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***Mid-Term Evaluation of
The EU-China Biodiversity Programme***

Final Report

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The views expressed in this document are those of the Consultant and do not necessarily reflect those of the European Union or the Government of China

**MID-TERM EVALUATION OF
THE EU-CHINA BIODIVERSITY PROGRAMME**

FINAL REPORT

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Contents

Executive Summary	3
a) Methods, context and significance	3
b) Relevance to biodiversity conservation	3
c) Efficiency of the programme	4
d) Effectiveness of the programme	4
e) Impact of the programme	5
f) Sustainability of the programme	6
g) Conclusions	6
h) Recommendations	7
1. Introduction	9
1.1. The EU-China Biodiversity Programme	9
1.2. The mid-term evaluation	12
2. Findings	14
2.1. Relevance: problems and needs	14
2.1.1. Status of biodiversity resources	14
2.1.2. Biodiversity conservation institutions	15
2.1.3. Relevance of the ECBP	16
2.2. Efficiency: sound management and value for money	17
2.2.1. The National Programme Director	17
2.2.2. The role of FECO	18
2.2.3. Efficiency issues within and between components	20
2.2.4. Other efficiency issues	23
2.2.5. Scope for improving leadership and management	23
2.3. Effectiveness: achievement of purpose	24
2.3.1. The programme's purpose	24

2.3.2. Policy development	25
2.3.3. Visibility and awareness raising	26
2.3.4. The field projects	26
2.4. Impact: achievement of wider effects	29
2.5. Sustainability: likely continuation of achieved results	30
3. Conclusions and recommendations	33
3.1. Conclusions	33
3.2. Recommendations	34
4. Annexes	38
4.1. Terms of reference of the MTE	38
4.2. Curricula vitae of the evaluators	49
4.3. Persons consulted during the MTE	50
4.4. Meeting notes	54
4.5. MTE observations on seven field projects	65
4.5.1. Integrating Biodiversity Considerations into Strategic Environmental Assessment of Mining and Tourism Development Plans	65
4.5.2. Integration of Biodiversity into China's Land Use Planning and Land Consolidation	66
4.5.3. Community-based Conservation in Qinghai and Sichuan	67
4.5.4. Sustainable Management of Traditional Medicinal Plants in High-Biodiversity Landscapes of Upper Yangtze Ecoregion	68
4.5.5. An Innovative Model for Biodiversity Conservation and Sustainable Development in Northwest Yunnan	70
4.5.6. Biodiversity Conservation in the Limestone Area of Southwest Guangxi	72
4.5.7. Governance, Capacity and Social Responsibility in Wetland Biodiversity Conservation in Anqing (Anhui Province)	73
4.6. Results of the field project questionnaire survey	74
4.7. Documents consulted or cited	94
4.8. List of acronyms and abbreviations	96

Executive Summary

a) Methods, context and significance

Methods. These findings of the mid-term evaluation (MTE) of the EU-China Biodiversity Programme (ECBP) are based on review of ECBP documents, stakeholder meetings in Beijing, briefings on two ECBP-supported field projects in Beijing, visits to five others in Sichuan, Yunnan, Guangxi and Anhui, and 14 replies to a questionnaire survey of all 18 field projects. Only one project (WCS-Tibet) was neither visited nor responsive to the questionnaire.

Context and significance. As indicated by recent ecosystem change, the scale of biodiversity loss in China is serious and continuing. The Convention on Biological Diversity (CBD) is central to China's international commitment to conserve and wisely use the components of biodiversity. The latter include all genes within its territory (including all products of gene expression, such as foodstuffs and medicines), all species that occur there (especially native and endemic species), and all ecosystems that sustain the livelihoods, economic potential and cultural systems of its people. Thus, biodiversity is no fringe issue and biodiversity loss no trivial matter. Countries that realise this too late can never become developed to their full potential, and may not even survive as functional societies.

b) Relevance to biodiversity conservation

Compliance with the CBD. This requires two very different kinds of action: *day-to-day* and *strategic*. Day-to-day compliance is mainly about managing technical information and using it to write reports, develop position papers and negotiate with peers in other countries. It is suited to being managed by a single institution, if it has sufficient capacity. Strategic compliance, by contrast, is inherently multi-sectoral, multi-stakeholder and process-based, and requires parties to develop and implement national strategies to allow biodiversity conservation and sustainable use to be integrated into sectoral and cross-sectoral land and resource-use decisions. The ECBP is specifically designed to support this by working with key institutions at all levels, and its field projects are often key vehicles for this collaboration.

Relevance. The ECBP is seeking to address biodiversity matters in a comprehensive way, by influencing policy development, building capacity, introducing new ideas through consultancies and workshops, generating experience and knowledge in the field, and raising awareness of biodiversity among government officials and the public. This is highly relevant work, focused on the 24 institutional members of the CBD Steering Committee (the 'CBDSC-24') who for many purposes can be taken to represent China's official community of interest in biodiversity (with nine members being particularly crucial).

c) Efficiency of the programme

Central policy development. The Ministry of Environmental Protection (MEP) is the lead agency for implementing CBD compliance on a day-to-day basis, and for coordinating it at a strategic level. It does not directly manage natural resources, however, so its role is expressed through policies, guidelines and regulations that others will implement. Responsibility for day-to-day compliance has been transferred to its Foreign Economic Cooperation Office (FECO), which is to be welcomed since the CBD is a demanding treaty in reporting terms, and the capacity of FECO is being increased to cope with it. FECO also accommodates the ECBP, which is designed to address more strategic aspects of CBD implementation. There have been difficulties with programme leadership, since the ECBP effectively lacks an MEP-appointed National Programme Director (NPD), and also with management of the central policy component, since the ECBP also lacks an independently-recruited National Programme Manager (NPM). The NPD is supposed to provide access and credibility to the programme when dealing with agencies across the biodiversity ‘community of interest’, which is precisely necessary to developing and influencing policy among multiple stakeholders. Meanwhile, the NPM is supposed to head the Programme Management Office (PMO), to take up many of the NPD’s more operational duties, and to work in tandem with the Chief Technical Adviser (CTA). These missing elements in the system undoubtedly weaken efficiency and could, if not corrected, also undermine effectiveness, impact and sustainability.

Other components. The Visibility and Awareness Component (VAC) is efficient in many ways, although there is weak linkage with MEP and the field projects. The main efficiency issue for the field projects lies in the limited use to which the knowledge that they generate is being used as an input to policy development. This is partly due to a weakness in programme design, which made little provision for capturing and using knowledge from the field projects, and partly to the multiplication of field projects beyond COSU’s capacity to supervise and monitor them. The field projects were also delayed by weather, security events and a major earthquake, as well as by the tendering processes involved. The result is that in some instances the 2-3 years’ maximum implementation time for the field projects (which is already short for work of this nature) has been reduced to barely more than a year.

d) Effectiveness of the programme

Central policy development. Despite difficulties, PMO technical staff are alert to opportunities for policy development and effective at exploiting them, and some initiatives have great potential (e.g. by revising the NBSAP, by supporting the CCICED’s Task Force on Ecosystem Services and Management, and by promoting awareness at the NDRC on climate change and biodiversity). Relations with MLR and MOA are particularly satisfactory, and MEP stakeholders report good collaboration on policies and regulations, monitoring and information sharing, and environmental impact assessment.

Visibility and awareness. The VAC team is energetic, skilled and involved in a wide variety of activities. The main effectiveness issues are that the VAC is not linked fully with MEP, so is inhibited in helping to build the ministry's outreach and education capacity, or the field projects, so is less effective than it should be in managing knowledge from them.

Field projects. The field projects are doing good conservation work, at least in places visited by MTE, but they are not being well used as teaching and learning resources by the CBDSC-24. The impression is that they are seldom visited by officials from central institutions or other local ones (or even by monitors from COSU), and that their reporting is both onerous to themselves and overwhelming to COSU. So far, despite their great potential, the field projects are a weak way to discover and manage knowledge about how to conserve ecosystems and biodiversity, or to communicate it to the CBDSC-24, including MEP. The issue of how to collect and use the accumulated wealth of knowledge from the field projects should be a focus of the ECBP's work if the programme is extended.

e) **Impact of the programme**

Central policy development. Despite struggling against its leadership and management constraints, the PMO is taking steps that could well have a significant influence on policy development in a wide range of biodiversity-related fields. To the extent that these eventually do translate into new policies and amended strategic documents, a strong long-term impact is likely.

Visibility and awareness. The VAC is being seen widely and is developing products and materials that will contribute to biodiversity awareness for many years. Being efficient, it is probably having considerable impact per unit input, but less so in absolute terms because of its weak level of interaction within the MEP, the sheer scale of the challenge it faces in creating mindset change within China, the complex message that it is trying to promote, and the fact that the field projects are not all working to communicate their own complementary messaging.

Field projects. The field projects are having an impact by informing policy development processes within at least some of the CBDSC-24 (e.g. at MLR and MEP), but their effects in all cases are strongest (and may well be very important) at the county and provincial levels. All these impacts could be greatly amplified if the field projects were used more vigorously as teaching resources for the CBDSC-24, including MEP.

Call for Proposals. A powerful additional impact was achieved by the CfP process at the ECBP-wide level by encouraging governmental and non-governmental, and Chinese and international, stakeholders to work together, thus building trust and promoting the exchange of knowledge. A similar CfP process within at least one of the field projects, which was used to select communities for Conservation Agreements, also had an irreversible impact on community capacity to analyse problems and articulate proposed solutions.

f) Sustainability of the programme

Central policy development. The key to achieving sustainable results is to introduce new priorities and new ways of thinking and working. Throughout the MTE it was clear that Chinese officials at all levels were acutely interested in learning new things. This bodes well for the sustainability of ECBP's impacts at a policy level, and suggests potential for even greater influence if the strategic processes now underway (e.g. with CCICED) are successful, and if the knowledge resources generated by the field projects can be harnessed effectively.

