

MANAGEMENT RESPONSE

BIOFIN EU Terminal Evaluation Management Response and Tracking Matrix

Project Title: The Biodiversity Finance Initiative (BIOFIN)
 Project PIMS #: 3918
 Output #: 00080516
 Terminal Evaluation Completion Date: 21 February 2017
 Latest update: 18 September 2018

Key issues and Recommendations	Management Response*	Tracking**				
		Key Actions	Timeframe	Responsible Unit/s	Status***	Comments
EU (and other BIOFIN Donors)						
<div><div>Recommendation</div><div>Priority</div><div>1.</div><div>Implement Biodiversity Finance Plans. BIOFIN should deepen its support for Biodiversity Finance Plan implementation in select core countries through the direct financing mechanism (DIM) and by encouraging countries to seek additional funding for their BFPs.</div><div><div>○</div><div>Focus on fine tuning the BIOFIN global efforts and strengthening and consolidating the work in the current countries. EU/UNDP should spend time to pursue the uptake of finance solutions and the</div></div></div>	The focus on implementing finance plans and solutions will be the main priority for a follow up phase	Design the concept for BIOFIN Phase II to focus primarily on implementation and develop a resource mobilization strategy	May – December 2017	BIOFIN Team	Completed	Phase II was launched with funding mobilized for 22 countries to date.

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<p>sustainability of the BIOFIN process in the current countries.</p> <ul style="list-style-type: none"> ○ Host a donor round table in 2017 to resource BIOFIN phase two. To procure further investment, it is recommended that the EU/UNDP scale-up their successful initial intervention in the 8 initial pilots, expand support for the implementation of the biodiversity finance plan and prioritized finance solutions. 						
<p><i>Recommendation Priority 2.</i> Scale BIOFIN Globally. BIOFIN should expand its reach to additional countries with additional financing for new core countries and by providing light support through the concept of “regional nodes”.</p>	<p>The need to continue supporting a wider group of countries is acknowledged</p>	<p>The design of BIOFIN Phase II will include an output for additional countries to undertake the BIOFIN Process from the start and a second output for the regional nodes</p>	<p>May – December 2017</p>	<p>BIOFIN Team</p>	<p>Completed</p>	<p>Phase II enables up to 15 countries to join, out of which 5 already joined.</p>

UNDP

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<i>Recommendation Priority 3.</i> A new LogFrame (outcome, outputs and indicators) needs to be validated and vetted for Phase 2 to be reviewed by UNDP management for two levels of results: global and national level institutionalization, capacity strengthening and sustainability.	The new logical framework will include the suggested two levels, global and national	Design a new logical framework for BIOFIN Phase II that is based on 2 outcomes, the global and national level	May – December 2017	BIOFIN Team	Completed	The logframe was formally adopted.
Additional Recommendation. Integrate BIOFIN lessons into future NBSAPs. Advocacy for further links of BIOFIN methods to next generations of NBSAPs is needed. The BIOFIN methodology can improve future NBSAP's cost-effectiveness as demonstrated in Chile and Philippines. A firm recommendation can now be made for the CBD to consider BIOFIN lessons into NBSAP guidance.	This is an important finding and a lesson widely shared by countries.	Organise a session in the 3rd Global BIOFIN Conference to review lessons learnt from the linkage between BIOFIN and the NBSAP Process Include additional guidance in the 2018 BIOFIN Workbook	January – December 2018 August 2017 – December 2018	BIOFIN Team	To start in 2018	The session was held in March 2018 and outcomes shared with the CBD
BIOFIN Global						
<i>Recommendation Priority 4.</i> BIOFIN Resource Mobilization for Phase Two. In 2017, BIOFIN global team should prepare and secure funding for a full second phase of BIOFIN activities focusing on deepening BIOFIN's impacts in core countries and	A dedicated resource mobilization and partnership plan will be developed	Design a resource mobilization and partnerships plan for BIOFIN Phase II 2018 - 2022.	2017 - 2018	BIOFIN Team	On track	Funding to the amount of US\$ 25 million has been mobilized for phase II. Other aspects

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<p>sharing lessons learned more broadly. This phase 2 programme can include:</p> <ul style="list-style-type: none"> ○ Further integration and coordination across projects including WAVES/SEEA, SDF, various climate initiatives, TEEB and others to further support long-term outcomes ○ Clarification of a comprehensive exit strategy for phase two, including growth scenarios and positioning, and designed exit strategies for the 19 most advanced countries. ○ An evidence-based, fleshed-out design concept for scale-up. ○ Further define future global support work including with private sector finance engagement, data and practice standards, and BIOFIN capacity building support. This will be enhanced by a cross-country meta-analysis of 30 countries for comparison and trend analysis. 						are addressed in the project document.

