNDP and UN Environment, these included:

- CBD Secretariat
- BirdLife International
- World Conservation Union (IUCN)
- Fridtjof Nansen Institute (FNI)
- The Nature Conservancy (TNC)
- Organisation for Economic Cooperation and Development (OECD)

- Rare
- World Wildlife Fund (WWF)

80. One of the most critical stakeholders is the CBD Secretariat, which has been consistently engaged in project activities, but which did not specifically receive GEF-funding.

81. An assessment of the project's stakeholder engagement and partnership approach is provided in the later Evaluation Findings and Conclusions section of this report, in Section V.D.

E. Key Milestone Dates

82. Table 3 below indicates the key project milestone dates. As an MSP, the project was approved under GEF "expedited" procedures with no official project development phase, and therefore the time from submission of the request for GEF MSP CEO Approval to GEF Approval was only approximately one month. Also, as an MSP, a mid-term review was also not required.

83. Once the project received GEF CEO Approval on October 29, 2013, the first UN Environment disbursement was not until February 27, 2014, approximately four months later. The UNDP Prodoc signature did not take place until July 16, 2014, eight and a half months after GEF CEO Approval; it is not clear why such a long delay occurred for this project for which UNDP was also the executing entity. Prodoc signature would normally be expected within 2-3 months, so this would appear to be an approximately 6-month delay in project implementation start for the UNDP portion of the project.

84. The project was originally planned for a 30-month implementation period. The UN Environment portion of the project was completed December 31, 2016, approximately 34 months after the first UN Environment disbursement (February 2014). After initiation in July 2014, the UNDP portion of project received multiple no-cost extensions from the originally expected operational completion in January 2017 to April 30, 2018. The no cost extensions reached a total of approximately 16 months beyond the originally expected completion data. However, these extensions facilitated further development and strengthening of project results, and did not result in reduced cost-effectiveness, as the project management costs remained below the originally planned level. UNDP also secured additional resources for certain project activities, which facilitated no-cost project extensions. Extensions helped to continue supporting countries that had not yet completed their revised NBSAPs.

85. The terminal evaluation was conducted in November 2017-May 2018.⁶ The project will then be financially closed at the end of UNDP's fiscal year, December 31, 2018. In total, the lifespan of the project will be approximately four years and eight months.

⁶ The period of the terminal evaluation was extended as the project's operational completion date was extended from December 31, 2017 to April 30, 2018; therefore the terminal evaluation was in-line with UNDP requirements that the TE be conducted within the final three months of project implementation.

Table 3 NBSAP Project Key Milestone Dates⁷

Milestone	Expected Date [A]	Actual Date [B]	Months (Total)
1. MSP Request for GEF CEO Approval submission (no PIF required for MSPs); also UN Environment Approval Date	N/A	September 27, 2013	
2. First GEF Secretariat Review	October 11, 2013	October 14, 2013	0.5 (0.5)
3. Revised Prodoc submission	N/S	October 24, 2013	0.5 (1)
4. Second GEF Secretariat Review	November 5, 2013	October 28, 2013	0 (1)
5. GEF CEO Approval	N/S	October 29, 2013	0 (1)
6. First disbursement / "Actual" start date (UN Environment)	N/S	February 27, 2014	4 (5)
7. Implementation Start (UNDP Prodoc signature)	N/S	July 16, 2014	5 (10)
8. First UNDP Disbursement, Inception Workshop	By January 29, 2014	July 2014	0 (10)
9. UN Environment Project Operational Completion	August 27, 2016	December 31, 2016	30 (40)
10. Terminal Evaluation	November 2016	April 2018	16 (56)
11. UNDP Operational Completion	January 16, 2017	April 30, 2018	0 (56)
12. UN Environment Project Financial Closing	N/S	December 31, 2018	8 (64)
13. UNDP Project Financial Closing	December 31, 2017	December 31, 2018	0 (64)

⁷ Sources: 1.A. Not applicable; 1.B. Submission date per Request for MSP Approval, and UN Environment approval per 2015 PIR; 2.A. As per GEF Secretariat business standards; 2.B. GEF Secretariat Review Sheet; 3.A. Not specified; 3.B. Request for MSP Approval; 4.A. As per GEF Secretariat business standards; 4.B. GEF Secretariat Review Sheet; 5.A. Not specified; 5.B. GEF Online PIMS; 6.A. Not specified; 6.B. Final UNEP-WCMC Technical Report; 7.A. Not specified; 7.B. UNDP MSP Prodoc and 2016 PIR; 8.A. Within 3 months of GEF approval, as per UNDP requirements; 8.B. 2015 PIR; 9.A. 30 months after UN Environment first disbursement; 9.B. Final UNEP-WCMC Technical Report; 10.A. Within 3 months of expected UNDP project completion; 10.B. Completion of terminal evaluation data collection phase; 11.A. 30 months after UNDP Prodoc signature; 11.B. Project staff personal communication; 12.A. Not specified; 12.B. End of fiscal year in which final project disbursements made; 13.A. End of fiscal year in which project was expected to be completed, as per UNDP procedures; 13.B. End of fiscal year in which project reaches operational completion.

EVALUATION FINDINGS AND CONCLUSIONS

86. On the whole the NBSAP project was well-implemented and achieved a number of impressive results. The relevance, efficiency, and effectiveness of the project were affected by structural issues related to the timing and design of the project. The timing of the project approval was later than would have been optimal in order for the project to be as efficient and effective as possible at helping the targeted countries develop strong NBSAPs that effectively aligned with the CBD Strategic Plan. The timing of the project was problematic for a variety of reasons, as further outlined in this evaluation report.

87. The project implementation team did not have control over aspects of the project related to the project development and approval phase. Despite issues related to the timing of the project, once it was approved and underway, the project implementation was generally efficient and effective, and generated results that were as good or better than could have been hoped at project approval.

88. To distinguish between the project development/approval phase and the implementation phase this terminal evaluation is providing multiple ratings covering both phases of the project.

IV. Relevance

89. The “relevance” evaluation criteria mainly relates to the project development and approval phase. The NBSAP project is considered **relevant** (or “moderately satisfactory” in terms of the relevance criteria). The relevance of the project objective is satisfactory, as the project supports implementation of the CBD Strategic Plan for 2011-2020, including the Aichi Biodiversity Targets; in particular the project specifically supports Aichi Target 17. The project is also in-line with the GEF-5 strategic priorities for the biodiversity focal area.

90. The relevance of project strategy and design is considered moderately satisfactory, as there are multiple aspects of the project strategy and design that could have been improved, though these may only be clear in hindsight. The overall timing of the project reduced its relevance, as it was approved after the majority of the enabling activities for countries to revise their NBSAPs, and a significant portion of the capacity development content was produced after many countries had completed their NBSAPs revisions. The joint implementation approach with UNDP and UN Environment has proven to be relevant in terms of enhancing the consistency of support to countries, although the specific structure and approach could have been strengthened.

91. The NBSAP forum has yet to firmly establish its relevance as a demand-driven resource. The “peer” review mechanism has demonstrated to be highly relevant, although it functions differently than originally envisioned. The strategy of combining a global level capacity support program with individual country support for NBSAP revision is relevant, but may have been more effective with a stronger balance toward the individual country support. In addition, an important barrier was that the NBSAP Forum remained separate from the CBD website throughout the project, and the CBD website also contains guidance on NBSAPs. This contributed to some confusion among key stakeholders (e.g. NBSAP focal points) on where to access and absorb the most relevant information and guidance regarding NBSAP development and revision. A project strategy relying on internet-based services for dissemination of large amounts of information also remains an issue for many targeted stakeholders, particularly in LDCs and SIDS.

A. Relevance of the NBSAP Project Objective

i. Relevance to the CBD and other Multilateral Environmental Agreements

92. The CBD is a key multilateral environmental agreement for which the GEF is the financial mechanism. The NBSAPs project supports the CBD's Strategic Plan for 2011-2020, which includes the Aichi Biodiversity targets. The project particularly supports Aichi Target 17:

- *Target 17: By 2015 each Party has developed, adopted as a policy instrument, and has commenced implementing an effective, participatory and updated national biodiversity strategy and action plan.*

93. The project also broadly supports CBD objectives by supporting multiple Convention articles, such as Article 6 (General Measures for Conservation and Sustainable Use), 7 (Identification and Monitoring), 8 (In-situ Conservation), 10 (Sustainable Use of Components of Biological Diversity), 11 (Incentive Measures), 12 (Research and Training), 13 (Education and Awareness), 14 (Impact Assessment and Minimizing Adverse Impacts) and 17 (Exchange of Information).

94. The NBSAP project also supports other multilateral environmental agreements relevant to biodiversity, such as the Convention on Migratory Species, the Convention on International Trade in Endangered Species, the World Heritage Convention, the Ramsar Convention. The project also supports the United Nations Framework Convention on Climate Change, through support to mainstream climate change considerations in NBSAPs. For example, the project carried out a Massive Open Online Course (MOOC) on "Resilience for Development – Part 2: Applying Resilience Thinking to National Biodiversity Plans" (January 23-February 12, 2018). The project, in partnership with the CITES Secretariat, and six other UN Agencies including UNDP and UN Environment, developed a six-lesson online course on Illegal Trade in Wildlife. The course is in the final stages of development and will be launched on World Wildlife Day, March 3, 2019. Due to the key role of NBSAPs for the conservation of migratory species, the CMS Secretariat website refers to the NBSAP Forum as the key website which provides support for action and implementation on NBSAPs through 2020⁸.

ii. Relevance to GEF Strategic Objectives

95. The GEF has limited financial resources so it has identified a set of strategic priorities and objectives designed to support the GEF's catalytic role and leverage resources for maximum impact. Thus, GEF supported projects should be, amongst all, relevant to the GEF's strategic priorities and objectives. The project was approved and is being implemented under the strategic priorities for GEF-5 (July 2010 – June 2014).⁹ Under the GEF-5 biodiversity strategic objectives, the project's objective is directly in line with and supportive of Objective 5: "Integrate CBD Obligations into National Planning Processes through Enabling Activities". The NBSAP project directly contributes to Outcome 5.1: "Development and sectoral planning frameworks at country

⁸ <https://www.cms.int/en/activities/capacity-building/nbsaps>

⁹ For the focal area strategic priorities for GEF-5, see GEF Council document GEF/R.5/31, "GEF-5 Programming Document," May 3, 2010.

level integrate measurable biodiversity conservation and sustainable use targets” (see Table 4 below).

Table 4 GEF-5 Biodiversity Strategic Objectives Supported by the NBSAP Project

Objective 5: Integrate CBD Obligations into National Planning Processes through Enabling Activities	Outcome 5.1: Improved management effectiveness of existing and new protected areas	Indicator 5.1: Percentage of development and sectoral frameworks that integrate measurable biodiversity conservation and sustainable use targets	Target: 50% of parties that revise NBSAPs successfully integrate measurable biodiversity conservation and sustainable use targets into development and sectoral planning frameworks.	Core Outputs: Number and type of development and sectoral planning frameworks that include measurable biodiversity conservation and sustainable use targets.
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B. Relevance of the Project Approach: Project Strategy and Design

96. There is no explicit theory-of-change provided in the NBSAP project document. At the time of the initiation of the NBSAP project, it was not a requirement to have a theory-of-change in GEF project documents. The implied and re-constructed project theory-of-change is far removed from the impact level. To compensate for this evaluation challenge, this evaluation is partially applying a theory-based evaluation approach, “which means examining the assumptions underlying the causal chain from inputs to outcomes and impact”.¹⁰ The development and assessment of this theory-of-change facilitates the identification of key assumptions in the project’s logic chain – for example, that the primary critical barrier is a lack of instructive guidance.

97. Overall, the project’s theory-of-change is considered valid. However, effectiveness depends on a number of critical assumptions. A weak area of the project’s strategy relates to the uptake and absorption of guidance documents and learning modules. Learning products on key topics related to NBSAPs have the potential to improve the quality of NBSAPs, if the targeted stakeholders who need them can absorb those learning products. This means that NBSAP focal points would need to be able to quickly and easily find the information they need, and have the time and initial baseline capacity to absorb this material by reading guidance documents, or participating in webinars or MOOCs. However, the project team made a concerted effort to point project stakeholders to useful technical documents or learning opportunities, or parts of them, and sections of the NBSAP Forum that could be most helpful to address their specific needs through email and Skype communication. These activities are described in 95 and 96. The NBSAPs project has had an impressive number of total participants in its learning activities, though anecdotal information indicates that frequently government bureaucrats (i.e. NBSAP focal points) have little extra time to absorb in-depth learning products. Considering the extent of guidance information available related to NBSAPs, and the number of people who could potentially use it, there is likely a greater need to facilitate better access to and use of the extensive amount of guidance information available to NBSAP focal points.

¹⁰ White, Howard. 2009. “Theory-based Impact Evaluation: Principles and Practice,” 3ie Working Paper 3, June 2009.

98. The project worked to provide targeted and useful information as much as possible. The project carried out a targeted, direct outreach program for building capacities of NBSAP focal points. Beginning in 2014, each country completed a regular stocktake form, informing the global project team about their NBSAP development and revision progress, as well as about the specific types of resources or guidance which countries required. Additionally, the global team had at least three touch points per month with colleagues in each country, and responded to the needs that were stated, and the ways in which they wanted to learn. If countries expressed a need, the global team would direct the countries towards resources, guidance and experts available on the NBSAP Forum, per their requirement.

99. One positive example of addressing country needs is the initiation of the demand-driven webinar program on ABTs each month, with a question and answer segment at the end of each session, conducted while keeping in view the different time zones, and in languages the parties requested. The project also disseminated newsletters to address knowledge gaps that countries identified and requested support in. The project also conducted NBSAP Forum user surveys seeking feedback on the Forum's functionality and learning needs of the Forum members. FAQs were developed and shared with each of the NBSAP focal points on how to use and engage with the website. Webinars were conducted on a demand-driven basis around the needs of the NBSAP practitioners, and their attendance ability.

100. Another positive aspect of the relevance of the project's design relates to the attention and focus given to producing and disseminating information and materials in multiple UN languages. The language barrier was specifically targeted in the project Results Framework, with multiple results targets highlighting a focus on producing outputs in multiple languages.

V. Project Management and Cost-effectiveness (Efficiency)

A. Least-cost Approach: Efficiency of Strategy and Design

101. The "efficiency" evaluation criterion is one of the areas that is being split into one rating for project development and approval, and one rating for project implementation. All issues related to efficiency are linked to issues with the project's strategy and design, and overall timing of the project approval, as elaborated in Section IV.B above on relevance of the project strategy and design, and in later Section VI on project effectiveness. Project efficiency related to project development and approval aspects is rated **moderately satisfactory**. Even if perfectly implemented, a project cannot be cost-effective if issues related to its design and timing reduce its effectiveness.

102. As part of the efficiency evaluation criteria, the terminal evaluation must consider if the project was the least-cost approach for achieving the objective, and if it was cost-effective in doing so. In Section IV.B above on relevance of the project strategy and design, and in later Section VI on project effectiveness, this evaluation highlights that the overall timing of the project did not allow it to be as effective as it could have been. Specifically, the project would have been more effective (and therefore more efficient) if it could have been timed so that all key NBSAP guidance was produced before countries began substantive work on revising their NBSAPs.

103. There are also elements of the project design that have yet to be demonstrated as cost-effective – namely the NBSAP Forum. The NBSAP Forum has clear value, and has the potential to

be a useful dynamic resource, but it has not yet fulfilled this potential. If after the project it fades to another outdated, static global portal website, it will not have been a cost-effective use of resources. With its established audience, the 6NR project is also leveraging the NBSAP Forum. On the other hand, the use of internet-based technical support (e.g. through MOOCs, online distribution of technical guidance documents, and the NBSAP Forum) has allowed the project to reach a much larger global audience than it otherwise would have been able to do. There are a number of useful lessons related to the efficiency of the project design and timing, which are outlined in Section VIII.A of this report on lessons.

B. Summary of Efficiency of Overall Implementation

104. Project **efficiency** of implementation is rated **satisfactory**. The project has been implemented in a fully cost-effective manner. The project's excellent communication with partners and stakeholders is a highlight, as is the project's strong partnership approach. Project management costs are expected to be approximately 9.4% of GEF funding, in-line with GEF requirements for MSPs. Financial management procedures are in-line with international norms, and conform to UNDP and UN Environment policies and procedures. Project co-financing was fully delivered, with 124% of co-financing reported as of the terminal evaluation, and actual unreported co-financing is likely to be much higher. The project team is highly professional and has demonstrated excellent communication and coordination, and adhered to high standards in terms of planning, reporting, and financial management.

C. UNDP and UN Environment Oversight

105. UNDP and UN Environment are the GEF Agencies responsible for the project and carry general backstopping and oversight responsibilities. The agencies have fully and adequately supported the project during implementation, with no significant issues. Implementation by UNDP and UN Environment is considered **satisfactory**.

D. Execution (Project Management)

106. This was a direct implementation project, meaning that UNDP and UN Environment were also responsible for project management. In the case of UN Environment this was further delegated to UNEP-WCMC, while UNDP has an internal project team for project execution (project execution can also be considered "project management"). Project execution is considered **highly satisfactory**. The NBSAP project is characterized by highly professional and efficient project management, good financial planning, strong adaptive management, comprehensive reporting, transparent communication, and excellent engagement of partners.

E. Partnership Approach and Stakeholder Participation

107. The project's overall partnership approach and stakeholder participation was strong, with excellent communication and cooperation, as attested broadly by stakeholders and participants interviewed for this evaluation. The UNDP and UN Environment partnership for the joint implementation of the NBSAP project has proven to be effective, with the UN agencies collectively supporting the development and revision of NBSAPs by providing technical capacity building support to 128 countries. Both UN agencies worked closely, and supported the delivery of various guidance documents, joint in-person workshops, online courses and over 75 webinars in various languages. UNDP and UN Environment teams created a congenial working

environment of support, trust and knowledge exchange, which has been carried over to the Sixth National Report to CBD project. This is the first time that a robust partnership between UNDP, UN Environment and SCBD has been developed on supporting national biodiversity conservation planning.

108. Leveraging the technical expertise from UNDP and UNEP-WCMC was also considered another strong part of the partnership. In addition, although the CBD Secretariat was not directly responsible for implementation, the Secretariat was regularly consulted and was engaged in the project implementation process. The project engaged “learning partners” who contributed to the delivery of various technical guidance, webinars, etc.; more than 40 different individual organizations, individuals or institutions contributed to the delivery of webinars within the scope of the project.

109. The implementation approach of a joint project between UNDP and UN Environment faced some coordination challenges, but overall, by the end of the project, the partners felt that the approach had been positive. A single, joint, virtually staffed help facility with a 24-hour turnaround time on requests was created. Questions were circulated and answered by CBD, UNDP and UN Environment staff. Most of the technical reviews were also jointly developed. For example, the technical review of Papua New Guinea was conducted jointly by UNDP and UN Environment, with UNDP staff providing feedback per the technical review check list, and UNEP-WCMC providing spatial maps to ensure the delivery of a robust NBSAP to CBD.

F. Risk Assessment and Monitoring

110. The NBSAP project document includes the project risk analysis (Table 2, p. 13 of the UNDP Prodoc). In the Prodoc three risks were identified. Risks were monitored during project implementation quarterly through UNDP’s Atlas risk log, and annually through the PIR. No critical risks were identified during the project’s implementation. Only three risks were identified at the Prodoc stage, which is a minimal number (most UNDP-GEF projects identify 4-6 risks at the Prodoc stage). This is not a typical project so the existence of fewer risks could have been possible, but in fact the risks identified did not provide sufficiently comprehensive risk analysis. The project did not have an inception report, in which risks are typically reviewed and updated. The number of risks identified does not alone serve as an evaluative point for assessment; however, many GEF projects have weak initial risk analysis where they fail to adequately identify many risks and adequately assess the ones they do identify. Therefore, considering the number and type of risks identified provides some basic insight on whether an appropriate risk analysis was conducted at the project development phase.

111. The key risk faced by the project, relating to the uptake of technical support by the target countries, was included at the Prodoc phase: “Some governments may not subscribe to wide information- sharing platforms, and thereby engage ineffectively in accessing technical resources.” This risk was only rated as low, when the risk in fact appears to be higher.

G. Flexibility and Adaptive Management

112. Flexibility is one of the GEF’s ten operational principles, and all projects must be implemented in a flexible manner to maximize efficiency and effectiveness, and to ensure results-based, rather than output-based approach. Thus, during project implementation adaptive management must be employed to adjust to changing circumstances.

113. The project was implemented in an adaptive and flexible manner, following a results-based approach. As one example, the project team adjusted the approach and modality for disseminating technical support based on initial feedback from the target audience, and based on assessment of the NBSAP forum website analytics showing the frequency of use of certain parts of the website. The project also made budget revisions throughout implementation, in accordance with UNDP, UN Environment and GEF standard procedures.

114. There were some issues related to the project timing and design, and to address these the project partners took a flexible and adaptive management approach by effectively tailoring support which was suitable for global and individual country needs. For example, to encourage countries to participate in the voluntary NBSAP “peer” or “technical” review process, the NBSAP forum’s public peer review process was switched to a closed expert review process in most cases. Another example is that the project team adjusted the approach and modality for disseminating technical support based on initial feedback from the target audience, and based on assessment of the NBSAP forum website analytics showing the frequency of use of certain parts of the website. The project also made budget revisions throughout implementation, in accordance with UNDP, UN Environment and GEF standard procedures.

H. Financial Planning by Component and Delivery

115. The breakdown of project GEF financing is indicated in Table 5 below. Additional details on project finances are included in tables in Annex 9. The project budget included \$1,700,000 in GEF financing. The UNDP portion of the project was also implemented with \$206,620 in cash co-financing from the Government of Flanders. Co-financing also included \$1,000,000 in cash co-financing from each of UNDP and UN Environment; this is further discussed in following Section V.H on co-financing. The \$206,620 in cash co-financing from the Government of Flanders was not indicated in the GEF Request for MSP Approval, but it was indicated in the UNDP Prodoc; therefore the total project cash budget can be considered 1,906,620.¹¹ Of this, \$1,069,589 (56.1% of the total) was planned for Component 1, and Component 2 was budgeted at \$658,500 (34.5%). Project management was budgeted at \$178,808, or 9.4% of the total.

116. Expenditures reported by UN Environment did not include information on the expenditure of \$267,086 USD of the \$850,000 allocated to UN Environment. These were funds spent directly by UN Environment Ecosystems Division and Law Division (formerly “DEPI” and “DELC”); all funds allocated for expenditure through UNEP-WCMC were reported. Since this evaluation is not intended as a financial audit, for the purposes of the evaluation it has been assumed that these unreported funds were spent in-line with the planned budget lines, approximately during the years planned in the original UN Environment budget. This evaluation recommends that UN Environment ensure that the expenditure of all donor funds are reported through a consolidated expenditure report, even when different UN Environment divisions are entrusted with different parts of a project’s budget.

¹¹ The UNDP Prodoc Total Budget and Workplan (Section III of the Prodoc, p. 24) indicated financing of \$206,897 in financing from the Government of Flanders, a difference of \$277. It is not clear where this discrepancy comes from, but it could relate to differences in exchange rates used to convert the Flanders contribution to USD, since the contribution was originally demarcated in euros (150,000 euros).

Table 5 Project Planned vs. Actual Financing, Through April 30, 2018* (\$ USD)

	Amount planned	Share of total	Actual expenditure	% of amount actual	% of original planned
Component 1: Global Learning and Technical Content Development	\$1,069,589	56.1%	\$1,064,685	55.9%	99.5%
Component 2: Direct Technical Support Delivery	\$658,500	34.5%	\$672,102	35.3%	102.1%
Monitoring and Evaluation**	\$100,900	5.3%	N/S	N/S	N/S
Project Coordination and Management	\$178,808	9.4%	\$168,652	8.9%	94.3%
Total†	\$1,906,897	100.0%	\$1,905,438	100.0%	99.9%

Sources: Project Document for planned amount; project financial documents provided by UN Environment and UNDP for actual amounts.

* The project actual financial data provided by UNDP and UN Environment only documented project financing through April 30, 2018. However, as of this timeframe 99.9% of the project budget had been spent (with a balance of \$1,459). Therefore, an assumption has been made that this budget balance will be spent in full in 2018 by the end of the project.

** The project includes a detailed M&E budget, but the M&E budget in the GEF Request for MSP Approval (\$100,900) is different than the M&E budget in the UNDP Prodoc (\$75,560); for the purposes of this evaluation the amount shown in the GEF Request for MSP Approval is taken as the correct figure. The M&E budget does not have its own separate budget line, and includes activities that would be funded from the project management budget line (such as annual reporting) or other sources (such as UNDP oversight). As such, the funds for M&E activities were drawn from across project budget lines.

117. Figure 2 below shows the breakdown of actual spending by year by component. Figure 3 shows the project planned and actual budget expenditure by year. Figure 4 below shows disbursement broken down between the two agencies, by year. When reviewing different aspects of the project financial management and delivery it is important to keep in mind that the project was planned for 30 months, which in the project document was foreseen as three consecutive calendar years. However, since the UNDP portion of the project began official implementation in July 16, 2014 and will not be completed until May 2018, it will have spanned five calendar years. Therefore, for example, in the project document there was no planned expenditure for 2017 or 2018. The UN Environment budget in the Prodoc is planned for the calendar years 2013, 2014, and 2015, but the project began implementation in 2014 and completed operations in 2016.