Institutional constraints. There is concern to be expressed over sustainability at the central level. If the ECBP were to end up being managed by FECO as if it were just another project related to the *day-to-day* implementation of an MEA (in this case the CBD), then its sustainability could well end up being weak in the sense of getting central institutions into the habit of working together on cross-sectoral biodiversity issues. But if the ECBP was instead recognised as existing to support the *strategic* implementation of the CBD by the entire biodiversity 'community of interest', and if it retained the freedom to operate as such, then its sustainability would be powerful indeed. This would be even further enhanced if a way could be found to institutionalise the functions of the ECBP in a home and at a level more appropriate to the significance of the resources with which it is concerned.

Other components. The VAC is doing well with limited resources, but while every new idea it passes on contributes to change, its influence is muffled within MEP and it has less resonance with the field projects than it should have. The field projects have made all sorts of irreversible improvements to capacity and thinking at the provincial, county and community levels, but are not being used effectively at the national level. They have also engaged all the larger international conservation NGOs, giving the potential for China to benefit from their abundant resources and extensive networks. The ECBP's sustainability is therefore significant, but could be much greater, as well as more ambitious and more strategic.

g) Conclusions

General points. As home to some 10% of the world's species, with rapid economic growth and incomplete biodiversity protection measures, effective implementation of the CBD is urgently needed in China, both at a day-to-day and a strategic level. The programme's purpose lies in encouraging and enabling the latter, and is set up to support policy development, build capacity, introduce new ideas, generate knowledge in the field, and raise awareness at all levels. These are the key processes required for biodiversity conservation, so the fact that the programme is addressing them all makes it complete, even if certain aspects require improvement.

Overall assessment. The table below gives the MTE's current scores and those of previous EC monitoring missions. The main differences between them are that the MTE was more impressed by its relevance but less so by the quality of the original design (since this is the origin of key issues such as the poor use of the knowledge generated by field projects), while being just as concerned as the second monitor over its efficiency. This is a highly relevant programme that is currently weak in efficiency and potentially so in sustainability, but could do much better at its final evaluation since the main functional weaknesses are all correctable. The recommendations that follow are intended to steer programme managers towards these corrections.

Overall assessment scores of the ECBP (from EC, 2007, 2008, this report)			
Attribute	Apr 2007	May 2008	May 2009
Design quality	b	b	c
Relevance	b	-	a
Efficiency	b	c	c
Effectiveness	b	b	b
Impact	b	b	b
Sustainability	b	b	b

h) Recommendations

The table and text that follows offers the recommendations of the MTE. They divide into five groups: numbers 1-3 concern improving the leadership, management and integration of the programme at the national level; numbers 4-5 aim to improve the use of the field projects in policy development; number 6 aims to broaden the ECBP's engagement with other UNDP- and ECD-supported projects and international activities; number 7 concerns the extension of the ECBP to the end of 2011; and number 8 proposes to correct a major strategic weakness in China's development process by perpetuating key functions of the ECBP within a new and permanent institution.

Summary of MTE recommendations		
Recommendation	Responsibility	Timing
1. Guarantee minimum time availability by the National Programme Director.	MEP.	Jul-Sep, 2009
2. Recruit a National Programme Manager with adequate operational authority.	MEP (nomination), ECD and UNDP (approval).	Jul-Sep, 2009
3. Use joint management group meetings to integrate programme components.	MEP, ECD, UNDP, MOFCOM.	Jul-Sep, 2009
4. Review all field projects for relevance to policy development.	ECBP (staff assignments, quality control), ECD (consultants).	Jul-Dec, 2009

5. Use field projects in policy development.	field projects and UNDP (revised budgets and workplans), field project partners, ECD and UNDP (sourcing of additional funding).	Jan-Dec, 2010 and 2011
6. Enhance engagement of UNDP and ECD.	UNDP, ECD, ECBP.	Jul-Dec 2009, Jan-Dec 2010
7. Extend the existing programme.	MEP, ECD, UNDP.	Jul-Sep, 2009
8. Formulate an action to institutionalise key functions of the ECBP.	ECBP (consensus building, knowledge management), ECD (formulation).	Jan-Jun, 2010

1. **Guarantee minimum time availability by the National Programme Director.** Justification: adequate engagement in the programme by its NPD is essential to ensure the proper functioning of all parts of the ECBP.
2. **Recruit a National Programme Manager with adequate operational authority.** Justification: the NPM has a key role in the effective operation of the PMO, and should be an independent appointment as called for in the programme design.
3. **Use joint management group meetings to integrate programme components.** Justification: Regular meetings of the four key stakeholders (ECD, UNDP, MOFCOM and MEP), chaired by MEP and used as an official decision-making mechanism, can provide collective leadership to help bring the three components together, while ensuring technical leadership and effective decision-making.
4. **Review all field projects for relevance to policy development.** Justification: in order to use the field projects better, there is a need to identify and document the policy-relevant aspects and outputs of each project, and to demonstrate how they contribute to the development of policy, capacity, inter-institutional collaboration, understanding among government officials of conservation issues and processes, and public awareness.
5. **Use field projects in policy development.** Justification: a potent training programme can be developed based on identifying the field projects that are best suited to teaching about biodiversity policy issues, and understanding how each ministry's mandate and interests can be met through actions relevant to biodiversity.
6. **Enhance the engagement of UNDP and ECD,** by linking with other projects and activities in China, Europe and ASEAN, including those planned for 2010.
7. **Extend the existing programme.** Justification: many ECBP initiatives require more time to bear fruit, the programme is doing good work that is appreciated by government, and the extension should be cost neutral given the current under-spend.
8. **Formulate an action to institutionalise the functions of the ECBP.** Justification: China lacks but urgently needs a focal point for managing knowledge on biodiversity resources and how they can be managed sustainably and in support of national development through climate change adaptation, ecosystem restoration, and disaster risk reduction, as well as more specific and direct uses.

1. Introduction

1.1. The EU-China Biodiversity Programme

The ECBP¹ is an effort by Europe and China to reduce the rate of biodiversity depletion and ecosystem deterioration in China, in accordance with both parties' international commitments under the Convention on Biological Diversity (CBD) and other common positions². It was established through Financing Agreement AIDCO/2004/6069, which was signed by the EC and the Ministry of Commerce in 2005, with an operational implementation phase from June 2005 to the end of March 2010. Delays and under-spend during implementation led to discussion of a possible cost-neutral extension to the end of 2011. The programme has three components, focused on central policy development, visibility and awareness, and a portfolio of 18 field projects in 16 provinces and autonomous regions (ARs) of western and southern China³.

The field projects are intended to explore, test and validate a range of conservation processes, and generate from them ideas, lessons and conclusions on how biodiversity and ecosystems may be effectively conserved in China. Those outputs would enrich central policy development, which would also be occurring through studies, dialogue and strategic engagement with government stakeholders in the biodiversity 'community of interest'⁴. The visibility and awareness component (VAC) would simultaneously be promoting understanding and generating support for biodiversity conservation and ecosystem values among officials and the public. The whole strategy is thus based on the development and integration of these three themes.

The programme's host Ministry of Environmental Protection (MEP) is a key central actor in biodiversity policy development, but those who designed the ECBP believed that a broader approach was called for than to work only with MEP. This is because the biodiversity 'community of interest' in China comprises at least two dozen central institutions (of which nine are key line managers of biodiversity resources), plus all their representative bureaux in the provinces/ARs, and the governments of those provinces/ARs. The field projects, then, provide opportunities for contact and collaboration with these other stakeholders in ways that would be impossible working only through the institutions of central government from a base within MEP. Their purpose however, as with the other components, is also to strengthen MEP's role, capacity and influence in promoting biodiversity at the central level.

¹ Annex 3 contains a list of acronyms and abbreviations used in this report.

² By Decision VI/26, the Conference of the Parties to the CBD adopted the goal of achieving "by 2010 a significant reduction of the current rate of biodiversity loss at the global, regional and national level as a contribution to poverty alleviation and to the benefit of all life on Earth." This target was endorsed by the World Summit on Sustainable Development in 2002, the European Council in 2004 and the UN General Assembly in 2005.

³ Anhui, Chongqing, Gansu, Guangxi, Guizhou, Hainan, Henan, Hubei, Hunan, Inner Mongolia, Qinghai, Shaanxi, Sichuan, Tibet, Xinjiang, Yunnan.

⁴ Meaning all institutions and their staffs that take a professional interest in biodiversity and ecosystems.

The programme is complex and ambitious, since there are three main approaches (which should interlock and amplify one another), one host ministry but many others that hold important pieces of the biodiversity puzzle (all of them needing to be influenced), and multiple levels of society (from the central and provincial to the county and community, all needing to be engaged and to relate with one another in the context of each field project). In an effort to address these diverse targets, the EC's total contribution of €30 million was divided into two parts, of €27.5 and €2.5 million. The larger part was allocated to the UN Development Programme (UNDP) under Contribution Agreement ASIE/2005/110-046, in order to pay for:

- staff, sub-contractors and consultancies for the policy development component, including a group that administers and manages the funding for it and which is known as the Programme Management Office (PMO);
- grants to co-finance field projects, which would be selected following a Call for Proposals (CfP) by an Independent Grant Review Committee (IGRC); and
- staff for “the contractual, financial, technical management and monitoring”⁵ of the field projects, a group known as the Country Office Support Unit (COSU).

