

Darwin Initiative Main Project Annual Report

Important note: To be completed with reference to the Reporting Guidance Notes for Project Leaders: it is expected that this report will be no more than 10 pages in length, excluding annexes

Submission Deadline: 30 April

Darwin Project Information

Project Reference	EIDPO047
Project Title	NBSAPs 2.0: From Policy to Practice
Host Country/ies	Botswana, Ghana, Malawi, Namibia, Seychelles, Uganda, Zambia and Zimbabwe
Contract Holder Institution	IIED
Partner institutions	UNEP-WCMC Botswana: Ministry of Environment, Wildlife and Tourism (MEWT). Ghana: Ministry of Environment, Science, Technology and Innovation (MESTI). Malawi: Ministry of Natural Resources, Energy and Mining (MNREM). Namibia: Ministry of Environment and Tourism (MET). Seychelles: Ministry of Environment, Energy and Climate Change (MEECC). Uganda: The National Environment Management Authority (NEMA). Zambia: Ministry of Lands, Natural Resources and Environmental Protection (MLNREP) Zimbabwe: Ministry of Environment, Water and Climate (MEWC).
Darwin Grant Value	£150,752.00
Funder (DFID/Defra)	DFID
Start/end dates of project	Start Date: 01 April 2015 – 30 June 2017
Reporting period (e.g., Apr 2015 – Mar 2016) and number (e.g., Annual Report 1, 2, 3)	April 2015 – March 2016, Annual Report 1
Project Leader name	Dilys Roe
Project website/blog/Twitter	http://www.iied.org/national-biodiversity-strategies-action-plans-20-mainstreaming-biodiversity-development
Report author(s) and date	Abisha Mapendembe, Dilys Roe, John Tayleur, Steve Bass, Sarah Darrah and Rosalind Goodrich drawing on national scoping workshop reports prepared by the host country partners, April 2016

1. Project Rationale

This is a post project to project “19-023: NBSAPs 2.0. Mainstreaming Biodiversity and Development (2012 -2015).” The NBSAPs 2.0 main project worked with four African countries – Botswana, Namibia, Seychelles and Uganda – as they revised their National Biodiversity Strategies and Action Plans (NBSAPs), developing their capacity to incorporate development priorities and make a strong case for biodiversity as a core development asset. This post project is working with an increased number of countries (the original 4 plus Ghana, Malawi, Zambia, Zimbabwe) and is intended to help them to use their new NBSAPs to influence key national and/or sectoral development policy processes. Specifically, the project aims to:

- Provide the opportunity for the learning and capacity development that has taken place during the NBSAP revision process to continue into the NBSAP implementation phase.

- Identify entry points for engaging with key development processes in each country – whether that is the national development plan, the agriculture sector strategy or the public expenditure review.
- Build relationships beyond the biodiversity sector – moving beyond the environment ministries who were the focus of the first phase to those that influence development processes in key sectors or at the national level.

The project is being co-delivered with a mutually supportive project, “Mainstreaming Biodiversity into Development”, a UNEP project supported by funding from the Germany Federal Ministry for Economic Cooperation and Development (BMZ) and implemented by UNEP-WCMC. This arrangement has enabled the increase in the number of countries (as signalled in a change request agreed last year) and additional resources for capacity development workshops. For communications purposes, we have described the combined projects as “The Mainstreaming Biodiversity in Development Policy and Planning Initiative”.

2. Project Partnerships

This project is implemented through a partnership between the International Institute for Environment and Development (IIED) and the United Nations Environment Programme World Conservation Monitoring Centre (UNEP-WCMC), working with partners in eight African countries. The partnership between IIED/UNEP-WCMC and these organisations has developed over the years since their engagement in the main project.

The partner organisations in project countries are:

- *Botswana*: Kalahari Conservation Society (on behalf of the Ministry of Environment, Wildlife and Tourism (MEWT)).
- *Ghana*: Ministry of Environment, Science, Technology and Innovation (MESTI).
- *Malawi*: Ministry of Natural Resources, Energy and Mining (MNREM).
- *Namibia*: Ministry of Environment and Tourism (MET).
- *Seychelles*: Ministry of Environment, Energy and Climate Change (MEECC).
- *Uganda*: National Environment Management Authority (NEMA).
- *Zambia*: Ministry of Lands, Natural Resources and Environmental Protection (MLNREP)
- *Zimbabwe*: Ministry of Environment, Water and Climate (MEWC).

Collectively these countries make up the African Leadership Group (ALG) on Biodiversity Mainstreaming. The in-country partners are all in the process of establishing partnerships with relevant Ministries of Finance/Planning/development sectors, expanding the membership of the ALG, as evidenced by participation in first project workshop in November 2015 which included representatives from:

- National Development Planning Commission, Ghana
- Department of Economic Planning and Development, Malawi
- Ministry of Finance Trade & the Blue Economy, Seychelles
- National Planning Authority, Uganda
- Ministry of Agriculture, Zimbabwe
- Forestry Commission, Zimbabwe

In addition to the core project partners, we have maintained strong links with the organisations in our main project international advisory group including the Secretariat of the Convention on Biological Diversity (SCBD), the UN Development Programme (UNDP) and the UNEP/UNDP Poverty Environment Initiative (PEI). In addition we have strengthened a link with the OECD Development Assistance Committee’s ENVIRONET, which is conducting a complementary exercise, compiling case studies of biodiversity mainstreaming success from different countries around the world. Representatives from each of these organisations participated in the November 2015 workshop in Zimbabwe and representatives from IIED or UNEP-WCMC have attended relevant meetings hosted by each of these organisations to present the work we are doing on this project.

The project has also benefitted significantly from links with the “NBSAPs Forum” - a partnership between the CBD secretariat, UNEP and UNDP which provides support to countries throughout the NBSAP revision process. Project outputs are being disseminated through the Forum.

Most recently we have started collaborating with the Netherlands Environment Agency, PBL, including participating in a biodiversity mainstreaming side event at the May 2016 meeting of the CBD Subsidiary Body on Implementation (SBI).