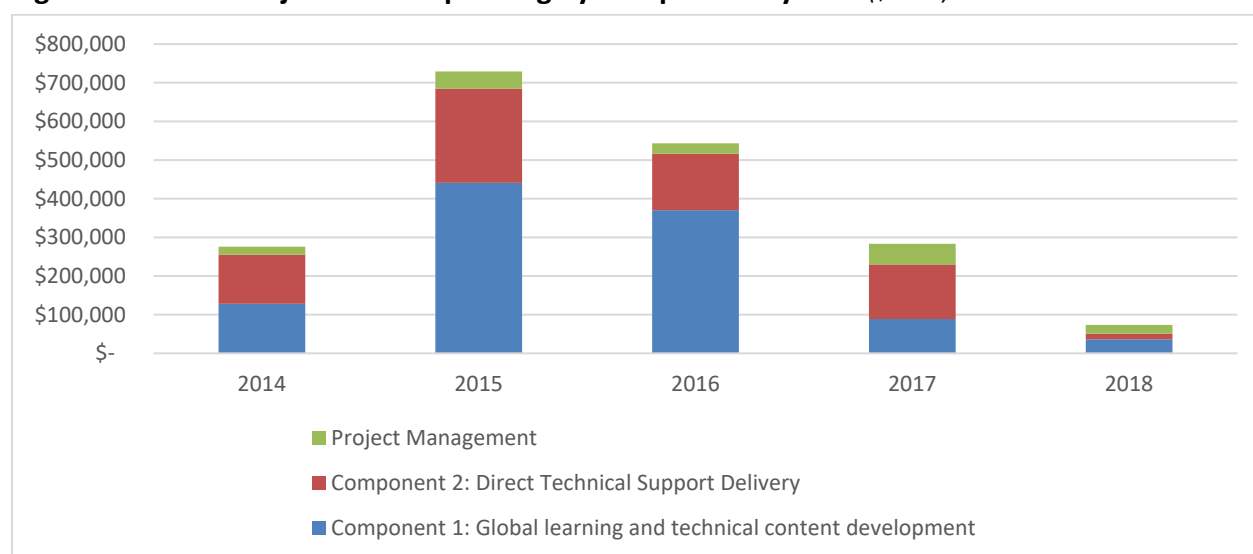
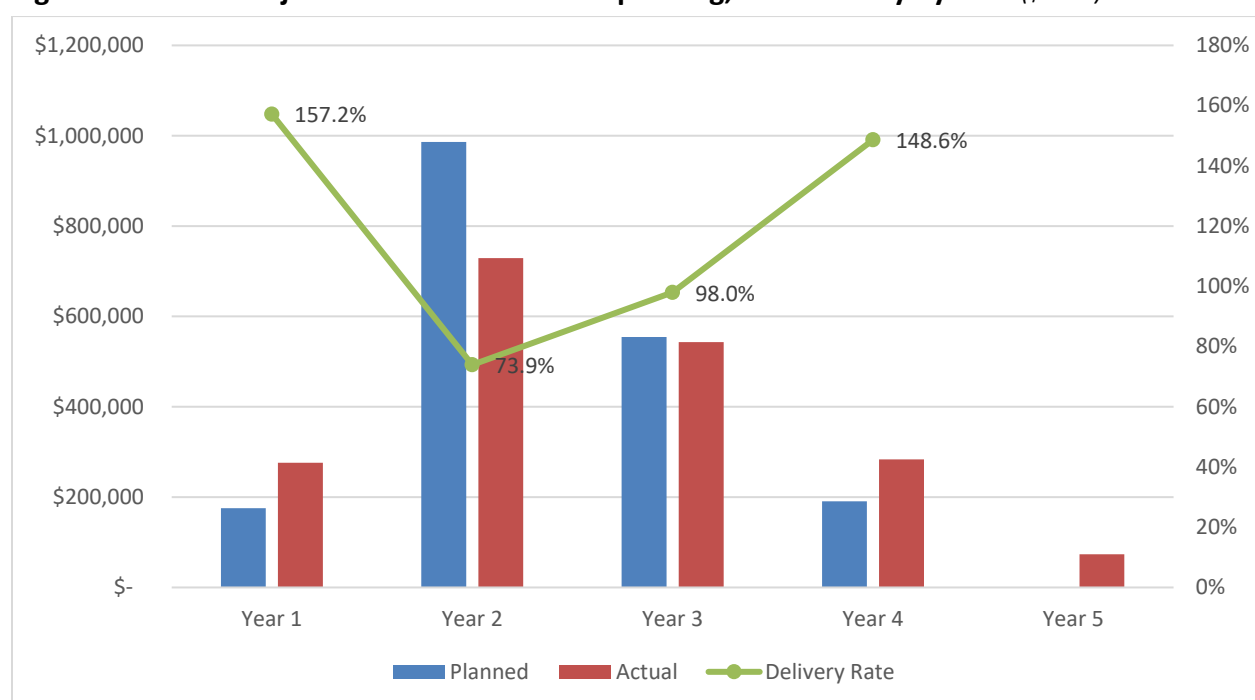
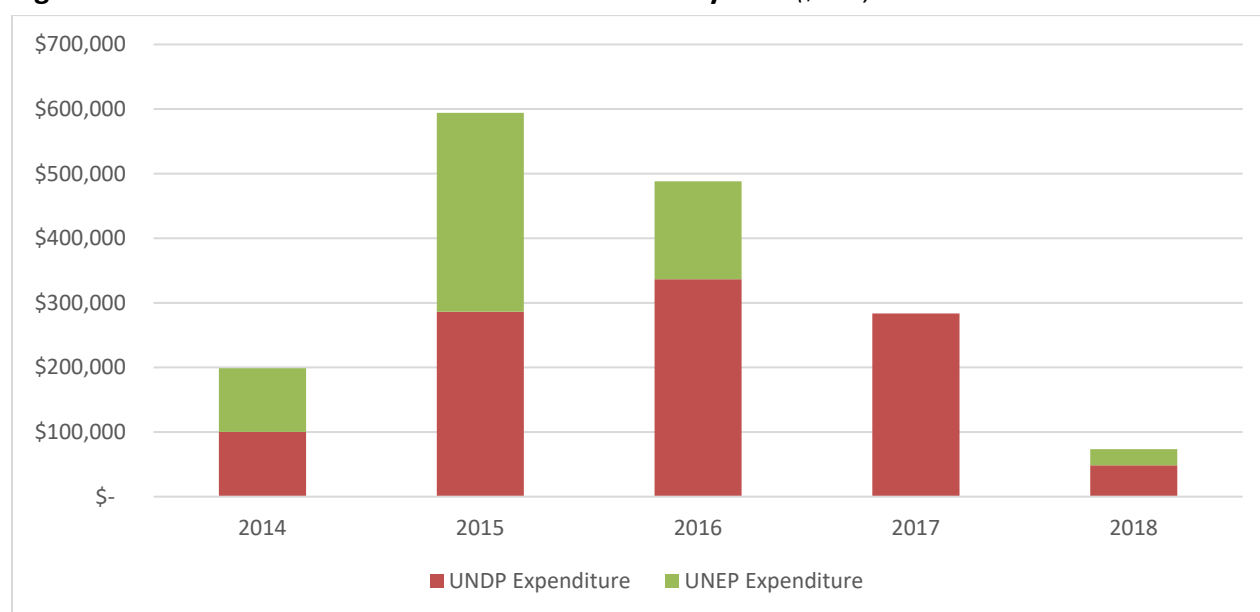
Figure 2 NBSAPs Project Actual Spending by Component by Year (\$ USD)

Figure 3 NBSAPs Project Planned and Actual Spending, and Delivery by Year (\$ USD)**Figure 4 UNDP and UN Environment Disbursement by Year (\$USD)**

118. On the whole the project financial management was in-line with the planned budget in the Prodoc. Component 1 was slightly underspent (99.5% of planned) while Component 2 was slightly overspent at 102.1% of the planned amount. Correspondingly, the project management budget line was slightly underspent at 94.3% of the planned amount; this meant that project management costs amounted to only 8.9% of the total expenditure, instead of the planned 9.5%.

119. On an annual basis the project's financial delivery rate was only significantly lower than expected in the 2nd year of the project (2015), but this does not appear to have negatively affected the project timeframe, and therefore efficiency. Although the project has been significantly extended beyond the planned date, this appears to have been primarily in order to continue supporting countries that have not yet completed their revised NBSAPs.

120. The project did not have an audit, although an annual audit is indicated in the project M&E plan, "according to UNDP Financial Regulations and Rules and applicable Audit policies", with an indicative cost of \$8,160. The project was also not included in the scope of annual organizational audits for UNDP, UN Environment, or UNEP-WCMC. It is considered good practice for GEF projects to have at least one project-specific audit during their lifetime (particularly when it is indicated in the project M&E plan), as audits usually result in a strengthening of financial management procedures; this evaluation recommends that UNDP-GEF and UN Environment-GEF projects have at least one audit during their lifetime.

I. Planned and Actual Co-financing

121. The expected project co-financing was \$2,206,620, with \$1,000,000 expected from each of UNDP and UN Environment, and \$206,620 (150,000 euros) from the Government of Flanders. The co-financing from the Government of Flanders was direct cash co-financing to be managed by UNDP, and has been included in the summary of project financial management, in Section V.G above. The additional \$2,000,000 in co-financing from UNDP and UN Environment was cash. This is an expected co-financing ratio of 1.3 : 1. Table 6 below shows planned and actual co-financing. According to data provided by the project team, the project had received a total of approximately \$2.49 million USD in co-financing as of April 30, 2018. This is 124% of the expected co-financing. The breakdown of co-financing is not tracked by project outcome; much of the co-financing has gone to support all aspects of the project.

Table 6 Planned and Actual Co-financing Received, as of April 30, 2018 (USD)

Sources of Co-finance	Name of Co-financer	Type of Co-financing	Planned	Actual	Explanation	% of Expected Amount
GEF Agency	UNDP	Cash	\$1,000,000	\$1,000,000	<ul style="list-style-type: none"> Co-financing activities: <ul style="list-style-type: none"> - Development of communication materials for NBSAPs Projects - Development of webinars - Overall technical support to the NBSAPs Project - Support of Spatial Data Base Sources: <ul style="list-style-type: none"> - Environmental Governance Project, UNDP - BIOFIN - UNDP Innovation Lab Funds - UNDP Equator Initiative Project - Biodiversity Global Programme 	100%
GEF Agency	UN Environment	Cash	\$1,000,000	\$1,289,023	<ul style="list-style-type: none"> Co-financing activities: <ul style="list-style-type: none"> - Development of mainstreaming tools and resources and workshops to support reciprocal 	128%

					mainstreaming in NBSAP revision - Supporting countries in the Pan-European region to develop NBSAP indicators - Technical support to countries revising their NBSAPs, development of tools and resources including on synergies, population of NBSAP forum • Sources: - UK Government Darwin Initiative - German Federal Ministry of Development - UN Environment Europe Office - ENRTP and Swiss Government funds (via UN Environment Law Division)	
Bilateral Development Partner	Government of Flanders	Cash	\$206,620	\$202,426 (variance due to exchange rate)	• Cash co-financing managed by UNDP; supported Component 1, Component 2 and Project Management	100%
Total						

Sources: Planned from Project Document. Actual total co-financing received as per data from UNDP and UN Environment.

122. Other sources of likely in-kind co-financing have not been closely tracked or reported. For example, staff from the CBD Secretariat have worked closely with the project throughout its lifetime, in particular when there was a team within the Secretariat specifically supported by Japan that was tasked with providing support for the NBSAP process.

J. Monitoring and Evaluation

123. The NBSAP project **M&E design** generally meets UNDP and GEF minimum standards, but had shortcomings related to the design of the Strategic Results Framework, and is considered **moderately unsatisfactory**. **M&E implementation** is considered **satisfactory**, and therefore **overall M&E** is considered **moderately satisfactory**.

i. M&E Design

124. The NBSAP project M&E plan is outlined in the project document, including a budgeted M&E plan in table format (pp. 15-18 of the UNDP Prodoc).¹² The M&E plan describes each of the planned M&E activities, including roles, responsibilities, and timeframe. The identified M&E activities include inception workshop and report, annual progress reporting (APR/PIR), the

¹² The budgeted M&E plan table is reproduced in the GEF CEO Approval Request form as well, though not exactly – the table in the Prodoc includes a lower budget for the terminal evaluation (\$27,000 vs \$50,000 in the CEO ER), and audit (\$8,160 vs \$9,600 in the CEO ER), for a total budget difference of \$25,340.

independent terminal evaluation, project terminal report, and audit. The M&E plan includes a specific brief section on “Learning and Knowledge Sharing”; in addition, it was expected lessons would be captured in the various M&E activities and reports, since, for example, they are automatically included in the annual PIR, and Terminal Evaluation. The M&E plan is summarized in a table showing responsible parties, budget, and timeframe for each of the M&E activities, with the total expected budget of \$75,560. This is adequate for a project of this size and scope, representing approximately 4.4% of the GEF allocation; however the plan does not indicate if the M&E costs are to be fully covered by GEF resources, or would be also partially funded by project partners such as the Government of Flanders, or other partners. The UNDP Atlas format Total Budget and Workplan in the Prodoc does not have a specific M&E budget line; the resources for M&E activities are to be drawn from the budgets for Component 1, Component 2, and project management. The project M&E plan is appropriately designed and well-articulated, and conforms to GEF and UNDP M&E minimum standards.

125. The project results framework is a critical component of the project’s overall M&E framework. The NBSAP project results framework indicators and targets do not adequately meet SMART criteria. The results framework does include a number of good indicators, particularly at the objective level, although these often seemingly have arbitrary target levels; the first three indicators have a target of “At least 50% of NBSAPs...” without any clear justification for the target of 50%. What is significant about the level of 50%? Wouldn’t it be reasonable to expect that all countries supported would achieve certain benchmarks for NBSAP quality? Setting appropriate target levels during project development can be one of the most challenging aspects of developing projects such as this, which is why it is critical to appropriately contextualize and rationalize indicators and targets during the project design phase – to develop appropriate targets. The project may have been better served by focusing on an even smaller number of outcome-targeted indicators, rather than including targets such as “E-learning materials are accessed by at least 1000 people, with at least 5 per country” (indicator 8 under Component 2), which do not have contextual relevance, and do not provide insight into actual outcomes achieved.

126. Another key issue with some results framework indicator targets is that they are “supply” driven at the output level rather than “demand” driven, meaning that they just document what the project is going to produce or do (e.g. “At least 12 new tools are developed...”), rather than capturing or indicating the relevance or significance of the results in terms of the project objective and intended outcomes; this is not a results-based approach.

127. A final issue with the project results framework is that it does not include gender-disaggregated indicators as required in UNDP’s gender mainstreaming guidelines, although the project was designed (in 2013) prior to publishing of UNDP’s Gender Equality Strategy (2014).

ii. M&E Implementation

128. The project M&E activities were generally implemented as foreseen, with some variations. A project inception meeting between NBSAP Forum host agencies was held in June 2014, as was indicated in the M&E plan. The Project Steering Committee did not operate fully as foreseen in the GEF Request for CEO Approval and Prodoc; the PSC (variously referred to Project Board in Prodoc) functioned more as a technical support body which also provided strategic guidance, but

did not provide financial oversight. It may be noted that the PSC requested to serve as a technical support body, and to not be involved in providing financial oversight. The project team provided reports at required reporting intervals (i.e. half-yearly progress reports, annual PIR), and UNDP and UN Environment oversight has been appropriate. The project did not have a financial audit (as discussed at the end of Section V.F above on financial management), although an annual audit was planned in the M&E plan.

129. The deviations from the M&E plan are considered acceptable and appropriate; rather, the inconsistencies between the M&E plan and implementation of M&E activities are assessed as shortcomings in realistic, practical planning for M&E and oversight activities, rather than shortcomings in implementation.

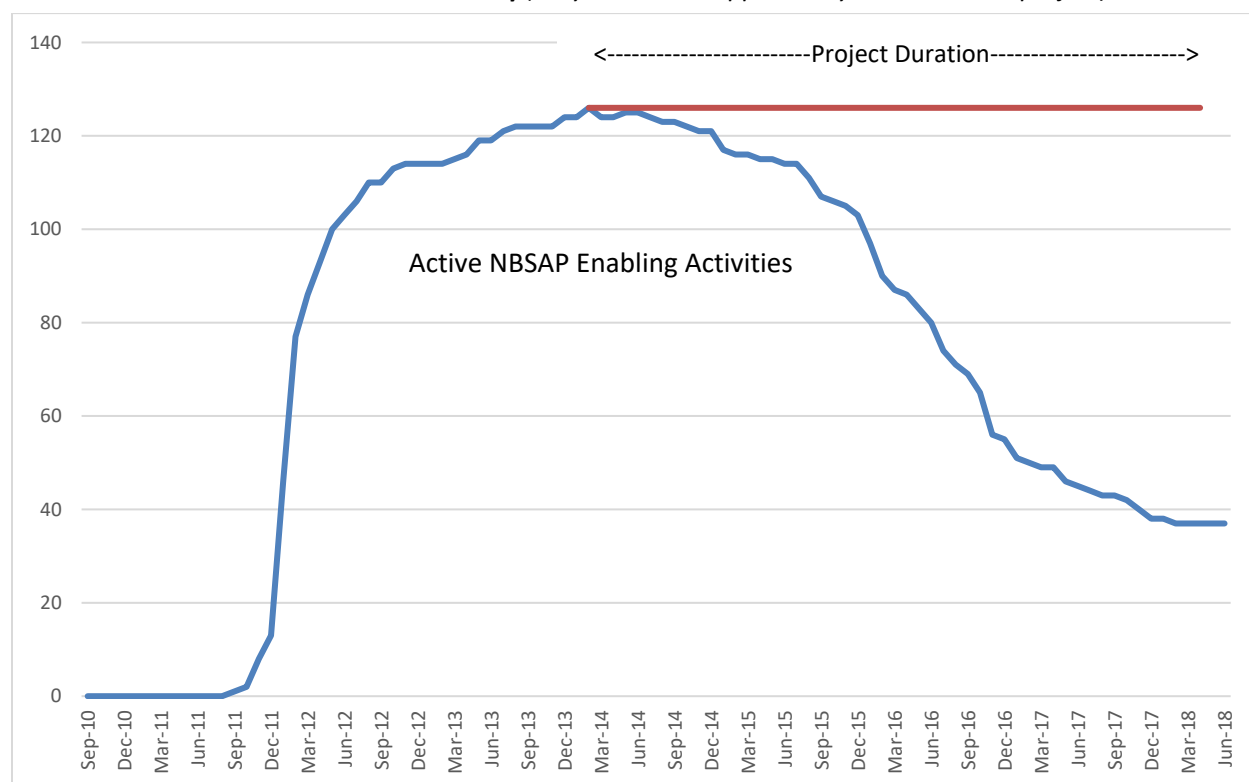
VI. Effectiveness and Results: Progress Toward the Objective and Outcomes

A. Effectiveness Issues Related to Project Approval Timing and Strategy

130. For the Global NBSAP project, “effectiveness” is the most important evaluation criterion where it is necessary to distinguish between effectiveness issues related to the project development and approval vs. effectiveness of project implementation.

131. Effectiveness related to project development and approval timing is rated **moderately unsatisfactory**. The timing of the project, and other factors, did not allow it to be as effective as it could have been. The project started after most countries had already received support from the GEF to revise their NBSAPs: A total of 122 countries had their NBSAP Enabling Activities approved prior to the Global NBSAP support project, and a large majority of these (110) were approved approximately two years prior (by August 2012) to the formal start-up of the Global NBSAP project in July 2014. As can be seen in Figure 5 below, the project only started operations at the point when a limited number of GEF-eligible countries began submitting their revised NBSAPs to the CBD Secretariat, but most had begun writing them. At the same time, the project came to an end when there were still 37 (29% of the supported 129) countries that had not submitted revised NBSAPs to the CBD Secretariat (some of which were due to political reasons), when these countries may have benefited from further support.

Figure 5 Project Operational Period vs. Active NBSAP Revisions (approved EAs minus revised NBSAPs submitted to CBD Secretariat) (Only countries supported by Global NBSAP project)



132. Given that many countries had started the NBSAP revision process by the time the Global NBSAP project started, one of the first things the project team did was a stocktaking survey of supported countries (see Figure 6 and Figure 7 below) to assess where they stood in their progress toward revising their NBSAP, in order to provide the most useful and targeted types of support possible. As of the 3rd quarter of 2014 (when the Global project got underway), among the 45 UNDP countries, 30% of countries were already beginning to communicate the results of their NBSAP revision process, 75% were in the process of or had completed development of strategies and actions, and 30% had completed or were in the process of completing at least three steps in developing implementation plans. Among the 81 countries supported by UN Environment to that point, most (83%) of the countries were in progress or had completed the development of strategies and actions; almost half (46%) were in the process of or had completed broad communication about the results of their revised NBSAP.

Figure 6 UNDP Supported Countries NBSAP Revision Progress, Q3 2014

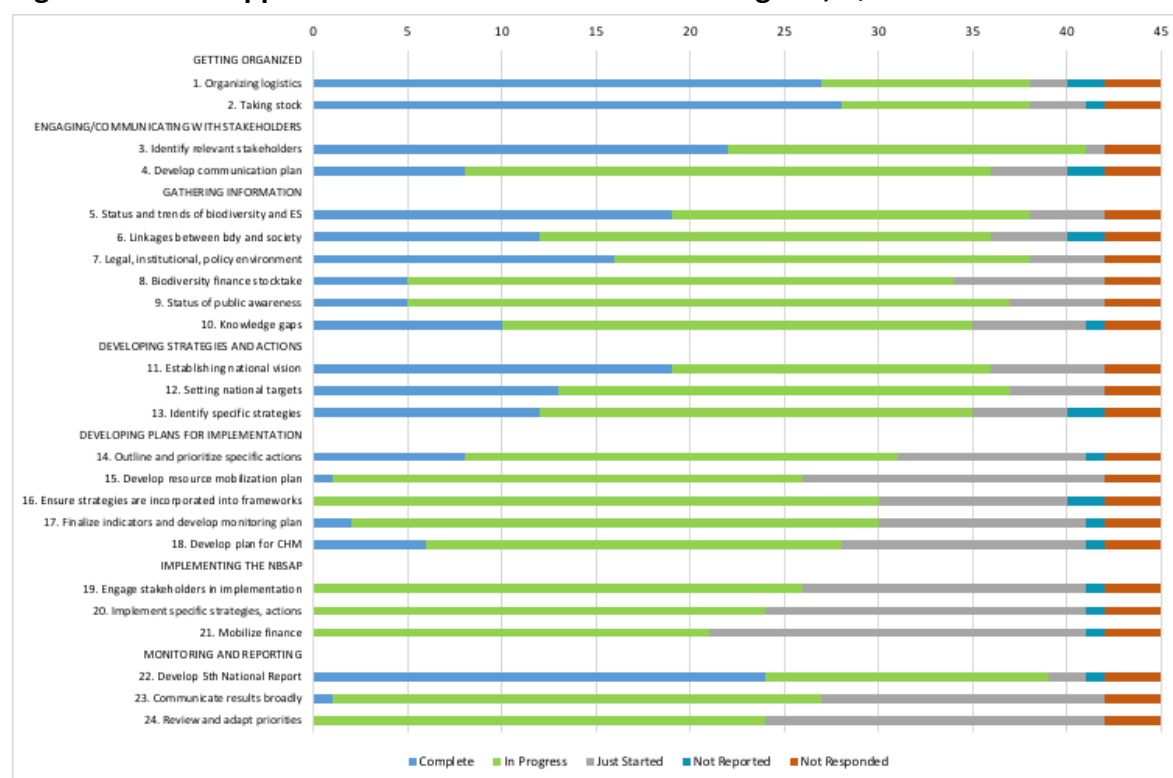
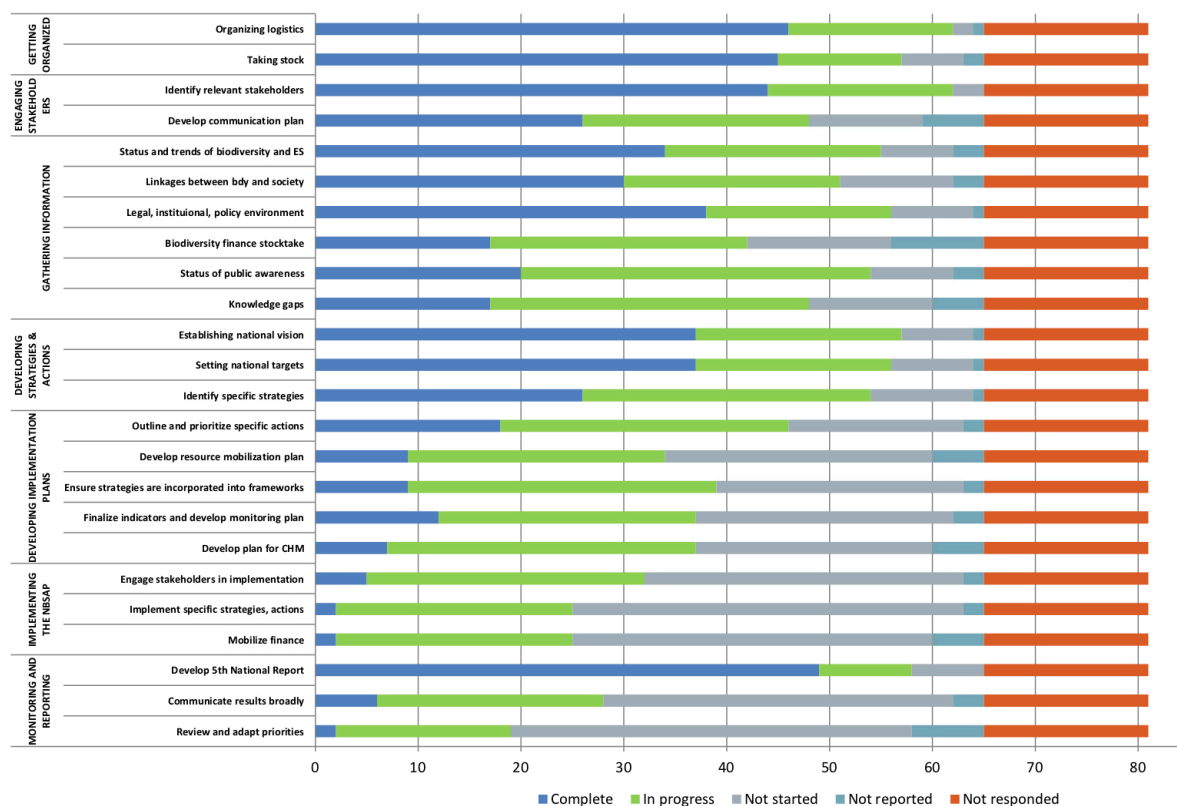
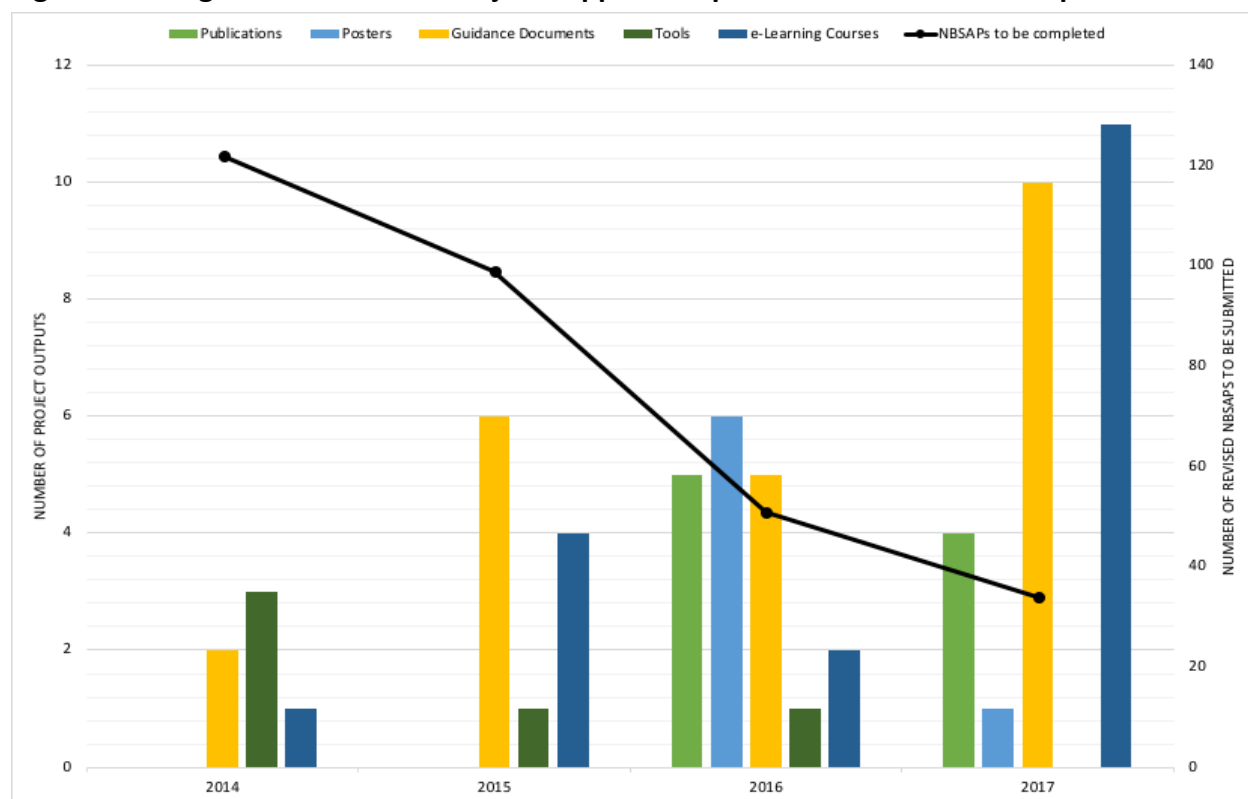


Figure 7 UN Environment Supported Countries NBSAP Revision Progress, Q3 2014



133. Once the project got started, key technical support documents were produced quickly, such as the NBSAP technical review framework, NBSAP Forum, and NBSAP stocktaking. Technical review of draft NBSAPs also started immediately. For the extensive technical guidance related to achievement of ABTs a significant amount of time was required to develop guidance materials and capacity development modules, and to disseminate these to the participating countries. Therefore, many countries finished or were well into the revision process of their NBSAPs prior to the dissemination of a number of guidance and support documents produced by the project. Figure 8 below shows the year key project support outputs were produced relative to the number of revised NBSAPs still to be completed (and then submitted to the CBD Secretariat).

Figure 8 Timing of Global NBSAP Project Support Outputs vs NBSAPs to be Completed



134. The project was able to ramp up production of support outputs by 2016, but by the end of 2016 approximately 60% of the supported countries had submitted their revised NBSAPs to the CBD. Materials produced after the completion of countries' NBSAP revision process obviously could not have influenced the revised NBSAPs. Considering that there is often 6-12 months from when an NBSAP is completed until it is submitted to the CBD Secretariat, it seems likely that a majority of the project support outputs would only have been of use to 25% - 33% of the countries revising their NBSAPs. The outputs produced by the project are still valuable and have been useful to NBSAP practitioners, as indicated by the number of participants in webinars, downloads of documents, etc. The project has made a major contribution overall to capacity development materials for these practitioners, but it is unlikely those materials actually influenced the content of a majority of revised NBSAPs. The materials produced can be considered to be supporting the NBSAP implementation phase.