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<i>Recommendation Priority 5.</i> Deepen ongoing support for Biodiversity Finance Plan development and implementation. In the near term (by the end of 2017), the global team can deepen the preliminary results (in a subset of countries) to create more advanced “pilot” countries who are creating and implementing powerful BFPs to serve as examples for other countries. This will demonstrate both the value of the BFP itself and demonstrate specific finance solutions including engagement with the private sector for example.	Having countries that serve as models for the Biodiversity Finance Plan will be very useful	Identify 2 countries and develop model finance plans to share with others.	March 2017 – March 2018	BIOFIN Team	On track	This is included in the design of phase II, with funding mobilized for 5 countries.
<i>Additional Recommendation.</i> In the final year of implementation (2018), a global BIOFIN communications effort can showcase the BIOFIN approach. This communication effort should highlight BIOFIN success in relation to its utility for supporting SDG planning, integration with climate and Sustainable Development Finance work.	Toward the end of the first phase, additional communications efforts will be highly valuable	An updated communications plan is developed with additional activities, including a new website and country stories report	Mid-2017	BIOFIN Team	Ongoing	New website launched
<i>Additional Recommendation.</i> Enhance Private Sector Engagement globally and nationally. Develop an improved engagement strategy for work (demonstration, education, partnerships) with the private sector. Review private sector engagement in key countries for improved advocacy and national resource	It is acknowledged additional effort is required to guide countries to engage with the private sector. This was also highlighted by the	Develop a dedicated strategy to engage with the private sector for BIOFIN Phase II	December 2017	BIOFIN Team	Draft developed	Draft will be revisited later in 2018

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mobilization. Undertake a series of webinars on private sector engagement. Share UNDP due diligence processes and rules on the private sector with BIOFIN national teams.	BIOFIN Steering Committee					
<p><i>Recommendation Priority 6.</i> BIOFIN Data Tool Enhancement. Long term global results are partially dependent on improving standards for biodiversity finance data collection. The Alpha version of the BIOFIN Data Tool should be improved and further integrated into the BIOFIN national process. A global subset of data and baseline on biodiversity finance linked to biodiversity expenditures and finance needs, finance solutions etc. is essential for the CBD, donors, and countries. Clarification on expenditure attribution (especially for indirect expenditures) will enhance usefulness of country and global analysis. Ongoing work with UNSD, Eurostat and OECD, should continue and national efforts to integrate UN SEEA frameworks with the BIOFIN process should be supported.</p> <p>The speed of resources growth - geographical and expansion in content was a challenge. Growth of management team in retrospect need be proportional, including support staff. Phase II can be</p>	The need for additional benchmarking and data availability is acknowledged	<p>Complete and launch the BIOFIN Data Tool</p> <p>Include the development of a biodiversity finance index in the project document of BIOFIN Phase II</p>	<p>December 2017</p> <p>December 2017</p>	BIOFIN Team	On track	The data tool will be rebuilt to become more flexible, and corresponding guidance is provided in the 2018 Workbook.

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designed as a larger programme from the onset, while growing proportionally in an incremental matter, based on the availability of funds.						
BIOFIN National Programs						
<i>Recommendation Priority 7.</i> Exit strategies and institutionalization at the national level should be further developed and implemented. This may include institutionalization of the biodiversity tagging process, adaption of the BIOFIN method with policy support, replication of the method in other sectors or at sub national level, and hiring / re-engineering of some staff positions towards biodiversity finance.	This is a very useful suggestion to which the team will follow up	<p>Develop a template for exit strategies</p> <p>Develop exit strategies for each country by March 2018</p>	<p>June 2017</p> <p>March 2018</p>	BIOFIN Team	Ongoing	The majority of countries have developed exit strategies.
<i>Recommendation Priority 8.</i> Enhanced South-South learning. The expansion and increased systematization of South-South learning among all BIOFIN core countries can be broadened and include countries engaged in the regional nodes.	This is recognized as a priority	<p>Launch the expanded BIOFIN Website</p> <p>Expand the regional and global workshops to enable participation from countries receiving support by the regional nodes</p>	<p>June 2017</p> <p>2017 - 2018</p>	BIOFIN Team	<p>Completed</p> <p>Ongoing</p>	Over 25 countries now received support from the regional nodes programme