The whole programme was to be overseen by a National Programme Director (NPD) appointed by the MEP. The PMO was to be headed by a National Programme Manager (NPM) reporting to the NPD, and this position, along with the other PMO staff, would be recruited through an open and competitive process, nominated by MEP⁶, and approved by the EC and UNDP. The NPM would work with a Chief Technical Adviser (CTA), also reporting to the NPD and hired directly by UNDP after joint assessment by UNDP, EC and MEP. The Director of COSU would be recruited in the same way as the CTA, while the other COSU staff would be identified by UNDP in consultation with the EC Delegation (ECD) and approved by the NPD.

Meanwhile, the smaller part of the EC's contribution was reserved for the VAC (costing €2 million), as well as contingencies, monitoring and evaluation, and audit (costing an additional €0.5 million in total). The VAC staff would be recruited using EC tendering procedures among EU consulting firms. Thus the Team Leader is hired by Agreco (<http://www.agreco.be>), and three staff by Agreco's partner Global Village Beijing.

The net result of all this (Figure 1) was to be a programme headed by the NPD and advised by the CTA, with a PMO headed by the NPM (running the policy development component), a COSU headed by its Director (supporting the field project component) and a VAC headed by a Team Leader (implementing the visibility and awareness component). How well these individuals and their staffs work together would to a large extent determine

⁵ ECBP Project Document, page 12.

⁶ In 2008 the State Environmental Protection Administration (SEPA) was promoted into a ministry (MEP). All early project documentation therefore refers to SEPA, here changed to MEP.

the operational efficiency of the programme. The practical outcomes of the arrangement are discussed below under ‘efficiency’ and ‘effectiveness’.

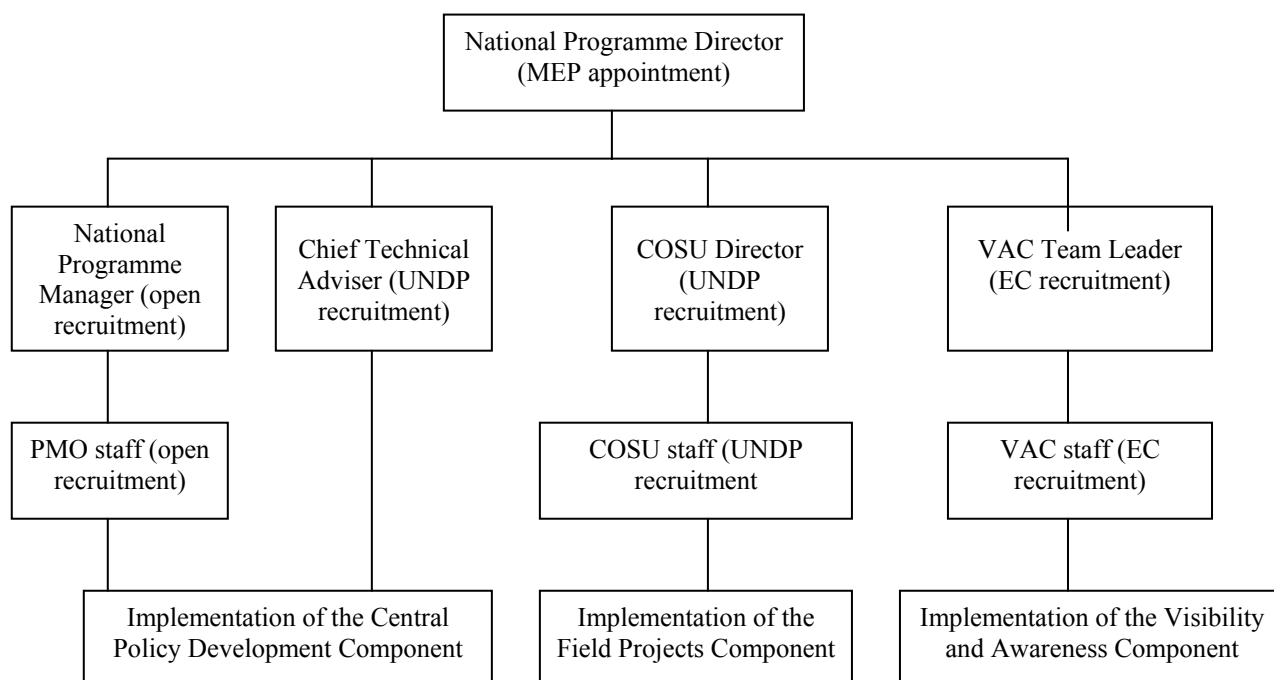


Figure 1: Core management structure of the ECBP as described in the Project Document.

There is also a Programme Steering Committee (PSC), which is responsible “for policy guidance and coordination between all institutions and groups involved in the project”. The PSC would meet at least twice a year and assist the EC with decisions such as the approval of annual work plans, progress reports and field projects recommended by the IGRC, while also “providing access to high level policy makers and other relevant bodies”. It is co-chaired by the ECD and the Ministry of Commerce (MOFCOM), with MEP and UNDP as members⁷, and observers (with the right to speak) comprising the National Development and Reform Commission (NDRC), the ministries of Finance (MOF), Agriculture (MOA) and Land and Resources (MLR) as well as the State Forestry Administration (SFA) and the State Administration for Traditional Chinese Medicine (SATCM). The three components of the ECBP also participate, and other observers (such as the State Intellectual Property Office, SIPO, and the Chinese Academy of Sciences, CAS) have attended PSC meetings, which occurred in Jan, May and Dec 2007, and Mar and Dec 2008.

⁷ These four institutions also having a role (which has the potential to be developed further) as a joint management committee.

1.2. The mid-term evaluation

This report describes the findings and conclusions of the mid-term evaluation (MTE) of the ECBP. The MTE team was identified and proposed by Agrifor Consult SA (<http://www.agrifor.be>), and approved by the EC Delegation (ECD) to address the Terms of Reference (ToR) reproduced in Annex 4.1. As provided for in the ToR, the outputs of the process were presented in a *Working Plan*, a report on *Mission Findings*, a Powerpoint presentation for the debriefing, and a *Draft Final Report* that was revised in the light of comments. No significant difficulties were encountered during the MTE.

The MTE team comprised three specialists (on evaluation, policy and biodiversity), biographical summaries of whom are given in Annex 4.2. The MTE's findings are based on review of ECBP documents and stakeholder meetings in Beijing (4-8 and 20-22 May, with the persons met being listed in Annex 4.3 and the meeting notes given in Annex 4.4, briefings on two ECBP-supported field projects in Beijing and visits to five others in the provinces of Sichuan, Yunnan, Guangxi and Anhui (Annex 4.5). The managers of all 18 field projects were also given the opportunity to complete a questionnaire on the key challenges, strategies, obstacles and achievements of their projects, and on the strengths, weaknesses and suggestions for the future of the ECBP; 14 did so, and their replies are given in Annex 4.6. Only one field project (WCS-Tibet) was neither visited by the MTE nor responded to the questionnaire. The documents consulted or cited during the MTE are listed in Annex 4.7, and acronyms and abbreviations used in the text are explained in Annex 4.8.

Particularly close attention was paid to the field projects, since €21 million of Europe's €30 million contribution to the ECBP was reserved for them and their effectiveness is therefore a key issue. The main argument in favour of making such a large investment in field projects is that, in addition to their local impacts, they can generate knowledge to inform the development of policies, guidelines and regulations for application across China. Indeed, it has been argued that working locally is the only effective way to test and influence central policy development in China. If so, then greater conservation gains might be leveraged than could be obtained by spending the same money in any other way. This result would depend, however, on what kind of lessons are being generated by the field projects, and how well they are being used as teaching resources for policy makers and their staffs.

These questions the MTE sought to answer, but it also needed to examine a range of other issues that might affect the ECBP. In particular, an action of this structural complexity works through integrated action or it does not work at all. Questions of how the ECBP relates to the Ministry of Environmental Protection (MEP), and how the three main parts of the ECBP relate to each other, therefore become critical. Serious deficiencies in these relationships could undermine the programme, and testing for them, and recommending corrections if necessary, were important tasks of the MTE.

This report is organised as follows. The ECBP is examined in terms of its relevance, efficiency, effectiveness, impact and sustainability, in each dimension being examined from the point of view of how well the key relationships work in practice, including those surrounding the PMO, VAC, COSU and field projects. This is mainly considered in terms of the flow of knowledge, since in a capacity-building and policy-development process, the most important questions focus on whether the right lessons are being learned by the right people, and whether relationships encourage or discourage learning. An overall assessment matrix is then presented, followed by a set of recommendations.

2. Findings

2.1. Relevance: problems and needs

2.1.1. Status of biodiversity resources

Biodiversity is an attribute of ecosystems. Their other attributes include their structure, biomass, productivity and water catchment and flood-control functions. These attributes mean that conserved ecosystems are often very valuable in economic terms. They support livelihoods, settlements, farms and industries, and provide environmental security. Conversely, damaging natural ecosystems usually implies that diversity will be lost among the organisms that have evolved and that now live within them, and also that ecosystem service functions will be degraded. Both consequences impose economic costs on society. Hence a useful proxy for both biodiversity status and the extent to which ecosystems are contributing to economic development in a country is the condition of its natural ecosystems. As indicated by recent ecosystem change, the scale of biodiversity loss in China is serious and continuing (Table 1).

Ecosystem	Status of ecosystems and main factors degrading them
Forests	Forest cover declined to about 9% in 1949, but is now over 18% and increasing, though mainly through reforestation with exotic species which support few native ones. Logging was banned in 1998, but continues illegally in parts of the south-west. Other ongoing local threats include fuelwood collection, shifting cultivation, forest fires, pest outbreaks, hunting, harvesting non-timber forest products, and the spread of alien invasive species.
Grasslands	Much natural grassland has been cultivated and a third of the remaining 330 million hectares is affected by severe degradation, desertification and salinisation, with this area growing at a rate of more than 0.5% annually.
Wetlands	Over 90% of the wetland plains of the north-east have been drained and converted to farming. In the north-west and south-west, there are many small-scale drainage schemes and dams. Pollution degrades wetlands near to cities, along the main rivers, and in all wetlands in the eastern provinces.
Deserts	Desert ecosystems in the north-west are being degraded by mining, fuelwood collection, overgrazing and conversion of oasis land to agriculture.
Coastal zones	These ecosystems have been greatly damaged, and the remaining ones face threats from large upstream dams, numerous small-scale conversions of marsh and mangroves to farmland or aquaculture, over-collection of key species, pollution, and coastal construction.