3. Project Progress

3.1 Progress in carrying out project activities

Output 1: National level analyses of development planning processes and mainstreaming entry points in at least 5 countries

Activity 1.1: Convene a (virtual) meeting of the African Leadership Group to review key elements of each revised NBSAP and each national development plan and agree overall project approach

We originally planned to convene a virtual meeting of the African Leadership Group (ALG) but due to the limitations of skype and other teleconference technology decided to organise a series one to one meetings with each of the countries instead. Steve Bass (IIED) and Abisha Mapendembe (UNEP-WCMC) conducted these calls between August and September 2015. Countries reaffirmed their support for the idea of making best use of the new/revised National Biodiversity Strategies and Action Plans (NBSAPs) as a strategic tool for mainstreaming biodiversity. They emphasized the value of a sector approach to mainstreaming and the need for more economic/finance mechanism support. Almost all countries also expressed a desire to focus on mainstreaming biodiversity into major development planning process.

Activity 1.2: Country teams convene stakeholder workshops/meetings in each country to map out development planning processes and timetables and identify key entry points and indicators of success

All countries except Botswana have held their national scoping workshops to identify their mainstreaming targets identified and developed their mainstreaming strategies and workplans. The Botswana workshop was delayed in order to ensure coordination with district development planning processes, but will be held before the end of may 2016. Table 1 provides a summary.

Country	Workshop dates	Mainstreaming target identified
Botswana	Due on 18 th and 20 th May 2016	<ul style="list-style-type: none"> District Development Plans and District Development Committees
Ghana	9 th and 10 th Nov, 2015	<ul style="list-style-type: none"> National Development Agenda including next phase of the National Development Plan with emphasis on agriculture, fisheries and forestry
Malawi	February 2016	<ul style="list-style-type: none"> Revision of second Malawi Growth and Development Strategy (MGDS II) Revision of the National Land Policy Revision of Environmental Impact Assessment Guidelines and Development of Environmental Impact Assessment Regulations National Adaptation Plan (NAP) Process
Namibia	25 th and 26 th Feb 2016	<ul style="list-style-type: none"> Integration of biodiversity issues within National Development Plan (NDP) Integrated Communication, Education and Public Awareness Strategy developed on environmental issues
Seychelles	24 March 2016	<ul style="list-style-type: none"> The draft Blue Economy Road Map (BERM) Other plans under development include the Tourism Strategic Action Plan (TSAP), National Education Strategic Action Plan (NESAP), and expected mid-term reviews of the Seychelles Sustainable Development Strategy (SSDS) Seychelles Strategic Land Use and Development Plan (SSLUDP).
Uganda	29 th March – 1 st April 2016.	<ul style="list-style-type: none"> National Development Plan (NDP II) Energy Sector Development Plan (2015/16-2019/20).
Zambia	1 st April 2016	<ul style="list-style-type: none"> Seventh National Development Plan
Zimbabwe	5 th November 2015 and 20 th January 2016	<ul style="list-style-type: none"> The national Sustainable Development Goals (SDGs) strategy Strengthening the National Biodiversity Forum (NBF) to include active participation from development actors such as the Ministry of Finance and Economic Development and the Ministry of Macro Economic Planning and Investment Promotion

IIED and UNEP-WCMC are currently following up with Botswana to better understand the delay in convening the workshop and the implications for their participation in the project going forward.

Activity 1.3: Country teams document (with support of IIED and WCMC) development planning processes and mainstreaming entry points and strategies

At the time of writing workshop reports have been received from Ghana, Malawi, Namibia, Seychelles, Uganda, Zambia and Zimbabwe.. All country partners were provided with a simple diagnostic tool in order to help guide the scoping workshops and the reports have been written up to address all the issues highlighted in the tool. These include: the development planning landscape in each country, the mainstreaming target policy or sector, base-line information for the chosen policy or sector so we can track the impact each country has made at the end of the project, anticipated outcomes/outputs and the mainstreaming plan. The reports will be posted on the project website in the first quarter of 2016.

Activity 1.4: IIED and WCMC produce a report summarising country processes and mainstreaming strategies and post on project website

This report will be produced upon receipt of all national scoping workshop reports from project countries. The expected delivery time is second quarter of 2016.

Output 2: National level application of mainstreaming tools and in at least 5 countries

Activity 2.1: Based on mainstreaming entry points and outline mainstreaming strategies, country teams identify capacity development needs

As part of the national scoping workshops, countries identified mainstreaming capacity needed to execute their project's mainstreaming plan. In addition, during the first international workshop held in Zimbabwe, UNEP-WCMC delivered a session aimed at identifying their key capacity needs and priorities to help countries to implement the project. The following areas were identified: (1) monitoring and evaluation of mainstreaming success / indicators of mainstreaming progress and success; (2) making a business/economic/development case for biodiversity; (3) communication skills; (4) audience identification; (5) how to build mainstreaming capacity; (6) skills in negotiation, lobbying, planning and budgeting, and (7) guides on how to write policy briefs, media briefs, factsheets and key messages.

Activity 2.2: Virtual meeting of African Leadership Group to share results of development planning processes and capacity needs assessment and agree tools/guidance needed

The planned virtual meeting of the African Leadership Group was replaced (as a result of additional financing from linking this project with a BMZ funded project) by a face to face workshop which was held in Zimbabwe from the 17 - 19 November 2015, hosted by the Ministry of Environment, Water and Climate. The workshop brought together 34 participants including members of the African Leadership Group (ALG) from the eight countries taking part in the project; representatives from international organisations SCBD; UNDP; UNEP – UNDP Poverty Environment Initiative Africa Regional Team; OECD – DAC; and the IIED and UNEP-WCMC project team. During the workshop the following were achieved:

- Shared progress on the status of their revised NBSAPs.
- Reviewed progress with the country strategic diagnostic assessments, and provided feedback on the usefulness of the draft diagnostic tool.
- Shared and confirmed each country's ideas for the priority development issue/sector/process on which to focus subsequent biodiversity mainstreaming work through the Initiative.
- Formulated preliminary country work plans for the implementation of the Initiative.
- Identified capacity and guidance/tools required to support countries to mainstreaming biodiversity into development priorities.
- Shared tips and tactics on using revised NBSAP as a tool for mainstreaming.
- Communicated shared lessons and priorities in the form of a joint 'Harare Statement' on using NBSAPs as a tool for mainstreaming biodiversity into national and sectoral development policies.