135. In an ideal world, the sequencing for this project would have been under implementation by the time the CBD Strategic Plan for 2011-2020 (including the ABT) was adopted by the COP. The project could have spent 12-18 months developing guidance materials, and then the next 18 months disseminating the materials and supporting countries to revise their NBSAPs by 2015.

136. The timing of the project was also problematic in terms of providing direct technical support to countries under Component 2. As discussed, the project started after many countries had already initiated their NBSAP revision process, but in addition, the project ended before many countries had fully completed their NBSAP revision process, particularly on the UN Environment side of the project (completed December 31, 2016). As of completion of UN Environment activities, only 54 of the 83 countries (65%) supported by UN Environment had submitted their revised NBSAP to the CBD Secretariat (an additional 7 have since submitted). As of the completion of the UNDP side of the project in April 2018, only 35 of the 45 countries (78%) supported by UNDP had submitted their revised NBSAPs (draft technical reviews had been provided for some of the remaining countries). Therefore, as of the project's completion, there are approximately 32 countries (25% of the 128 supported) that have not completed their revised NBSAPs that will now be lacking any additional direct technical support. The slower pace of these countries in many cases is due to challenging contextual issues, such as political instability, and therefore many of these countries could greatly benefit from extended or more targeted technical support.

137. In addition, the overall timing of the project, and countries' NBSAP revision efforts, means that NBSAPs are now updated to reflect the CBD Strategic Plan for 2011-2020 just as the strategic plan period is coming to an end (see Table 8). Approximately 50% of the revised NBSAPs reflect a planning period beyond 2020 (for example, to 2025 or 2030), but there is a risk that global biodiversity strategic planning processes and national ones will be out of sync by 5-10 years.

Table 7. Temporal Alignment of NBSAPs and CBD Strategic Targets

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
CBD Strategic Targets	X										Target Date
NBSAP Revision Process to Reflect Strategic Targets									75% of NBSAPs submitted		
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
New CBD Strategic Targets for 2021-2030	?										Target Date
Implementation of NBSAPs reflecting 2011-2020 Strategic Targets											

138. To avoid this hazard the post-2020 CBD strategic planning process must be carefully completed (and closely aligned with the Sustainable Development Goals, which are target 2030), and must reflect the actual situation of strategic biodiversity planning at the national level, rather than setting new ambitious global targets for the 2021-2030 period. Stakeholders participating in this project emphasized that the GEF, UN agencies, and CBD **should not** embark on another

NBSAP revision exercise immediately following the COP in 2020 after the new CBD Strategic Plan for 2021-2030 is agreed, but should provide support for implementing the existing NBSAPs.

139. Another consideration is the effectiveness of the project design. The project strategy and design may have benefited from being more heavily weighted (in terms of budget allocation and focus) toward individual country support (Component 2 of the project). Individual country support was widely considered by project participants to be the most effective mechanism for supporting countries in revising their NBSAPs, but Component 2 was budgeted for only 34.5% of the project budget. In UNDP's case this translated to around \$8,000 per country supported (for 45 countries), but in UN Environment's case it translates to around \$3,500 per country supported (for 83 countries).¹³ Although direct support budgeting and expenditure was not done on a country-by-country basis, it is clear that UN Environment had a smaller amount of resources on a per country basis to provide direct support, likely resulting in unbalanced levels of support for each country, or at a minimum, greater demands on experts providing support. In addition, it is highly likely that countries supported by one GEF Agency would have received different types of support than those supported by the other GEF Agency. Assessment of the "allocation of countries" between UNDP and UN Environment is beyond the scope of this evaluation, but there does not appear to be any strategic rationale for the allocation of countries, and project participants interviewed for this evaluation could not point to any strategic rationale. There is no consistent breakdown of countries between agencies by region, LDCs, SIDS, or other obvious determining factor. Given all of these factors, it seems that it would have been more effective for the direct support function of the project to have been performed by a direct support unit jointly operated by UNDP and UN Environment. This also would have allowed even greater synergy in terms of leveraging the particular comparative advantages of the two agencies, as either agency would have been able to respond directly to requests from any of the 129 countries supported. Project participants indicated that there was an effort to provide support referrals from one agency to the other, but this clearly would have been more effective if there were a jointly operated direct support unit.

140. The expert review process was considered highly useful and the project surpassed the target of 50% of countries having expert reviews, but this meant that there were still 60 countries that did not benefit from this activity. This voluntary exercise required extensive outreach and communications from the project team to engage countries in the review process, as many countries were initially uncertain. Some participants also considered that it would have been even more effective if it would have been possible to conduct reviews in the early stages of countries' NBSAP revision process, rather than at the end; the project's guidance suggested that countries should submit draft NBSAPs early in the process, but the majority did not. For countries

¹³ This is not counting the additional agency fees that UNDP and UN Environment received for each of the approved NBSAP Enabling Activities. Most countries each received \$220,000 USD from the GEF for their NBSAP revision, for which the agencies received \$20,900 per country. This totaled \$1,098,564 to UNDP for 45 countries, and \$1,862,422 to UN Environment for 83 countries. While this is a significant amount of resources, the use and expenditure of these funds is beyond the scope of this evaluation, although it is assumed that these funds were used to reimburse agency investments in developing the project documents for the Enabling Activities, and for administrative and financial oversight for implementing the Enabling Activities; in other words, it is assumed that these funds were NOT used (nor intended to be used) to provide direct technical support to the countries for NBSAP revisions.

that did submit early, the project was often able to provide two-to-three reviews at different phases.

B. Effectiveness of Implementation, and Overall Achievement of Objective and Outcomes

141. Based on the assessment of progress toward targets in the project results framework, the NBSAP project has achieved the project objective and the two planned outcomes. Project **results / achievement of overall outcomes** is rated **satisfactory, and effectiveness of project implementation is also considered satisfactory**. The project exceeded 12 of 14 results indicator targets, fully met one additional target, and partially met one target. Key results achieved include:

- 91 countries with revised NBSAPs submitted to the CBD (34 UNDP supported countries (76% of 45 total), and 57 UN Environment supported countries (69% of 83 total))
- NBSAPs from 68 countries (53% of countries supported) have had technical / “peer” reviews
- Among reviewed NBSAPs, 88% were assessed to have addressed Aichi Biodiversity Targets (ABT) 2, 3, 5, 11, 12, 15 and 20; 79% showed evidence of including diverse stakeholders in the revision process.
- The NBSAP Forum was developed as a knowledge hub, with the following usage statistics (as of June 30, 2017)
 - 3,356 NBSAP Forum members speaking 149 Google recognized languages from every country in the world;
 - 27,794 users over the life of the project, and 16,000 unique NBSAP Forum users in the last 12 months
 - An average session duration of 4 minutes, with four pages viewed per session.
- The project generated multiple forms of technical support, most of which are available in at least three UN languages:
 - 10 publications, 7 posters, 22 guidance documents, and 5 tools relevant for technical support for revising and updating NBSAPs
 - 19 eLearning online training courses, with 7,494 online learning course registrants
 - 44 webinars, with 3,298 live webinar participants (English, French, Spanish), and 6,520 recorded webinar participants (English, French, Spanish)
 - Four Massive Online Open Courses (MOOCs), with 2,425 participants (English, French, Spanish) in the first two MOOCs (“Protected Areas System Design and Management” and “Greening Consumption and Production”)
 - 184 best practices and case studies have been published on the NBSAP Forum
 - 3,458 subscribers to the NBSAP Forum Aichi Biodiversity Target newsletter and 6,097 subscribers to the NBSAP Forum learning newsletter
- Analyses of a user satisfaction survey suggested that 96% of NBSAP country teams were satisfied with the quality of technical support services received

142. The project objective level results indicators are summarized in Table 7 below. Detailed assessment of achievement of the project results framework targets is included in Annex 10 to

this report. In addition, detailed and specific information identifying many project results not covered in this section is available in the “Self-assessment” column of Annex 10, which includes the project results framework and the project’s reporting on indicators and targets from the 2017 PIR.

Table 8 NBSAPs Project Objective Level Indicators

Indicator	Baseline	Target	Status
Indicator 1. Aichi Biodiversity Target (ABT) Mainstreaming: Percentage of new generation Peer Reviewed NBSAPs that satisfactorily address, at a minimum, ABT 2,3,5,11,12,13,14, 15 and 20, and as independently assessed by the terminal evaluation.	First generation NBSAPs lack a clear link to global biodiversity goals. Aichi Targets adopted in 2010. The NBSAPs Peer Review Framework agreed upon and adopted as a voluntary mechanism by the CBD Secretariat, UNDP and UN Environment in Dec 2012. A new generation NBSAPs are under development, but the current NBSAP Teams at country level are yet to discover the usefulness of Peer Review mechanism.	At least 50% of Peer Reviewed NBSAPs show evidence of addressing, at a minimum, Aichi Targets 2, 3, 5, 11, 12, 13, 14, 15 and 20.	Exceeded.
Limited – previous generation NBSAPs focused mostly on biodiversity stakeholders, rather than broad stakeholder engagement, as widely documented in analytical reports on first generation NBSAPs.	Previous NBSAPs focused on biodiversity stakeholders, rather than broad stakeholder engagement.	At least 50% of Peer Reviewed NBSAPs show evidence of including diverse stakeholders in the revision process, including a range of government ministries and agencies, civil society organisations, as well as from key sectors, focusing on the sectors that drive biodiversity loss.	Exceeded.
Indicator 3. Quality of NBSAPs: Percentage of new generation Peer Reviewed NBSAPs that have a clear and compelling analysis of the drivers of biodiversity loss and have robust mainstreaming strategies, as independently assessed by the terminal evaluation.	In previous NBSAPs, there was only scant attention paid to sectoral drivers of biodiversity loss, and mainstreaming strategies were identified as one of the primary weaknesses. An initial review of recent NBSAPs submitted after CoP-10 indicates that countries have not fully internalized Target 2.	At least 50% of Peer Reviewed NBSAPs satisfactorily includes an analysis of the drivers of biodiversity loss (e.g. have completed a root cause analysis or some other form of sectoral analysis), and have robust mainstreaming strategies.	Exceeded.

143. Considering the scope of the NBSAPs project it is beyond the capacity of this evaluation report to mention all project activities and outputs, and only the key results are discussed under each of the components below.

i. **Component 1: Global learning and technical content development [for enhancing the quality of NBSAPs] => Outcome 1:** New and innovative knowledge management tools enhance global learning on biodiversity planning and support GEF-financed NBSAP development processes, so that NBSAPs become more relevant policy instruments, integrated into sectoral national plans strategies and policies, thereby making a significant contribution to achieving Aichi Target 17.

144. The first component of the project is focused on developing guidance and knowledge products for capacity development supporting strengthening of NBSAPs. The total GEF funding planned for the component was \$1,069,589 USD, which was 56.1% of the total GEF funding for the project. The actual expenditure as of March 31, 2018 was \$1,064,685 USD. The component activities were organized around five outputs. Key results indicators for Component 1 are summarized in Table 8 below. The main activities and results of the five outputs are summarized following the table.

Table 9 Component 1 Indicators and Targets

Indicator	Baseline	Target	Status
Indicator 4. Tools are fully available to enable countries to access information regarding key themes, and in multiple languages.	The current status of learning tools is highly variable, and quality is not uniform. Tools are not generally translated into multiple languages, and are not targeted to the specific needs of users.	At least 12 new tools are developed focusing on critical themes, and they provide practical guidance to countries to achieve the overall project objective, and each are available in English, Spanish, French, Russian and Arabic. Tools will address the following issues: <ul style="list-style-type: none"> • Climate Resilience • Spatial Planning • Mainstreaming Biodiversity and Development • Ecosystem Services 	Exceeded.
Indicator 5. Number of developing CBD Parties' new generation NBSAPs that include realistic, appropriate, prioritized and sequenced resource mobilization plans to achieve the NBSAPs.	5a. A new generation of NBSAPs are under development, but only a small number of them are likely to benefit from technical assistance from initiatives such as BIOFIN. No easy-to-use tool or technical assistance is available to non-BIOFIN countries while developing their NBSAPs.	5a. At least 20 new generation NBSAPs by CBD developing Parties include resource mobilization plans for implementing their new generation NBSAPs.	Exceeded.
	5b. Concrete tools for resource mobilization do not currently exist for NBSAPs.	5b. An e-learning module and support materials is developed on resource mobilization, and available in multiple languages,	Partially met. Not clear that 70% of

		and accessed by at least 70% of GEF-eligible countries	GEF-eligible countries accessed e-learning module.
Indicator 6: Percentage of Peer Reviewed NBSAPs that clearly references the results of spatial data analyses on biodiversity status and trends, as independently assessed by the terminal evaluation.	First generation NBSAPs made limited use of spatial data. A new generation NBSAPs are under development and, in the age of Big Data, a plethora of spatial data sets that inform the status and trends of biodiversity are available, many are free to use, but there is no easy-to-use tool for capturing the relevant data that is tailored to NBSAPs.	At least 50% of NBSAPs incorporate recent spatial data	Exceeded.

145. Output 1.1 User-friendly, customizable tools and assessment methodologies, e-learning, voluntary templates and other guidance material, including for benchmarking the technical quality of NBSAP products before submission, are developed and widely applied in GEF-financed NBSAP development processes. They are primarily disseminated through the NBSAP Forum.

146. The project produced a large number of tools, eLearning modules, and guidance documents. The full list of project technical assistance guidance outputs is attached as Annex 11 to this evaluation report. As previously highlighted, this included the following:

- 10 publications, 7 posters, 22 guidance documents, and 5 tools relevant for technical support for revising and updating NBSAPs
- 19 eLearning online training courses, with 7,494 online learning course registrants
- 184 best practices and case studies have been published on the NBSAP Forum

147. The project's outputs were produced by many experts considered global leaders in their field, and are technically of high quality. All of these resources are a strong and highly valuable contribution to the knowledge base for global biodiversity conservation practice and policy. Given the valid theory-of-change for the NBSAP project, it is highly likely that these materials and activities have contributed to increased quality of revised NBSAPs. NBSAPs of many countries did benefit from these materials, as can be seen from the technically reviewed NBSAPs, which highlight that 88% of the NBSAPs have addressed ABT 2, 3, 5, 11, 12, 15 and 20; and 79% showed evidence of including diverse stakeholders in the revision process. Feedback from the technical reviews nudged countries towards better inclusion of a variety of national targets which correspond to various ABTs.

148. Given the high value of these technical assistance outputs, it would be useful if these materials can continue to be proactively disseminated and absorbed by the global biodiversity conservation community of practice. UNDP has committed to maintaining the availability of these outputs online through the NBSAP Forum and other sources such as the conservation training website; however, it is unlikely that these products (especially items such as webinars

and eLearning training courses) are likely to have much uptake if they are not proactively disseminated and promoted, which is not likely to happen once this project is completed. At the time of this evaluation, learning materials had been repurposed on several online learning portals, include the CBD online learning site, the UNDP Learning for Nature website, and by The Nature Conservancy, UNITAR and InforMEA. This issue is discussed further under later Section VII.A on sustainability.

149. Output 1.2 Online spatial planning tools for key thematic areas and cross-cutting issues are made available to countries to facilitate biodiversity status assessments.

150. The spatial data capacity development focus was addressed through a variety of activities and outputs. Multiple project participants highlighted the project's work on capacity development for spatial data planning as one of the most valuable elements of the project. Spatial data planning support tools were included in the technical assistance outputs counted under Output 1.1 above (see full list in Annex 11). These included, for example, an eLearning training course titled "Incorporating and utilizing spatial data and mapping in NBSAPs" offered in 2015, and a technical guidance titled, "Mapping Biodiversity Priorities." IBAT Country Profiles were also developed. According to the 2017 PIR, *"UNDP/UNE completed 68 NBSAP peer reviews, of which 77% include some results of spatial planning analyses presenting biodiversity status and trends. However, a secondary analysis of Post-2010 National Biodiversity Strategies and Action Plans and 5th National Reports indicated that most spatial planning analyses is related to protected area networks only and is not sufficient for policy makers to take action and fully achieve the ABT."* Both UNDP and UN Environment are working to understand and continue addressing this gap. UNDP and UN Environment are developing a spatial data planning portal, leveraging spatial data layers from multiple global partners, including NASA, numerous universities, and initiatives such as Global Forest Watch.

151. Output 1.3 The NBSAP Forum Web Portal is functional and well maintained: (i) fully operational by end 2013; (ii) further developed to fulfil evolving clients' needs throughout the project's duration; (iii) hosting and maintenance are taken over by CBD for sustainability.

152. This output relates to the NBSAP Forum website, which was one of the major areas of focus and work of the project, both as resource itself, and as a means for disseminating specific individual tools, guidance documents, and other resources developed by the project. The NBSAP Forum was first online in the 4th quarter of 2013. The Forum website was redesigned and re-launched in early 2018. The NBSAP Forum was developed through a partnership of the main project partners (UNDP, UN Environment and CBD Secretariat), but other partners also contributed, including multiple international NGOs (e.g. BirdLife International, IUCN, WWF, The Nature Conservancy, etc.).

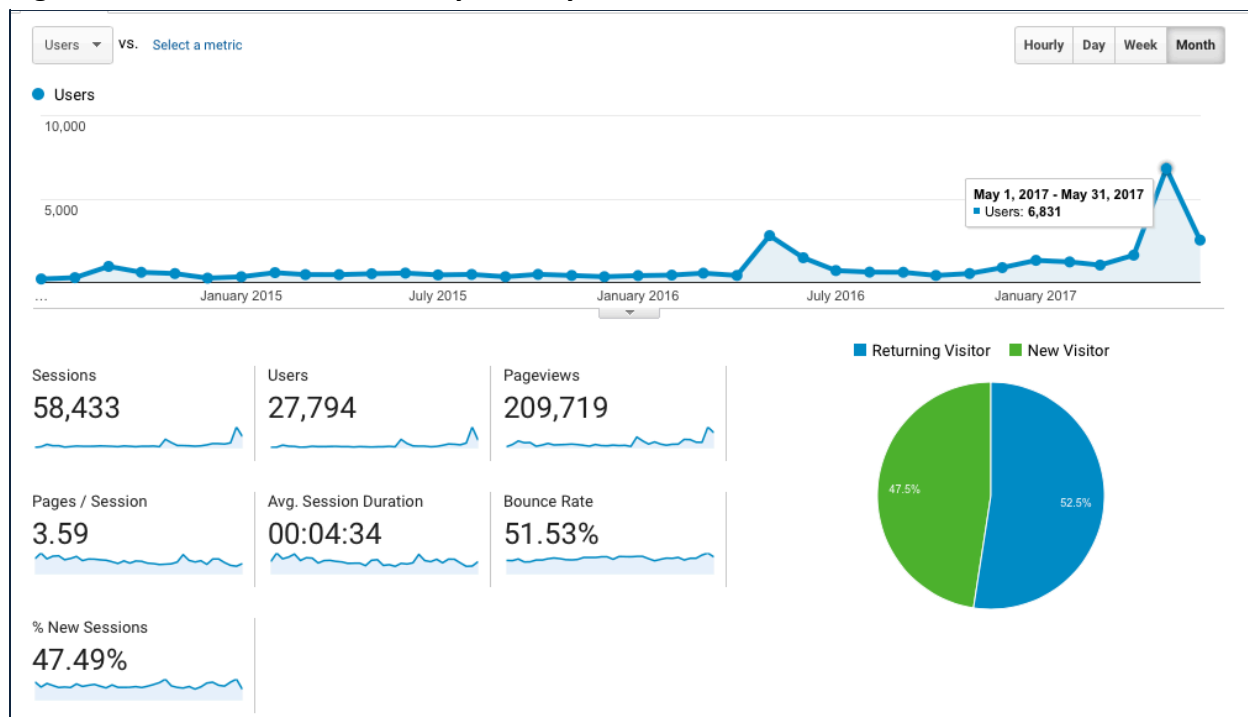
153. Figure 9 below provides a summary of NBSAP Forum user analytics from July 1, 2014 to June 30, 2017.

154. As of June 30, 2017 the NBSAP Forum had the following analytics user statistics:

- 3,356 NBSAP Forum members speaking 149 Google recognized languages from every country in the world;
- 209,719 NBSAP Forum page views over the life of the project, and 102,879 page views over the past year;

- 27,794 users over the life of the project, and 16,000 unique NBSAP Forum users in the last 12 months, with 40% - 48% of visitors continuing to be being new throughout the project;
- 58,433 NBSAP Forum sessions over the life of the project, and 33,000 unique NBSAP Forum sessions in the last 12 months; and
- An average session duration of 4 minutes, with four pages viewed per session.

Figure 9. NBSAP Forum User Analytics, July 1, 2014 - June 30, 2017



155. Qualitative data collected during the terminal evaluation regarding the NBSAP Forum was mixed (see Table 10 below) in terms of the current utility and sustainability of the NBSAP Forum. It remains an evolving resource, and its status and utility for the future remains difficult to say. There are a couple of key issues related to the NBSAP Forum; the first of these relates to the strategic approach of creating an online platform, while other issues relate to the implementation approach used for the NBSAP Forum.

156. The NBSAP Forum can be qualified as a "supply-driven" platform, which is to say it applies the assumption of "build it and they will come". However, experience has shown that when the target audience is a global cadre of very busy biodiversity technocrats (or worse) toiling away in far flung government offices with sometimes limited internet connectivity, this supply-driven approach is not always a safe assumption. The project did a good job of proactively recruiting and engaging the target audience with the NBSAP Forum, which is testified to by the still-growing number of users. The number of registered users cannot be relied on solely as an indicator of the platform's long-term usefulness however, as many users may rarely visit the platform and may not remain actively engaged after their initial brief visit. As one person interviewed for this evaluation stated, "It is really hard to get people to come look at those [online] places." The

number of NBSAP Forum users continues to grow, but it is not clear that the website will ultimately exist in the long-term (or even medium-term) as an active and dynamic portal for biodiversity conservation professionals. Project participants highlight the fact that although most countries have completed their revised NBSAPs, there remains the necessary focus on NBSAP implementation. However, as this phase of NBSAP revision wraps up, the frequency with which biodiversity professionals search online for “NBSAP” related topics will inevitably decline. “NBSAP implementation” is essentially just the broad field of biodiversity conservation. However, the CBD’s Sixth National Report is tied directly to NBSAP achievement, and the post-2020 agenda is also tied to this evaluation. Therefore, some sustained relevance is expected. To effectively engage a wide global audience on this wider agenda, the NBSAP Forum may need to be re-branded and re-marketed to its target global audience. This is an important issue, because there are so many online sources and “communities of practice” in the biodiversity conservation field, and practitioners have limited time and ability to engage through online resources. Many biodiversity communities of practice are captured or represented through IUCN, with its commissions (e.g. World Commission on Protected Areas), or through the CBD, or many other organizations and initiatives. One respondent pointed out that for the GEF biodiversity focal area there is no “IWLearn” or “CCLearn”. The NBSAP Forum could theoretically form a building block of a potential future “BDLearn”, but it definitely does not currently serve that function.

157. This evaluation recommends that for the long-term the NBSAP Forum should be rebranded to emphasize its broader relevance to “NBSAP implementation” biodiversity conservation topics. It is also recommended that the NBSAP Forum be more coordinated and integrated with the CBD NBSAP webpage. This does not have to mean that the NBSAP Forum has to be presented as an integral part of the CBD website. This approach could emphasize the NBSAP Forum’s utility as a resource for guidance for National CBD Focal Points and biodiversity conservation practitioners. The functionality of the NBSAP Forum could also be expanded as a “portal of portals” that provide guidance on biodiversity conservation, such as the Panorama website, BES-NET, and many others. Managers of the NBSAP Forum website should also optimize online search criteria for Google, Bing and other search engines so that the NBSAP Forum appears highly ranked in search results when people are searching for relevant topics other than NBSAPs as well.

Table 10. Qualitative Data on the NBSAP Forum

Through the NBSAP Forum tech support desk, policy makers and people have approached asking for a document, etc., and we were able to guide them to it. We received quite a few queries, and [the NBSAP Forum user numbers] shot up every time we ran a program and capacity building training.

There are people using the NBSAP Forum from more countries than those included in the project, so I guess people get information not just because of being in the project.

You hear these days about the NBSAP Forum all the time. For example, the former CBD Executive Secretary talks about the NBSAP Forum. [It is] very high profile in that sense, very much recognized by the CBD and other partners, and also [within the agencies], including [outside of the headquarters]. [It is] really well established, and the number of users is well established.

In the 2017 calendar year the NBSAP Forum nearly doubled again in terms of the number of participants on the Forum, and it is continuing to grow and foster exchange around these issues. This demonstrates it is a living and evolving resource.

The NBSAP Forum is a product of the three agencies; two agencies - three agencies, including the CBD Secretariat - that created that Forum, and it will remain there, transferred to CBD Secretariat website, it will be hosted and maintained in perpetuity. So that is sustainability.

The experience on the NBSAP forum was that it was very helpful for countries that actually accessed the Forum site, however, to which extent all countries accessed the site [is difficult to say]; most did, some did not, and those who did not struggled throughout the process. As part of the support, we were trying to refer them to the Forum where they could access technical support and pose their requests for experts online; some were not proactive in doing that. So [when we] strongly recommended the availability of the NBSAP Forum [as an online platform], that was a good thing to do, and what would have been [useful was to have] more proactive and more deliberate steps to ensure that countries access and register on the Forum. That was done at the global workshop at the beginning. Most people were asked to actually sign-in with it. But not all countries signed up to it. And maybe also the people who attend workshops are not the ones on the ground doing the actual work, so that could be one of the reasons why some did not access the NBSAP Forum.

Based on the fact that [many] countries supported were LDCs and SIDS, who have issues with internet connectivity to a large extent, I would imagine that was one of the reasons they were not signing up for the webinars, or not accessing on a regular basis the NBSAP Forum. So [internet connectivity] could be an issue. [That is] aligned to the fact that when [we were] requesting the reports or documentation from them, they would cite internet issues. We had an instance where one of the countries came out and said sometimes we are not able to access internet, we have connectivity challenges. And they found having to come to the global workshop – found it as a great opportunity to have one-on-one discussion with experts in the area and also to get support from [agency] staff, [for example] on issues with access to funds.

The CBD [website] had guidelines, very generic guidelines for production and review of NBSAPs, whereas the NBSAP Forum had quite targeted and diverse tools, guidelines, and different guidelines from different sources. But also with the NBSAP Forum, [there were] all sorts of guidelines from different sources – I don't think it was standardized in certain ways, and could also cause confusion.

When we started in 2014 a big part of the job was just to get people engaged – we had a fairly extensive communication campaign to make sure everyone on list were members of NBSAP Forum.

For the NBSAP Forum we were discussing what was and wasn't working. It was designed as a forum, and there was no forum... People didn't feel comfortable coming online and asking for help. Hope with the redesign that people can build online communities of practice.

The [development of the] NBSAP Forum suffered a little bit from [internal issues between agencies and partners].

I don't think that kind of supply-driven support works. The analytics for [the NBSAP Forum] are not that impressive. [There is similar experience] now with [another online platform], [agencies] created this forum, and nobody comes to visit.

In theory the NBSAP Forum could have been [part of the CBD Clearing House Mechanism], there was an area for people to ask questions. The top users [of the NBSAP Forum] are all [agency] staff. The NBSAP Forum is not badly done, but just as badly done as all other similar things. It is really hard to get people to come look at those [online] places.

Many countries are not necessarily using the online tools. The NBSAP Forum has been good, but only to a certain group of users. But still, [in terms of] how the materials could be made available for the long-term, I think it is online, I don't see any other way. Especially the eLearning component. Users can go there anytime and access it. The only challenge is countries having challenges with internet connectivity.

The NBSAP Forum was meant to be providing that kind of tool or space, [it] would be the go to space to access support for NBSAP design and implementation. But I think part of the challenge could be that it was kind of separate from the normal CBD processes and tools, it was kind of a separate platform. [Having it] integrated into CHM, I think [this] would be the best form for this type of platform. The NBSAP Forum is the right tool and right platform, but it was housed somewhere else.

[There] still needs [to be] some kind of ongoing follow-up for the NBSAP Forum. It is not quite an active and dynamic community of practice yet.

I would underline that the NBSAP Forum is a very useful platform for people to share questions, and experts register there, they could answer questions. Also, [it] provides the opportunity for experts to share their experience and learn in terms of the development and implementation of NBSAPs.