2.1.2. Biodiversity conservation institutions

Against the depletion and degradation of natural ecosystems and the loss of China's biodiversity resources, a total of some 2,400 nature reserves have been established (ca 16% of land area) and placed by law beyond destructive use. These are given national, provincial or county status, and funded by the different levels of government, but many have little or no management. All other ecosystems, however, including unprotected, disturbed, agricultural and aquatic ones, also contain biodiversity and can offer important ecosystem services. Hence the biodiversity 'community of interest' is much broader than the institutions concerned only with the nature reserve system. The main national departments responsible for ecosystem and biodiversity management are listed by CCICED (2009) as follows:

- the **State Forestry Administration (SFA)**, which supervises the management of forests and wetland ecosystems, wildlife protection and nature reserves;
- the **Ministry of Agriculture (MOA)**, which supervises the use of farmland and grassland ecosystems, and those that sustain fisheries and the diversity of crop plants;
- the **Ministry of Water Resources (MWR)**, which formulates and supervises the implementation of river basin management plans and related actions that preserve effective balance between catchments, water bodies and water users;
- the **Ministry of Environmental Protection (MEP)**, which supervises the control of air and water pollution, leads the coordination of implementation of the Convention on Biological Diversity (CBD), and raises public environmental awareness;
- the **National Development and Reform Commission (NDRC)**, which focuses on balancing economic and social development with environmental protection, ecological restoration and regional planning, and facilitating sustainable development in the face of climate change, water crises and other strategic constraints; and
- the **Environmental Protection and Resources Conservation Committee of the National People's Congress**, which scrutinises and supervises relevant laws, regulations and policies on behalf of supreme national authority.

Central to China's international commitment to conserve and wisely use the components of biodiversity (i.e. genes, species and ecosystems) is the **Convention on Biological Diversity (CBD)**. Its terms codify most of the diverse actions, responsibilities and incentives needed to achieve this in any and all countries, alone or together. Since the MEP is the lead agency for coordinating CBD implementation, its capacity to do so is crucial - though cannot be sufficient in itself. This is why the ECBP is institutionally located within the MEP, and all the programme's components are intended (*inter alia*) to support it in fulfilling its biodiversity-related functions.

Since, however, CBD implementation is a cross-cutting process, the MEP chairs and provides the secretariat for a **CBD Steering Committee** that comprises 24 government institutions (the 'CBDSC-24'). This Steering Committee has grown in membership, and is

now said to be rather cumbersome. It still manages, however, to hold regular and extraordinary meetings of various kinds, undertakes joint activities (e.g. a celebration of International Biodiversity Day, 22 May 2009), and discussions on plans, international cooperation projects, and preparations for CBD conferences (both collectively and through individual ministries). There is also the impending deadline for the 2010 target on reducing biodiversity loss, and the MEP is now summarising CBD experience for the CBDSC, and planning for what might happen in 2010 and beyond. The CBDSC overlaps to a large extent with the biodiversity ‘community of interest’, so each component of the ECBP is intended to support MEP in working with all these other stakeholders, partly by building MEP’s own capacity and enhancing the formulation of its policies, and partly by building capacity and understanding of biodiversity values and priorities among the CBDSC members. Meanwhile, since CBD implementation also requires public understanding and support, there is an outreach dimension of the VAC that seeks to build a public constituency for biodiversity in China.

Also to be considered is the **China Biodiversity Partnership Framework (CBPF)**, a 10-year initiative supported by GEF in which ECBP is seen as a demonstration implementation activity. Its aim is to guide funding from partners to build synergies and increased impacts. There is or soon will be an inclusive Steering Committee, offices at the Foreign Economic Cooperation Office of MEP (FECO), and thematic work on governance and capacity building, mainstreaming biodiversity into plans and investments, protection and sustainable use of biodiversity inside and outside protected areas, off-site biodiversity conservation, and emerging CBD issues. Some results planned under the CBPF will be entirely achieved by the ECBP (e.g. EIA/SEA), but protected areas (other than ‘national parks’) are excluded from the ECBP. The achievements of ECBP will be fed into the CBPF, thus ensuring sustainability if the partnership leads to significant engagement at the policy level.

The ECBP thus exists in a complex institutional environment, and one that is further affected by the sheer scale of China, the diversity of its ecological and socioeconomic conditions, and the ways in which the different levels of Chinese society interact, from the central to the provincial, prefectural, municipal and county levels. An added twist is that the ECBP began in partnership with the State Environmental Protection Administration (SEPA), which in 2008 was promoted into a Ministry, the MEP. As noted, this has certain key roles in the biodiversity ‘sector’, but it does not directly manage natural resources so its role is expressed through policies, guidelines and regulations that others will implement.

2.1.3. Relevance of the ECBP

The ‘components of biodiversity’ to which the CBD applies include *all* genes within the national territory of each Party (and with them, *all* of the products of gene expression, such as foodstuffs and medicines), *all* species that occur there (with special emphasis on native and endemic species, since these contribute to national distinctiveness), and *all* ecosystems that sustain with their services the livelihoods, economic potential and cultural systems of

all its human inhabitants. In other words, biodiversity is no fringe issue and biodiversity loss no trivial matter. Countries that realise this too late, after the biological infrastructure that sustains them is destroyed, can never become developed to their full potential, and may not even survive as functional societies.

A review of UNEP's *Global Environmental Outlooks*, or UNDP's *Human Development Reports*, can serve as an introduction to the vast knowledge base of humanity that tells us exactly what to expect if a national government fails to consider biodiversity management and loss as anything less than urgent matters of national security. Worse, the time scale has become dangerously foreshortened as a result of accelerating and environmentally-careless economic growth in countries across the world. In a few decades, numerous countries have lost entire river systems, whole breadbaskets, forested landscapes, and large percentages of their native species and crop varieties, to their great detriment and lasting regret.

The ECBP is seeking to address biodiversity matters in a comprehensive way, by influencing policy development, building capacity, introducing new ideas through consultancies and workshops, generating experience and knowledge in the field, and raising awareness of biodiversity among government officials and the public. This is highly relevant work, although there is room for improvement in its efficiency, effectiveness, impact and sustainability. The MTE recognises the need to make these improvements to the extent possible, and extend the modified programme so that it will have time to exert maximum influence. The MTE also notes the opportunity to build upon the foundations and momentum created by the ECBP to design and institutionalise further work on biodiversity, its relevance enhanced in the post-2010 world where actions against mass extinction, climate change, ecosystem collapse and disaster risk will all be increasingly urgent national and international priorities.

2.2. Efficiency: sound management and value for money

2.2.1. The National Programme Director

All three ECBP components are to be led and supervised by the National Programme Director (NPD), a position to which MEP appointed the Director-General of its Nature Conservation Department. The ToRs for this post (Annex 5 of the Project Document) describe a person who “shall be the driving force to ensure the Programme achieves its objectives”, who “shall maintain Programme coherency throughout its lifetime”, and who “shall be responsible for the overall integration of the Programme”, while using their senior position in the government to be “the focal point for representation of the Programme on an established platform for policy dialogue and other activities that will mainstream Biodiversity into government environmental related projects”. This is a critical position, therefore, for assuring the programme's linkages within MEP and with other agencies.

In practice, however, the NPD has proved too busy with other tasks to give the ECBP much attention (and was also not available to meet with the MTE). Although the post was intended to be part time, and to delegate some responsibilities “to supporting officers, notably the National Programme Manager (NPM) and Chief technical Advisor (CTA)”, stakeholders observed that the effective absence of the NPD weakened the programme’s ability to reach out to and influence other institutions within the biodiversity ‘community of interest’ at the central level. Meanwhile the absence of an NPM impacted the programme in other ways. The situation could be seen as illustrating a general lack of priority being given to the ECBP by MEP, and/or as a sign of the progressive transfer of responsibility for the programme to a specialist subsidiary of MEP known as the Foreign Economic Cooperation Office (FECO).

2.2.2. The role of FECO

FECO is not mentioned in the Financing Agreement, Contribution Agreement or main text of the Project Document, but is described in Annex 1 of the latter as being “mainly responsible for implementation of international environmental cooperation projects, follow-up action on implementation of international conventions, and other international economic cooperation”. It was established from the start of the ECBP that FECO would provide its office facilities, which up to May 2009 were located within the MEP building but then moved to larger premises within a new FECO building.

At the MTE debriefing on 26 May 2009, the MOFCOM representative observed that “MEP is the implementer of the ECBP, not FECO”. Taking this and the documentary evidence into account, the MTE infers that the strategic intent of the ECBP’s designers was that the programme would be working from within MEP, and giving priority to strengthening it, with FECO providing ancillary support, such as office space and liaison functions. Nevertheless, FECO’s role has clearly been in the ascendant for some time, both within the programme and in meeting the ministry’s responsibilities in implementing multilateral environmental agreements (MEAs).