The workshop report is available at: <http://pubs.iied.org/G04009.html> and the Harare Statement at: <http://pubs.iied.org/G04010.html>

Individual interviews with project countries to highlight national experiences, constraints and lessons learnt from mainstreaming biodiversity into development were also carried out during the workshop. The African Leadership Group members from the eight project countries have been profiled on the project website: <http://www.iied.org/mainstreaming-biodiversity-development-africa-leaders-group>

Activity 2.3: IIED and UNEP-WCMC develop and publish tools and guidance

As mentioned above, a diagnostic tool was developed by IIED and UNEP-WCMC to help to each country determine the development process/sector/issue which will best help their country to make a leap forward in mainstreaming biodiversity across several development needs. Prior to the Zimbabwe

workshop, project countries were requested to use the diagnostic tool to help them document the planning processes in their country of strongest relevance to biodiversity, and to identify entry points and strategies for biodiversity mainstreaming (for example reviews/revisions of national or sectoral plans). The outcomes of the diagnostic assessments were presented during the workshop. Feedback on the tool was also provided enabling us to refine it and publish it during Year 2.

In response to capacity development needs identified during the first workshop, a second tool to help with writing policy and media briefs has been produced and is available at: <http://pubs.iied.org/17582IIED.html>. A third tool providing guidance for measuring progress, success and impact of biodiversity mainstreaming is currently under development and due for completion in quarter 1 of year 2. Continuous capacity support is also being provided through a proactive and on-demand "Helpdesk" run by UNEP-WCMC and IIED, and through regular teleconferences and e-mail exchange between the project team and host countries. The Helpdesk also facilitates receipt of regular progress updates from each country. Each project country has a designated help desk person from UNEP-WCMC and IIED. Through the "Help desk", IIED and UNEP-WCMC have responded to queries from countries on how to use the diagnostic tool, how to design and deliver their national scoping workshops and on issues pertaining to the administration and implementation of the project in-country.

Activity 2.4: Country teams employ and adapt tools and guidance to address mainstreaming opportunities identified in Output 1

Countries have already used the diagnostic tool to assist them in structuring their scoping workshops. Uptake of the other tools will be monitored over year 2 once countries start on their mainstreaming strategies.

Output 3: Documentation and dissemination of experience and lessons learned (guidance for others) internationally

Activity 3.1: Country teams draw out lessons learned on success of mainstreaming approaches

This activity will start once countries start implementation of their mainstreaming plans. Lessons learned will also be drawn out through regular updates on progress in countries.

Activity 3.2: Project workshop convened to share lessons learned, compare mainstreaming success and adapt approaches where needed

This Activity is planned for Year 2. Preliminary discussions are being held with Ghana and Zambia to host the workshop in late October 2016.

Activity 3.3: IIED and UNEP-WCMC develop project report documenting mainstreaming targets, process, tools and experiences

This activity will start towards the end of year 2.

Activity 3.4: Side event held at CBD CoP 13 to disseminate experience

Planning for this activity will start in year 2.

Activity 3.5: Wide dissemination of tools, guidance and lessons learned

While the main emphasis of this activity is on final project outputs and lessons learned, the project has already been presented and its activities discussed at a number of pertinent meetings:

- A roundtable discussion on "Biodiversity for Poverty Eradication and Development, 2015-2018" held in Brussels, Belgium in 28 October 2015. The event was organised by the SCBD.
- International Expert Workshop on Biodiversity Mainstreaming, Mexico City, Mexico 17-19 November 2015 Updated: 13 November 2015.
- A joint side event on "Priorities for work on Biodiversity for Poverty Eradication and Development", with the SCBD at SBSTTA 19 in Montreal, Canada, on 4 November 2015.
- Participation in the 18th Meeting of the DAC Network on Environment and Development Cooperation (ENVIRONET), 2-3 March 2016, Paris

3.2 Progress towards project outputs

Output 1:	National level analyses of development planning processes and mainstreaming entry points in at least 5 countries			Comments (if necessary)
	<i>Baseline</i>	<i>Change recorded by 2016</i>	<i>Source of evidence</i>	
<i>Indicator 1:</i> By October 2015, workshops held in each host country to scope development planning processes and identify entry points	No national workshop held to scope development planning processes and identify entry points	By October 2015, no country had held their scoping workshops. However by end of March all countries except Botswana have held workshops	Presentations at the Harare workshop (http://pubs.iied.org/G04009.html); verbal updates via helpdesk calls and/or email updates.	Follow up required with Botswana to determine if possible to get on track or whether it will need to drop out of project
<i>Indicator 2</i> By December 2015, reports documenting country planning processes posted on project website	No reports documenting country planning processes posted on project website	Most countries were late holding and reporting on country workshops. By end of March seven national workshop reports have been submitted to IIED/WCMC. These will be uploaded on the project website in Q1 of year 2.	Country reports submitted to IIED/WCMC. Project website updates	
<i>Indicator 3</i> By December 2016 analyses of national development planning processes presented at CoP 13	No analyses of national development planning processes presented at CoP 13	Not yet underway	n/a	
<i>Indicator 4</i> By March 2017 analyses of national development planning processes included in final project report	No analyses of national development planning processes included in final project report	Not yet underway	n/a	
Output 2:	National level application of mainstreaming tools and in at least 5 countries			Comments (if necessary)
	<i>Baseline</i>	<i>Change recorded by 2016</i>	<i>Source of evidence</i>	
<i>Indicator 1:</i> By December 2015 mainstreaming priorities and strategies agreed, and capacity needs assessed	No mainstreaming priorities and strategies agreed, and capacity needs assessed	All project countries except Botswana have identified mainstreaming priorities and strategies agreed, and capacity needs assessed	National workshop reports (currently internal); Harare workshop report	As above, follow up is required with Botswana
<i>Indicator 2:</i> By January	No tools/guidance	Two tools developed (of which one published) and a third in	Harare workshop report documents	

2016 tools/guidance addressing capacity needs agreed	addressing capacity needs agreed	progress.	capacity needs and tools required.	
<i>Indicator 3:</i> By March 2016 tools/guidance developed and published	No tools/guidance developed and published	One tool has been finalised and two are in draft format	Writing tool available at: http://pubs.iied.org/17582IIED.html Diagnostic tool and indicators tool will be posted online in Q1 of year 2	
<i>Indicator 4:</i> By December 2016 effectiveness of tools presented at CoP 13	No effectiveness of tools presented at CoP 13			
Output 3:	Documentation and dissemination of experience and lessons learned (guidance for others) internationally			Comments (if necessary)
	Baseline	Change recorded by 2016	Source of evidence	
<i>Indicator 1:</i> By September 2016 lessons learned on influencing development planning processes shared between countries at project workshop	No lessons learned on influencing development planning processes shared between countries at project workshop	Not yet underway	n/a	
<i>Indicator 2:</i> By December 2016 experience of influencing development planning processes in at least four countries documented	No experience of influencing development planning processes in at least four countries documented	Not yet underway	n/a	
<i>Indicator 3:</i> By December 2016 experience of influencing development planning processes in at least four countries presented at CoP 13	No experience of influencing development planning processes in at least four countries presented at CoP 13	Not yet underway	n/a	
<i>Indicator 4:</i>	No experience	Not yet underway	n/a	