What I hope to see in the future, as we continue with NBSAP Forum, is to increase – I guess further consolidation of the solution parts on the NBSAP Forum. To really make it a very good resource-base for providing best practices for biodiversity challenges would be how the NBSAP Forum can work with other platforms like Panorama, and others. We are talking all the time and linking them online, but [we are] thinking how to make one, more integrated, solution to offer with these other projects and networks, what role the NBSAP Forum can play for the future.

From the very beginning, the idea of investing heavily in an independent outside platform, it was debated and there were some good reasons for it to be outside, but at the same time, what it was, was very similar to the CBD CHM, or had overlaps with. And....for various reasons the CHM is not fully doing its job properly, and it would have been very helpful if that money would have been directed to, instead of creating some parallel thing, it would have helped to be part of the building up [of the CHM].

Some of the networking – the NBSAP Forum as a tool for exchange and networking - may have continuing benefits as well.

If we're trying to create a peer community, [we] want to enable a community that people want to share and help out – a sustainable system. The idea of the NBSAP Forum was that. It is a very difficult thing to do, to set up an online community that actually takes off, naturally without an active coordinator, etc. It took a lot of effort to keep it alive, needed a lot of active attention to keep posting news and new resources that came more from the community of technical experts than from the countries themselves. There were examples of NBSAP coordinators who were actively looking to be engaged. Possibly it didn't meet the needs of every country, but there were at least a handful that were very engaged on the Forum. For others it was a useful portal for a collection of resources. It was useful for [technical experts] to point them to a lot of material that was very relevant to what they needed.

My impression was the less resourced countries – those with just 1 – 2 guys trying to do their own NBSAP, they were happy to have anybody help them. Countries with more capacity, they were less likely to go to and use the NBSAP Forum, they were just doing [the NBSAP] on their own. It was always a challenge to reach and communicate with NBSAP coordinators because they were always so busy and overwhelmed; they were very unlikely to come in on a Monday morning and sit down and say 'let me see what's happening on the NBSAP Forum.'

The NBSAP Forum took far too long to get going, then to be initiated or to the point where it was useful for countries, with content, etc. And then there was a process of awareness raising.

I don't find the NBSAP Forum website particularly user friendly; you have to pick through case studies to get to [general guidelines]. But again, coming back to the point of overworked and underpaid, under-aware bureaucrats, having to pick through all this stuff and figure out...it would have been nice if it was a bit more considered beforehand.

158. The second set of key issues regarding the NBSAP Forum relate to the implementation approach for this activity. The NBSAP Forum was developed and deployed as a stand-alone web portal, not directly part of or linked to the CBD website, or other existing resources. It may be however noted, that the NBSAP Forum website was developed using the same software i.e. Drupal, to ensure a smooth integration within the CBD website. There were a variety of valid reasons that this approach was chosen, after extensive discussions between the key project partners – UNDP, UN Environment, and the CBD Secretariat. However, NBSAPs are specifically and directly part of countries' responsibilities under the CBD, and the CBD website (specifically the NBSAP webpage of the website) is logically the starting point for those looking for information related to NBSAPs. The CBD webpage includes a small link to the NBSAP Forum, but there was not a well-developed connection between the two websites. There was also not good coordination in terms of the resources available online for developing NBSAPs; for example, the CBD NBSAP website includes links to information on the following topics:

- “What is an NBSAP?”
- “COP Guidance on NBSAPs”
- “Other Guidance on NBSAPs”
- “NBSAP Capacity Building Modules”
- “NBSAP Capacity Building Workshops”

159. These are all topics covered in the NBSAP Forum resources, often in more comprehensive and updated approaches. The CBD NBSAP website includes links to guidance documents from various sources from 2012 and earlier, including as far back as 1993. Biodiversity professionals coming to the CBD NBSAP website may naturally draw on these guidance documents as “officially sanctioned” by the CBD, and look no further due to lack of time or interest. Although there is no reason the CBD NBSAP website and the NBSAP Forum can't co-exist, they need to be well-coordinated to ensure that the target audience is quickly and easily directed to the most relevant resources on NBSAPs.

160. Some individuals interviewed for this evaluation felt that the NBSAP Forum could have been more effective and would have better sustainability if it was well-integrated with the CBD website, including providing some of the functions of the CBD Clearing House Mechanism.

161. Many respondents felt that the NBSAP Forum had been very useful as a node for distributing information, tools, guidelines etc. relating to NBSAP development. A review of the NBSAP Forum conducted during this evaluation found that the platform was not always easily and logically organized in terms of access to resources, and the search function often did not work effectively; this has improved significantly with the NBSAP Forum redesign, which was launched just prior to project completion (April 2018).

162. A final issue is that, anecdotally, internet connectivity does appear to have been an issue for at least some countries to effectively use the NBSAP Forum. This is likely to have been more of an issue for LDCs and SIDS, which have less extensive and less reliable internet connectivity.

Countries at the bottom of the 2018 Global Connectivity Index¹⁴ (which only includes 79 countries) included Ethiopia, Bangladesh, Bolivia, Uganda, Paraguay and Algeria.

In terms of short-term operational sustainability, the project partners have already agreed to provide funding, operational support, and technical support for the ongoing existence of the NBSAP Forum through 2020.

163. Output 1.4 A partnership framework for collaboration among all agencies and entities involved in NBSAP process emerges with a view to supporting client countries and developing best practices.

164. This output primarily relates to the overall implementation and execution approach of the project. The project's partnership was one of the strong aspects of the project, as discussed previously in Section V.D on Partnership Approach and Stakeholder Engagement. The effectiveness of the project's implementation approach is also discussed in previous Section VI.ii on Effectiveness. The project's partnership approach was strong in the sense of the cooperative approach, coordination, and communication between UNDP and UN Environment (including UNEP-WCMC).

165. Output 1.5 Capacity to Incorporate Climate Change Adaptation and Resilience Planning into NBSAPs is strengthened through the NBSAP Forum

166. The area of the project under Output 1.5, which related to climate change adaptation and resilience, was to be funded specifically from the \$206,620 cash co-financing contribution from the Government of Flanders, Belgium. The project integrated climate change adaptation and resilience in a number of the project activities and outputs, but there were some outputs specifically addressing this topic. The project collaborated with SwedBio and other partners on activities relating to climate change adaptation and resilience.

167. For example, the Stockholm Resilience Center's SwedBIO program, UNDP and MELCA-Ethiopia jointly organized a Multi-actor Resilience Dialogue between 12-14 November 2015 in Addis Ababa, Ethiopia, in order to explore key resilience concepts, multiple approaches for assessing resilience, and to identify steps for integrating social-ecological resilience principles and resilience thinking into development and biodiversity planning frameworks. The dialogue offered an opportunity for policy makers, scientists and practitioners to analyze various approaches and provide recommendations concerning resilience thinking, assessments and mainstreaming by focusing on how resilience is understood and managed in a variety of contexts. The report on the workshop is available at https://swed.bio/wp-content/uploads/2016/11/Resilience-Dialogue-Report_2016.pdf.

168. The project also partnered with the Stockholm Resilience Center of other guidance documents and e-Learning modules. For example, an online course was developed in 2017 on "Applying Resilience Thinking to Biodiversity and Development Plans" (<https://www.conservationtraining.org/enrol/index.php?id=303>). Another e-Learning course was developed on "Understanding Resilience Thinking" with six individual lessons.

169. Workshops on resilience were also organized at the 13th CBD COP in Cancun, Mexico (December 2016) and the World Conservation Congress in Hawaii (September 2016).

¹⁴ <https://www.huawei.com/minisite/gci/en/country-rankings.html>.

170. Another major output was a Massive Online Open Course (MOOC) on resilience: “Introduction to Resilience for Development: Understanding Resilience Thinking” was a two-part MOOC. Part 1 was a four-week, facilitated course that ran from 31 October through 27 November and was offered free of cost in English, French, and Spanish for policymakers and practitioners working in conservation and development. The MOOC introduced the concept of resilience and showed how participants can use resilience assessments to address pressing global challenges. Participants learned about the key steps for conducting resilience assessments, how to develop resilience assessments using existing frameworks, and how to use these results to develop effective sustainable development and conservation actions. Part 2 ran in the first quarter of 2018.

- ii. **Component 2: Direct technical support delivery [for NBSAP preparation and implementation] => Outcome 2:** Targeted, timely and high quality technical support to countries enables the adoption of best practices, guidelines and other materials, and corroborate the long-term goal of developing the capacity of countries to carry out effective biodiversity planning.

171. The second component of the project involved the direct technical support provided to countries for revising their NBSAPs to reflect the Aichi biodiversity targets. The total GEF funding for Outcome 2 was originally planned at \$658,500 USD, which is 34.5% of the total GEF funding for the project. Actual expenditure as of March 31, 2018 was \$672,102 USD. The component activities were organized around three outputs. Key results indicators for Component 2 are summarized in Table 9 below. The results of each output are summarized following the table.

Table 11 Component 2 Indicators and Targets

Indicator	Baseline	Target	Status
Indicator 7: Direct technical support to NBSAP country teams is provided in a variety of languages to meet their needs and expectation on key themes: quantified through 2 sub-indicators (7a and 7b).	7. Technical support to countries is very limited, with major language gaps (e.g., Spanish, Russian, French and Arabic). A new generation NBSAPs are under development, but the current NBSAP Teams at country level are yet to discover the usefulness of Peer Review mechanism.	7. At least 65 GEF-eligible countries receive direct technical support through Peer Review.	(see 7a below)
7a. Number of GEF-eligible counties that receive direct technical support through Peer Review.	7a. 0 countries have so far benefitted from Peer Review.	7a. At least 65 GEF-eligible countries receive direct technical support through Peer Review.	Exceeded.
7b. Percentage of satisfied users within the above subset (number of GEF-eligible counties that receive direct technical support through Peer Review).	7b. No user satisfaction survey has been conducted.	7b. At least 60% of NBSAP country teams are satisfied with the quality of technical support received.	Exceeded.

Indicator 8. Trainings, webinars, e-learning and toolkits help to expand learning to a broader constituency within countries: quantified through 3 sub-indicators.	8. Existing materials on NBSAPs is available in the CBD's website, but they are outdated on a number of aspects. Training of NBSAP Teams is limited to 1-2 CBD workshops per year, aimed at a single person from each country.	8. At least 87 countries (70%) of 128 countries will participate in some form of webinar or training	Exceeded?
Indicator 8a. Percentage of GEF-eligible countries participating in capacity building activities promoted through the NBSAP Forum.	8a/b. NBSAP Forum (web-portal) went live in November 2013 with approx. 100 pre-registered participants, but no new materials were available.	8a. At least 40% of GEF-supported countries will participate in capacity building activities promoted through the NBSAP Forum	Exceeded.
Indicator 8b. Number of people accessing materials		8b. Learning materials are accessed by at least 500 people.	Exceeded.
Indicator 8c. Percentage of users satisfied with material quality.	8c. N/A	8c. At least 60% of users are satisfied with the material quality	Exceeded.
Indicator 9. NBSAP Teams outreach enabled through the NBSAP Forum (e.g. newsletter, best practices): quantified through 2 sub-indicators Indicator 9a. Outreach of NBSAP Forum's newsletter	9a. There is no NBSAP newsletter.	9a. Newsletter metrics above industry average: successfully delivered to >95% of recipients, open rate of 22.6% and click rate of greater than 2.5%.	Exceeded.
Indicator 9b. Number of best practices exchanged.	9b. NBSAP Forum went live in November 2013 with approx. 100 pre-registered participants, but with only half a dozen best practices uploaded.	9b. At least 100 best practices or case studies are posted on the NBSAP Forum web-portal.	Exceeded.

172. Output 2.1 Peer and expert review technical support is provided to countries on a 'demand-driven' and 'match-making' basis for each phase of NBSAP development process.

173. UNDP developed a NBSAP peer review template. Implementation of the output functioned more as "expert" review than peer review. The project team found that some countries were hesitant to share their yet-to-be-finalized NBSAPs with other countries, and therefore took the approach of utilizing independent external experts. The project created a roster of experts who were contracted to complete draft NBSAP reviews. As of the 1st quarter of 2018, 68 expert "peer reviews" had been completed, surpassing the target of 65. Unfortunately the target was not clearly rationalized; why a target of 65 instead of 30 or 90?

174. According to feedback from project participants, the 50% NBSAP technical review target was extremely challenging and ambitious to achieve and required regular communication and trust building with UNDP country offices and governments, who prior to this project did not have comfort with a "peer" or "technical" review process. Previously, the NBSAP development process

was confidential and closed. The NBSAP project put each country on a schedule with monthly touch points to discuss the benefits of a technical review and attempted to schedule and complete these reviews per the requirement of the countries. Additionally, on the operations side, each review took 1 -2 weeks per country, because: it was extensive, delivered in different languages (Spanish, French or English), accompanied with a summary document in English, and often required follow up technical support. UNDP reviews were typically 20 – 30 pages long. Many countries were uncomfortable with a public review process, therefore the project switched to a closed expert review in most cases. The NBSAP project team maintained spreadsheets that demonstrate the large volume of work and extensive effort that went into achieving this target beginning from mid-2014. Information was also collected on the countries which refused to participate in the technical review process for a variety of reasons. Only 12 of 128 countries expressed no interest in the technical review process, which is a project accomplishment. Analyses of a user satisfaction survey suggested that 96% of NBSAP country teams were satisfied with the quality of technical support services received. Due to the success of this part of the project, technical reviews were written in as a requirement of the 6NR project. Extensive outreach and significant awareness raising resulted in a culture shift among countries, and helped break down existing barriers between the project staff and governments.

175. The “peer review” process was frequently cited by project implementers as one of the highlights and key results of the project. Anecdotal qualitative data (a key type of data available for this evaluation) suggested that countries completing their revised NBSAPs found this aspect of the project’s support to be very useful. Considering that 68 countries represents only 53% of the countries supported, and that the expert review was considered one of the most useful aspects of the project, it would have been optimal if the project could have been designed in such a way that more countries could have benefited from it. The timing of project activities was not a critical barrier in this respect, as the review framework was completed in early 2014; only six (GEF-supported) countries had submitted their revised NBSAPs to the CBD by the end of 2014.

176. There was one important issue with respect to the timing of the expert review process however: project implementers stated that the expert review process often came at the end of a country’s NBSAP revision process, and therefore the ability of the review to significantly influence the NBSAP was limited. Ideally an expert review process would have taken place following the first draft of the NBSAP, so that the NBSAP could have been significantly revised or adjusted to respond to gaps identified in the review process.

177. The silver lining of the “near-final” NBSAP review timing was that it allowed the project to provide an assessment of the quality of NBSAPs. A key project results indicator was that “At least 50% of Peer Reviewed NBSAPs show evidence of addressing, at a minimum, ABT 2, 3, 5, 11, 12, 13, 14, 15 and 20.” According to project sources, the review process assessed the following statistics in terms of NBSAP quality:

- UNDP/UN Environment completed 68 NBSAP peer reviews, of which 88% on average addressed ABT 2, 3, 5, 11, 12, 15 and 20.
- 90% presented evidence of satisfactorily addressing ABT 2 (biodiversity mainstreaming)
- 94% presented evidence of satisfactorily addressing ABT 3 (incentives and subsidies)

- 90% presented evidence of satisfactorily addressing ABT 5 (habitat fragmentation and degradation)
- 92% presented evidence of satisfactorily addressing ABT 11 (protected areas)
- 89% presented evidence of satisfactorily addressing ABT 12 (reducing risk of species extinction)
- 97% presented evidence of satisfactorily addressing ABT 15 ecosystem restoration and resilience)
- 61% presented evidence of satisfactorily addressing ABT 20 (resource mobilization from all sources)

178. NBSAPs were considered to address a given ABT if the review indicated that the majority of criteria related to that Aichi target as clearly evident” or somewhat evident. The end of project target of 50% of countries meeting the ABT in their revised NBSAPs was surpassed.

179. However it is difficult to extrapolate to all countries and draw conclusions from these results, since the NBSAPs reviewed were not a random sample; they were self-selecting in some way because the governments had the interest and political support to participate in the peer review process.

180. Output 2.2 Online webinars and both virtual and in person workshops are facilitated guiding NBSAP processes through critical steps and to the benefit of client countries.

181. The number of webinars and other online support products have been previously indicated in the earlier Section VI.i summarizing the overall outputs and key project results. In terms of participants, the project achieved the following reach:

- 3,298 live webinar participants (English, French, Spanish);
- 6,520 recorded webinar participants (English, French, Spanish);
- 2,425 Massive Open Online Course (MOOC)* participants (English, French, Spanish);
- 7,494 online learning course registrants;
- 3,458 subscribers to the NBSAP Forum Aichi Biodiversity Target newsletter and 6,097 subscribers to the NBSAP Forum learning newsletter.

182. These support products were delivered through the NBSAP Forum. The Forum’s online learning opportunities build capacities on a range of themes such as NBSAP development and implementation, Sixth National Report to CBD, protected areas, multi-lateral environmental agreements, resilience, gender mainstreaming, and resource mobilization. To ensure synergies, robust partnerships, and to strategically position the NBSAP Forum as the principal capacity building hub for biodiversity conservation planning, the Forum also showcases over 40 relevant online courses, developed by partner agencies such as UNITAR, InforMEA, and the CBD Secretariat.

183. To ensure maximum participation - webinars, online courses and MOOCs are conducted in English, French and Spanish. Webinars on key thematic areas and MOOCs are conducted by world renowned experts, as well as local and regional experts who have developed practical approaches for each of the ABTs. All webinars are recorded and made available on the NBSAP Forum’s YouTube channel (<https://goo.gl/MNRFnh>).

184. There is also an upward trend for the services created by the NBSAP Forum, with multiple requests for coverage of additional topics, particularly related to developing and delivering e-learning courses and webinars, on issues ranging from illegal trade in wildlife (United Nations Inter-Agency Task Force on Illicit Trade in Wildlife and Forest Products) to peace parks (a direct request from the Secretariat of the Convention on Biological Diversity), to mining, extractives and human rights (from a parallel division within UNDP).

185. Output 2.3 A framework for monitoring client satisfaction and for creating a feedback loop for technical support delivery is effective by end 2013.

186. This output mainly focused on the mechanism of website moderation between UNDP and UN Environment, and the development and application of user surveys to assess engagement, quality, and utility of project-developed tools and guidelines. As per the Prodoc, *“UNDP and UNE, including UNEP-WCMC, will collaborate to develop a platform for website moderation and gauging client satisfaction.”* As previously indicated, the NBSAP forum was operational as of the 4th quarter of 2013, and UNDP and UN Environment collaborated on its development and moderation, although it was primarily handled by UNDP. A user satisfaction survey on the quality and usefulness of NBSAP Forum trainings, webinars and toolkits, and direct technical support was issued in July 2016 and updated in June 2017. Analyses suggest that at least 90% of users are satisfied with the quality of services. Users from 191 countries have accessed these materials. The Prodoc also indicated that the Terminal Evaluation was considered part of the project process and results for this output.

C. Impacts and Global Environmental Benefits

187. For the GEF biodiversity focal area project impacts are defined as documented changes in environmental status of species, ecosystems or genetic biodiversity resources. Global Environmental Benefits have not been explicitly defined, but are generally considered to involve sustained impact level results of a certain scale or significance.

188. The NBSAP project's theory-of-change results-chain was far removed from the impact level; as discussed earlier in this report, the project's theory-of-change is considered valid, and thus is expected to contribute to impacts in the long-term. In terms of actually achieving biodiversity impacts during the lifetime of the project, the project's results are diffuse and too distant from the impact level to be able to draw out any specific project contributions to measurable impacts. The project's Request for GEF MSP Approval document identifies the specific Global Environmental Benefits that the NBSAP project was expected to contribute to (p. 19 of the Request for MSP Approval). The results listed are higher-level outcomes, rather than impact-level results:

- Successful mainstreaming of biodiversity into national development planning frameworks and sector planning processes.
- Increased understanding about the role intact habitat and biodiversity plan to help humans adapt to climate change and advances in ecosystem service valuation provide an opportunity to incorporate this knowledge into the revision of NBSAPs.
- At the level of individual NBSAPs, the project's specific benefits will be: i) the valuing of ecosystem goods and services; ii) biodiversity mainstreaming; iii) the incorporation of challenges and opportunities linked to ecosystem-based adaptation and resilience; iv) the

establishment of national Aichi-inspired targets and development of biodiversity indicators for monitoring implementation; v) the integration of spatial planning considerations; and vi) the inclusion of feasible NBSAP implementation plans, including and in particular resource mobilization plans for biodiversity.

189. The project is not being assessed negatively due to not having direct impact-level results, as this was clearly not the strategy of the project. Considering the global scope of the project, and the many other national-level initiatives to conserve biodiversity, it would be extremely difficult to extract the project's contribution to impact-level results. Theoretically the adoption of the NBSAPs as national policy documents (in many countries) will lead to impacts generated in the long-term, but these cannot be identified and assessed as part of this evaluation, which assesses impacts within the life of the project. Considering that the project strategy is not targeted at the impact level, it is not appropriate to try to identify impacts attributed to the project. Consequently, impact ratings for the project must be assessed as follows:

- *Environmental status improvement* is assessed as **negligible**;
- *Environmental stress reduction* is assessed as **negligible**; and
- *Progress toward stress/status change* is assessed as **negligible**.

VII. Key GEF Performance Parameters

190. Sustainability is one of the five main evaluation criteria, as well as being considered one of the GEF operational principles. Other GEF operational principles not otherwise addressed are discussed below, including the project's catalytic role and stakeholder participation.

191. UNDP-GEF project evaluations are also required to discuss the mainstreaming of UNDP program principles. This is covered in Annex 11 of this evaluation report.

A. Sustainability

192. While a sustainability rating is provided here as required, sustainability is a temporal and dynamic state that is influenced by a broad range of constantly shifting factors. It should be kept in mind that the important aspect of sustainability of GEF projects is the sustainability of results, not necessarily the sustainability of activities that produced results. In the context of GEF projects there is no clearly defined timeframe for which results should be sustained, although it is implied that they should be sustained indefinitely. When evaluating sustainability, the greater the time horizon, the lower the degree of certainty possible.

193. Based on GEF evaluation policies and procedures, the overall rating for sustainability cannot be higher than the lowest rating for any of the individual components. Therefore the overall **sustainability** rating for the NBSAP project is ***moderately likely***. Providing a single rating for the sustainability of results for the NBSAP project is challenging because it relates to outcomes generated at the country level from the revised NBSAPs, as discussed in Section VI above on results and effectiveness.

194. One aspect that will support sustainability generally is that both UNDP and UN Environment will be working to support countries with their 6th National Reports to the CBD, under a series of recently initiated projects. Many of the same staff members and

implementation structures from the NBSAP project will be leveraged for the 6th National Reports projects.

i. Financial Risks

195. The NBSAP project has limited financial sustainability exposure, based on the overall design and strategy of the project. There are three main considerations for financial sustainability: a.) implementation of revised NBSAPs at the national level; b.) ongoing use and uptake of the tools and knowledge products produced by the project; and c.) the future status of the NBSAP forum website, which is one of the key outputs of the project, and one which is clearly intended to remain active after the life of the project.

196. Regarding point a.), within the scope of the NBSAP project and this evaluation, it is only applicable and feasible to assume that broadly speaking there will be financial resources available (both from national budgets and donor funding) at the national level to support implementation of revised NBSAPs, although this will vary significantly from country to country.

197. Regarding point b.), there are not significant financial requirements for the ongoing uptake and promotion of the project knowledge outputs; sustainability in this regard is more dependent on socio-political and institutional aspects. At the same time, the ongoing dissemination and uptake of these outputs would be more likely if there were dedicated human resources focused on this task – as there was during the project implementation. The knowledge products and outputs have been made available online (on the NBSAP Forum, and on the www.conservationtraining.org website) where they can be accessed by interested practitioners, but this will hardly have the same effect as when these products were being actively promoted. Given the high value of these technical assistance outputs, the NBSAP project partners are undertaking several steps to ensure that these materials are repurposed and widely circulated as part of the project's sustainability plan. The NBSAP project has forged partnerships with platforms such as UNITAR and InforMEA to showcase the NBSAP project's online learning products i.e. online courses and webinars on these respective platforms. Most of the material developed under the project, particularly aiming towards the achievement of ABTs is being repurposed for the 6NR project.

198. Regarding point c.), for short-term future the financial sustainability of the NBSAP Forum appears to be secure. UNDP has made arrangements with UN Environment and the CBD Secretariat for web-hosting and internal financial commitments to support the NBSAP Forum at least through 2020.

199. Based on the above considerations, on the whole, financial sustainability of the NBSAP project is considered *likely*.

ii. Socio-political Risks

200. Socio-political risks to sustainability are perhaps the most significant, because a major assumption for the results of the project to be sustained and lead to biodiversity impacts is for the NBSAPs to actually be implemented at the national level. This requires national ownership of the NBSAP documents, and national adoption. There are widely varying levels of stakeholder ownership and national adoption for NBSAPs among the 128 countries that were supported under the project. Even if NBSAPs are not formally adopted at the national level, it is anticipated

that they will, in most cases, have a positive influence on biodiversity conservation efforts in their respective countries. Sustainability in this regard is considered ***moderately likely***.

iii. Institutional and Governance Risks

201. Institutional and governance issues related to sustainability are not critical, and sustainability in this regard is considered ***likely***. The major question is whether the responsible institutions in each country will have the institutional capacity to achieve national adoption of their revised NBSAPs, and then to actually implement revised NBSAPs over the next 5-10 years. The institutional capacity for government institutions responsible for biodiversity conservation varies widely between countries. There is also frequent staff turnover at the national level, which is a challenging issue for the sustainability of any global capacity development effort. Governance is not a critical issue beyond the institutional issues above, which are linked to the level of political will in any given country to support biodiversity conservation.

iv. Environmental Risks

202. Environmental risks to sustainability are also not critical, and this aspect of sustainability is considered ***likely***. The nature of the majority, if not all, of the project results (outputs and outcomes) means they are not susceptible to environmental risks – i.e. knowledge products, capacity development activities, increased awareness and understanding, etc. The main objective of the project, the production of high quality revised NBSAPs, is not applicable for environmental risks.

B. Catalytic Role: Replication and Up-scaling

203. The overall strategy and outcomes of the project will inherently have a catalytic effect. The production of revised NBSAPs will have a catalytic effect in each of the participating countries – if they are actually implemented. In addition, the capacity development aspect of the project, through the trainings, webinars, NBSAP Forum, etc. will theoretically lead to improved quality of biodiversity conservation activities at the global level, but it is not feasible to assess the extent to which the project has contributed to this.

C. Gender Equality and Mainstreaming

204. Gender equality and mainstreaming was a strong point of the project, even though the project was designed prior to implementation of UNDP's Gender Equality Strategy 2014-2017. As described in the PIR,

“The project team undertook a gender analysis at the policy and site level to understand the extent to which gender is addressed in NBSAPs, and more importantly, how can we systematically integrate gender as a core component in national biodiversity strategies and actions. We also sought to understand and develop pathways to overcome the difficulties to mainstream gender. To do so, we analyzed the level of commitment to gender mainstreaming as a tool to achieve biodiversity goals in 24 countries that were known to be gender responsive. We found that, most of the time, countries stated gender and women as a general idea in their NBSAP, without designing related concrete actions or comprehensive strategies, which often reflected a lack of understanding on how to mainstream gender systematically. As a second step, the project team analyzed small-scale, field-based Small Grants Programme and the Equator Initiative conservation

projects that successfully mainstreamed gender at the local level. They identified the difficulties and barriers encountered during implementation of the projects and how they were overcome, as well as the possibilities of scaling-up such initiatives at the level of national biodiversity planning and policymaking. Using a key word search, we identified 30 Equator Initiative case studies that described projects that successfully mainstreamed gender and achieved conservation outcomes. Using these results, we then developed a common taxonomy to tag 78 NBSAP actions and 346 case study actions with the same vocabulary.”

205. The project included specific outputs related to gender mainstreaming. For example, the project produced an e-Learning module on Gender Mainstreaming, with two lessons: “*Lesson 1: Introducing Concepts: Biodiversity Conservation, Gender and Tools; Lesson 2: Mainstreaming Gender into NBSAP Implementation: Key Entry- Points.*”

206. One of the NBSAP Forum newsletters was dedicated to gender mainstreaming in biodiversity conservation planning processes. It shared several original best practices developed by the NBSAP project team, online courses and publications on gender mainstreaming. Over 64 results comprising webinars, best practice, online learning, and resources show up on the NBSAP Forum on a search related to gender mainstreaming.