To better understand this process, the MTE interviewed both the Deputy DG of MEP’s Nature Conservation Department and the DG of FECO itself, and FECO staff also contributed observations during several other meetings (Annex 4.4). FECO has 178 staff, a new headquarters building and abundant resources from its partnerships with UNDP, the World Bank and bilateral donors in implementing the Vienna (ozone-depleting substances, ODS) and Stockholm (persistent organic pollutants, POPs) conventions as well as major energy-efficiency projects. It sees itself as a responsible agency with a record of working successfully with donors, governments and people. At present, FECO is responsible for international cooperation under the CBD (including the CBPF), to which it assigns 7 staff (compared with 40 for ODS and 28 for POPs). During the MTE, it was agreed by MEP and FECO that the day-to-day CBD responsibilities would be relocated to FECO, triggering a likely increase in the number of CBD staff to cope with the extra work load.

However, it is important to note that tactical compliance with the day-to-day requirements of the CBD is **very much not the same** as managing biodiversity in ways that are fully and strategically compliant with the CBD. The first involves “reporting on biodiversity status and trends, which alone can involve much research and data compilation; meanwhile a stream of new agreements are needed on a host of biodiversity-related topics, including those concerning biosafety under the Cartagena Protocol, all of which require negotiations in the CoP and in meetings such as those of the Subsidiary Body on Scientific, Technical and Technological Advice (SBSTTA), and specialist working groups”⁸. Thus *day-to-day* compliance is mainly about managing technical information and using it to write reports, develop position papers and negotiate with peers in other countries.

Very different priorities apply to achieving *strategic* compliance with the CBD. Here, parties must develop and implement national strategies to allow biodiversity conservation and sustainable use to be integrated into sectoral and cross-sectoral land and resource-use decisions. Parties are required to agree inter-jurisdictional and cross-sectoral priorities for implementing these strategies, including on science capacity, information management, and biodiversity status and trends reporting. They also need to devise other strategies, such as for controlling alien invasive species and making equitable access and benefit sharing arrangements, developing ways to manage knowledge on biodiversity, and reporting on the implementation of the national strategy and the CBD, including the management of ecosystems in protected areas and elsewhere, and of species of concern whether in the wild or in captivity.

The first set of tasks could be done by FECO on behalf of MEP, if it had enough technical staff and other resources. The second set, however, cannot be done by a single institution, but instead requires cooperation across the whole biodiversity ‘community of interest’; it is the nature of the ECBP to engage with all the stakeholders who need to be involved in these processes. This distinction between the two kinds of compliance with the CBD must be born in mind when considering the relationship between FECO and ECBP, and the options for its future development.

Returning to the programme itself, the Deputy DG of FECO was assigned as the Deputy/Acting National Programme Director, which is a key role in the effective absence of the NPD. In practice, however, this person too had many other non-ECBP responsibilities (and was sick and unavailable during the MTE). Thus there was a severe weakness in capacity for inter-institutional coordination, liaison and the convening of meetings. In these circumstances, having a strong National Programme Manager (NPM) would be particularly important, since the NPM heads the PMO on behalf of the NPD.

The NPM position is to be filled by external recruitment, but the individuals appointed to it successively resigned and the last to leave has not been replaced more than four months later. In practice, the position is supervised by the Director of Project Management

⁸ UNEP (2009) *Multilateral Environmental Agreements: a global response to the crisis of sustainability*. United Nations Environment Programme (UNEP, Nairobi).

Division IV of FECO, a fact that may have contributed to the resignations since it limited the authority of the NPM in ways not foreseen in the programme design. In any case, an acting NPM has been provided by FECO, who operates under the same supervision. It is clear from various stakeholder comments that FECO would prefer to provide the NPM itself, and its officials seem frustrated that this structural change has so far been blocked. The DG of FECO observed that a more positive role for FECO in managing the programme would result in better progress, and that a joint FECO-UNDP role in overall programme leadership would also be desirable, including in the matter of selecting and supervising the field projects.

In summary, therefore, FECO sees itself as having the clear responsibility to manage foreign-assisted projects on behalf of MEP, has extended its interests across the day-to-day implementation of the CBD, and now sees no reason why it should not have a much greater role in the ECBP. The weakness in this position is clear from the distinction made above between day-to-day and strategic compliance with the CBD. It is easy to imagine FECO being effective in leading the first kind of compliance, but not the second. It would therefore be most unwise to rely on FECO to lead and manage the ECBP, except as an interim measure while more durable arrangements are made. This is especially the case if there is to be any attempt, as recommended below, to extend, institutionalise and develop the strategic aspects of biodiversity management through a follow-on project. For this would require a greater capacity to work with multiple stakeholders at a high level if it is to be effective, the precise opposite of greater dependence on FECO and MEP.

Meanwhile, there are issues of leadership and management with more immediate efficiency implications for the programme. Costs would have been imposed, for example, if the Acting NPD appointed by FECO was less effective than the NPD would have been in that role. Moreover, a serious weakness in the management structure must have resulted from the successive NPMs being frustrated to the point of resigning. This would have sacrificed institutional memories and working relationships and practices, replacing them with the uncertainties of change, at significant efficiency cost. These various costs to efficiency are hard to assess, but the impression is that large amounts of time and energy have been spent on these issues that would have been better invested in the programme itself.

2.2.3. Efficiency issues within and between components

a) **Central policy development**

Efficiency costs imposed by issues surrounding the NPD and NPM would have fallen heaviest on the PMO, which is described in the Project Document as “the hub of the Programme”. The NPD is supposed to provide access and credibility to the programme when dealing with agencies across the biodiversity ‘community of interest’, which is precisely necessary to the process of developing and influencing policy involving multiple

stakeholders. Meanwhile, the NPM is supposed to head the PMO, to take up many of the NPD's more operational duties, and to work in tandem with the CTA.

With neither the NPD nor the NPM at full strength, remaining actors such as the PSC and CTA would have had to compensate, or aspects of the programme's functionality would have had to be sacrificed. Comparing the 2008 annual workplan with the 2008 annual report, the former seems to contain many more specific activities to be undertaken by the PMO than are mentioned in the latter as actually having been done. This may be a sign of sacrifices having been made, but it is hard to be clear on this because the workplan is in the form of a table while the report is a narrative. It would be helpful to see a single table for each project year showing 'activities planned' versus 'activities undertaken' under the PMO ambit, with a clear explanation of any shortfalls.

b) Visibility and awareness component

VAC activities are discussed under 'effectiveness' since there is no obvious issue with management or use of resources. Outputs are diverse, abundant and of high quality, especially considering the relatively limited resources (€2 million routed through a European for-profit consulting firm)⁹. It is also responsive to the ECD's wish that credit for the ECBP is given appropriately to the programme's financiers rather than just to its implementers.

c) Field project component

Potential efficiency issues arise in at least the following areas: (a) whether similar contributions to achieving the programme's aims could have been obtained by other means, at less cost, than by investing in the field projects; (b) whether the field projects themselves are efficient in using resources to obtain conservation gains and useful knowledge; and (c) whether the knowledge being generated by the field projects is being used efficiently to contribute to the development of policies, laws, guidelines, etc. in support of biodiversity conservation. The first is a 'legacy' issue, while the second is beyond the capacity of the MTE to assess since not all projects were visited. It can be observed, however, that delays in beginning the field projects meant that most had a short maximum duration relative to the scale and complexity of the challenges to which they are directed, a fact that suggests the need for additional time for progress to be consolidated and policy-relevant outputs achieved.

The third matter is also of forward-looking significance, since as well as being given more time the projects could be used far more than they are being as sources of useful knowledge by the programme as a whole. Their use by PMO is patchy and partial, perhaps due to the compromised efficiency of that component as a result of management issues. There is also little linkage with VAC, and there is negligible monitoring and technical back-stopping by

⁹ The Team Leader observed that he had previously co-directed the EC-supported ASEAN Regional Centre for Biodiversity Conservation, which had a €2 million budget for web-site development alone.

COSU and UNDP, probably due to COSU being overwhelmed by the number of projects and the burden of receiving and reviewing their financial reports. These problems have their origin in programme design and the early stages of implementation, but could and should be corrected in the final stages especially if the operational implementation phase is extended.

d) Integration among components

Table 2 summarises statements from the field projects that replied to the MTE questionnaire (Annex 4.6). Widely-stated wishes were for the three ECBP components to operate more closely together, for a stronger capacity at COSU, for a reduced reporting burden, for better communications among the field projects and between them and the centre, for stronger coordination among line agencies at the centre, and for the lessons learned by field projects to be better captured by the central policy-development process.

Question related to:	Summarised responses of field projects:
Strengths of ECBP	A platform for government and NGOs to work together. Field project support to policy. Capacity building. Partnership with consultant group. Focus on policy issues. VAC support to local awareness raising. Network of FPs and support from COSU. Strong progress management. Local government work with scientists. Direct involvement of government officials. Diversity in project types.
Weaknesses of ECBP	High management cost/complexity reporting demand. Lack of flexibility in work plan. Weak linkage between FPs and central policy. Short field project implementation time. A few COSU staff for too many FPs. VAC should support FPs. 'Participation of international organisation is a must' criterion should not apply to all. Weak communication among line agencies at central level may impact on local implementation. New idea or scaling up should be equally important. Independent operation of the three components.
Suggested changes to ECBP	Reducing management cost. More flexibility of work plan. Setting up communication with MEP. VAC support to FPs. Extension of the Programme. Improvement of communication among FPs/3 components. Facilitate central and local policy reform. Changing frequency of reporting (from quarterly to semi-annual). More capacity at COSU. Training for FP PMOs. More field projects.
Suggested future roles of ECBP	Improving bridge role between FPs and central policy. Working out a short-listed policy priorities. Other agencies (SFA, Construction etc.) help the implementation. Support NGOs. More investment for FPs for its sustainability. Setting up a communication facilitator for FPs. More communications among line agencies at central level. Support more workshops.

Echoing comments from the field, stakeholders repeatedly observed that the three components have distinct operations, interests and procedures, and that they should be better integrated (see Annex 4.4). Again the lack of an effective NPD and NPM and the resulting stress on the PMO, the weak integration of VAC within MEP, and the over-stretching of COSU's ability to relate to the field projects have all taken their toll on integration.