By March 2017 experience of influencing development planning processes and lessons learned written up as final project report and widely disseminated via partner websites, CBD focal points mailing list NBSAPs Forum	of influencing development planning processes and lessons learned written up as final project report and widely disseminated via partner websites, CBD focal points mailing list NBSAPs Forum			
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3.3 Progress towards the project Outcome

Outcome:	The biodiversity-development mainstreaming plans included in revised NBSAPs of project countries (the Purpose of the Main Project) are implemented, measured and reciprocated in national development plans and processes.		Comments (if necessary)
	Baseline	Change by 2016	Source of evidence
<i>Indicator 1:</i> By the end of the project, provision for biodiversity is improved in at least one national or sectoral development policy/process in each of at least four countries	No baseline at start of project	<p>Baseline established during country workshop process once mainstreaming targets identified including:</p> <ul style="list-style-type: none"> • Botswana: Baseline not yet determined as no country workshop • Ghana: Biodiversity not well articulated in the National Development Framework and sector and district development plans. • Malawi: Biodiversity not well articulated in MGDS1 • Namibia: (1) Weak integration of biodiversity issues within previous NDPs, and (2) No integrated Communication, Education and Public Awareness Strategy developed on environmental issues • Seychelles: (1) No Blue Economy Road Map (BERM) with clear linkages and shared objectives with the NBSAP; • Uganda: 1) Biodiversity mainstreaming not articulated in the Mineral and Energy Sector Development plan, and (2) Insufficient investment in biodiversity conservation through increase in budget allocation for biodiversity. 	Country workshop reports have assessed baselines for their identified mainstreaming targets

		<ul style="list-style-type: none"> Zambia: The current NDP is weak on biodiversity. Zimbabwe: (1) Prior to the project, development sectors were not active members of the National Biodiversity Forum (NBF) and (2) The MDGs domestication process, a precursor to SDGs, didn't not priorities biodiversity 		
<p><i>Indicator 2:</i> By the end of the project, progress in implementing the NBSAP against agreed mainstreaming indicators in at least four countries has been measured and lessons learned reported.</p>	No progress in NBSAP implementation against mainstreaming indicators	Measurement of progress not yet underway		This indicator may need refining depending on the extent to which countries actually deploy their NBSAPs (as opposed to simply trying to integrate biodiversity terminology into target policies and plans).
<p><i>Indicator 3:</i> By the end of the project at least one widely applicable tool supporting mainstreaming implementation has been developed and applied in at least four countries</p>	No mainstreaming implementation tools developed by project	<p>One tool (responding to expressed capacity need) developed on writing policy and media briefs;</p> <p>One mainstreaming diagnostic tool widely used in country workshops.</p> <p>One tool on measuring mainstreaming success under development</p>	<p>Writing tool available at: http://pubs.iied.org/17582IIED.html</p> <p>Use of diagnostic tool evidenced in presentations at Harare workshop and in country workshop reports</p>	
<p><i>Indicator 4:</i> Project outputs are widely disseminated beyond the host countries and taken up in policy</p>	No project outputs at start of project	<p>Project website has been used to disseminate Harare workshop report; Harare statement; writing tool. Darwin newsletter used to profile project and new outputs.</p> <p>CBD Square brackets newsletter article on the project – promoted via social media through postings on Facebook and Twitter, as well as circulating it through various networks for maximum outreach http://www.cbd.int/ngo/square-brackets/square-brackets-2016-04-en.pdf</p>	<p>All project outputs are available here: www.iied.org/nbsaps (redirects to longer landing page url below right)</p>	<p>Harare workshop report (posted Feb 2016): 46 downloads</p> <p>Harare Statement (Feb 2016): 24 downloads</p> <p>Writing for biodiversity (posted 31 March 2016): 32 downloads</p> <p>Project who's who</p>

				<p>http://www.iied.org/mainstreaming-biodiversity-development-africa-leaders-group - Visits since 1 December 2015 (when new project members were added): 94</p> <p>Stories of change</p> <p>http://www.iied.org/stories-change-mainstreaming-biodiversity-development visits since the page was created – 129</p> <p>Project update</p> <p>http://www.iied.org/nbsaps-20-project-update -</p> <p>April 2015 to March 2016: 161</p> <p>Main project landing page: http://www.iied.org/national-biodiversity-strategies-action-plans-20-mainstreaming-biodiversity-development</p> <p>April 2015- March 2016: 2,117 visits</p>
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3.4 Monitoring of assumptions

Outcome risks and important assumptions

Assumption 1: Environment ministries of host countries remain engaged and capacity to influence development counterparts is enhanced: This assumption is largely holding true – as evidenced by active participation by representatives of environment ministries of all 8 countries at the Harare workshop. However, since the workshop we have struggled to engage with MEWT in Botswana, and indeed, Botswana delegated many project activities (including contract responsibility to the NGO Kalahari Conservation Society).

Assumption 2: Representatives of key development sectors are receptive to mainstreaming: This assumption is holding true to the extent that a five project countries were able to encourage representatives of ministries of finance/planning or key development sectors to participate in the Harare

workshop. Development sectors have also been represented at the national scoping workshops. Actual receptiveness to mainstreaming will be tested during year 2.

Assumption 3: African Leadership Group continues to provide peer-to-peer support on voluntary basis: This assumption is holding true, the Harare workshop being an example of peer to peer sharing of lessons and experience.

Output risks and important assumptions

Assumption 1: Suitable entry points for mainstreaming are identified as occurring within the project period: This assumption is holding true. All the project countries that have held their national scoping workshops have identified suitable entry points for mainstreaming.

Assumption 2: Capacity needs can be addressed through written tools and guidance: We are currently testing this assumption. We discussed capacity needs at the Harare workshop and have developed some tools to help address some of the expressed needs. Year 2 will determine whether this has been sufficient.