207. One gap appears to be that gender mainstreaming is not sufficiently reflected in the NBSAP Peer Review protocol that was developed by the project; this could have been a key opportunity to collect additional insights and information on the mainstreaming of gender in NBSAPs. There also remains more work necessary to fully disseminate and distribute work on gender mainstreaming in NBSAPs. Another shortcoming was that the project lacked gender disaggregated indicators in the project results framework.

VIII. Main Lessons Learned and Recommendations

A. Lessons from the Experience of the NBSAP Project

208. The terminal evaluation has identified the below notable lessons from the experience of the NBSAP project. These lessons should be aggregated by UNDP and UN Environment for application to other similar future initiatives.

209. **Lesson:** Conduct systematic and comprehensive capacity needs assessment at the beginning of (or better, before) a capacity development program. The Global NBSAP project drew on various available sources of information to identify capacity gaps, but it is not clear that the approach taken was sufficiently systematic or comprehensive.

210. **Lesson:** Plan strategically in advance to disburse resources to countries in line with global biodiversity planning cycles, rather than being reactive to COP decisions. The Global NBSAP project was only able to get underway years after the COP in which the ABT were adopted.

211. **Lesson:** It takes a long time to do capacity development work well, but especially so when you have to develop much of the content. The majority of capacity support outputs generated by the Global NBSAP project were completed after the first 18 months of project implementation.

212. **Lesson:** It is most effective if technical support can be provided early in the policy development process. This requires two elements: i). The support program being started and

operational prior to countries needing support; and ii.). Countries being willing to accept support and share their policy documents early in the drafting process. For the most part in this project i.) did not occur, and ii.) appears to have been inconsistent.

213. **Lesson:** Global level capacity development work should do as much as possible to draw on existing content, through some adaptation, revision, updating, etc., as well as working to improve dissemination of existing guidance. There is a huge volume in existence of good practices, guidelines, tools, and other aides for biodiversity conservation practitioners. In many cases, there may be greater cost-benefit in supporting practitioners to actually implement existing material, or in distilling existing material to more digestible formats, than from investing heavily to produce even more "good practices" and "guidance". Where ever possible, the NBSAP project through its webinar series, promoted experts from across the world, and provided governments with access to their expertise. Additionally, given the high value of the technical assistance outputs produced by the project, the NBSAP project partners are undertaking several steps to ensure that these materials are repurposed and widely circulated as part of the project's sustainability plan. The NBSAP project has forged partnerships with platforms such as UNITAR and InforMEA to showcase the NBSAP project's online learning products, i.e. online courses and webinars on these respective platforms. Most of the material developed under the project, particularly aiming towards the achievement of ABTs is being repurposed for a similar global project to support the same countries to develop their Sixth National Report (6NR) project.

214. **Lesson:** Countries are very different, and have differing capacity support needs; therefore a global program that generates generic capacity support tools (guidance documents, training modules, etc.) at the global level may have limited relevance for any individual country. However, it must be noted that this type of approach can be cost effective, as it eliminates in-person meetings or the burden on a limited staff of having the same conversation with 129 countries and their project teams. In order to provide more one-on-one support, it is necessary that such global projects be allocated more funding, to accommodate more staff time, and personalized capacity support tools.

215. **Lesson:** Countries may also appreciate concrete examples or "templates" they can draw from and model. This may be more basic than written up "good practice" case studies etc. - just basic anonymized (or not when acceptable) good examples of different elements of NBSAPs, or basic outlines, templates, or "menus" they can draw from.

216. **Lesson:** One of the most effective ways to support countries in NBSAP development and revision is through direct one-to-one personal contact and relationship building. Individuals within countries are more likely to seek assistance from someone they know and trust. This can be resource intensive, but the cost-benefit equation likely still outweighs many other forms of support - particularly since there is a plethora of guidance and information available to draw from. The individual country direct technical support portion for NBSAP support (i.e. one-to-one technical support for countries) was considered highly valuable, and could have been more emphasized relative to "global" level support (i.e. general guidelines, webinars, etc.). At the least, this type of support could have been resourced more in proportion to the number of countries being supported. It does take a significant amount of time and effort to provide direct support (communication, contracting support, etc.) and this type of support needs to be adequately supported.

217. **Lesson:** For the direct support to countries there is not necessarily a comparative advantage for one UN agency or another, and it could be useful in these programs in the future if this aspect of the support was consolidated within one agency or consolidated in a joint "help unit" staffed by multiple agencies but which supported all countries. This would allow this support to be more consistent, more centralized for countries, and more cost-effective. The allocation of countries between UNDP and UN Environment does not appear to have been strategically done; the UNDP and UNEP-WCMC teams worked to provide joint support for all countries, although evaluation data indicated that this may not have been fully achieved. At the global level of technical support, in terms of producing guidelines on certain topics, etc. there are likely to be comparative advantages between agencies, and in this respect it is logical for there to be differentiated programs of support between agencies.

Lesson: Building capacity through a web portal and online communications can be effective, but there are also challenges to overcome. For example, intermittent and slow access to the internet in some countries means downloading large files and participating in webinars can prove to be impossible. The project attempted to overcome these challenges by keeping these limitations in mind and applying a range of technical approaches and multiple means of information dissemination. Overcoming this limitation required innovative thinking and a high level of engagement from the technical support team throughout the duration of the project. For example, key resources, guidance and tools were uploaded onto USB memory sticks and distributed during CBD meetings.

B. Recommendations for Consolidating Results and Supporting Sustainability of the NBSAPs Project

218. The recommendations of the terminal evaluation are listed below, with the primary target audience for each recommendation following in brackets.

219. **Key Recommendation 1:** The GEF, UNDP, UN Environment and CBD Secretariat should be planning immediately for what type of enabling activity support will be extended to countries immediately following the CBD COP in 2020, with the objective of being prepared to disburse resources as quickly as possible after the 2020 COP to support planning, implementation, monitoring and reporting for the post-2020 strategic plan. [GEF Secretariat, UNDP, UN Environment, CBD Secretariat]

220. **Key Recommendation 2:** The GEF, UNDP, UN Environment, and CBD Secretariat should not embark on a new round of enabling activity funding for another NBSAP updating and revision process in response to the CBD 2021-2030 strategic planning period. Support will be required over the 2020-2025 timeframe for implementation of the current NBSAPs, many of which go to 2025 or 2030. Funding under the GEF enabling activities may be allocated to support NBSAP implementation in GEF-eligible countries. [GEF Secretariat, UNDP, UN Environment, CBD Secretariat]

221. **Key Recommendation 3:** The CBD strategic planning process for the 2021-2030 period should reflect current levels of national progress toward the ABTs. The revised strategic plan should focus on incentivizing further incremental progress by countries, recognizing that parties

are really only beginning implementation of their NBSAPs that were revised to reflect the ABTs. [CBD Secretariat, CBD Conference of Parties]

222. **Key Recommendation 4:** Considering the previous three recommendations, GEF Enabling Activity support to countries should focus on institutional and systemic capacity development at the national level, rather than individual capacity development. There should be an analysis of what makes national institutions responsible for biodiversity conservation effective, and then efforts to replicate those good practices to other countries. There are some indications that countries producing well-developed NBSAPs are the ones who do not require GEF assistance, and the systemic and institutional good practices from these countries should be replicated. Similar analytical work should be done in relation to types of national consultation processes and types of stakeholder engagement that have proven effective – for example, the extent to which civil society or the private sector have been involved in the NBSAP development process. [GEF, UNDP, UN Environment]

223. **Key Recommendation 5:** It would be useful to provide intensive targeted additional support to the 20 GEF-eligible countries that still do not have updated NBSAPs (the majority of which are LDCs and SIDS). However, it would be prudent to structure any such support so that countries that do not have revised NBSAPs by 2020 can incorporate the post-2020 CBD strategic plan. [GEF, UNDP, UN Environment]

224. **Key Recommendation 6:** For the long-term, the NBSAP Forum should be rebranded to emphasize its broader relevance to “NBSAP implementation” and execution of the post-2020 agenda. It is also recommended that the NBSAP Forum be more coordinated and integrated with the CBD NBSAP webpage. [UNDP, UN Environment, CBD Secretariat]

225. **Key Recommendation 7:** Future GEF Enabling Activity support to parties should explore the potential benefits of leveraging regional organizations (e.g. SPREP, CARICOM, etc.) to help provide Enabling Activity support for countries, in order to potentially further enhance efficiency and sustainability. It is more effective, efficient and impactful when the implementing agencies work with each other, and in coordination with regional agencies to deliver technical support and guidance. [GEF, UNDP, UN Environment, CBD Secretariat]

226. **Key Recommendation 8:** UNDP and UN Environment should conduct a willingness(/ability)-to-pay survey of previous users of eLearning products (webinars, MOOCs, etc.) to assess the potential and appropriateness of instituting a payment-based system as part of a longer-term solution to financially sustaining this type of capacity support program. [UNDP, UN Environment]

227. **Key Recommendation 9:** Through the engagement of the community of practice in the capacity development program, this project has generated a wealth of data on the status and trends of the current global state of biodiversity conservation planning. UNDP and UN Environment should produce a summary analysis of their user databases, trends in topic interest, and other key data to submit to the CBD as an input to the post-2020 CBD strategic planning process. [UNDP, UN Environment]

228. **Key Recommendation 10:** If it is not possible to sustain such a capacity development program in its current form, UNDP and UN Environment should conduct a systematic analysis of their other relevant ongoing initiatives and opportunities to continue leveraging and

disseminating and promoting the large library of eLearning modules, guidelines, etc. This could include, for example, requiring that all GEF project managers (and project team members) working on PA projects have successfully completed the eLearning modules related to PAs, PA financing, etc. It could also include, for example, ensuring that UNDP and UN Environment efforts in global forums such as the CBD COP and World Conservation Congress continue to promote and advertise the use of these eLearning modules. [UNDP, UN Environment]

229. **Key Recommendation 11:** It is considered good practice for GEF projects to have at least one project-specific audit during their lifetime (particularly when it is indicated in the project M&E plan), as audits usually result in a strengthening of financial management procedures, and reduce risks related to financial management. This evaluation recommends that UNDP-GEF and UN Environment-GEF projects have at least one audit during their lifetime. [UNDP, UN Environment]

230. **Key Recommendation 12:** This evaluation recommends that UN Environment ensure that the expenditure of all donor funds is reported through a consolidated expenditure report, even when different UN Environment divisions are entrusted with different parts of a project's budget. [UN Environment]

IX. Annexes

Annex 1: Terms of Reference

Annex 2: GEF Operational Principles

Annex 3: NBSAPs Project Terminal Evaluation Matrix

Annex 4: Interview Guide

Annex 5: Rating Scales

Annex 6: Key Informants Targeted and Interviewed

Annex 7: Documents Reviewed

Annex 8: NBSAPs Project Financial Tables

Annex 9: NBSAPs Project Results Framework Assessed Level of Indicator Target Achievement

Annex 10: List of Technical Assistance Outputs Produced under the NBSAPs Project

Annex 11: NBSAP Project Mainstreaming of UNDP Programme Principles

A. Annex 1: Terms of Reference

Terminal Evaluator for UNDP-GEF Global Support to NBSAPs

Type of Contract:	Individual contract
Location:	Home based
Category	Sustainable Development
Languages Required:	English
Starting Date	9 October 2017
Duration of Contract:	Up to 20 working days through 30 June 2018
Supervisor:	EBD Senior Technical Advisor

Background:

The project was designed to: By end-2013, some 140+ countries have accessed the GEF's Biodiversity Enabling Activities (BD EA) with the aim of updating their National Biodiversity Strategies and Action Plans (NBSAPs) and fulfilling other related obligations under the Convention of Biological Diversity (CBD). The new generation of NBSAPs being now produced will be aligned with the [Aichi Targets](#) that were agreed upon by CBD Parties during the COP10 in Nagoya, as part of the CBD's Strategic Plan.

This project relates to Aichi Target 17, which predicates the development, adoption and initial implementation of NBSAPs as effective policy instruments for biodiversity mainstreaming. Target 17 relates to all other Aichi Targets with respect to biodiversity policy development.

UNDP and UNE are the two main GEF agencies for BD EA. They noted that countries that accessed GEF funds for preparing their Post-Nagoya NBSAPs count on uneven levels of technical support for the task, in spite of current and growing demand for support services within the framework of their BD EA. Most countries receive only basic technical and operational support, while others, in particular those that accessed GEF funding directly, receive no support at all. Yet, experience shows that support is vital for a successful outcome of policy-oriented projects.

Through close collaboration, UNDP and UNE obtained GEF funding for a new and joint global initiative that will address the technical support issue and make thereby a key contribution to the achievement of the Aichi Biodiversity Target 17 at the global level. Refer to the approved UNPD-UNE Medium Size Project (in the [GEF's page](#) and to the complete MSP file).

The project, will cement the 'NBSAP global partnership', together with the CBD Secretariat, a key partner in the equation. It will also provide quality and focused technical support to all countries that have accessed—or will access—GEF resources for BD EA. An important mechanism for support provision in the context of this partnership is the [NBSAP Forum](#).

In addition, UNDP obtained funding from the Government of Flanders, Belgium, for availing guidance on climate resilience within the process of NBSAP preparation and development. Both the GEF and the Flanders financed initiatives are managed under a consolidated operational project within UNDP, titled "UNDP Global Support to NBSAPs".

Given its global nature, the project is implemented directly by UNDP, more specifically by the functional cluster 'Ecosystem & Biodiversity' (EBD) within UNDP-GEF. Project implementation will be carried out in close collaboration with [UNE](#), in particular with UNE's centre of excellence, World Conservation Monitoring Centre (WCMC), plus UNE-GEF other relevant UNE divisions.

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects. The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

Scope of work:

The scope of the evaluation will cover all activities undertaken in the framework of the project. The evaluator will compare planned outcomes of the project to actual outcomes and assess the actual results to determine their contribution to the attainment of the project's overall objective. It will also attempt to evaluate the efficiency of project management, including the delivery of outcomes and activities in terms of quality, quantity, timeliness and cost efficiency as well as features related to the process involved in achieving those outputs and the impacts of the project. The evaluation will also address the underlying causes and issues that contributed to targets not adequately achieved.

The evaluator is expected to frame the evaluation effort using the criteria of relevance, effectiveness, efficiency, sustainability, and impact, as defined and explained in the [UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported Projects](#). An overall approach and method for conducting project terminal evaluations of UNDP supported projects can be found in [Handbook on Planning, Monitoring and Evaluating for Development Results](#).

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular with the GEF focal point, UNDP and UNE Project team. The evaluator should also interview the UNDP GEF Technical Advisor based in the region and key stakeholders, the donor, contact persons from UNE (as a responsible party for the project). Interviews will be held with a number of organizations at the global level as indicated above, as well as, local, regional and national stakeholders which details will be provided by UNDP and UNE.

The evaluator will review all relevant sources of information, such as the project document, project reports – including annual reports, project budget revisions, progress reports, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment (all provided by UNDP).

The Evaluation will assess the key financial aspects of the project, including the adequacy and sustainability of project budgeting to deliver on the key objective and outcomes of the project. The evaluator(s) will receive assistance from the United Nations Environment Programme and UNDP Project Team to obtain financial data.

The evaluation report must include a chapter providing a set of conclusions, recommendations, and lessons.

Expected outputs and deliverables:

The key product expected from the terminal evaluation is a comprehensive analytical report written in English and according to the provided outline.

The terminal evaluation report will be a stand-alone document that substantiates its conclusions, recommendations and lessons learned. The report will provide convincing evidence to support its findings/ratings.

The report, together with its annexes, will be submitted in electronic format in both, MS Word and pdf format.

The consultant is expected to deliver the following:

- Presentation on initial findings. Once all interviews and research have been completed. To be submitted by 27 October 2017;
- Draft Final Report: Full report as per required template and including annexes delivered. To be submitted by 24 November 2017;
- Final Report (revised report), detailing how all received comments have (and have not) been addressed in the final evaluation report. To be submitted by 8 December 2017.

All outputs will be reviewed and approved by the EBD Senior Technical Advisor.

Payment schedule:

- Presentation on initial findings - 10%
- First Draft Terminal Evaluation Report - 40%
- Final Terminal Evaluation Report; within one week of receiving UNDP comments on draft- 50%

Information on Working Arrangements:

- The consultant will work from home;
- The Consultant will be given access to relevant information necessary for execution of the tasks under this assignment;
- All templates and log frame will be provided by UNDP;
- The Consultant will be responsible for providing her/his own working station (i.e. laptop, internet, phone, scanner/printer, etc.) and must have access to a reliable internet connection;
- Given the global consultations to be undertaken during this assignment, the consultants are expected to be reasonably flexible with his/her availability for such consultations taking into consideration different time zones;
- Payments will be made upon satisfactory delivery of outputs and submission of a certification of payment form, and acceptance and confirmation by the EBD Senior Technical Advisor on outputs delivered.

Competencies:**Corporate Competencies:**

- Demonstrates integrity by modelling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritism.

Technical Competencies:

- Demonstrated ability to coordinate processes to collate information and facilitate discussion and analysis of material;
- Technical competencies in undertaking complex evaluations which involve multiple countries and variety of stakeholders
- Demonstrated strong research and analytical skills

Communications:

- Excellent writing skills in English;
- Demonstrated knowledge of UN terms, language and style;
- Excellent communication skills and experience in conducting structured interviews with a variety of stakeholders;

Professionalism:

- Demonstrated ability to meet deadlines and work under pressure;
- Demonstrated excellent organizational skills.

Required skills and experience:**Education:**

- Advanced (Master or PhD) degree in environmental governance, public policy, development studies or any other related field (max 10 points).

Experience:

- Minimum six years of relevant professional experience (max 20 points);
- Knowledge of UNDP and GEF monitoring and evaluation policies and procedures (max. 20 points);
- Previous experience with results-based monitoring and evaluation methodologies (max 20 points);
- Technical knowledge in the targeted focal areas; (biodiversity) will be an advantage (max 10 points);
- Experience with GEF financed initiatives as well as evaluation of GEF financed or UNDP supported projects will be an advantage (max.10 points)

Language skills:

- Excellent English writing and communication skills (max. 10 points);

Evaluation method:

- Only those applications which are responsive and compliant will be evaluated. Incomplete applications will not be considered;
- Offers will be evaluated according to the Combined Scoring method – where the qualifications will be weighted at 70% and the financial offer will be weighted at 30%;
- The technical criteria (education, experience, language [max 100 points] and methodology [max 20 points]) will be based on a maximum 120 points. Only the top 3 candidates that have achieved a minimum of 84 points from the review of the education, experience, languages, and methodology will be considered for the financial evaluation;
- Financial score (max 100 points) shall be computed as a ratio of the proposal being evaluated and the lowest priced proposal of those technically qualified;
- The financial proposal shall specify a lump sum fee, including breakdown per deliverable as outlined above. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal must additionally include a breakdown of the fee (including number of anticipated working days and all foreseeable expenses to carry out the assignment and breakdown of fees);
- Applicant receiving the Highest Combined Score and has accepted UNDP's General Terms and Conditions will be awarded the contract.

Documentation to be submitted

Interested individual consultants must include the following documents when submitting their application:

- **Personal History Form (P11)**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references.
- **Brief description** of why the individual considers him/herself as the most suitable for the assignment.
- **Proposed Methodology for the Completion of Services.** The applicant must describe how s/he will address/deliver the demands of the assignment, providing a short high level description of the Implementation Plan and anticipated number of work days;
- **Offeror's letter** to UNDP Confirming Interest and Availability for the Individual Contractor (IC) Assignment (attached as Annex I). This letter is to be submitted as a separate attachment from all other requested documents.

Failing to comply with the submission process may result in disqualification.

UNDP Personal History form (P11) required of all applicants:

http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc.

General Conditions of Contract for the ICs:

<http://www.undp.org/content/dam/undp/documents/procurement/documents/IC%20-%20General%20Conditions.pdf>.

B. Annex 2: GEF Operational Principles

<http://www.gefweb.org/public/opstrat/ch1.htm>

TEN OPERATIONAL PRINCIPLES FOR DEVELOPMENT AND IMPLEMENTATION OF THE GEF'S WORK PROGRAM

1. For purposes of the financial mechanisms for the implementation of the Convention on Biological Diversity and the United Nations Framework Convention on Climate Change, the GEF will **function under the guidance of, and be accountable to, the Conference of the Parties (COPs)**. For purposes of financing activities in the focal area of ozone layer depletion, GEF operational policies will be consistent with those of the Montreal Protocol on Substances that Deplete the Ozone Layer and its amendments.
2. The GEF will provide new, and additional, grant and concessional funding to meet the agreed **incremental costs** of measures to achieve agreed global environmental benefits.
3. The GEF will ensure the **cost-effectiveness** of its activities to maximize global environmental benefits.
4. The GEF will fund projects that are **country-driven** and based on national priorities designed to support sustainable development, as identified within the context of national programs.
5. The GEF will maintain sufficient **flexibility** to respond to changing circumstances, including evolving guidance of the Conference of the Parties and experience gained from monitoring and evaluation activities.
6. GEF projects will provide for **full disclosure** of all non-confidential information.
7. GEF projects will provide for consultation with, and **participation** as appropriate of, the beneficiaries and affected groups of people.
8. GEF projects will conform to the **eligibility** requirements set forth in paragraph 9 of the GEF Instrument.
9. In seeking to maximize global environmental benefits, the GEF will emphasize its **catalytic role** and leverage additional financing from other sources.
10. The GEF will ensure that its programs and projects are **monitored and evaluated** on a regular basis.

C. Annex 3: NBSAPs Project Terminal Evaluation Matrix

Evaluation Questions	Indicators	Sources	Data Collection Method
Evaluation Criteria: Relevance			
<ul style="list-style-type: none"> Does the project's objective support implementation of the UNCBD, including support for the Aichi Biodiversity Targets? Did the project support other relevant MEAs? 	<ul style="list-style-type: none"> Linkages between project objective and elements of the UNCBD, such as Aichi Biodiversity Targets, key convention articles and programs of work 	<ul style="list-style-type: none"> UNCBD website Project documents UNCBD staff UNDP and UN Environment staff 	<ul style="list-style-type: none"> Desk review Stakeholder interviews
<ul style="list-style-type: none"> Does the project objective fit GEF strategic priorities? 	<ul style="list-style-type: none"> Level of coherence between project objective and GEF strategic priorities (including alignment of relevant focal area indicators) 	<ul style="list-style-type: none"> GEF strategic priority documents for period when project was approved Current GEF strategic priority documents GEF staff 	<ul style="list-style-type: none"> Desk review Stakeholder interviews
<ul style="list-style-type: none"> Does the project's objective fit within and supportive of national biodiversity conservation and development needs and priorities for participating countries? 	<ul style="list-style-type: none"> Level of coherence between project objective and national needs, priorities and strategies 	<ul style="list-style-type: none"> National policy documents, such as previous NBSAPs and national reports to CBD Country stakeholders 	<ul style="list-style-type: none"> Desk review National level interviews
<ul style="list-style-type: none"> Was the project linked with and in-line with UNDP and UN Environment priorities and strategies? 	<ul style="list-style-type: none"> Level of coherence between project objective and design with UNDP and UN Environment strategic documents 	<ul style="list-style-type: none"> UNDP and UN Environment strategic priority documents Agency staff 	<ul style="list-style-type: none"> Desk review Agency staff interviews
<ul style="list-style-type: none"> Were relevant stakeholders sufficiently involved in project development? 	<ul style="list-style-type: none"> Level of involvement of local and national stakeholders in project origination and development (number of meetings held, project development processes incorporating stakeholder input, etc.) 	<ul style="list-style-type: none"> Project staff Local and national stakeholders Project documents 	<ul style="list-style-type: none"> Stakeholder interviews Desk review
<ul style="list-style-type: none"> Does the project's design correspond to the needs and priorities of country parties to the CBD that are eligible for GEF support? 	<ul style="list-style-type: none"> Level of coherence between project objective and stated priorities of local stakeholders 	<ul style="list-style-type: none"> National stakeholders Document review of local development strategies, 	<ul style="list-style-type: none"> Stakeholder interviews Desk review

Evaluation Questions	Indicators	Sources	Data Collection Method
		environmental policies, etc.	
Evaluation Criteria: Efficiency			
<ul style="list-style-type: none"> Is the project cost-effective? 	<ul style="list-style-type: none"> Quality and adequacy of financial management procedures (in line with UNDP, and national policies, legislation, and procedures) Financial delivery rate vs. expected rate Management costs as a percentage of total costs 	<ul style="list-style-type: none"> Project documents Project staff 	<ul style="list-style-type: none"> Desk review Interviews with project staff
<ul style="list-style-type: none"> Are expenditures in line with international standards and norms? 	<ul style="list-style-type: none"> Cost of project inputs and outputs relative to norms and standards for donor projects at the global level 	<ul style="list-style-type: none"> Project documents Project staff 	<ul style="list-style-type: none"> Desk review Interviews with project staff
<ul style="list-style-type: none"> Is the project implementation approach efficient for delivering the planned project results? 	<ul style="list-style-type: none"> Adequacy of implementation structure and mechanisms for coordination and communication Planned and actual level of human resources available Extent and quality of engagement with relevant partners / partnerships Quality and adequacy of project monitoring mechanisms (oversight bodies' input, quality and timeliness of reporting, etc.) 	<ul style="list-style-type: none"> Project documents Project stakeholders Project staff 	<ul style="list-style-type: none"> Desk review Interviews with project staff Interviews with stakeholders
<ul style="list-style-type: none"> Is the project implementation delayed? If so, has that affected cost-effectiveness? 	<ul style="list-style-type: none"> Project milestones in time Planned results affected by delays Required project adaptive management measures related to delays 	<ul style="list-style-type: none"> Project documents Project staff 	<ul style="list-style-type: none"> Desk review Interviews with project staff
<ul style="list-style-type: none"> What is the contribution of cash and in-kind co-financing to project implementation? 	<ul style="list-style-type: none"> Level of cash and in-kind co-financing relative to expected level 	<ul style="list-style-type: none"> Project documents Project staff 	<ul style="list-style-type: none"> Desk review Interviews with project staff

Evaluation Questions	Indicators	Sources	Data Collection Method
<ul style="list-style-type: none"> To what extent is the project leveraging additional resources? 	<ul style="list-style-type: none"> Amount of resources leveraged relative to project budget 	<ul style="list-style-type: none"> Project documents Project staff 	<ul style="list-style-type: none"> Desk review Interviews with project staff
Evaluation Criteria: Effectiveness			
<ul style="list-style-type: none"> Are the project objectives likely to be met? To what extent are they likely to be met? 	<ul style="list-style-type: none"> Level of progress toward project indicator targets relative to expected level at current point of implementation 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Interviews with stakeholders Desk review
<ul style="list-style-type: none"> What are the key factors contributing to project success or underachievement? 	<ul style="list-style-type: none"> Level of documentation of and preparation for project risks, assumptions and impact drivers 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Interviews with stakeholders Desk review
<ul style="list-style-type: none"> What are the key risks and barriers that remain to achieve the project objective and generate Global Environmental Benefits? 	<ul style="list-style-type: none"> Presence, assessment of, and preparation for expected risks, assumptions and impact drivers 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Interviews with stakeholders Desk review
<ul style="list-style-type: none"> Are the key assumptions and impact drivers relevant to the achievement of Global Environmental Benefits likely to be met? 	<ul style="list-style-type: none"> Actions undertaken to address key assumptions and target impact drivers 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Interviews with stakeholders Desk review
Evaluation Criteria: Results			
<ul style="list-style-type: none"> Have the planned outputs been produced? Have they contributed to the project outcomes and objectives? 	<ul style="list-style-type: none"> Level of project implementation progress relative to expected level at current stage of implementation Existence of logical linkages between project outputs and outcomes/impacts 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Interviews with stakeholders Desk review
<ul style="list-style-type: none"> Are the anticipated outcomes likely to be achieved? Are the outcomes likely to contribute to the achievement of the project objective? 	<ul style="list-style-type: none"> Existence of logical linkages between project outcomes and impacts 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Interviews with stakeholders Desk review
<ul style="list-style-type: none"> Are impact level results likely to be achieved? Are the likely to be at 	<ul style="list-style-type: none"> Environmental indicators 	<ul style="list-style-type: none"> Project documents Project staff 	<ul style="list-style-type: none"> Interviews with stakeholders

Evaluation Questions	Indicators	Sources	Data Collection Method
the scale sufficient to be considered Global Environmental Benefits?	<ul style="list-style-type: none"> Level of progress through the project's Theory of Change 	<ul style="list-style-type: none"> Project stakeholders 	<ul style="list-style-type: none"> Desk review
Evaluation Criteria: Sustainability			
<ul style="list-style-type: none"> To what extent are project results likely to be dependent on continued financial support? What is the likelihood that any required financial resources will be available to sustain the project results once the GEF assistance ends? 	<ul style="list-style-type: none"> Financial requirements for maintenance of project benefits, as necessary Level of expected financial resources available to support maintenance of project benefits, as necessary Potential for additional financial resources to support maintenance of project benefits 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Interviews with stakeholders Desk review
<ul style="list-style-type: none"> Do relevant stakeholders have or are likely to achieve an adequate level of "ownership" of results, to have the interest in ensuring that project benefits are maintained? 	<ul style="list-style-type: none"> Level of initiative and engagement of relevant stakeholders in project activities and results 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Interviews with stakeholders Desk review
<ul style="list-style-type: none"> Do relevant stakeholders have the necessary technical capacity to ensure that project benefits are maintained? 	<ul style="list-style-type: none"> Level of technical capacity of relevant stakeholders relative to level required to sustain project benefits 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Interviews with stakeholders Desk review
<ul style="list-style-type: none"> To what extent are the project results dependent on socio-political factors? 	<ul style="list-style-type: none"> Existence of socio-political risks to project benefits 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Interviews with stakeholders Desk review
<ul style="list-style-type: none"> To what extent are the project results dependent on issues relating to institutional frameworks and governance? 	<ul style="list-style-type: none"> Existence of institutional and governance risks to project benefits 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Interviews with stakeholders Desk review
<ul style="list-style-type: none"> Are there any environmental risks that can undermine the future flow of project impacts and Global Environmental Benefits? 	<ul style="list-style-type: none"> Existence of environmental risks to project benefits 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Interviews with stakeholders Desk review
Cross-cutting and UNDP Mainstreaming Issues			

Evaluation Questions	Indicators	Sources	Data Collection Method
<ul style="list-style-type: none"> Did the project take incorporate gender mainstreaming or equality, as relevant? 	<ul style="list-style-type: none"> Level of appropriate engagement and attention to gender-relevant aspects of the project 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Interviews with stakeholders Desk review

D. Annex 4: Interview Guide

Global Support to NBSAPs (Global)

Terminal Evaluation Draft Interview Guide

Thank you for taking the time to participate in this interview in order to provide input for the terminal evaluation of the **Global Support to NBSAPs** project.