2.2.4. Other efficiency issues

An issue for some stakeholders was that the EC and UNDP have quite different procedures, so the fact that the ECBP is funded by or through both has been challenging for all concerned. Stakeholders at MEP, FECO, the field projects and within the ECBP component teams all commented adversely on the slow tendering processes involved in the programme. While UNDP (through the IGRC) was ultimately responsible for the field project selection process, it should be noted that reviewing 99 project proposals, making a final selection, and then negotiating with the successful applicants over implementation were all time-consuming, especially given the need for transparency and consensus among all parties throughout.

Finally, beyond the programme's control, were a number of factors that also induced significant delays. These included the heavy snows in early 2008 (which caused national chaos during the Chinese New Year period), riots in Lhasa (and a resulting security clampdown in Tibet, Yunnan, Gansu and Sichuan), a major earthquake in Sichuan (the after-effects of which were inspected by the MTE, and confirmed the appalling scale of the catastrophe even a year later), and the Olympic Games (which distracted the whole country for months).

2.2.5. Scope for improving leadership and management

The MTE welcomes the allocation of greater resources and responsibilities to FECO in implementing day-to-day compliance with the CBD. This is a demanding task, but one that does not overlap to any great extent with the strategic role of the ECBP. The MTE has concluded, therefore, that it is essential to preserve the identity and purpose of the ECBP as a means to strengthen policy and capacity across the biodiversity 'community of interest'. This it should continue to do by working as far as possible with all members of the CBDSC-24 at all levels, and in many cases with the field projects being key vehicles for this collaboration.

Resolving the issue of the NPD requires that MEP is reminded of its responsibilities, so that an appointment is made with a guaranteed time commitment to the programme, and also that the PSC takes up a greater share of the task of inter-institutional liaison and representation (with MOFCOM in particular being supposed to play a role in facilitating access of ECBP to other government agencies). These measures would go some way to improve the efficiency of the central policy development component in dealing at high level with key institutions within the CBDSC-24. It should be made clear that an acting NPD assigned by FECO cannot meet the needs of the programme in this respect.

Resolving the issue of the NPM requires the appointment of an independent manager, because of the distinctive nature and purpose of the ECBP. The current arrangement involving an acting NPM assigned by FECO and supervised by a FECO divisional director

is inappropriate since the programme must engage with stakeholders far outside the institutional responsibilities of FECO, or even MEP. The experience of past NPMs, starved of authority under FECO oversight and driven to resign, should not be repeated. This would require that FECO and MEP are helped to understand clearly why the ECBP is different and requires independent management. As this understanding is created, and a new NPM is recruited, the present arrangements could continue on an interim basis to allow for operational continuity of the programme.

2.3. Effectiveness: achievement of purpose

2.3.1. The programme's purpose

The aims of the ECBP have been restated in various ways over time, to the detriment of clarity. Thus, the 2005 logframe states that “The overall objective is to enable China to manage its ecosystems sustainably, and to contribute to the implementation of related international conventions. The programme purpose is to establish replicable mechanisms for biodiversity management in China”. The 2007 *Overall Strategy and Workplan*, on the other hand, states that “The Overall Goal [is] to enable China’s national biodiversity programs to manage its ecosystems sustainably. The Intended Outcome [is that] improved policies and guidelines on biodiversity conservation are implemented through a strengthened vertical and horizontal institutional setup with visible impacts on the promotion of biodiversity in selected ecosystems.”

The MTE preferred to simplify these formulations for the purposes of evaluation, starting from the principle that the CBD codifies national and international commitment to conserve biodiversity, and specifies how this is to be done. Since the CBD is a comprehensive and legally-binding statement of intent on biodiversity management, it provides a proper starting point for the ECBP. Thus the Overall Objective, to which the ECBP seeks to contribute, is understood to be “*to reduce the rate of biodiversity loss in China*”. The Specific Objective, which the ECBP will actually achieve, would then be “*to strengthen policies, guidelines and capacity to implement the Convention on Biological Diversity*”. In the interests of clarity it might be helpful (although not recommended at this late stage) to amend the logframe accordingly.

The important differences between the kinds of measures needed for the day-to-day and strategic implementation of the CBD were mentioned in Section 2.2.2. The ECBP is oriented to the latter, which is inherently multi-sectoral, multi-stakeholder and process-based. The MTE was therefore mainly concerned with whether the ECBP is helping the MEP become better able to act as the centre of a web of institutions and relationships connected to the management of ecosystems and biodiversity. This strengthening can be done both by acting on MEP itself, and by increasing the receptivity to biodiversity priorities of other relevant stakeholders. This is the yardstick against which all aspects of the ECBP were judged by the evaluators.

2.3.2. Policy development

MEP stakeholders observed that MEP and ECBP work together well, at the central and local levels, on a range of issues including:

- policies and regulations (evaluation of laws, economic values of biodiversity and potential for carbon taxes, studies on biodiversity in development zoning and regional development planning);
- monitoring and information sharing (supporting studies, developing a biodiversity assessment indicator system, updating NBSAP and assessing China's progress towards the 2010 biodiversity target); and
- environmental impact assessment (revising EIA guidelines, supporting workshops and training on biodiversity in strategic environmental assessment).

Not surprisingly, given China's rapid growth, increasing engagement with the international community, and deepening insights into environmental problems both nationally and globally, China is fertile environment for policy-development initiatives. The technical leadership at the PMO seems to be alert to opportunities for policy development and effective at exploiting them, for example:

- by adding biodiversity content to the 12th Five-Year Plan (by revising the NBSAP)
- by influencing the recommendations of the CCICED to the State Council (by financing its Task Force on Ecosystem Services and Management);
- by promoting awareness at the NDRC on climate change and biodiversity (by supporting a joint workshop on some aspects of this diverse and increasingly important subject); and
- by introducing conceptual links between ecosystem/biodiversity management and disaster risk reduction (by undertaking an ecological assessment after the Sichuan earthquake, which was said to be particularly welcomed by government).

Meanwhile, the weaknesses of leadership and inter-institutional representation discussed under 'efficiency' above can only be a major constraint on the effectiveness of the central policy development component. If an important aim is to have a real engagement with all the key members of the CBDSC-24, whether through field projects or any other significant process, then the lack of high-level introductions and endorsements surely means that opportunities to establish links with important stakeholders are being missed. Thus, although there is a good network on CBD, and good dialogue with some key central institutions (e.g. MLR and MOA), this is so far less satisfactory with others (e.g. SFA and MWR). Nevertheless, the PMO has been exploring policy-relevant issues through studies, dialogue and meetings, although these initiatives are naturally slow to bear visible fruit. There is a sense that the programme needs to cover more areas, with less focus on MEP and a broader and deeper relationship with the other members of the CBDSC-24. There appears to have been an increase in awareness that biodiversity should be considered in

policy and workplanning (e.g. at MLR), and this is certainly an effect of the field projects, the influence of which is spreading to the centre.

2.3.3. Visibility and awareness raising

The TA contract for the VAC commenced in February 2007. The VAC team comprises a team leader, a media expert, two support staff and a full-time translator/education officer. Due to personality clashes and slow performance both the original senior experts were replaced, but the current team works well together. Its communications strategy is based on the findings of a 'Knowledge, Attitudes and Practices' survey, and targets government decision makers and the general public, with a focus on communities living around field project sites and on young people in general. The strategy calls for a broad approach using all available media and points to the need for the small VAC team to work in collaboration with a wide range of partners.

The results have included publication of four books, a quarterly newsletter, various brochures, leaflets and posters, and numerous magazine articles, as well as audio-visual productions. The web-site was revised and re-launched in late 2008, and a photo-library is maintained. In addition, training courses have been delivered to field projects on how to improve communications, to media on understanding and better reporting on biodiversity issues, and to journalism students on environmental reporting. A toolkit was developed for teaching 'biodiversity' at schools, and a number of public events have been organised, including an Olympics Youth Camp, three annual student debates and a week-long celebration of International Biodiversity Day (22 May) 2009.

The VAC team sees its main task as being to catalyse mindset changes across Chinese society, partly by bringing the field projects to national attention, and partly by raising understanding of biodiversity. The perception by the field projects that they have relatively weak links with the VAC was mentioned above, although the VAC itself has been trying hard to correct this impression by providing visibility guidelines, advice on the development of communications strategies, media training and web-site design, while also documenting and promoting field stories in TV, web, exhibition and other media. Another issue is that the VAC does not work closely with the MEP's Division of Communications and Education, which would be desirable even if the broad purpose of ECBP requires VAC activity across a larger canvas than MEP concerns itself with.

2.3.4. The field projects

The ECBP was designed with a number of targets in mind: the MEP itself, the CBDSC-24, and the physical events and institutional relationships out in the provinces, which determine the fates of ecosystems and the biodiversity they contain. Either of the first two targets would be ambitious ones for a five-year project. The third, though, offers challenges of

unlimited extent, risking being a ‘drop in the ocean’ in the great struggle against mass extinction and ecological collapse in one of the most populous, economically dynamic and biodiverse countries on Earth.