Assumption 3: African Leadership Group continues to provide peer-to-peer support on voluntary basis: As above

3.5 Impact: achievement of positive impact on biodiversity and poverty alleviation

The intended impact of this project is that “The Strategic Plan for Biodiversity 2010-2020 is achieved - biodiversity loss is reduced and poverty alleviated through sustainable use of natural resources”. We are confident that the project will result in countries using their new/revised NBSAPs to influence key national and/or sectoral development policy processes. The project is contributing most directly to Target 1 (By 2020, at the latest, people are aware of the values of biodiversity and the steps they can take to conserve and use it sustainably); Target 2 (By 2020, at the latest, biodiversity values have been integrated into national and local development and poverty reduction strategies and planning processes and are being incorporated into national accounting, as appropriate, and reporting systems) and 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). We have less direct influence over how the use of NBSAPs to influence national development strategies and plans, lead to the achievement of the Strategic Plan for Biodiversity 2010-2020, reduced biodiversity loss and poverty alleviation through sustainable use of natural resources”. In terms of contributions to human development and wellbeing (poverty alleviation), this project is seeking to influence policy rather than to make a direct contribution to poverty reduction. We anticipate that mainstreaming of biodiversity in sectoral and national development plans and processes will mean that there are better prospects for a more secure biodiversity base on which many peoples’ livelihoods depend.

4. Contribution to SDGs

The most obvious SDGs that are relevant to our project are goals 14 (marine ecosystems) and 15 (ecosystems) although obviously given our focus on mainstreaming biodiversity into national and sectoral development plans then the whole set of goals becomes potentially relevant. More specifically, however, the project is contributing to the process of “indigenisation” of the SDGs – ie the development of national SDG plans. The diagnostic tool highlighted national SDG plans as a key potential mainstreaming entry point and this has been picked up by Zimbabwe who are focussing their efforts here.

5. Project support to the Conventions, Treaties or Agreements)

This project contributes directly to the achievement of the 2011-2020 Strategic Plan for Biodiversity which encompasses all biodiversity conventions, not just the CBD. In particular it contributes to Target 1 (By 2020, at the latest, people are aware of the values of biodiversity and the steps they can take to conserve and use it sustainably); Target 2 (By 2020, at the latest, biodiversity values have been integrated into national and local development and poverty reduction strategies and planning processes and are being incorporated into national accounting, as appropriate, and reporting systems) and 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). Specifically the project is helping build capacity of ministries of environment in 8 African countries to meet these targets by 1) using their NBSAPs to make a strong “business case” for biodiversity and hence raise awareness of its value to different sectors and 2) influencing key development sectors, plans and processes to integrate biodiversity values.

All the project in-country focal points are senior people within Environment ministries. In many cases they are also the focal points for the CBD and in some cases the other biodiversity conventions.

6. Project support to poverty alleviation

This is an ‘information and policy’ project, not a field activity. The project is making an indirect contribution to poverty alleviation – the benefits of which we expect to see over the long term rather than in the timeframe of the project. Our assumption (as yet untested) is that as a result of reciprocal biodiversity-development mainstreaming – i.e. by integrating biodiversity in national and sectoral development strategies and demonstrating the importance of biodiversity for meeting development priorities such as jobs, food security, export earnings and so on will be better recognised; There are three main routes to poverty alleviation as a result of reciprocal biodiversity-development mainstreaming:

- Enhanced and more secure natural resource base as a result of better attention to biodiversity within development decision making. Consequently a less vulnerable basis for the livelihoods of poor rural communities.
- Fewer negative social impacts from exclusionary conservation practices – as a result of greater awareness and sensitivity of conservation planners to poverty issues and the potential negative consequences of reduced access of local people to critical natural resources
- Improved investments in biodiversity-based enterprises – e.g. tourism, wild products trade, small scale fisheries – and hence improved opportunities for pro-poor economic growth.

The level of engagement of development ministries within the reciprocal mainstreaming process in our focal countries leads us to anticipate that more attention will be paid to conserving biodiversity that is critical to poor people as the NBSAPs, national and sectoral development plans are implemented over the coming years.

7. Project support to Gender equity issues

The project is supporting gender equity to the extent that it is engaging with both male and female members of the in-country project teams to build capacity. Gender has not emerged from any of the country scoping workshops as a key issue but this is something that we can raise with the project teams as they move forward to implementation.

8. Monitoring and evaluation

We are monitoring progress towards the project outputs and outcomes through regular project team meetings where we review progress against our logframe indicators and against our workplan. Over the last year this has enabled us to assess where certain activities or certain countries are falling behind and take remedial action to address this. Our approach has been successful to date for the elements of the project that are under our direct control. To monitor the extent to which NBSAP priorities are reflected in national and sectoral development plans and processes we are reliant on country partners to provide us with baseline information and then to assess progress based on their experience of working with, and getting feedback from, their counterparts in other ministries. We are in the process of finalising a new tool for the in-country partners on how to measure mainstreaming success. This will also be a useful M&E tool for the project itself at the end of year 2.

9. Lessons learnt

Overall, the project is largely on track. However, we have found it much more difficult to maintain momentum amongst the country partners outside of the face to face workshops. For the main project we were able to capitalise on the window of opportunity that the process of revising NBSAPs presented. All Parties to the CBD had to go through this process and our project provided a source of extra support and capacity development for this. For this post project, the essential business of revising NBSAPs has been completed and we are essentially asking environment ministries to “go beyond the day job” and use the NBSAPs to influence key development policy. This is not part of their job descriptions and while they are enthusiastic about the project inevitably it has been hard to encourage them to prioritise it.

Another lesson is that working with government officials means inevitable changes in staffing as individuals switch jobs and are moved around quite frequently. Some members of the ALG have remained constant throughout the main project and into the first year of the post project, but in other case the country teams have changed completely so we have been back to square one in some areas in terms of capacities built and needing to be built.

Working with government officials has also meant that contractual discussions with some project countries have been protracted, often due to their own internal Government procedures.

If we were to do this project again we would probably do well to learn a lesson from the Poverty Environment Initiative that mainstreaming for policy change takes time – we would therefore plan a project that is longer than 2 years!

10. Actions taken in response to previous reviews (if applicable)

n/a

11. Other comments on progress not covered elsewhere

As noted above, we have had challenges in keeping the country partners on track with the workplan this year. In particular there have been delays in them organising their country scoping workshops - which have been the critical process through which they have identified their mainstreaming targets. Now with only one year left on the project it will be critical for us to ensure that their mainstreaming plans are realistic and then to keep them on track to achieve their objectives. To date Botswana has not been able to organise its scoping meeting – a problem partly resulting from the Ministry of Environment delegating contractual responsibilities to the Kalahari Conservation Society, but KCS not having the political clout to convene cross- Ministerial meetings. We will need to take a decision early in Year 2 as to whether it is possible for the Botswana team to make a realistic contribution to the project or whether we need to terminate their contract.