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<i>Additional Recommendation.</i> Communication and Advocacy. The BIOFIN global team should develop improved “strategic BIOFIN communication guidance”. This guidance will aid with the support of national communication efforts to assure greater impact of BIOFIN efforts with key decision makers as well as build enhanced capacity at the national level.	This is being planned	The BIOFIN communications strategy will be updated and a country toolkit and training webinar organised	May – December 2017	BIOFIN Team	On track	This is completed and additional guidance is featured in the 2018 BIOFIN Workbook
<i>Additional Recommendation.</i> Education, Knowledge Management and Communication Strategies. BIOFIN can explore the potential for increased higher level education products to enhance national capacity for understanding and implementing biodiversity finance solutions. A BIOFIN learning and knowledge sharing plan can be developed targeted to public sector employees (finance, planning, and other sectors), key civil society actors (NGOs, CBOs), and key implementation partners (private sector) building on good examples of work.	A more detailed educational and learning plan should be developed at the start of BIOFIN Phase II	Develop a BIOFIN Education and learning plan	2018	BIOFIN Team	Planned for 2018	Several countries are exploring this at national level
<i>Additional recommendation.</i> The BIOFIN process can become more focused towards building longer-term national capacity which might include the	This idea has surfaced in several countries and is now widely promoted	Review in each country the possibility to integrate the	2017 - 2022	BIOFIN Team	Ongoing	Interest shown in India, Thailand

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integrating the BIOFIN methodology into national higher-level education curricula (i.e. Masters level).		BIOFIN Methodology into curricula of academic and civil service training institutes				
PHASE TWO						
<p>Option 1: implement the Finance Plan developed under Phase 1; this will need a greater budget per country than under Phase 1, in my eyes anything between \$2-20m per country; UNDP / BIOFIN could support this alone without any content partner; I estimate that we would only be able to support a max of 10 countries to this height i.e. total of \$20-100m; that means that these efforts will need to be supported by OTHER agencies with budgets such as WB, GIZ, ADB, WWF CI, etc. in other countries</p> <p>Option 2: expand BIOFIN conceptually into (sector specific) economic valuation of BD and natural capital accounting, to offer a more complete package; for this BIOFIN will need content partners egg WB/WAVES, or UNSD/SEEA; budgets per</p>	The Global BIOFIN Team and donors are sharing the view to include higher budget allocations for the implementation phase and enable countries to focus on economic valuation, TSA and natural capital accounting	Include in the project document for BIOFIN Phase II	Second half of 2017	BIOFIN Team	Completed	This is reflected in the Phase II project document

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<p>country will be even higher, yet new leverage would be possible for fundraising and also national impact. NCA / EV would bring the political/economic case while BIOFIN brings more some data on finance without giving a good rationale able to convince govt to invest more in BD; here link to SDGS is also important be SEEA will likely become the main SDG indicator framework i.e. there are links to MAPS, etc.</p> <p>Evaluator recommend to keep and work on both options and see what is possible, to have discussions with partners and donors on their interest</p>						

* Unit(s) assigned to be responsible for the preparation of a management response will fill the columns under the management response section.

** Unit(s) assigned to be responsible for the preparation of a management response will be updating the implementation status. Assigned with an oversight function monitors and verifies the implementation status.

*** Status of Implementation: Completed, Partially Completed, Pending

EVALUATION REPORT CLEARANCE FORM

Evaluation Report Reviewed and Cleared by:

Name: Onno van den Heuvel

Position: BIOFIN Manager

Signature:_____

Management response endorsed by:

Name: Midori Paxton

Position: Head of EBD Unit, UNDP-GEF

Signature:_____