A book could be written about the 18 field project sites, their ecological and cultural circumstances, and the approaches used by the project leaders and their 70 or so partner institutions. That book should indeed be written¹⁰, not to promote the programme but to be used as a teaching and learning resource for the CBD-24, donor agencies and the public. Meanwhile, however, the MTE obtained detailed briefings on seven of the field projects with a total budget of about US\$20.24 million, and visited five. The latter were chosen in consultation with the ECD, UNDP and COSU. Those that were too hard to reach in the time available were excluded, along with those that had been operational for less than a year. A mixture of projects led by international and Chinese institutions was sought, in the event comprising three of the former and four of the latter. Then the most efficient itinerary was created by COSU, based on travel time, flight connections, etc. The field projects thus involved in the MTE are described in Annex 4.5, and were:

- **Integrating Biodiversity Considerations into Strategic Environmental Assessment of Mining and Tourism Development Plans** (the ACEE-led project in Sichuan), which aims to prepare a composite map of biodiversity values, and to develop binding MEP guidelines for biodiversity in EIA/SEA in the mining sector. These will be finalised by Sep 2009 and used to train EIA practitioners thereafter.
- **Integration of Biodiversity into China's Land Use Planning and Land Consolidation** (the LCRC-led project in Hainan and Guizhou), which aims to revise provincial land-use plans to incorporate biodiversity, to develop technical guidelines for counties to incorporate biodiversity concerns, to demonstrate new techniques in the counties, and to develop recommendations for the Ministry of Land and Resources.
- **Community-based Conservation in Qinghai and Sichuan** (the CI/ShanShui-led project), which aims to promote conservation in four areas using small grants to individuals and community sub-groups and conservation agreements with entire communities, while also exploring the use of PES mechanisms to secure key catchment ecosystems in areas important for biodiversity and/or endangered species.
- **Sustainable Management of Traditional Medicinal Plants in High-Biodiversity Landscapes of Upper Yangtze Ecoregion** (the WWF-led project in Sichuan), which aims to promote the sustainable commercial development of medicinal plants and marketing, community organisation and certification systems to improve the flow of sustainable benefits to communities in exchange for conservation benefits.
- **An Innovative Model for Biodiversity Conservation and Sustainable Development in Northwest Yunnan** (the TNC-led project), which aims to establish two ‘national parks’ (i.e. locally-managed multiple-use areas or IUCN Category V Protected Landscapes)

¹⁰ Something similar is already planned for later in 2009.

and then to advocate the adoption of this kind of protected area in other provinces and its endorsement by central government for use throughout China.

- **Biodiversity Conservation in the Limestone Area of Southwest Guangxi** (the GEPB-led project in Guangxi Zhang AR), which aims to improve the conservation of biodiversity in karst landscapes through a combination of policy, institutional and administrative changes in provincial and local governments, using evidence-based conservation and information sharing to guide government decision making and raise biodiversity awareness among the public.
- **Governance, Capacity and Social Responsibility in Wetland Biodiversity Conservation in Anqing** (the AMG-led project in Anhui), which aims to incorporate wetland conservation into the routine business of municipal government, by means such as introducing biodiversity indicators into performance assessment systems, and capacity building and demonstration of better wetland uses.

In their own terms, they are all quite good conservation projects and one or two are superb. All seemed to be contributing significantly to building the capacity of at least one, and often several, of the county- and provincial-level branches of the CBDSC-24, and at least one was doing so directly with the provincial Environmental Protection Bureau. Moreover, several were clearly generating lessons that could be translated into policy development and which might thereby leverage conservation advantages across China. These include:

- the principle that **Payments for Ecosystem Services (PES) arrangements** can have a role in financing protected areas sustainably (CI-Sichuan/Qinghai, GEPB/Guangxi);
- the principle that **multi-stakeholder/multi-use protected landscapes** can be a useful and effective substitute for further expansion of China's nature reserve system (TNC-Yunnan, GEPB/Guangxi); and
- the principle that **enhanced local benefit sharing** from the sustainable commercial use of ecosystem products can motivate community support for conservation (WWF-Sichuan, TNC-Yunnan, GEPB/Guangxi, AMG/Anhui).

All 18 field projects originated in a call for proposals (CfP) early in the ECBP, which resulted in 99 proposals being received from which the IGRC recommended a selection. The CfP was driven by explicit selection criteria that guided applicants towards a set of policy-relevant themes, including:

- local regulations and practices important to biodiversity conservation and sustainable use;
- local planning actions, particularly economic planning, land use planning, EIA and SEA;
- local biodiversity strategies and action plans;
- establishment of local cross-sectoral bodies for coordination and integration;

- inventory and permanent monitoring schemes for biodiversity in sectors such as agriculture, water, forest, pastures, mining and reserves;
- integration models for socio-economic, biodiversity and economic objectives in planning processes;
- economic incentives and compensation schemes related to biodiversity conservation at local levels; and
- participatory approaches in biodiversity conservation and sustainable use, including public participation in biodiversity planning, management and implementation.

The CfP is regarded by ECBP stakeholders as successful, a view echoed by EC monitoring reports in 2007 and 2008. A central feature, that all proposals must reflect cooperation between Chinese and international institutions, is widely seen as an excellent innovation (at least among international NGOs). Nevertheless, the whole process, coupled with prolonged negotiations before grants were awarded, meant that the field projects began between 2007 and 2009, and all are contractually obliged to end in early 2010, unless they and the ECBP are extended. Several, such as CI-Sichuan/Qinghai, WWF-Sichuan and TNC-Yunnan, are embedded within a much longer-term engagement between the main stakeholders, but others will have to try to accomplish results in the stand-alone period of field project implementation, which is likely to be difficult especially among those which started late.

Nevertheless, despite the delays which undermined its efficiency, the ECBP process seems to have been an effective way to award conservation grants and stimulate forward-looking, policy-relevant projects. The main effectiveness issue is less about the projects themselves than it is about how they are being used as a teaching and learning resource by members of the CBDSC-24. While there are perhaps exceptions, the overall impression is that the field projects are seldom visited by officials from central institutions or other local ones (or even by monitors from COSU), and that their reporting is both onerous to themselves and overwhelming to COSU (despite its possession of an M&E specialist and other technical experts), while also exclusively focused on financial disbursements. So far, despite their great potential, the field projects are a weak mechanism for discovering, managing and communicating knowledge about how to conserve ecosystems and biodiversity to key stakeholders. The programme was not really designed to accommodate this need, but there is scope to correct this, by visiting the projects more often, understanding them more thoroughly, networking them more completely, using them for training more systematically, and extracting and presenting their policy-relevant messages more creatively.

2.4. Impact: achievement of wider effects

Central policy development. Despite struggling against its leadership and management constraints, the PMO is taking steps that could well have a significant influence on policy development in a wide range of biodiversity-related fields. To the extent that these

eventually do translate into new policies and amended strategic documents, a strong long-term impact is likely.

Visibility and awareness. The VAC is being seen widely and is developing products and materials that will contribute to biodiversity awareness for many years. Being efficient, it is having considerable impact per unit input, but less so in absolute terms because of its weak level of interaction within the MEP, the sheer scale of the challenge it faces in creating mindset change within China, the complex message that it is trying to promote¹¹, and the fact that the field projects are not all working to communicate their own complementary messages.

Field projects. The field projects (and therefore COSU) are having an impact by informing policy development processes within at least some of the CBDSC-24 (e.g. at MLR and MEP), but their effects in all cases are strongest (and may well be very important) at the county and provincial levels. All these impacts could be greatly amplified if the field projects were used more vigorously as teaching and learning resources for the CBDSC-24 in general and the MEP in particular.

Call for Proposals. A powerful additional impact was achieved by the CfP process at the ECBP-wide level by encouraging government and NGO, and Chinese and international stakeholders to work together, thus building trust and promoting the exchange of knowledge. A similar CfP process within at least one of the field projects (CI-Qinghai/Sichuan), which was used to select communities for Conservation Agreements, also had an irreversible impact on community capacity to analyse problems and articulate solutions. These improvements in ‘social technologies’ that encourage participation, empowerment, consensus and solidarity at the local level, and confidence in cooperating between levels, are of critical importance in achieving sustainable development. This is an important policy lesson since they manifestly increase the effectiveness and cost-efficiency of government programmes (as well as NGO ones) of all sorts.

2.5. Sustainability: likely continuation of achieved results

One field project stakeholder made the point that peasant farmers in China are much more interested in education than in money. This might also stand for the attitude of government towards foreign-assisted projects: that they are much more interested in new ideas than in the funds themselves. It is clear that money is not really a constraint in China, as a result of economic growth, stimulus budgeting and the availability of the ecological compensation and forest restoration funds. Knowledge of how to spend money wisely, however, is much more limited, and new ideas are welcome.

¹¹ ‘biodiversity’ rather than, say, ‘ecosystems as resources for livelihoods, environmental security and national development’.

Thus the key to achieving sustainable results is to introduce new priorities and new ways of thinking and working. This is an unlocked door in China, where government has recently called for ‘science-driven development planning’, and where the staff even of provincial forestry bureaux are writing monthly essays on how to apply science to development. Throughout the MTE it was clear that Chinese officials at all levels were acutely interested in learning new things. This bodes well for the sustainability of ECBP’s impacts at a policy level, and suggests potential for even greater influence if the strategic processes now underway (e.g. with CCICED) are successful, and if the knowledge resources generated by the field projects can be harnessed effectively.

Government has learned the value of clean air and water, and is quickly learning about the need for well-functioning ecosystems and biodiversity. Thus the ECBP has an historic opportunity to introduce new and better policies which will influence events all over China for decades to come. Unfortunately, the programme was delayed and is now in its final year of scheduled implementation. While the PMO is pushing policy development in many ways, it is weakened by leadership and management constraints and not all opportunities are being exploited. The VAC is doing well with limited resources, but while every new idea it passes on contributes to change, its influence is muffled within MEP and it has less resonance with the field projects than it should.