12. Sustainability and legacy

The project has a good profile in the focal countries because it is run by government officials and integrated into official processes (the challenges of working with the machinery of government as discussed above notwithstanding). The project also continues to attract interest from outside the focal countries, with requests for presentations at various international events including the CBD and OECD. The outputs of the project are designed to be useful for all countries who are trying to mainstream biodiversity into national development processes, not just the eight focal countries who are effectively acting as pilots. We anticipate, therefore, that by the end of the project, the key legacy will be a suite of tools and guidance that can be used in and beyond the eight focal countries.

13. Darwin Identity

The Darwin logo is used on the project website and on all the published products resulting from the project. It has also been used in local and international presentations on the project and in the documentation produced by the project. The Darwin Initiative funding recognised as part of a larger programme. We have used social media – particularly Twitter – to highlight key developments in the project, particularly during the international workshop, using the hashtag #NBSAP.

14. Project Expenditure

Table 1 Project expenditure during the reporting period (1 April 2015 – 31 March 2016)

Project spend since last annual report	2015/16 Grant (£)	2015/16 Total Darwin Costs (£)	Variance %	Comments (please explain significant variances)
Staff costs (see below)				
IIED Staff costs				
Dilys Roe			3%	
Fiona Roberts				
Rosalind Goodrich				
WCMC Staff costs				
John Tayleur			104%	Additional effort required to work with project countries to support preparation for their national workshops, identification of mainstreaming entry points and develop mainstreaming implementation plans.
Abisha Mapendembe				
Consultancy costs			-6%	
Overhead Costs			25%	Associated with the higher staff costs reported
Travel and subsistence			-59%	Results from splitting costs with other projects where events occurred at similar time in similar location to international workshop
Operating Costs			-19%	Savings in costs for national workshops at country level and occurrence later in the financial year resulting in lower spend on immediate follow-up activities
Capital items (see below)	£ -	£ -		
Others (see below)			-3%	
Office stationery, computer, bank transfer charges etc				
Publication production costs				
TOTAL			-4%	

As discussed above, we have had challenges in keeping the country partners on track with the workplan this year and these have resulted in most of the variations of spend against budget highlighted. In the final quarter of the year it became clear that we needed to invest additional time in the core project team to increase momentum among the country partners and support preparation for the country scoping workshops. We agreed this strategy within the core project team but did not have the opportunity to seek an official budget alteration before the end of the year. We hope that Darwin will also see the rationale behind this approach - ultimately seven out of eight workshops had been held by the end of March. The cost of the extra staff time was covered by the underspend by in country partners on workshops and related follow-up (operating costs).

Annex 1: Report of progress and achievements against Logical Framework for Financial Year 2015-2016

Project summary	Measurable Indicators	Progress and Achievements April 2015 - March 2016	Actions required/planned for next period
<p>Impact The Strategic Plan for Biodiversity 2010-2020 is achieved - biodiversity loss is reduced and poverty alleviated through sustainable use of natural resources</p>		Project is on track to helping individual countries meet Strategic Plan targets	
<p>Outcome: The biodiversity-development mainstreaming plans included in revised NBSAPs of project countries (the Purpose of the Main Project) are implemented, measured and reciprocated in national development plans and processes</p>	<p>Indicator 1: By the end of the project, provision for biodiversity is improved in at least one national or sectoral development policy/process in each of at least four countries</p> <p>Indicator 2: By the end of the project, progress in implementing the NBSAP against agreed mainstreaming indicators in at least four countries has been measured and lessons learned reported.</p> <p>Indicator 3: By the end of the project at least one widely applicable tool supporting mainstreaming implementation has been developed and applied in at least four countries</p> <p>Indicator 4: Project outputs are widely disseminated beyond the host countries and taken up in policy</p>	<p>On track: Seven of the eight project countries have identified their mainstreaming target through national scoping workshop. Two tools have been developed and are being used by project countries. These include the Mainstreaming Biodiversity Into Development Strategic Diagnostic tool and the Tips And Templates For Writing About Biodiversity For Policy And Media Material. A draft tool on Indicators For Measuring Mainstreaming Progress, Success And Impact is out for review.</p> <p>The project website has been used a key dissemination channel, but project team members have also given presentations about the project at international events</p>	<p>Having identified mainstreaming targets, country partners are now embarking on their mainstreaming strategies.</p> <p>A second international workshop in October 2016 will review progress and lessons learned.</p> <p>Key experiences and outputs will be shared at CBD CoP17</p>
<p>Output 1. National level analyses of development planning processes and mainstreaming entry points in at least 5 countries</p>	<p>Indicator 1: By October 2015, workshops held in each host country to scope development planning processes and identify entry points</p> <p>Indicator 2: By December 2015, reports documenting country planning processes posted on project website</p>	<ol style="list-style-type: none"> 1. Completed (by April 2016) with exception of Botswana 2. Completed (by April 2016) with exception of Botswana and Namibia 3. Not yet started 4. Not yet started 	