The project is being carried out from September 2013 to April 2018. The project is co-implemented by UNDP and UN Environment, which are the GEF agencies responsible for oversight. The project is executed under a Direct Implementation (DIM) modality, meaning that UNDP and UN Environment also play the roles of Executing Agency. The project was funded with \$1.70 million dollars in funding from the Global Environment Facility, with \$2.20 million in co-financing from the implementing agencies and other partners.

The terminal evaluation is a required part of the project monitoring and evaluation plan. The evaluation framework is based on the internationally accepted five main evaluation criteria for the evaluation of development interventions, which are: **relevance, efficiency, effectiveness, impact, and sustainability**. The project strategic results framework, with expected indicators and targets, represents the primary foundational element for assessing project results (progress toward the expected outcomes and objective) and effectiveness.

Further information about the objective and scope of the terminal evaluation is contained in the evaluation Terms of Reference, which are available on request.

Any information you provide will be confidential, and will only be used in the context of the evaluation in non-identifiable ways.

If you would like to refresh your memory about the project, summary information is included as an **appendix** to this interview guide. In addition, information about the project (including a link to the full project document) can be found in the website of the Global Environment Facility, here:

<https://www.thegef.org/project/support-gef-eligible-countries-achieving-aichi-biodiversity-target-17-through-globally>

1. To begin, can you briefly describe your professional position in relation to, and involvement with, the project?

The first set of questions relate to the evaluation criteria of **Relevance**.

2.Relevance of the objective: The project document states the project objective as “to provide technical support to all eligible countries accessing GEF Biodiversity Enabling Activities funding, with a view to improving the quality benchmark and policy relevance of the next generation of NBSAPs, while also enhancing public participation in the NBSAP preparation process.”

Please discuss how the project objective is relevant to supporting implementation of the CBD strategic plan and the Aichi biodiversity targets.

3.Relevance of the design: The first aspect of relevance is relevance of the project objective, while another aspect is the relevance of the actual project design, in order to achieve the objective.

The project document identifies two main barriers to NBSAPs becoming effective national conduits for fulfilling the goals of the CBD Strategic Plan. These are:

- i. *Barrier #1: Available instructive content on NBSAPs has gaps, including in terms of the uptake of the available information, and it is not conducive to the emergence of widespread participation into NBSAP development processes, to higher quality NBSAPs, nor to improvements in national capacity for biodiversity planning and management.*
- ii. *Barrier #2: Technical support services are currently insufficient.*

3.a. Do you believe that the barriers identified were the appropriate ones for the project to target in order to support implementation of Aichi Target 17?

3.b. Do you believe the project strategy and functional design was appropriate for addressing the barriers targeted by the project?

3.c. Was the project Theory-of-Change sufficiently clear to drive results-based progress during project implementation?

3.d. Were there any unforeseen strategic barriers encountered during implementation?

4. Could or should the project have been designed differently to be more relevant to achievement of the objective?

Efficiency

5. Was the project implementation approach cost-effective for delivering the planned results?

6. How did the partnership between UNDP and UN Environment function? Were there synergies, or unexpected challenges between the two agencies?

7. Did (and how did) the project effectively engage partners and stakeholders?

8. Did the project effectively implement adaptive management measures, as necessary? Examples?

9. Was the project effective at leveraging additional resources? Were all opportunities to leverage additional resources fully exploited?

Effectiveness

10. Was there a clear logical linkage between the project's planned activities and outputs, and the intended outcomes and objective?

11. Did the activities and outputs carried out by the project actually contribute to achievement of the planned outcomes and objective?

12. Who is the intended audience of the project outputs such as the various knowledge products and platforms, and do you believe the project has succeeded in reaching that intended audience?

13. What are the key lessons from the project experience? What was done well? What could have been done differently? Do you see it as an issue that many (or even most) of the key project outputs (learning modules, etc.) were completed after many countries had completed their NBSAP revisions?

Results including Impact

14. What have been the **key** results (especially at the outcome and impact level) of the project in your point of view?

15. What has the project contributed to implementation of the CBD's Strategic Plan 2011-2020, and the achievement of Aichi Biodiversity Target 17? What are the results that show achievement of the project objective of "improving the quality benchmark and policy relevance of the next generation of NBSAPs, while also enhancing public participation in the NBSAP preparation process"?

16. Can you highlight or identify how project-developed knowledge management tools have contributed to achievement of planned Outcome 1:

- Enhanced global learning on biodiversity planning and support GEF-financed NBSAP development processes
- NBSAPs have become more relevant policy instruments
- NBSAPs have been integrated into sectoral national plans strategies and policies

17. Can you highlight or identify how the project's "targeted, timely and high quality" technical support to countries has contributed to achievement of planning Outcome 2:

- Enabling the adoption of best practices, guidelines and other materials
- Corroboration of the long-term goal of developing the capacity of countries to carry out effective biodiversity planning

18. Are you aware of any impact-level results relating from the project? In other words, actual changes to the status of biodiversity, or concrete reductions in threats? (Although the project's theory of intervention did not directly target impact-level results, if there were any instances of this occurring via some project-supported activities (i.e. any small-scale demonstrations, etc.), even at a small scale, it is helpful to document it.)

Sustainability

19. What do you believe are the most significant risks (if any) to the sustainability of the project results?

20. Does sustaining the benefits from the project require additional financial resources? (i.e. what arrangements are in place for the maintenance of the NBSAP forum online portal, and potential future use of learning modules, etc.?)

21. What should be the next steps? Would it be desirable to maintain this sort of capacity development and strengthening program for the parties in terms of NBSAP development, and if so, in what form? Or would it be more strategic to focus on implementation of NBSAPs at this stage?

22. Given that a number of parties still face difficulties completing and approving their NBSAPs, is there a need for an intensive support program for the countries with the least capacity or which have the greatest challenges in their national context (political turmoil, conflict, etc.) for completing and submitting their NBSAPs?

Cross-cutting

23. Gender mainstreaming: Are you aware of any aspects of the project that specifically addressed gender mainstreaming?

24. Climate change mainstreaming: Did any aspects of the project specifically address mainstreaming climate change and climate change adaptation in relation to NBSAPs?

25. Do you have any other comments or feedback about the project that you would like to add? What other questions should I have asked? What question have you been waiting for me to ask?

Appendix: NBSAPs Project Summary Information

Project Basic Information		
Title:	Global Support to NBSAPs	
GEF Agency:	UNDP and UN Environment	
Executing Entity:	UNDP (\$850,000 USD of GEF funding)	UN Environment (\$850,000 USD of GEF funding)
Total GEF Financing:	\$1,700,000	
Co-financing:	<ul style="list-style-type: none">- UNDP: \$1,000,000- UN Environment: \$1,000,000- Government of Flanders: \$206,620	
GEF Approval Date:	October 29, 2013	
Implementation Start:	July 16, 2014 (UNDP)	
Planned Completion:	April 30, 2018	
Project Design and Strategy		
Project Objective:	As stated in the Project Document, the project NBSAP project's goal is “to enhance implementation of the CBD’s Strategic Plan 2011-2020 and support the achievement of Aichi Biodiversity Target 17 through participatory planning, knowledge management and capacity building.” The project’s objective is “to provide technical support to all eligible countries accessing GEF Biodiversity Enabling Activities funding, with a view to improving the quality benchmark and policy relevance of the next generation of NBSAPs, while also enhancing public participation in the NBSAP preparation process.”	
Planned Project Outcomes:	<ul style="list-style-type: none">• Outcome 1 – New and innovative knowledge management tools enhance global learning on biodiversity planning and support GEF-financed NBSAP development processes, so that NBSAPs become more relevant policy instruments, integrated into sectoral national plans strategies and policies, thereby making a significant contribution to achieving Aichi Target 17.• Outcome 2 – Targeted, timely and high quality technical support to countries enables the adoption of best practices, guidelines and other materials, and corroborate the long-term goal of developing the capacity of countries to carry out effective biodiversity planning.	
Project Structure:	<ul style="list-style-type: none">• <u>Component 1</u>: Global learning and technical content development [for enhancing the quality of NBSAPs]<ul style="list-style-type: none">○ Output 1.1. User-friendly, customizable tools and assessment methodologies, e-learning, voluntary templates and other guidance material, including for benchmarking the technical quality of NBSAP products before submission, are developed and widely applied in GEF-financed NBSAP development processes. They are primarily disseminated through the NBSAP Forum.○ Output 1.2. Online spatial planning tools for key thematic areas and cross-cutting issues are made available to countries to facilitate biodiversity status assessments.○ Output 1.3. The NBSAP Forum Web Portal is functional and well maintained: (i) fully operational by end 2013; (ii) further developed to fulfil evolving clients’ needs throughout the project’s duration; (iii) hosting and maintenance are taken over by CBD for sustainability.	

	<ul style="list-style-type: none"> ○ Output 1.4. A partnership framework for collaboration among all agencies and entities involved in NBSAP process emerges with a view to supporting client countries and developing best practices. ○ Output 1.5. Capacity to Incorporate Climate Change Adaptation and Resilience Planning into NBSAPs is strengthened through the NBSAP Forum ● <u>Component 2: Direct technical support delivery</u> [for NBSAP preparation and implementation] <ul style="list-style-type: none"> ○ Output 2.1. Peer and expert review technical support is provided to countries on a 'demand-driven' and 'match-making' basis for each phase of NBSAP development process. ○ Output 2.2. Online webinars and both virtual and in person workshops are facilitated guiding NBSAP processes through critical steps and to the benefit of client countries. ○ Output 2.3. A framework for monitoring client satisfaction and for creating a feedback loop for technical support delivery is effective by end 2013.
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Planned Project Results Indicators and Targets			
Objective/Outcome	Description of Indicator	Baseline Level	Target Level at end of project
Objective: As an overall contribution to the achievement of the Aichi Biodiversity Target 17 at the global level, to provide technical support to all eligible countries accessing GEF Biodiversity Enabling Activities funding, with a view to improving the quality benchmark and policy relevance of the next generation of NBSAPs, while also enhancing public participation in the NBSAP preparation process	Indicator 1. Aichi Biodiversity Target (ABT) Mainstreaming: Percentage of new generation Peer Reviewed NBSAPs that satisfactorily address, at a minimum, ABT 2,3,5,11,12,13,14, 15 and 20, and as independently assessed by the terminal evaluation.	First generation NBSAPs lack a clear link to global biodiversity goals. Aichi Targets adopted in 2010. The NBSAPs Peer Review Framework agreed upon and adopted as a voluntary mechanism by the CBD Secretariat, UNDP and UN Environment in Dec 2012. A new generation NBSAPs are under development, but the current NBSAP Teams at country level are yet to discover the usefulness of Peer Review mechanism.	At least 50% of Peer Reviewed NBSAPs show evidence of addressing, at a minimum, Aichi Targets 2, 3, 5, 11, 12, 13, 14, 15 and 20.
	Limited – previous generation NBSAPs focused mostly on biodiversity stakeholders, rather than broad stakeholder engagement, as widely documented in analytical reports on first generation NBSAPs.	Previous NBSAPs focused on biodiversity stakeholders, rather than broad stakeholder engagement.	At least 50% of Peer Reviewed NBSAPs show evidence of including diverse stakeholders in the revision process, including a range of government ministries and agencies, civil society organisations, as well as from key sectors, focusing on the sectors that drive biodiversity loss.

	Indicator 3. Quality of NBSAPs: Percentage of new generation Peer Reviewed NBSAPs that have a clear and compelling analysis of the drivers of biodiversity loss and have robust mainstreaming strategies, as independently assessed by the terminal evaluation.	In previous NBSAPs, there was only scant attention paid to sectoral drivers of biodiversity loss, and mainstreaming strategies were identified as one of the primary weaknesses. An initial review of recent NBSAPs submitted after CoP-10 indicates that countries have not fully internalized Target 2.	At least 50% of Peer Reviewed NBSAPs satisfactorily includes an analysis of the drivers of biodiversity loss (e.g. have completed a root cause analysis or some other form of sectoral analysis), and have robust mainstreaming strategies.
Outcome 1: New and innovative knowledge management tools enhance global learning on biodiversity management and support the NBSAP development processes throughout the world, so that NBSAPs become more relevant policy instruments, integrated into and other sectoral national plans strategies and policies	Indicator 4. Tools are fully available to enable countries to access information regarding key themes, and in multiple languages.	The current status of learning tools is highly variable, and quality is not uniform. Tools are not generally translated into multiple languages, and are not targeted to the specific needs of users.	At least 12 new tools are developed focusing on critical themes, and they provide practical guidance to countries to achieve the overall project objective, and each are available in English, Spanish, French, Russian and Arabic. Tools will address the following issues: <ul style="list-style-type: none"> • Climate Resilience • Spatial Planning • Mainstreaming Biodiversity and Development • Ecosystem Services
	Indicator 5. Number of developing CBD Parties' new generation NBSAPs that include realistic, appropriate, prioritized and sequenced resource mobilization plans to achieve the NBSAPs.	5a. A new generation of NBSAPs are under development, but only a small number of them are likely to benefit from technical assistance from initiatives such as BIOFIN. No easy-to-use tool or technical assistance is available to non-BIOFIN countries while developing their NBSAPs. 5b. Concrete tools for resource mobilization do not currently exist for NBSAPs	5a. At least 20 new generation NBSAPs by CBD developing Parties include resource mobilization plans for implementing their new generation NBSAPs. 5b. An e-learning module and support materials is developed on resource mobilization, and available in multiple languages, and accessed by at least 70% of GEF-eligible countries
	Indicator 6: Percentage of Peer Reviewed NBSAPs that clearly references the	First generation NBSAPs made limited use of spatial data. A new	At least 50% of NBSAPs incorporate recent spatial data

	results of spatial data analyses on biodiversity status and trends, as independently assessed by the terminal evaluation.	generation NBSAPs are under development and, in the age of Big Data, a plethora of spatial data sets that inform the status and trends of biodiversity are available, many are free to use, but there is no easy-to-use tool for capturing the relevant data that is tailored to NBSAPs.	
Outcome 2	Indicator 7: Direct technical support to NBSAP country teams is provided in a variety of languages to meet their needs and expectation on key themes: quantified through 2 sub-indicators (7a and 7b). 7a. Number of GEF-eligible counties that receive direct technical support through Peer Review. 7b. Percentage of satisfied users within the above subset (number of GEF-eligible counties that receive direct technical support through Peer Review).	7. Technical support to countries is very limited, with major language gaps (e.g., Spanish, Russian, French and Arabic). A new generation NBSAPs are under development, but the current NBSAP Teams at country level are yet to discover the usefulness of Peer Review mechanism. 7a. 0 countries have so far benefitted from Peer Review. 7b. No user satisfaction survey has been conducted.	7. At least 65 GEF-eligible countries receive direct technical support through Peer Review. 7a. At least 65 GEF-eligible countries receive direct technical support through Peer Review. 7b. At least 60% of NBSAP country teams are satisfied with the quality of technical support received.
	Indicator 8. Trainings, webinars, e-learning and toolkits help to expand learning to a broader constituency within countries: quantified through 3 sub-indicators. Indicator 8a. Percentage of GEF-eligible countries participating in capacity building activities promoted through the NBSAP Forum. Indicator 8b. Number of people accessing materials Indicator 8c. Percentage of users satisfied with material quality.	8. Existing materials on NBSAPs is available in the CBD's website, but they are outdated on a number of aspects. Training of NBSAP Teams is limited to 1-2 CBD workshops per year, aimed at a single person from each country. 8a/b. NBSAP Forum (web-portal) went live in November 2013 with approx. 100 pre-registered participants, but no new materials were available. 8c. N/A	8. At least 87 countries (70%) of 128 countries will participate in some form of webinar or training 8a. At least 40% of GEF-supported countries will participate in capacity building activities promoted through the NBSAP Forum 8b. Learning materials are accessed by at least 500 people. 8c. At least 60% of users are satisfied with the material quality

	Indicator 9. NBSAP Teams outreach enabled through the NBSAP Forum (e.g. newsletter, best practices): quantified through 2 sub-indicators Indicator 9a. Outreach of NBSAP Forum's newsletter Indicator 9b. Number of best practices exchanged.	9a. There is no NBSAP newsletter. 9b. NBSAP Forum went live in November 2013 with approx. 100 pre-registered participants, but with only half a dozen best practices uploaded.	9a. Newsletter metrics above industry average: successfully delivered to >95% of recipients, open rate of 22.6% and click rate of greater than 2.5%. 9b. At least 100 best practices or case studies are posted on the NBSAP Forum web-portal.

E. Annex 5: Rating Scales

Progress towards results: use the following rating scale	
Highly Satisfactory (HS)	Project is expected to achieve or exceed all its major global environmental objectives, and yield substantial global environmental benefits, without major shortcomings. The project can be presented as “good practice”.
Satisfactory (S)	Project is expected to achieve most of its major global environmental objectives, and yield satisfactory global environmental benefits, with only minor shortcomings.
Moderately Satisfactory (S)	Project is expected to achieve most of its major relevant objectives but with either significant shortcomings or modest overall relevance. Project is expected not to achieve some of its major global environmental objectives or yield some of the expected global environment benefits.
Moderately Unsatisfactory (MU)	Project is expected to achieve its major global environmental objectives with major shortcomings or is expected to achieve only some of its major global environmental objectives.
Unsatisfactory (U)	Project is expected not to achieve most of its major global environment objectives or to yield any satisfactory global environmental benefits.
Highly Unsatisfactory (HU)	The project has failed to achieve, and is not expected to achieve, any of its major global environment objectives with no worthwhile benefits.
Adaptive management AND Management Arrangements: use the following rating scale	
Highly Satisfactory (HS)	The project has no shortcomings and can be presented as “good practice”.
Satisfactory (S)	The project has minor shortcomings.
Moderately Satisfactory (S)	The project has moderate shortcomings.
Moderately Unsatisfactory (MU)	The project has significant shortcomings.
Unsatisfactory (U)	The project has major shortcomings.
Highly Unsatisfactory (HU)	The project has severe shortcomings.
Sustainability: use the following rating scale	
Likely (L)	There are no or negligible risks that affect this dimension of sustainability/linkages
Moderately Likely (ML)	There are moderate risks that affect this dimension of sustainability/linkages
Moderately Unlikely (MU)	There are significant risks that affect this dimension of sustainability/linkages
Unlikely (U)	There are severe risks that affect this dimension of sustainability
Impact	
Significant (S)	By project completion project directly contributed to scientifically documented large scale impacts.
Minimal (M)	By project completion project directly contributed to anecdotal and/or relatively small site-specific impacts.
Negligible (N)	By project completion project no direct contribution of project to impacts.

F. Annex 6: Key Informants Targeted and Interviewed

The following people were interviewed as Key Informants for the evaluation. Additional individuals were contacted for potential interviews and either did not reply, or an interview time could not be scheduled.

Name	Organization	Role
Robert Hoft	Secretariat of the CBD	Project partner
Lijie Cai	Secretariat of the CBD	Project partner
Erie Tamale	Secretariat of the CBD	Project partner
Nadine Saad	Secretariat of the CBD	Project partner
Davide Duthie	Secretariat of the CBD (former)	Project partner
Tristan Tyrrell	SwedBio at Stockholm Resilience Center	Project partner
Midori Paxton	UNDP	Primary Technical Advisor and Oversight
Crissy Supples	UNDP	Project Manager
Jamie Ervin	UNDP	Technical Advisor
Diego Ochoa	UNDP	Project Team
Heena Ahmed	UNDP	Project Team
Anne Virnig	UNDP	Project Team
Jane Nimpamya	UN Environment	Task Manager
Anthony Kamau	UN Environment	Technical Expert
John Tayleur	UNEP-WCMC	Project Coordinator
Abisha Mapendembe	UNEP-WCMC	Project Manager
Sarah Darrah	UNEP-WCMC	Technical Expert
Philip Bubb	UNEP-WCMC	Technical Expert

G. Annex 7: Documents Reviewed

Project-related Documents

- UNDP MSP Project Document (final) (signed)
- GEF Review Sheet
- GEF public PMIS database entry
- GEF Secretariat MSP GEF CEO Approval letter
- Request for MSP Approval document.
- Project Implementation Reports (PIRs) for 2015, 2016, 2017 (including annexes)
- Quarterly and Half-Yearly progress reports
- Minutes of the Project Board meetings
- Project Financial Documents (CDRs, etc.) and Budget Revisions
- Annual Work Plan (ATLAS format)
- Co-financing summary table (provided by project team)
- NBSAP Peer Review Statistics

Non-Project Documents

- CBD, 2010.
- CBD, 2016. Aichi Biodiversity Targets, at <https://www.cbd.int/sp/targets/>
- Website: www.nbsapforum.net, as accessed frequently between November 2017-May 2018.

H. Annex 8: NBSAPs Project Financial Tables

ORIGINAL BUDGET (Prodoc ATLAS)	2013	2014	2015	2016	2017	Total
Component 1	\$90,000	\$616,450	\$304,639	\$58,500	\$-	\$1,069,589
Component 2	\$70,000	\$245,000	\$217,500	\$126,000	\$-	\$658,500
Project Management	\$15,625	\$124,728	\$32,205	\$6,250	\$-	\$178,808
Total	\$175,625	\$986,178	\$554,344	\$190,750	\$-	\$1,906,897
ACTUAL EXPENDITURE (UNDP CDRs, and UNEP-WCMC financial reports)	2014	2015	2016	2017	2018	Total
Component 1	\$128,253	\$440,926	\$370,366	\$88,701	\$36,439	\$1,064,685
Component 2	\$127,140	\$243,339	\$146,059	\$141,105	\$14,459	\$672,102
Project Management	\$20,606	\$44,856	\$26,736	\$53,743	\$22,710	\$168,652
Total	\$275,999	\$729,122	\$543,161	\$283,549	\$73,608	\$1,905,438
Actual Delivery vs Original PRODOC Budget	2014	2015	2016	2017	2018	Total
Component 1	143%	72%	122%	152%	#DIV/0!	99.54%
Component 2	182%	99%	67%	112%	#DIV/0!	102.07%
Project Management	132%	36%	83%	860%	#DIV/0!	94.32%
Total	157%	74%	98%	149%	#DIV/0!	99.92%
Revised Budget	2014	2015	2016	2017	2018	Total
Component 1	\$128,253	\$440,926	\$370,366	\$88,701		\$1,028,246
Component 2	\$127,140	\$243,339	\$146,059	\$141,105		\$657,642
Project Management	\$20,606	\$44,856	\$26,736	\$53,743		\$145,941
Total	\$275,999	\$729,122	\$543,161	\$283,549		\$1,831,830

I. Annex 9: NBSAPs Project Results Framework Assessed Level of Indicator Target Achievement

Results Framework Assessment Key

Green = Achievement Likely / Achieved / Exceeded	Yellow = Achievement Uncertain	Red = Achievement Unlikely	Gray = Not applicable
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Description of Indicator	Baseline Level	Target level at end of project	Level at 30 June 2017	Cumulative progress since project start	TE Assessment	
Objective: As an overall contribution to the achievement of the Aichi Biodiversity Target 17 at the global level, to provide technical support to all eligible countries accessing GEF Biodiversity Enabling Activities funding, with a view to improving the quality benchmark and policy relevance of the next generation of NBSAPs, while also enhancing public participation in the NBSAP preparation process	Indicator 1. Aichi Biodiversity Target (ABT) Mainstreaming: Percentage of new generation Peer Reviewed NBSAPs that satisfactorily address, at a minimum, ABT 2,3,5,11,12,13,14, 15 and 20, and as independently assessed by the terminal evaluation.	First generation NBSAPs lack a clear link to global biodiversity goals. Aichi Targets adopted in 2010. The NBSAPs Peer Review Framework agreed upon and adopted as a voluntary mechanism by the CBD Secretariat, UNDP and UNE in Dec 2012. A new generation NBSAPs are under development, but the current NBSAP Teams at country level are yet to discover the usefulness of Peer Review mechanism.	At least 50% of Peer Reviewed NBSAPs show evidence of addressing, at a minimum, Aichi Targets 2, 3, 5, 11, 12, 13, 14, 15 and 20.	UNDP/UNE carried out 54 NBSAP peer reviews. 62% of reviewed NBSAPs have addressed Aichi Biodiversity Targets 2, 3, 5, 11, 12, 15 and 20 as evidenced by high scores in the completed NBSAP peer review framework forms. The end of project target of 50% has been surpassed (see Annex 4 for analysis and results per Aichi Target).	UNDP/UNE completed 68 NBSAP peer reviews, of which 88% on average addressed Aichi Biodiversity Targets (ABT) 2, 3, 5, 11, 12, 15 & 20. - 90% presented evidence of satisfactorily addressing ABT 2 (biodiversity mainstreaming) - 94% presented evidence of satisfactorily addressing ABT 3 (incentives and subsidies) - 90% presented evidence of satisfactorily addressing ABT 5 (habitat fragmentation and degradation) - 92% presented evidence of satisfactorily addressing ABT 11 (protected areas) - 89% presented evidence of satisfactorily addressing ABT12 (reducing risk of species extinction)	Exceeded. Concur with self-reported results. The project surpassed the target value of 50%. The target value was not clearly rationalized, and appears to have been overly conservative. With respect to “target rationalization,” it is unclear what the benefit of achieving 50% of NBSAPs is; it seems logical that the target should actually be 100%, as this would be the desirable normative state. It is difficult to extrapolate from the peer review data what the results imply for the cohort of 128 countries as a whole, as the NBSAPs for which the peer reviews were completed were not a random sample, but were self-selected by participating countries. In other words, it could be possible that countries with “lower