	<p>Indicator 3: By December 2016 analyses of national development planning processes presented at CoP 13</p> <p>Indicator 4: By March 2017 analyses of national development planning processes included in final project report</p>	
Activity 1.1 Convene a (virtual) meeting of the African Leadership Group to review key elements of each revised NBSAP and each national development plan and agree overall project approach		COMPLETED: First workshop held in Harare, Zimbabwe in November 2015. All the eight project countries participated in the workshop
Activity 1.2 Country teams convene stakeholder workshops/meetings in each country to map out development planning processes and timetables and identify key entry points and indicators of success		COMPLETED. With exception of Botswana, country workshops were held between September 2015 and March 2016
Activity 1.3: Country teams document (with support of IIED and WCMC) development planning processes and mainstreaming entry points and strategies		NEAR COMPLETION. Seven countries with the exception of Botswana have prepared reports summarising results of the national scoping workshops. These reports have been submitted to IIED and WCMC. Botswana plan to have their national scoping workshops on the 18th and 20th May 2016.
Activity 1.4: IIED and WCMC produce a report summarising country processes and mainstreaming strategies and post on project website		IN PROGRESS - will be posted on website by end of Q1, Year 2
Output 2. National level application of mainstreaming tools and in at least 5 countries	<p>Indicator 1: By December 2015 mainstreaming priorities and strategies agreed, and capacity needs assessed</p> <p>Indicator 2: By January 2016 tools/guidance addressing capacity needs agreed</p> <p>Indicator 3: By March 2016 tools/guidance developed and published</p> <p>Indicator 4: By December 2016 effectiveness of tools presented at CoP 13)</p>	<ol style="list-style-type: none"> 1. Completed by April 2016 2. Completed – tools agreed following Harare workshop 3. In progress. Tool 1, diagnostic, drafted in August 2015 and used in country workshops; Tool 2; writing tips, completed and published in March 2016; Tool 3, mainstreaming indicators, in progress 4. Not yet started
Activity 2.1. Based on mainstreaming entry points and outline mainstreaming strategies, country teams identify capacity development need		COMPLETED – with exception of Botswana, country teams have reported on capacity needs in workshop reports
Activity 2.2. Virtual meeting of African Leadership Group to share results of development planning processes and capacity needs assessment and agree tools/guidance needed		COMPLETED – virtual meeting was replaced with a face to face international workshop in Harare

Activity 2.3: IIED and UNEP-WCMC develop and publish tools and guidance	IN PROGRESS: Tool 1, diagnostic, drafted in August 2015 and used in country workshops; Tool 2; writing tips, completed and published in March 2016; Tool 3, mainstreaming indicators, in progress
Activity 2.4: Country teams employ and adapt tools and guidance to address mainstreaming opportunities identified in Output 1.	IN PROGRESS: All countries have used diagnostic tool; Zimbabwe and Uganda are using writing tool to help produce policy briefs
<p>Output 3. Documentation and dissemination of experience and lessons learned (guidance for others) internationally.</p>	<p>Indicator 1: By September 2016 lessons learned on influencing development planning processes shared between countries at project workshop</p> <p>Indicator 2: By December 2016 experience of influencing development planning processes in at least four countries documented</p> <p>Indicator 3: By December 2016 experience of influencing development planning processes in at least four countries presented at CoP 13</p> <p>Indicator 4: By March 2017 experience of influencing development planning processes and lessons learned written up as final project report and widely disseminated via partner websites, CBD focal points mailing list NBSAPs Forum</p> <p>1. Not yet started – workshop will be held in October 2016 2. Not yet started 3. Not yet started 4. Not yet started</p>
Activity 3.1. Country teams draw out lessons learned on success of mainstreaming approaches	Not yet started
Activity 3.2. Project workshop convened to share lessons learned, compare mainstreaming success and adapt approaches where needed	Not yet started – workshop planned for October 2016
Activity 3.3. IIED and UNEP-WCMC develop project report documenting mainstreaming targets, process, tools and experiences	Not yet started
Activity 3.4. Side event held at CBD CoP 13 to disseminate experience	Not yet started
Activity 3.5: Wide dissemination of tools, guidance and lessons learned	Ongoing - dissemination via project website and team members' participation in international events

Annex 2 Project's full current logframe as presented in the application form (unless changes have been agreed)

Project summary	Measurable Indicators	Means of verification	Important Assumptions
<p>Impact: Effective contribution in support of the implementation of the objectives of the Convention on Biological Diversity (CBD), the Convention on Trade in Endangered Species (CITES), and the Convention on the Conservation of Migratory Species (CMS), as well as related targets set by countries rich in biodiversity but constrained in resources.</p> <p>The Strategic Plan for Biodiversity 2010-2020 is achieved - biodiversity loss is reduced and poverty alleviated through sustainable use of natural resources</p>			
<p>Outcome: The biodiversity-development mainstreaming plans included in revised NBSAPs of project countries (the Purpose of the Main Project) are implemented, measured and reciprocated in national development plans and processes.</p>	<p>Indicator 1: By the end of the project, provision for biodiversity is improved in at least one national or sectoral development policy/process in each of at least four countries</p> <p>Indicator 2: By the end of the project, progress in implementing the NBSAP against agreed mainstreaming indicators in at least four countries has been measured and lessons learned reported.</p> <p>Indicator 3: By the end of the project at least one widely applicable tool supporting mainstreaming implementation has been developed and applied in at least four countries</p> <p>Indicator 4: Project outputs are widely disseminated beyond the host countries and taken up in policy</p>	<p>Indicator 1: Project reports documenting policy changes achieved and copies of the revised policies.</p> <p>Indicator 2: Project reports documenting lessons learned by each country and verbal reports from the countries at CBD CoP 13 side event</p> <p>Indicator 3: Publication of tools and guidance and posting on IIED and partners' websites</p> <p>Indicator 4: Participation by project members and dissemination of outputs at CoP16 and at other CBD events; mailings to CBD Focal Points mailing list; dissemination via NBSAP Forum and by all partners' websites</p>	<p>Assumption 1: Environment ministries of host countries remain engaged and capacity to influence development counterparts is enhanced</p> <p>Assumption 2: Representatives of key development sectors are receptive to mainstreaming</p> <p>Assumption 3: African Leadership Group continues to provide peer-to-peer support on voluntary basis</p>
<p>Outputs: 1. National level analyses of development planning processes and mainstreaming entry points in at least 5 countries</p>	<p>1a. 1b. 1c. etc Indicator 1: By October 2015, workshops held in each host country to scope development planning processes and identify entry points</p> <p>Indicator 2: By December 2015, reports documenting country planning processes posted on project website</p>	<p>1a. 1b. 1c. Indicator 1: Annual reports to Darwin and associated project documents - meeting reports etc; final project report</p> <p>Indicator 2: Tools and guidance published</p> <p>Indicator 3: Project workshop materials</p>	<p>Assumption 1: Suitable entry points for mainstreaming are identified as occurring within the project period</p> <p>Assumption 2: Capacity needs can be addressed through written tools and guidance</p>

	<p>Indicator 3: By December 2016 analyses of national development planning processes presented at CoP 13</p> <p>Indicator 4: By March 2017 analyses of national development planning processes included in final project report</p>	<p>and report</p> <p>Indicator 4: CoP13 side event materials and report</p>	<p>Assumption 3: African Leadership Group continues to provide peer-to-peer support on voluntary basis</p>
<p>2. National level application of mainstreaming tools and in at least 5 countries</p>	<p>2a. 2b. Indicator 1: By December 2015 mainstreaming priorities and strategies agreed, and capacity needs assessed</p> <p>Indicator 2: By January 2016 tools/guidance addressing capacity needs agreed</p> <p>Indicator 3: By March 2016 tools/guidance developed and published</p> <p>Indicator 4: By December 2016 effectiveness of tools presented at CoP 13)</p>	<p>2a. 2b. Indicator 1: Annual reports to Darwin and associated project documents - meeting reports etc; final project report</p> <p>Indicator 2: Tools and guidance published</p> <p>Indicator 3: Project workshop materials and report</p> <p>Indicator 4: CoP13 side event materials and report</p>	<p>Assumption 1: Suitable entry points for mainstreaming are identified as occurring within the project period</p> <p>Assumption 2: Capacity needs can be addressed through written tools and guidance</p> <p>Assumption 3: African Leadership Group continues to provide peer-to-peer support on voluntary basis</p>
<p>3. Documentation and dissemination of experience and lessons learned (guidance for others) internationally</p>	<p>3. Indicator 1: By September 2016 lessons learned on influencing development planning processes shared between countries at project workshop</p> <p>Indicator 2: By December 2016 experience of influencing development planning processes in at least four countries documented</p> <p>Indicator 3: By December 2016 experience of influencing development planning processes in at least four countries presented at CoP 13</p> <p>Indicator 4: By March 2017 experience of influencing development planning processes and lessons learned written</p>	<p>3a. Indicator 1: Annual reports to Darwin and associated project documents - meeting reports etc; final project report</p> <p>Indicator 2: Tools and guidance published</p> <p>Indicator 3: Project workshop materials and report</p> <p>Indicator 4: CoP13 side event materials and report</p>	<p>Assumption 1: Suitable entry points for mainstreaming are identified as occurring within the project period</p> <p>Assumption 2: Capacity needs can be addressed through written tools and guidance</p> <p>Assumption 3: African Leadership Group continues to provide peer-to-peer support on voluntary basis</p>

	up as final project report and widely disseminated via partner websites, CBD focal points mailing list NBSAPs Forum		
<p>Activities (each activity is numbered according to the output that it will contribute towards, for example 1.1, 1.2 and 1.3 are contributing to Output 1)</p> <p>Activity 1.1: Convene a (virtual) meeting of the African Leadership Group to review key elements of each revised NBSAP and each national development plan and agree overall project approach</p> <p>Activity 1.2: Country teams convene stakeholder workshops/meetings in each country to map out development planning processes and timetables and identify key entry points and indicators of success</p> <p>Activity 1.3: Country teams document (with support of IIED and WCMC) development planning processes and mainstreaming entry points and strategies</p> <p>Activity 1.4: IIED and WCMC produce a report summarising country processes and mainstreaming strategies and post on project website</p> <p>Activity 2.1: Based on mainstreaming entry points and outline mainstreaming strategies, country teams identify capacity development needs</p> <p>Activity 2.2: Virtual meeting of African Leadership Group to share results of development planning processes and capacity needs assessment and agree tools/guidance needed</p> <p>Activity 2.3: IIED and UNEP-WCMC develop and publish tools and guidance</p> <p>Activity 2.4: Country teams employ and adapt tools and guidance to address mainstreaming opportunities identified in Output 1</p> <p>Activity 3.1: Country teams draw out lessons learned on success of mainstreaming approaches</p> <p>Activity 3.2: Project workshop convened to share lessons learned, compare mainstreaming success and adapt approaches where needed</p> <p>Activity 3.3: IIED and UNEP-WCMC develop project report documenting mainstreaming targets, process, tools and experiences</p> <p>Activity 3.4: Side event held at CBD CoP 13 to disseminate experience</p> <p>Activity 3.5: Wide dissemination of tools, guidance and lessons learned</p>			

Annex 3 Standard Measures

Table 1 Project Standard Output Measures

Code No.	Description	Gender of people (if relevant)	Nationality of people (if relevant)	Year 1 Total	Year 2 Total	Year 3 Total	Total to date	Total planned during the project
Established codes								
6A	Number of people to receive other forms of education/training (which does not fall into categories 1-5 above) *	Males and Females	Botswana, Ghana, Malawi, Namibia, Seychelles, Uganda, Zambia Zimbabwe.	24			24	40
6B	Number of training weeks to be provided		Botswana, Ghana, Malawi, Namibia, Seychelles, Uganda, Zambia Zimbabwe	1			1	2
7	Number of (e.g., different types - not volume - of material produced) training materials to be produced for use by host country			2			2	6
14A	Number of conferences/seminars/workshops to be organised to present/disseminate findings			0			0	1
14B	Number of conferences/seminars/workshops attended at which findings from Darwin project work will be presented/disseminated			3			3	5
17B	Number of dissemination networks to be enhanced/ extended			2			2	4
23	Value of resources raised from other sources (e.g., in addition to Darwin funding) for project work			£119,78	£84,522	£2,500		£206,130

Table 2 Publications

Title	Type (e.g. journals manual, CDs)	Detail (authors, year)	Gender of Lead Author	Nationality of Lead Author	Publishers (name, city)	Available from (e.g. weblink or publisher if not available online)
Mainstreaming Biodiversity into Development Policy and Planning: First International Workshop Report	Workshop report	Abisha Mapendembe, Steve Bass, John Tayleur, Dilys Roe, Sarah Darrah and Rosalind, Goodrich February 2016	Male	Zimbabwean	IIED, London	http://pubs.iied.org/G04009.html
Harare Statement on using NBSAPs as a tool for mainstreaming biodiversity into national and sectoral development policies	Statement	24 African Leadership Group (ALG) members from eight countries participating in the project	Males and Females	Multiple African authors	IIED, London	http://pubs.iied.org/G04010.html
Writing about biodiversity: Tips and templates for policy and media material	Tool	Rosalind Goodrich drawing on material from Sian Lewis and Katharine Mansell in the IIED Communications Group and inspired by conversations with the African Leadership Group	Female	British	IIED, London	http://pubs.iied.org/17582IIED.html
Mainstreaming biodiversity and development	Project website	Rosalind, Goodrich	Female	British	IIED, London	http://www.iied.org/national-biodiversity-strategies-action-plans-20-mainstreaming-biodiversity-development
Profiles of The African Leadership Group (ALG) members from the eight project countries	Project website:	Rosalind, Goodrich	Female	British	IIED, London	http://www.iied.org/mainstreaming-biodiversity-development-africa-leaders-group