Description of Indicator		Baseline Level	Target level at end of project	Level at 30 June 2017	Cumulative progress since project start	TE Assessment
					<p>- 97% presented evidence of satisfactorily addressing ABT 15 ecosystem restoration and resilience)</p> <p>- 61% presented evidence of satisfactorily addressing ABT 20 (resource mobilization from all sources)</p> <p>NBSAPs are considered to address a given ABT if the peer review indicated that the majority of criteria related to that ABT as clearly evident" or somewhat evident. The end of project target of 50% has been surpassed. See Annex 1 for a list of countries that submitted an NBSAP for technical peer review by UNDP, UNEP-WCMC and the CBD Secretariat.</p>	<i>quality" NBSAPs were unwilling or unable to undergo the peer review process.</i>
	Limited – previous generation NBSAPs focused mostly on biodiversity stakeholders, rather than broad stakeholder engagement, as widely documented in analytical reports on first generation NBSAPs.	Previous NBSAPs focused on biodiversity stakeholders, rather than broad stakeholder engagement.	At least 50% of Peer Reviewed NBSAPs show evidence of including diverse stakeholders in the revision process, including a range of government ministries and agencies, civil society organisations, as well as from key sectors,	75% (40 out of 53) of peer reviewed NBSAPs of UNDP/UNE supported countries show evidence of including diverse stakeholders in the revision process. The end of project target of	UNDP/UNE completed 68 NBSAP peer reviews, of which 79% showed evidence of including diverse stakeholders in the revision process. The end of project target of 50% has been surpassed (Annex 2).	<i>Exceeded. Concur with self-reported results. The project surpassed the target of 50%. The target value was not clearly rationalized. As with the previous target, it is difficult to extrapolate from the data collected what the</i>

Description of Indicator		Baseline Level	Target level at end of project	Level at 30 June 2017	Cumulative progress since project start	TE Assessment
			focusing on the sectors that drive biodiversity loss.	50% has been surpassed. (Annex 4).		<i>achieved result of 40 countries (75% of those reviewed) actually means for the cohort of 128 countries as a whole, as the NBSAPs that were peer reviewed were not a random sample, but were selected and self-selected by participating countries in various ways.</i>
	Indicator 3. Quality of NBSAPs: Percentage of new generation Peer Reviewed NBSAPs that have a clear and compelling analysis of the drivers of biodiversity loss and have robust mainstreaming strategies, as independently assessed by the terminal evaluation.	In previous NBSAPs, there was only scant attention paid to sectoral drivers of biodiversity loss, and mainstreaming strategies were identified as one of the primary weaknesses. An initial review of recent NBSAPs submitted after CoP-10 indicates that countries have not fully internalized Target 2.	At least 50% of Peer Reviewed NBSAPs satisfactorily includes an analysis of the drivers of biodiversity loss (e.g. have completed a root cause analysis or some other form of sectoral analysis), and have robust mainstreaming strategies.	87% (46 of 53) of peer reviewed NBSAPs of UNDP/UNE supported countries include analysis of the drivers of biodiversity loss and have robust mainstreaming strategies. The end of project target of 50% has been surpassed (Annex 4).	UNDP/UNE completed 68 NBSAP peer reviews, of which 89% included an analysis of the drivers of biodiversity loss and robust mainstreaming strategies. The end of project target of 50% has been surpassed (Annex 2).	<i>Exceeded. Concur with self-reported results. As with preceding indicators, the target value was not clearly rationalized.</i>
Outcome 1: New and innovative knowledge management tools enhance global learning on biodiversity management and support the NBSAP development processes throughout the world, so that NBSAPs become more relevant policy instruments, integrated	Indicator 4. Tools are fully available to enable countries to access information regarding key themes, and in multiple languages.	The current status of learning tools is highly variable, and quality is not uniform. Tools are not generally translated into multiple languages, and are not targeted to the specific needs of users.	At least 12 new tools are developed focusing on critical themes, and they provide practical guidance to countries to achieve the overall project objective, and each are available in English, Spanish, French, Russian and Arabic. Tools will address the following issues:	17 tools and guidance documents were produced. Many of these tools are available in English, French and Spanish. The end of project target of 12 tools has been surpassed (Annex 5).	The project team has produced 29 tools and guidance documents. Most of these tools are available in English, French and Spanish. The end of project target of 12 tools has been surpassed by 242%. Tools address climate resilience, spatial planning,	<i>Exceeded. Concur with self-reported results. The target value was achieved, but as with preceding indicators the target value is not clearly rationalized – what did the project achieve by producing at least 12 new tools? Why not 5, or 35? In addition, this indicator is output-</i>

Description of Indicator		Baseline Level	Target level at end of project	Level at 30 June 2017	Cumulative progress since project start	TE Assessment
into and other sectoral national plans strategies and policies			<ul style="list-style-type: none"> Climate Resilience Spatial Planning Mainstreaming Biodiversity and Development Ecosystem Services 		mainstreaming and biodiversity development and ecosystem services, among other topics. These products are described in Annex 3 and 4.	<i>focused, rather than outcome-focused. An improved indicator might have been formed in the context of addressing four key knowledge gaps that had been identified through X process, with a more concrete and data-driven documentation of the baseline status.</i>
	Indicator 5. Number of developing CBD Parties' new generation NBSAPs that include realistic, appropriate, prioritized and sequenced resource mobilization plans to achieve the NBSAPs.	5a. A new generation of NBSAPs are under development, but only a small number of them are likely to benefit from technical assistance from initiatives such as BIOFIN. No easy-to-use tool or technical assistance is available to non-BIOFIN countries while developing their NBSAPs. 5b. Concrete tools for resource mobilization do not currently exist for NBSAPs	5a. At least 20 new generation NBSAPs by CBD developing Parties include resource mobilization plans for implementing their new generation NBSAPs. 5b. An e-learning module and support materials is developed on resource mobilization, and available in multiple languages, and accessed by at least 70% of GEF-eligible countries	This component is being addressed by UNDP under the BIOFIN project. Through that project, 30 new generation NBSAPs by CBD developing Parties are working to include resource mobilization plans for implementing their new generation NBSAPs 62% (33 of 53) of peer reviewed NBSAPs of UNDP/UNE supported countries have addressed Aichi Target 20 on resource mobilization (Annex 5). The development of learning tools is being addressed by UNDP under the BIOFIN project. The BIOFIN workbook and BIOFIN	5a. This component is being addressed by UNDP under the BIOFIN project. Through that project, 30 GEF-eligible developing Parties are working to include resource mobilization plans in their new generation NBSAPs. These countries include: Belize, Brazil, Botswana, Bhutan, Chile, Colombia, Costa Rica, Cuba, Ecuador, Fiji, Georgia, Guatemala, India, Indonesia, Kazakhstan, Kyrgyzstan, Malaysia, Mexico, Mongolia, Mozambique, Peru, Philippines, Rwanda, Seychelles, South Africa, Sri Lanka, Thailand, Uganda, Vietnam and Zambia. Of the 68 NBSAPs that were peer	5a. Exceeded. Concur with self-reported results. However, considering that this result was addressed under another project, it does not appear to be highly relevant for an analysis of the Global NBSAP project results. 5b. Partially Met. Not clearly documented that materials were accessed by at least 70% of GEF-eligible countries.

Description of Indicator		Baseline Level	Target level at end of project	Level at 30 June 2017	Cumulative progress since project start	TE Assessment
				<p>quick guide to resource mobilization have been produced and are available online (www.biodiversityfinance.net; nbsapforum.net). The methodology is undergoing a revision and a second edition of the workbook will be released in late 2016. The e-learning module is being appropriately sequenced. Regular webinars are hosted in multiple languages and time zones.</p>	<p>reviewed, 61% addressed Aichi Biodiversity Target 20 (Annex 2). 5b. The BIOFIN workbook can be accessed here: http://bit.ly/2ydaXb9. The NBSAP Forum and BIOFIN will co-host a Massive Open Online course based on this material in the last quarter of 2017. Related self-paced, online modules will also be made available. The MOOC lessons will include:</p> <ul style="list-style-type: none"> • Week 1: Introduction to biodiversity finance • Week 2: Biodiversity finance policy and institutional review • Week 3: Biodiversity expenditure review • Week 4: Biodiversity financial needs assessment • Week 5: Biodiversity finance plan • Week 6: Case studies in biodiversity finance 	

Description of Indicator	Baseline Level	Target level at end of project	Level at 30 June 2017	Cumulative progress since project start	TE Assessment
	Indicator 6: Percentage of Peer Reviewed NBSAPs that clearly references the results of spatial data analyses on biodiversity status and trends, as independently assessed by the terminal evaluation.	First generation NBSAPs made limited use of spatial data. A new generation NBSAPs are under development and, in the age of Big Data, a plethora of spatial data sets that inform the status and trends of biodiversity are available, many are free to use, but there is no easy-to-use tool for capturing the relevant data that is tailored to NBSAPs.	At least 50% of NBSAPs incorporate recent spatial data	74% (39 of 53) of peer reviewed NBSAPs of UNDP/UNE supported countries include spatial data, maps or analyses presenting biodiversity status and trends. The end of project target of 50% has been surpassed (Annex 4).	UNDP/UNE completed 68 NBSAP peer reviews, of which 77% include some results of spatial planning analyses presenting biodiversity status and trends. The end of project target of 50% has been surpassed (Annex 2). However, a secondary analysis of Post-2010 National Biodiversity Strategies and Action Plans and 5th National Reports indicated that most spatial planning analyses is related to protected area networks only and is not sufficient for policy makers to take action and fully achieve the ABT. Access that report here: http://nbsapforum.net/#read-resource/2527 . Both organizations are working together to understand and address this gap.
Outcome 2: Targeted, technical and timely support to countries enables the adoption of best practices, guidelines and other materials, and ensures the long-term capacity	Indicator 7: Direct technical support to NBSAP country teams is provided in a variety of languages to meet their needs and expectation on key themes: quantified through 2	7. Technical support to countries is very limited, with major language gaps (e.g., Spanish, Russian, French and Arabic). A new generation NBSAPs are under development, but	7. At least 65 GEF-eligible countries receive direct technical support through Peer Review. 7a. At least 65 GEF-eligible countries receive direct technical	Since July 2014, the implementing agencies completed 54 technical peer reviews, which is 83% of the target complete (Annex 2). The project is on track to achieve the end of	7. The project partners have provided direct NBSAP technical support to at least 128 GEF-eligible countries through the NBSAP Forum, the Help Desk, email, Skype and phone

Description of Indicator		Baseline Level	Target level at end of project	Level at 30 June 2017	Cumulative progress since project start	TE Assessment
of countries to fully incorporate the essence of the Aichi Biodiversity Targets	sub-indicators (7a and 7b). 7a. Number of GEF-eligible counties that receive direct technical support through Peer Review. 7b. Percentage of satisfied users within the above subset (number of GEF-eligible counties that receive direct technical support through Peer Review).	the current NBSAP Teams at country level are yet to discover the usefulness of Peer Review mechanism. 7a. 0 countries have so far benefitted from Peer Review. 7b. No user satisfaction survey has been conducted.	support through Peer Review. 7b. At least 60% of NBSAP country teams are satisfied with the quality of technical support received.	project target of completing 65 technical peer reviews of draft revised NBSAPs. In addition, UNE also reviewed one NBSAP of a FAO supported country – Somalia. Beyond technical peer review, we have provided direct NBSAP update/ revision technical support to 128 countries - 83 UNE-supported countries and 45 UNDP supported countries through the NBSAP Forum, best practices, webinars, tools and guidance, e-learning courses and training, face to face meetings and workshops, e-mails and Skype and phone calls. A user satisfaction survey on the quality and usefulness of NBSAP Forum services and products has been prepared and was issued in July 2016. Data on client satisfaction is currently being collected. Preliminary analyses suggest that at least 60% across the board are satisfied with the quality of services.	calls. Each country also accessed best practices, webinars, tools, guidance, and e-learning courses and training. This achieves 197% of the project target of reaching 65 countries. 7a. The implementing agencies completed 68 technical peer reviews, which is 105% of the target (Annex 1). The end of project goal has been surpassed. 7b. A user satisfaction survey on the quality and usefulness of NBSAP Forum trainings, webinars and toolkits, and direct technical support was prepared and originally issued in July 2016, and reissued in June 2017. Analyses suggest that at 96% of NBSAP country teams are satisfied with the quality of technical support services received (Annex 5).	<i>clearly rationalized; the target value represents only slightly more than 50% of all countries receiving GEF support.</i> <i>7.b. Exceeded. Concur with self-reported results. Target not clearly rationalized.</i>

Description of Indicator	Baseline Level	Target level at end of project	Level at 30 June 2017	Cumulative progress since project start	TE Assessment
<p>Indicator 8. Trainings, webinars, e-learning and toolkits help to expand learning to a broader constituency within countries: quantified through 3 sub-indicators.</p> <p>Indicator 8a. Percentage of GEF-eligible countries participating in capacity building activities promoted through the NBSAP Forum.</p> <p>Indicator 8b. Number of people accessing materials</p> <p>Indicator 8c. Percentage of users satisfied with material quality.</p>	<p>8. Existing materials on NBSAPs is available in the CBD's website, but they are outdated on a number of aspects. Training of NBSAP Teams is limited to 1-2 CBD workshops per year, aimed at a single person from each country.</p> <p>8a/b. NBSAP Forum (web-portal) went live in November 2013 with approx. 100 pre-registered participants, but no new materials were available.</p> <p>8c. N/A</p>	<p>8. At least 87 countries (70%) of 128 countries will participate in some form of webinar or training</p> <p>8a. At least 40% of GEF-supported countries will participate in capacity building activities promoted through the NBSAP Forum</p> <p>8b. Learning materials are accessed by at least 500 people.</p> <p>8c. At least 60% of users are satisfied with the material quality</p>	<p>All 128 UNE and UNDP countries have participated in regional CBD workshops on NBSAP update and revision and other workshops and/or trainings organized by the NBSAP Forum. The end of project target is 87 countries (Annex 6). In addition, 1430 people participated in NBSAP Forum webinars (Annex 7).</p> <p>Learning materials and resources on the NBSAP Forum are also accessible from the web for free, by the NBSAP Forum's 12,186 users between June 2014 - June 2016. Learning materials and resources were among the most accessed NBSAP Forum pages.</p> <p>Data on client satisfaction is currently being collected. Preliminary analyses suggest that at least 60% across the board are satisfied with the quality of services.</p>	<p>8a. All 128 GEF-eligible countries that were supported by this project participated in regional CBD workshops on the NBSAP revision process. They also accessed other workshops, webinars and/or trainings organized by the NBSAP Forum host partners or using co-financing. This achieves 147% of the project target of reaching 87 countries.</p> <p>8b. Well over 500 people from GEF-supported countries participated in capacity building activities promoted through the NBSAP Forum, including through direct email support, e-newsletters, webinars and elearning courses. The NBSAP Forum had members from each GEF-eligible country. Our reach includes:</p> <ul style="list-style-type: none"> - 3,298 live webinar participants (English, French, Spanish) - 6,520 recorded webinar participants (English, French, Spanish) 	<p>8a. – 8c. Exceeded. Concur with self-reported results. Target values not clearly rationalized.</p>

Description of Indicator		Baseline Level	Target level at end of project	Level at 30 June 2017	Cumulative progress since project start	TE Assessment
					<ul style="list-style-type: none"> - 2,425 MOOC participants (English, French, Spanish) - 7,494 online learning course registrants - 3,458 subscribers to the NBSAP Forum Aichi Biodiversity Target newsletter and 6,097 subscribers to the NBSAP Forum learning newsletter - 3,356 NBSAP Forum members - 220,359 NBSAP Forum page views over the life of the project, and 102,879 page views over the past year - 16,000 unique NBSAP Forum users in the last 12 months - 62,047 NBSAP Forum sessions over the life of the project, and 33,000 unique NBSAP Forum sessions in the last 12 months - NBSAP Forum users from 218 separate Google country codes. Elearning courses and resources were among the most accessed NBSAP Forum pages. See Annex 6a and Annex 6b for more details on 	

Description of Indicator		Baseline Level	Target level at end of project	Level at 30 June 2017	Cumulative progress since project start	TE Assessment
					NBSAP Forum capacity building activities and Annex 7 for NBSAP Forum user analytics. Access the PA MOOC report here: http://nbsapforum.net/uploads/2626.pdf . Access the draft GCP MOOC here: http://bit.ly/2xQoDHY . 8c. A user satisfaction survey on the quality and usefulness of NBSAP Forum trainings, webinars and toolkits, and direct technical support was issued in July 2016 and updated in June 2017. Analyses suggest that at least 90% of users are satisfied with the quality of services. Users from 191 countries have accessed these materials. See Annex 5 the complete survey results.	
	Indicator 9. NBSAP Teams outreach enabled through the NBSAP Forum (e.g. newsletter, best practices): quantified through 2 sub-indicators Indicator 9a. Outreach of NBSAP Forum's newsletter	9a. There is no NBSAP newsletter. 9b. NBSAP Forum went live in November 2013 with approx. 100 pre-registered participants, but with only half a dozen best practices uploaded.	9a. Newsletter metrics above industry average: successfully delivered to >95% of recipients, open rate of 22.6% and click rate of greater than 2.5%. 9b. At least 100 best practices or case studies are posted on the	A culture of peer review has been created and the project is on track to meet this goal. Since the project inception, 138 best practices and case studies have been published on the NSBAP Forum, surpassing the end of project target of	9a. The project partners have published and circulated 11 issues of the NBSAP Forum newsletter on topics such as protected areas, gender and biodiversity, mainstreaming biodiversity, targets and indicators, resource	<i>9a. Exceeded. Concur with self-reported results. Relating the project targets to industry standards was a strong and appropriately rationalized approach for this indicator target.</i>

Description of Indicator		Baseline Level	Target level at end of project	Level at 30 June 2017	Cumulative progress since project start	TE Assessment
	Indicator 9b. Number of best practices exchanged.		NBSAP Forum web-portal.	100 best practices (http://nbsapforum.net/#best-practices-search). Additionally, the project partners have published eight issues of the NBSAP Forum newsletter covering themes such as protected areas, gender and biodiversity mainstreaming biodiversity, targets and indicators, resource mobilization and biodiversity awareness. They have also delivered 16 free webinars, 10 e-learning courses, 17 guidance documents and tools.	<p>mobility and biodiversity awareness. See Annex 6c for links to the newsletter, metrics and analytics of other NBSAP Forum mailings. Newsletters were delivered to 97.3% of intended recipients. The average open rate of 24% exceeded the industry standard of 22.6% and the click rate of 6% exceeded the industry standard of 2.5%. The team will release a final newsletter on the UN Sustainable Development Goals in the fourth quarter of 2017.</p> <p>9b. Since the project inception, 184 best practices and case studies have been published on the NSBAP Forum, surpassing the end of project target of 100 best practices, which is 184% of the target. Access the best practices here: http://nbsapforum.net/#best-practices-search.</p>	<i>9b. Exceeded. Concur with self-reported results. However, what constitutes a "best practice" or "case study" was not clearly defined. This indicator also represents a highly output-focused approach rather than an outcome focused approach. The value of posting at least 100 best practices or case studies online is not inherently clear.</i>

J. Annex 10: List of Technical Assistance Outputs Produced under the NBSAPs Project

I. List of guidance, tools and publications produced

Type	Title	Year published	Language	Available from (e.g. contact address, website)
1. Publication	Cultural Survival Quarterly Magazine. UNDP. 2017. Protecting Biological Diversity: Ensuring Indigenous Participation At The National Level. March 2017	2017	English	https://goo.gl/KUazfW
2. Publication	UNDP. 2017. Are We Counting On Nature? An Analysis Of Spatial Data In Post-2010 NBSAPs And 5th National Reports.	2017	English	http://nbsapforum.net/#read-resource/2527
3. Publication	Best Practices Compilation: Protected Areas System Design and Management Massive Online Open Course	2017	English	Draft available by contacting heena.ahmed@undp.org .
4. Publication	A Protected Area Road Map: Protected Area Actions to Achieve Target 11 and Accelerate Progress on SDGs	2017	English	Draft available by contacting Jamison.ervin@undp.org
5. Publication	UNDP 2016. Report of the Protected Areas System: Design and Management Massive Online Open Course	2016	English	http://nbsapforum.net/#read-resource/2395
6. Publication	UNDP. 2016. National Biodiversity Strategies and Action Plans: Natural Catalysts for Accelerating Action on Sustainable Development Goals. Interim Report. United Nations Development Programme. Dec 2016. UNDP: New York, NY. 10017	2016	English	http://nbsapforum.net/uploads/2624.pdf
7. Publication	UNDP. 2016. Multi-Actor Dialogue On Resilience Thinking, Assessments And Mainstreaming. New York, NY: UNDP.	2016	English	http://nbsapforum.net/#read-resource/2290
8. Publication	United Nations Development Programme. 2016. <i>Local action for the global goals: Promoting innovative conservation and development solutions</i> . New York, NY: UNDP.	2016	English	https://goo.gl/L69nBt
9. Publication	UNDP. 2016. National Biodiversity Strategies and Action Plans: Natural Catalysts for Accelerating Action on Sustainable Development Goals. Interim Report. United Nations Development Programme. Dec 2016. UNDP: New York, NY. 10017.	2016	English	http://nbsapforum.net/uploads/2463.pdf
10. Publication	Making the Case for Ecosystem-based Adaptation: <i>Building on the Mountain: A Programme in Nepal, Peru and Uganda</i> (2015) UNDP, UENP, IUCN, German Government	2015	English	http://www.undp.org/content/undp/en/home/librarypage/poverty-reduction/making-the-case-for-ecosystem-based-adaptation.html
11. Poster	Food security: A local catalyst for accelerating biodiversity conservation and sustainable development.	2017	English	
12. Poster	UNDP 2016. Relationship Between NBSAPS And SDGs in South Africa. UNDP: New York, NY. 10017.	2016	English	http://nbsapforum.net/uploads/1786.pdf
13. Poster	UNDP 2016. Relationship Between NBSAPS And SDGs in India. UNDP: New York, NY. 10017.	2016	English	http://nbsapforum.net/#read-resource/1665
14. Poster	UNDP 2016. Relationship Between NBSAPS And SDGs in the Philippines. UNDP: New York, NY. 10017.	2016	English	http://nbsapforum.net/#read-resource/1664
15. Poster	UNDP 2016. Relationship Between NBSAPS And SDGs in Mexico. UNDP: New York, NY. 10017.	2016	English	http://nbsapforum.net/#read-resource/1663

Type	Title	Year published	Language	Available from (e.g. contact address, website)
16. Poster	UNDP 2016. Relationship Between NBSAPS And SDGs in Uganda. UNDP: New York, NY. 10017.	2016	English	http://nbsapforum.net/#read-resource/1662
17. Poster	UNDP 2016. The contribution of biodiversity to national SDG implementation UNDP: New York, NY. 10017.	2016	English	http://nbsapforum.net/#read-resource/1635
18. Guidance	UNDP – Stockholm Resilience Centre. Principles of Resilience	2017	English, Spanish, French	Draft available by contacting Jamison.ervin@undp.org .
19. Guidance	UNDP – Stockholm Resilience Centre. Applying Resilience Thinking to Biodiversity and Development Plans	2017	English, Spanish, French	Draft available by contacting annevirning@undp.org
20. Guidance	UNDP. 2017. Peace Parks. Online learning module.	2017	English	Draft developed by heena.ahmed@undp.org ; Guidance expected by the October 2017
21. Guidance	UNDP and CBD. 2017. Communicating the Value of Biodiversity. Online learning module and guidance document	2017	English, Spanish, French	Draft available by contacting annevirning@undp.org
22. Guidance	UNDP. Resource mobilization online learning module	2017	English, Spanish, French	Draft available by contacting annevirning@undp.org
23. Guidance	UNDP. 2017. Sustainable Development and Protected Areas online learning module	2017	English, Spanish, French	Draft available by contacting annevirning@undp.org
24. Guidance	UNDP. 2017. Implementing the Convention on Biological Diversity: Mainstreaming Gender into NBSAPs online learning module and guide	2017	English, Spanish, French	Draft available by contacting annevirning@undp.org
25. Guidance	UNDP. 2017. Illegal Wildlife Trade online learning module and guide	2017	English, Spanish, French	Draft available by contacting annevirning@undp.org
26. Guidance	UNDP-IUCN- CBD-TNC. 2017. Protected Area Law/ Legal Preparedness for Implementing NBSAPs Capacity Building webinar series and e-course	2017	English	https://goo.gl/avL3xb
27. Guidance	UNDP-CBD-TNC-GEF. 2017. Greening Consumption and Production Massive Online Open Course	2017	English, French and Spanish	https://goo.gl/XjG3BZ
28. Guidance	IIED and UNEP-WCMC (2016) Mainstreaming biodiversity. A guide to selecting strategic development targets. IIED, London.	2016	English	http://pubs.iied.org/17586IIED/
29. Guidance	SANBI & UNEP-WCMC (2016) Mapping biodiversity priorities: A practical, science-based approach to national biodiversity assessment and prioritisation to inform strategy and action planning. UNEP-WCMC, Cambridge, UK.	2016	English	http://www.sanbi.org/sites/default/files/documents/documents/mapping-biodiversity-priorities-web.pdf
30. Guidance	UNEP (2016) Enhancing cooperation among the seven biodiversity related agreements and conventions at the national level using national biodiversity	2016	English	www.unep.org/environmentalgovernance

Type	Title	Year published	Language	Available from (e.g. contact address, website)
	strategies and action plans. United Nations Environment Programme (UNEP), Nairobi, Kenya. (
31. Guidance	UNEP (2016) Elaboration of options for enhancing synergies among biodiversity related conventions. United Nations Environment Programme (UNEP), Nairobi, Kenya	2016	English	www.unep.org/environmentalgovernance
32. Guidance	IIED and UNEP-WCMC (2016) Writing about biodiversity: Tips and templates for policy and media material. IIED, London.	2016	English	http://pubs.iied.org/17582IIED.html
33. Guidance	Bowles-Newark, N.J., Despot-Belmonte, K., Misrachi, M. and Chenery, A. (2015). Using global biodiversity indicators and underlying data to support NBSAP development and national reporting: Roadmap to support NBSAP practitioners. UNEP-WCMC; Cambridge.	2015	English	http://www.bipindicators.net/LinkClick.aspx?fileticket=7N-WDKMxn7Q%3D&tabid=356
34. Guidance	Mainstreaming biodiversity and development. Tips and tasks from African experience	2015	English French Spanish	http://pubs.iied.org/14650IIED.html
35. Guidance	Incorporating Indicators Into NBSAPs - Guidance For Practitioner	2014/2015	English French Spanish And Russian	http://nbsapforum.net/uploads/975.pdf http://nbsapforum.net/uploads/1493.pdf http://nbsapforum.net/uploads/1492.pdf http://nbsapforum.net/uploads/1494.pdf
36. Guidance	UNEP-WCMC, through the NBSAP Forum, has also contributed to a Sourcebook of Opportunities for Enhancing Cooperation Among The Biodiversity related Conventions at National and Regional Levels	2015	English	http://www.unep.org/ecosystemmanagement/Portals/7/Documents/cooperation-sourcebook-biodiversity-conventions.pdf
37. Guidance	Designing resilient protected area networks and fostering adaptive human-ecological systems.	2015	English	
38. Guidance	The BIOFIN Workbook: A tool to mobilize financial resources for biodiversity and development. United Nations Development Programme.	2015, 2014	English, Spanish, French	http://www.biodiversityfinance.net
39. Guidance	Stories in Resilience: Lessons from Drylands Communities	2015	English, Spanish, French	www.equatorinitiative.org
40. Tool	UNDP (2016) NBSAP Tagging Project provides a methodology for analyzing NBSAP strategies and actions. It tags each NBSAP action to a standard taxonomy, SDGs, related Aichi Biodiversity Targets and the UN System of Environmental-Economic Accounting categories.	2016	English, Spanish, French	https://goo.gl/vtY8YX http://goo.gl/EGfq9I http://goo.gl/h7tiHQ http://goo.gl/yXAOif http://goo.gl/e8UxtY
41. Tool	The NBSAP Journey	2014	English	http://nbsapforum.net/#nbsap-journey
42. Tool	NBSAP Peer Review Framework	2014	English, French Spanish	http://nbsapforum.net/#peer-review-intro
43. Tool	Checklist for reviewing NBSAP mainstreaming potential	2015	English, French Spanish	http://pubs.iied.org/17572IIED.html

Type	Title	Year published	Language	Available from (e.g. contact address, website)
44. Tool	Making a Business Case for Biodiversity	2014	Arabic, English, French, Spanish	http://pubs.iied.org/14627IIED.html

II. List of e-learning courses and trainings produced through the Global Support to NBSAP Project.

#	Title	Year Released	Languages	Available from (e.g. contact address, website)
1.	Understanding Resilience Thinking <ul style="list-style-type: none"> Lesson 1: The Anthropocene Lesson 2: Resilience Thinking Lesson 3: Introduction to Resilience Assessments Lesson 4: Defining and Describing the System Lesson 5: Assessing System Dynamics and Interactions Lesson 6: Acting on the Assessment 	2017	English, French, Spanish	Draft available by contacting anne.virnig@undp.org ; release in third quarter of 2017
2.	Protected areas and Sustainable Development <ul style="list-style-type: none"> Lesson 1: Introduction Lesson 2: Food Security Lesson 3: Water Lesson 4: Disaster Risk Reduction Lesson 5: Health Lesson 6: Climate Lesson 7: Jobs 	2017	English, French, Spanish	Draft available by contacting anne.virnig@undp.org ; release in fourth quarter of 2017
3.	Resilience and Protected Areas	2017	English, French, Spanish	Draft available by contacting anne.virnig@undp.org ; release in third quarter of 2017
4.	Applying Resilience Thinking to Biodiversity and Development Plans <ul style="list-style-type: none"> Lesson 1: Mainstreaming Resilience Thinking into NBSAPs Lesson 2: Applying Resilience Thinking to Manage Climate Change in Protected Areas 	2017	English, French, Spanish	Draft available by contacting anne.virnig@undp.org ; release in fourth quarter of 2017
5.	Communicating the Value of Biodiversity <ul style="list-style-type: none"> Lesson 1: How to inform and build awareness Lesson 2: How to engage and advocate Lesson 3: How to collaborate on biodiversity Lesson 4: How to create an effective communications plan Lesson 5: How to consider power dynamics in biodiversity communications 	2017	English, French, Spanish	Draft available by contacting anne.virnig@undp.org ; release in third quarter of 2017

#	Title	Year Released	Languages	Available from (e.g. contact address, website)
6.	Gender Mainstreaming <ul style="list-style-type: none"> Lesson 1: Introducing Concepts: Biodiversity Conservation, Gender and Tools Lesson 2: Mainstreaming Gender into NBSAP Implementation: Key Entry-Points 	2017	English, French, Spanish	Draft available by contacting anne.virnig@undp.org ; release in fourth quarter of 2017
7.	Illegal Wildlife Trade <ul style="list-style-type: none"> Lesson 1: Introduction to Illegal Trade in Wildlife Lesson 2: Demand and Supply Chains for Illegal Trade in Wildlife, including Transportation Lesson 3: Engaging Local Communities and Citizens to Combat Illegal Trade in Wildlife Lesson 4: Legal, Policy and Regulatory Mechanisms to Combat Illegal Trade in Wildlife Lesson 5: Law Enforcement Lesson 6: Financial Resources, Key Lessons and Recommendations 	2017	English, French, Spanish	Draft available by contacting anne.virnig@undp.org ; release in fourth quarter of 2017
8.	Peace Parks <ul style="list-style-type: none"> Lesson 1: Introduction and Getting Started Lesson 2: Key Ingredients for establishing a successful Peace Park Lesson 3: Conflict Communication, Solutions and Challenges 	2017	English, French, Spanish	Draft available by contacting heena.ahmed@undp.org ; release in third quarter of 2017
9.	Resource Mobilization <ul style="list-style-type: none"> Week 1: Introduction to biodiversity finance Week 2: Biodiversity finance policy and institutional review Week 3: Biodiversity expenditure review Week 4: Biodiversity financial needs assessment Week 5: Biodiversity finance plan Week 6: Case studies in biodiversity finance 	2017	English, French, Spanish	Draft available by contacting Jamison.ervin@undp.org ; Guidance expected final quarter of 2017
10.	Sustainable Production and Consumption <ul style="list-style-type: none"> Lesson 1: Definitions, Principles, and Benefits Lesson 2: Putting Sustainable Consumption and Production into Practice Lesson 3: Best Practices for Sustainable Use of Natural Resources in Primary Production Sectors Lesson 4: Best Practices for Sustainable Use of Natural Resources in Forestry, Fisheries, and Aquaculture 	2017	English, French, Spanish	http://bit.ly/2x5mLst
11.	Sustainable Commodity Supply Chains <ul style="list-style-type: none"> Lesson 1: Understanding Sustainable Commodity Supply Chains Lesson 2: Implementing Sustainable Commodity Supply Chains Lesson 3: Mainstreaming Sustainable Commodity Supply Chains in NBSAPs 	2017	English, French, Spanish	http://bit.ly/2x0Xz90
12.	Protected Areas System: Design and Management	2016	English, French, Spanish	https://www.conservationtraining.org

#	Title	Year Released	Languages	Available from (e.g. contact address, website)
13.	Protected Area Law <ul style="list-style-type: none"> Lesson 1: Key International Treaties and Programs in Protected Area Law Lesson 2: Special Legal Issues for Marine and Transboundary Protected Areas and Connectivity Conservation 	2016	English, French, Spanish	https://www.conservationtraining.org/
14.	Incorporating and utilizing spatial data and mapping in NBSAPs	2015	English Spanish	http://bit.ly/2ydimUC
15.	Enhancing cooperation among the biodiversity-related conventions	2015	English	http://bit.ly/2ycsfSy
16.	Target setting and NBSAPS	2015	English	http://bit.ly/2ivO2Bd
17.	Including ecosystem services in NBSAPS	2015	English	http://bit.ly/2xEKZNU
19.	Valuation and Mainstreaming of Biodiversity	2014	English	https://goo.gl/RDXF52

III. NBSAP Forum webinar titles, speakers, attendees and weblinks

Detail (title)	Year	Language	Available from (e.g. contact address, website)	Number attendees	Number recording viewed
1. Incorporating Targets And Indicators Into NBSAPs - Webinar Recording And Presentation - Philip Bubb	1 July 2015	English	https://vimeo.com/unepwcmc/review/132718578/8283c83efb http://nbsapforum.net/uploads/1468.pdf	40	n/a
2. Sustainable Commodity Supply Chains: A tool to support achievement of Aichi Biodiversity Target 4 - Vinicio Linares	14 October 2015	English	https://goo.gl/X1PCDp	34	n/a
3. Using Aichi Target 17 and the Post 2010 NBSAPs to Achieve Synergies among Multilateral Agreements – Dr. Balakrishna Pisupati	8 December 2015	English	https://goo.gl/9K8EhB	46	27
4. The Intersection Between Protected Areas, NBSAPs and Ecosystem Services – Dr. Nigel Dudley	14 January 2016	English	http://nbsapforum.net/#read-thread/1507 https://goo.gl/2PtauU	60	27
5. Relevance of Multilateral Environmental Agreements in achieving Sustainable Development Goals - Dr. Balakrishna Pisupati	24 February 2016	English	http://nbsapforum.net/#read-thread/1577 https://goo.gl/Q7tXC5	42	77
6. AZE Sites as a Subset of Key Biodiversity Areas: A Tool for Achieving Aichi Biodiversity Targets - Amy Uppgren	30 March 2016	English	http://nbsapforum.net/#read-thread/1630 https://goo.gl/vfHGNy	17	29
7. Introduction: State of the world's protected areas	1 June 2016	English Spanish French	English: https://goo.gl/LVT3dy Spanish: https://goo.gl/WqFZH9 French: https://goo.gl/GpYklQ	En: 98 Sp: 112 Fr: 30	En: 682 Sp: 606 Fr: 101
8. Green Bonds: an Opportunity for Financing Biodiversity? – Massimiliano Riva	6 June 2016	English	https://goo.gl/q1gf5r	28	23
9. Protected area sectoral and landscape/seascape integration	8 June 2016	English, Spanish	English: https://goo.gl/3ZBCsl Spanish: https://goo.gl/F1JTLe	En: 95 Sp: 118	En: 344 Sp: 207
10. Transboundary protected areas	15 June 2016	English Spanish French	English: https://goo.gl/0d4d4l Spanish: https://goo.gl/wbdu9x French: https://goo.gl/PsTKVb	En: 71 Sp: 89 Fr: 30	En: 158 Sp: 154 Fr: 60

Detail (title)	Year	Language	Available from (e.g. contact address, website)	Number attendees	Number recording viewed
11. BIOFIN Methodology: Policy and Institutional Review	21 June 2016	English	https://goo.gl/p77wMz	26	29
12. Appropriate technology for protected areas	22 June 2016	English Spanish French	English: https://goo.gl/5AxKY1 Spanish: https://goo.gl/18cxcB French: https://goo.gl/esqtse	En: 63 Sp: 64 Fr: 36	En: 83 Sp: 51 Fr: 7
13. Protected area finance	29 June 2016	English Spanish French	English: https://goo.gl/NSxqs4 Spanish: https://goo.gl/gTefgs French: https://goo.gl/i8VIVq	En: 58 Sp: 45 Fr: 29	En: 68 Sp: 68 Fr: 18
14. BIOFIN Methodology: Biodiversity Finance Plan	7 July 2016	English	https://goo.gl/iLUo0v	28	64 (two sessions)
15. Protected area governance and participation	13 July 2016	English Spanish French	English: https://goo.gl/3KSR7r Spanish: https://goo.gl/riuHcd French: https://goo.gl/6H1YDL	En: 43 Sp: 31 Fr: 18	En: 36 Sp: 39 Fr: 7
16. Protected area monitoring	20 July 2016	English Spanish French	French: https://goo.gl/f6ymDf English: https://goo.gl/Cx1v3k Spanish: https://goo.gl/X8hbXI	En: 35 Sp: 27 Fr: 17	En: 58 Sp: 52 Fr: 11
17. Biodiversity Awareness - Using Social Marketing to Exceed Aichi Biodiversity Target One - Itala Yepez	16 Aug 2016	English	http://nbsapforum.net/#read-thread/2122	54	91
18. Mapping Biodiversity Priorities - Mandy Driver and Stephen Holness	22 Sept 2016	English	http://nbsapforum.net/#readthread/2163	138	84
19. Clarifying BioTrade and ABS: How to develop a national ABS framework - Balakrishna Pisupati & David Eugui	18 Oct 2016	English	http://nbsapforum.net/#readthread/2212	61	62
20. Integrating Biosafety Into NBSAPs And Other Conservation Planning Tools - Presentation, Recording And Resources – Peter Deupmann	25 Oct 2016	English	http://nbsapforum.net/#readthread/2228	49	34
21. ABS As An Innovative Financing Mechanism: How To Make It Work? 22. - Balakrishna Pisupati	9 Nov. 2016	English	http://nbsapforum.net/#read-thread/2247	26	17
23. Whistleblower On Illegal Wildlife Trade - Stephen Kohn	17 Nov 2016	English	http://nbsapforum.net/#read-thread/2269	71	81
24. Iniciativa Ecuatorial: Cómo preparar una presentación de impacto	17 Nov 2016	Spanish	https://goo.gl/E9tJmk	15	35
25. Legal Preparedness for Implementing NBSAPs Webinar 1: Protected Areas, Law and Governance – Alexander Paterson.	7 March 2017	English	https://youtu.be/ETd6xfLfJuc	94	399
26. Legal Preparedness for Implementing NBSAPs Webinar 2: Establishing enabling legal conditions to implement NBSAPs – Balakrishna Pisupati	14 March 2017	English	https://youtu.be/WlggTweL7_M	74	138
27. Legal Preparedness for Implementing NBSAPs Webinar 3: Legal tools to support connectivity and transboundary conservation – Patti Moore	23 March 2017	English	https://youtu.be/dGOoiBSn7SI	40	134
28. Legal Preparedness for Implementing NBSAPs Webinar 4: Legal tools and strategies to support marine conservation – Barbara Lausche	30 March 2017	English	https://youtu.be/bvcemE72puM8	46	142

Detail (title)	Year	Language	Available from (e.g. contact address, website)	Number attendees	Number recording viewed
29. How conservation planning can inform key decisions for Advancing and implementing NBSAP – Edward Game & Craig Groves	26 April 2017	English	https://youtu.be/8otbHF1R1I8	101	140
30. Green Consumption & Production Week 1 English: What is Green Consumption & Production? – Andrew Bovarnick, re-recorded by Jamison Ervin	31 May 2017	English	https://youtu.be/7AGs8H2yMMk	182	114
31. Green Consumption & Production Week 1 French: Que sont la consommation et la production vertes ? – Zuzana Tolirianová	31 May 2017	French	https://youtu.be/NXsiZrTGUEA	40	326
32. Green Consumption & Production Week 1 Spanish: ¿Qué es el consumo y la producción sostenibles? – James Leslie, UNDP	31 May 2017	Spanish	https://youtu.be/9WALegnApEw	71	248
33. Green Consumption & Production Week 2 English: Sustainable Consumption and Production: Key to the SDGs – Garrette Clark, UNE	7 June 2017	English	https://youtu.be/6j4pRbJimOQ	170	358
34. Green Consumption & Production Week 2 Spanish: Consumo y producción sostenibles: Clave para los ODS – Adriana Zacaria, UNE	7 June 2017	Spanish	https://youtu.be/Y6BeCh3OA54	84	125
35. Green Consumption & Production Week 2 French: Consommation et production durables : Clé des SDG – Farid Yaker, UNE -	7 June 2017	French	https://youtu.be/Aj-4seA6_A0	48	108
36. Green Consumption & Production Week 3 English: The 10-Year Framework of Programmes on Sustainable Consumption & Production - Charles Arden-Clarke, UN Environment	14 Jun 2017	English	https://youtu.be/lq7mGgvhfol	115	198
37. Green Consumption & Production Week 3 Spanish: Marco Decenal de Programas sobre Consumo y Producción Sostenibles - Katie Tuck, ONU Medio Ambiente, traducido por Marcela Torres, PNUD	14 Jun 2017	Spanish	https://youtu.be/Tfb9flyORIQ	44	83
38. Green Consumption & Production Week 3 French: Le Cadre Decenal de Programmation sur les Modes de Consommation et de Production - Fabienne Pierre, UN Environnement	14 Jun 2017	French	https://youtu.be/M78PXu-nkIQ	37	73
39. Green Consumption & Production Week 4 English: Greening Consumption & Production of Forest Products - Corey Brinkema & Brad Kahn, Forest Stewardship Council US	21 Jun 2017	English	https://youtu.be/8gozRDWbXM8	94	125
40. Green Consumption & Production Week 4 Spanish: Cadenas de Valor Sostenibles para Materias Primas - Mónica Borrero, ONU Medio Ambiente	21 Jun 2017	Spanish	https://youtu.be/c621hUJpnsM	37	74
41. Green Consumption & Production Week 4 French: Comment Rendre plus Durables Les Secteurs de Production clés ? Le Cas de l'Huile de Palme en Papouasie-Nouvelle-Guinée - Nicolas Petit	21 Jun 2017	French	https://youtu.be/RttyHZPAa44	38	62
42. Green Consumption & Production Week 5 English: Sustainable Commodity Supply Chains and Partnerships at IKEA - Simon Henzell-Thomas, IKEA Group	28 Jun 2017	English	https://youtu.be/MulFvhmUBck	71	102

Detail (title)	Year	Language	Available from (e.g. contact address, website)	Number attendees	Number recording viewed
43. Green Consumption & Production Week 5 Spanish: Cadenas de Suministro: ¿Cómo Hacerlas Sostenibles? - Mauricio Castro Schmitz, The Nature Conservancy	28 Jun 2017	Spanish	https://youtu.be/BHBPC_iCUQE	41	33
44. Green Consumption & Production Week 5 French: Chaînes de Valeur Durables pour les Produits de Base - Sandra Averous-Monnery, ONU Environnement	28 Jun 2017	French	https://youtu.be/qJcEbZkV9NY	27	39
45. Webinar Series: Strengthening Indigenous Peoples' Capacity: Leadership And Rights: International Law and Indigenous Rights: National Implementation and Access to Justice by Ms. Upasana Khatri and Ms. Tamara Morgenthau, EarthRights International, USA	11 Jul 2017	English	https://youtu.be/BMyzZKGSZ8o	93	58
46. Webinar Series: Strengthening Indigenous Peoples' Capacity: Leadership And Rights: Derechos De Pueblos Indígenas a La Tierra, El Territorio y a Los Recursos Naturales: Estándares Internacionales y Mecanismos de Protección – Jose Aylwin, Observatorio Ciudadano, Chile	13 Jul 2017	Spanish	https://youtu.be/P1KljhAyapE	43	45
47. Webinar Series: Strengthening Indigenous Peoples' Capacity: Leadership And Rights: Indigenous Communities Respond to Threats: Conflict Resolution and Negotiation Strategies – Polly Grace, Kimberly Land Council & Hayley Haas, Arma Legal, Australia	18 Jul 2017	English	https://youtu.be/di888wzmQx8	39	84
48. Webinar Series: Strengthening Indigenous Peoples' Capacity: Leadership And Rights: Claves para una comunicación intercultural e inclusive – Jorge Agurto, Servindi Peru	25 Jul 2017	Spanish	https://youtu.be/9J15fbFd_9w	37	17
49. Webinar Series: Environmental Governance of the Mining Sector: Integrando la Biodiversidad, los Servicios Ecosistémicos y los Derechos Humanos en el Sector Minero - Estudio de Caso de Colombia - Per Stromberg (Agencia Sueca de Protección Ambiental), Claudia Ituarte-Lima (SwedBio/Centro de Resiliencia de Estocolmo), Claudia Victoria González (ANLA) y Teófilo Cuesta (Codechocó)	3 October 2017	Spanish	https://youtu.be/hAi24lArOdw	136	137
50. Webinar Series: Environmental Governance of the Mining Sector: Mainstreaming Biodiversity, Ecosystem Services and Human Rights into the Mining Sector - Case Study from Colombia - Per Stromberg (Agencia Sueca de Protección Ambiental), Claudia Ituarte-Lima (SwedBio/Centro de Resiliencia de Estocolmo), Claudia Victoria González (ANLA) y Teófilo Cuesta (Codechocó)	5 October 2017	English	https://youtu.be/wRN5jn3Lu_I	133	188
51. Webinar Series: Environmental Governance of the Mining Sector: Management of Mining Waste and Design for Closure - Håkan Tarras-Wahlberg (Swedish Geological AB), Ricky Collins (SLR Consulting AB), Ann-Marie Fällman (SEPA) and Silvana Ferrão (Impacto Ltda)	15 November 2017	English	https://youtu.be/DRENFq6b_gk	73	21

Detail (title)	Year	Language	Available from (e.g. contact address, website)	Number attendees	Number recording viewed
52. Webinar Series: Environmental Governance of the Mining Sector: Gestión de Residuos Mineros y Diseño para Cierre - Håkan Tarras-Wahlberg (Swedish Geological AB), Ricky Collins (SLR Consulting AB), Ann-Marie Fällman (SEPA) and Silvana Ferrão (Impacto Ltda)	16 November 2017	Spanish	https://youtu.be/HqQx_Ltbex8	35	30
53. Webinar Series: Environmental Governance of the Mining Sector: Gestão de Resíduos de Mineração e Projetos de Fechamento - Håkan Tarras-Wahlberg (Swedish Geological AB), Ricky Collins (SLR Consulting AB), Ann-Marie Fällman (SEPA) and Silvana Ferrão (Impacto Ltda)	22 November 2017	Portuguese	https://youtu.be/fKnhxre8DBU	39	17
54. Online Forum for the implementation of the Capacity Development Programme on national arrangements for Traditional Knowledge, achieving Target 18 and contributing to Target 16 of the Strategic Plan for Biodiversity 2011-2020	Nov. 30, 2017	English	https://youtu.be/MIY-vP8hh0M	69	79
55. Foro en línea en preparación para la implementación del Programa de Desarrollo de Capacidades sobre medidas nacionales sobre conocimientos tradicionales, para alcanzar la Meta 18 y contribuir a la Meta 16 del Plan Estratégico para la Diversidad Biológica 2011-2020	Nov. 30, 2017	Spanish	https://youtu.be/O2cqYk2R4M	83	25
56. Forum en ligne de préparation au Programme de développement des capacités sur les dispositions à prendre au niveau national sur les connaissances traditionnelles, pour atteindre l'Objectif 18 et contribuer à l'Objectif 16 du Plan stratégique pour la diversité biologique 2011-2020	Nov. 30, 2017	French	https://youtu.be/Klip5UKpvcQ	26	56
57. Green Consumption & Production Week 1 French: Comment pouvons-nous mieux vivre sans épuiser cette planète ? by François Bousquet et Abigail Fallot, CIRAD-Green	31 Oct. 2017	French	https://youtu.be/OHXX9gyPs10	54	332
58. Green Consumption & Production Week 1 English: How can we live well without depleting the planet? by Dr. Sarah Powell, Stockholm Resilience Center	31 Oct. 2017	English	https://youtu.be/KilU8jZbju0	178	771
59. Green Consumption & Production Week 1 Spanish ¿Cómo podemos vivir bien sin agotar el planeta? by María Jose Villanueva, WWF Mexico	31 Oct. 2017	Spanish	https://youtu.be/aU-JUW4erx4	151	508
60. Green Consumption & Production Week 2 French: Comment pouvons-nous mettre en pratique la réflexion sur la résilience ? by Tristan Tyrrel, Stockholm Resilience Center	7 Nov. 2017	French	https://youtu.be/pKypTelDm_w	41	130
61. Green Consumption & Production Week 2 English How do we assess resilience? Paul Ryan part 1	7 Nov. 2017	English	https://youtu.be/CZCrnBBpatw	0	561
62. Green Consumption & Production Week 2 English	7 Nov. 2017	English	https://youtu.be/c3iPdKv-vV0	154	758

Detail (title)	Year	Language	Available from (e.g. contact address, website)	Number attendees	Number recording viewed
63. How do we assess resilience? Allyson Quinlan part 2					
64. Green Consumption & Production Week 2 Spanish: ¿Cómo podemos poner en práctica el pensamiento resiliente? by Daniela Torres Mendoza	7 Nov. 2017	Spanish	https://youtu.be/LBwhdd34V4	119	252
65. Green Consumption & Production Week 3 French: Réflexion sur l'Évaluation de la Résilience : Définir la dynamique des paysages bioculturels by Jamila Jaider, Stockholm Resilience Center	14 Nov. 2017	French	https://youtu.be/SRgSMkxXbDA	37	82
66. Green Consumption & Production Week 3 English: Using Participatory Mapping for Resilience Assessments: Implications for Transformative Change, by Million Belay, Stockholm Resilience Center	14 Nov. 2017	English	https://youtu.be/iTCxGgiltbg	126	191
67. Green Consumption & Production Week 3 Spanish: ¿Cómo podemos poner en práctica el pensamiento resiliente? by Hilda Zamora	14 Nov. 2017	Spanish	https://youtu.be/KS03TpGOfw	109	161
68. Green Consumption & Production Week 4 French: Comment agissons nous après une évaluation de resilience by Francoise Bousquet and Abigail Fallot, CIRAD-Green	21 Nov. 2017	French	https://youtu.be/L5Wrr_mHd2o	47	83
69. Green Consumption & Production Week 4 English: How Do We Act On A Resilience Assessment? by Yuko Kurauchi, Andrew Spezowska and Ben Twinomugisha, UNDP Malawi	21 Nov. 2017	English	https://youtu.be/acTz0n9EEvc	124	126
70. Green Consumption & Production Week 4 Spanish: Socioecosistemas urbanos en el Antropoceno: retos y oportunidades by Luis Fernando Vasquez, Colegio de la Frontera Sur	21 Nov. 2017	Spanish	https://youtu.be/8iNMeEiTPto	75	103
71. Webinar Series: Environmental Governance of the Mining Sector: Environmental Monitoring and Access to Information: Part 1 by Håkan Tarras-Wahlberg (Swedish Geological AB), Paul Devries (Swedish Geological AB), Flaviano Bianchini (Source International) and Tove Lundeborg (SEPA)	4 December 2017	English	https://youtu.be/n_pl_XXHaho	46	61
72. Webinar Series: Environmental Governance of the Mining Sector: Monitoreo ambiental y acceso a la información: Parte 1 by Håkan Tarras-Wahlberg (Swedish Geological AB), Paul Devries (Swedish Geological AB), Flaviano Bianchini (Source International) and Tove Lundeborg (SEPA)	5 December 2017	Spanish	https://youtu.be/SRvBzJOvK8U	35	18

Detail (title)	Year	Language	Available from (e.g. contact address, website)	Number attendees	Number recording viewed
73. Webinar Series: Environmental Governance of the Mining Sector: Meaningful Stakeholder Involvement in Decision-making Processes by Patrick Maingi (UNDP Kenya), Mats Kullberg (Swedish EPA), Rose Kimotho (Institute for Human Rights and Business), Bernard Mogesa (Kenya National Commission on Human Rights), Holly Mergler (UNDP) and Kate Kopischke (independent mediator and dialogue facilitator)	13 December 2017	English	https://youtu.be/upymoUMTwik	60	48

IV. NBSAP Forum newsletters, analytics and Weblinks

Issue number	Title	Month	Newsletter Analytics	Weblink
1	NBSAP Forum Newsletter First Edition	February 2015	45,4% open, 13.9% click (1,309 subscribers)	http://bit.ly/1SmwZme
2	Integrating protected area plans into revised NBSAPs	April 2015	25.6% open, 6.2% click (1,259 subscribers)	http://bit.ly/1gqtXeh
3	Mainstreaming Biodiversity into Development Goals	May 2015	25.2% open, 7.5% click (1,372 subscribers)	http://bit.ly/1RJF20K
4	Incorporating Targets and Indicators into NBSAPs	July 2015	22.5% open, 4.0% click (1,363 subscribers)	http://nbsapforum.net/#readthread/1311
5	NBSAP Revision Stocktake: Progress Towards Aichi Biodiversity Target 17	September 2015	23.2% open, 6.1% click (1,375 subscribers)	http://nbsapforum.net/#read-thread/1343
6	Resource Mobilization for Biodiversity	December 2015	20.1% open, 4.1% click (1,322 subscribers)	http://nbsapforum.net/#read-thread/1458
7	Gender Mainstreaming	March 2016	19.2% open, 3.4% click (1,701 subscribers)	http://nbsapforum.net/#read-thread/1618
8	Biodiversity Awareness	June 2016	19.4% open, 4.2% click (2,076 subscribers)	http://eepurl.com/b82sg9
9	Legal preparedness	December 2016	16,2% open, 3,1% click (2,041 subscribers)	https://goo.gl/wu43Hbhttp://nbsapforum.net/uploads/2465.pdf
10	Integrated Biodiversity Assessment Tool	March 2017	24,5% open, 7.0% click (2,803 subscribers)	https://goo.gl/DxZqvw
11	Systematic Conservation Planning	April 2017	18,2% open, 3,5% click (2,779 subscribers)	https://goo.gl/NHNQ6C

K. Annex 11: NBSAP Project Mainstreaming of UNDP Programme Principles

Programming Principle	Project Principle Mainstreaming Approach
UNDAF / CPAP / CPD	<p>This was a global project, and therefore did not address UNDP-country level strategic priorities. However, the project was directly responsive to country priorities, in terms of supporting countries to meet their obligations as parties to the CBD. In addition, the project was directly relevant to UNDP global strategic priorities, as indicated in the Prodoc:</p> <p><i>“UNDP Strategic Plan (2014-2017) Primary Outputs: (2.5) Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation</i></p> <p><i>Secondary Output: [From UNDP’s Biodiversity and Ecosystems Global Framework 2012-2020:] (Signature Program #1): Integrating biodiversity and ecosystem management into development planning and production sector activities to safeguard biodiversity and maintain ecosystem services that sustain human wellbeing.”</i></p>
Poverty-Environment Nexus / Sustainable Livelihoods	The project addressed the Poverty-Environment Nexus and sustainable livelihoods in numerous ways. Many of the project outputs and guidance materials addressed these topics within the broader context of effective approaches to biodiversity conservation. The project did not have activities on the ground, and so the project did not include any practical activities on this aspect.
Disaster Risk Reduction, Climate Change Mitigation / Adaptation	As outlined in Section VI of the main body of the evaluation report, the project included a focus on climate resilience in the context of NBSAPs.
Crisis Prevention and Recovery	This was not a focus of the project.
Gender Equality / Mainstreaming	Addressed in Section VII.C on gender mainstreaming of the main body of the evaluation report.
Capacity Development	This was the primary focus of the project and is covered extensively in the main body of the evaluation report.
Rights	The project included a rights-based approach, as relevant. For example, the Peer Review Framework for NBSAPs included a question about the representation in the NBSAP revision process of “key stakeholder and rights-holders groups pertaining to biodiversity- related issues in the country.”