Meanwhile, the year 2010 offers an opportunity for the ECBP to promote biodiversity in partnership with both UNDP and the EC, and through them a network of biodiversity-relevant projects within and beyond China, as well as regional and global international institutions (e.g. the EC-supported ASEAN Centre for Biodiversity) and activities (e.g. the EC-supported TEEB, and the Millennium Ecosystem Assessment follow-up process). The field projects themselves have made all sorts of irreversible improvements to local capacity and local thinking, and could be used more effectively at the national level. They have also engaged all the larger international conservation NGOs, including TNC, WWF, CI, WI, WCS and FFI as well as bilateral technical assistance agencies like GTZ and multilateral ones like FAO, giving the opportunity for China to benefit from their abundant resources and extensive global networks. Moreover, in all field project locations there is a combination of local knowledge, a set of conservation issues and a process of resolving threats to biodiversity and ecosystems. At least some of them have the potential to be used to offer residential courses to government officials. The same courses could also be marketed internationally on a commercial basis, in alliance with international NGOs and appropriate teaching institutions in Europe. The ECBP’s potential sustainability is therefore significant, but could be much greater, as well as more ambitious and more strategic.

There is however an important concern to be expressed over sustainability. This relates to the institutional context, and flows from the analysis of the role of FECO raised under ‘efficiency’, and how it may influence events in future. The point is that if ECBP were to end up being managed by FECO as if it were just another project related to the *day-to-day* implementation of an MEA (in this case the CBD), then its sustainability could well end up being negligible. But if the ECBP was instead recognised as existing to support the *strategic*

implementation of the CBD by the entire biodiversity ‘community of interest’, and if it retained (or regained) the freedom to operate as such, then its sustainability would be powerful indeed. This would be further enhanced if a way could be found to institutionalise the functions of the ECBP in a home and at a level more appropriate to the significance of the resources with which it concerns itself.

3. Conclusions and recommendations

3.1. Conclusions

As home to some 10% of the world's species, with rapid economic growth and incomplete biodiversity protection measures, effective implementation of the CBD is urgently needed in China, at both a day-to-day and a strategic level. The programme's purpose lies in encouraging and enabling the latter, and is set up to support policy development, build capacity, introduce new ideas, generate knowledge in the field, and raise awareness at all levels. These are the key processes required for biodiversity conservation, so the fact that the programme is addressing them all makes it complete, even if certain aspects require improvement.

Table 3 shows how the MTE has scored the various parts of the ECBP (with 'a' = very good; 'b' = good; 'c' = problems; and 'd' = serious deficiencies), giving both a current score and a potential score for what might be the case if major pitfalls are avoided and recommended changes are implemented. Table 4 gives the MTE's current scores and those by previous EC monitoring missions. The main differences between them are that the MTE was more impressed by its relevance but less so by the quality of the original design (since this is the origin of key issues such as the poor use of the knowledge generated by field projects), while being just as concerned as the second monitor over its efficiency. This is a highly relevant programme that is currently weak in efficiency and potentially so in sustainability, but could do much better at its final evaluation since the main functional weaknesses are all correctable. The recommendations that follow are intended to steer programme managers towards these corrections.

Attribute	MTE current score	MTE potential score
Design quality (retrospective only)	c	-
Relevance	a	a
Efficiency of policy and capacity development	c	a
Efficiency of visibility and awareness	a/b	a
Efficiency of field projects	b/c	b
Effectiveness of policy and capacity development	b	a
Effectiveness of visibility and awareness	b	b
Effectiveness of field projects	b	a
Impact of policy and capacity development	b	a
Impact of visibility and awareness	b	b
Impact of field projects	b	a
Sustainability of policy and capacity development	b	a
Sustainability of visibility and awareness	b	a
Sustainability of field projects	b	a

Attribute	Apr 2007	May 2008	May 2009
Design quality	b	b	c
Relevance	b	-	a
Efficiency	b	c	c
Effectiveness	b	b	b
Impact	b	b	b
Sustainability	b	b	b

3.2. Recommendations

The table and text that follows offers the recommendations of the MTE. They divide into five groups: numbers 1-3 concern improving the leadership, management and integration of the programme at the national level; numbers 4-5 aim to improve the use of the field projects in policy development; number 6 aims to broaden the ECBP's engagement with other UNDP- and ECD-supported projects and international activities; number 7 concerns the extension of the ECBP to the end of 2011; and number 8 proposes to correct a major strategic weakness in China's development process by perpetuating key functions of the ECBP within a new and permanent institution.

Recommendation	Responsibility	Timing
1. Guarantee minimum time availability by the National Programme Director.	MEP.	Jul-Sep, 2009
2. Recruit a National Programme Manager with adequate operational authority.	MEP (nomination), ECD and UNDP (approval).	Jul-Sep, 2009
3. Use joint management group meetings to integrate programme components.	MEP, ECD, UNDP, MOFCOM.	Jul-Sep, 2009
4. Review all field projects for relevance to policy development.	ECBP (staff assignments, quality control), ECD (consultants).	Jul-Dec, 2009
5. Use field projects in policy development.	field projects and UNDP (revised budgets and workplans), field project partners, ECD and UNDP (sourcing of additional funding).	Jan-Dec, 2010 and 2011
6. Enhance engagement of UNDP and ECD.	UNDP, ECD, ECBP.	Jul-Dec 2009, Jan-Dec 2010
7. Extend the existing programme.	MEP, ECD, UNDP.	Jul-Sep, 2009
8. Formulate an action to institutionalise key functions of the ECBP.	ECBP (consensus building, knowledge management), ECD (formulation).	Jan-Jun, 2010

1. **Guarantee minimum time availability by the National Programme Director.** Adequate engagement in the programme by its NPD is essential to ensure the proper functioning of all parts of the ECBP. The central policy development component requires introductions and endorsements to other institutional stakeholders and the convening of meetings at a high-enough level to ensure policy progress across key members of the national biodiversity community of interest. Direction is also needed by the field project component, to ensure that lessons are learned effectively in support of policy development, and by the VAC to ensure integration with MEP and effective development and delivery of key messages to institutional stakeholders and the public. **Responsibility:** MEP.
2. **Recruit a National Programme Manager with adequate operational authority.** The NPM has a key role in the effective operation of the PMO, which is in many ways the key to the success and sustainability of the programme. Operation of the PMO is managerially demanding, and it is important that the NPM is an independent appointment as called for in the programme design. **Responsibility:** MEP (nomination), ECD and UNDP (approval).
3. **Use joint management group meetings to integrate programme components.** Regular meetings of the four key stakeholders (ECD, UNDP, MOFCOM and MEP), chaired by MEP, should be used as an official decision-making mechanism to help integrate the three components, to ensure technical leadership and effective decision-making at operational level. Guidelines should be approved for running, reporting and following up on these meetings. The three components should be recognised as providing distinct but complementary services, with VAC as a knowledge management service, the field projects as a practical training and educational service, and the PMO as a harvester of good policy ideas from around China and the world, as well as a networking, workshop facilitation and knowledge resource service. **Responsibility:** MEP, ECD, UNDP, MOFCOM.
4. **Review all field projects for relevance to policy development.** A project review team should comprise staff from each component of the programme. Supported by independent consultants, the team should visit all field projects as a group, with the following terms of reference: (a) to understand their ecological and social contexts, the analyses on which their designs were based, and the processes by which they are being implemented; (b) to identify and document the policy-relevant aspects and outputs of each project, demonstrating how well they contribute, or could be used to contribute, to the development of policy, capacity, inter-institutional collaboration, understanding among government officials of conservation issues and processes, and public awareness; (c) to assess how best each field project might be used as a teaching resource to support policy development, and identify what changes in their activities should be made to accommodate more effectively lesson-sharing and capacity-building activities; and (d) to prepare a comprehensive report in the form of a training manual on biodiversity conservation lessons learned and best practices, aimed at mid-rank government officials. **Responsibility:** ECBP (staff assignments, quality control), ECD (consultants).

5. **Use field projects in policy development.** The review process should be used to identify which among the field projects are best suited to be used as resources for teaching about biodiversity policy issues, and which should collaborate through exchange visits and data sharing to maximise synergies between them. Meanwhile, the PMO should identify each ministry's mandate and interests, work out how better management of biodiversity can be used to meet their needs (e.g. land use and consolidation planning for MLR, EIA/SEA for MEP, PES for MWR, crop diversity for MOA, disaster risk reduction for NDRC and others), and prepare a strategy for communicating relevant information to them by using the field projects. In each case, the project partners should be invited to propose ways to make best use of their resources to collaborate with one another and deliver training benefits, with options including the development of audiovisual and web-based training tools, hosting or participating in thematic workshops, and offering residential training courses. Some project budgets will already have scope to accommodate this, but revised workplans will need to be agreed. Other projects will require new and additional resources, and these should be sought in dialogue with the international NGOs and government partners involved in each case. **Responsibility:** field projects and UNDP (revised budgets and workplans), field project partners, ECD and UNDP (sourcing of additional funding).
6. **Enhance the engagement of UNDP and ECD.** UNDP has projects and dialogue with MOA, SOA, NDRC and SFA, all of them key agencies for biodiversity and partners of the CBFP, yet there appears to be little attempt to link these efforts with ECBP. UNDP's biodiversity-related projects should be brought together to discuss potential areas of cooperation, communication, the sharing of lessons learned and the forging of institutional linkages. The ECD should do the same (e.g. with its Natural Forest Management Project). The year 2010 offers an opportunity to raise biodiversity profiling in partnership with both UNDP and ECD. There is a proposed Global Biodiversity Forum in China, and there is potential for linking the CCICED work in China with the EC-supported TEEB work, as well as for promoting the ecosystems services and biodiversity approach and linkages in the Millennium Ecosystem Assessment follow-up process. There is also scope for dialogue and cooperation with the EC-supported ASEAN Centre for Biodiversity. Planning for engagement with all these opportunities in 2010 should now be happening. **Responsibility:** UNDP, ECD, ECBP.
7. **Extend the existing programme.** Many ECBP initiatives will require additional time to bear fruit. An extension until the end of 2011 is justified by the fact that the programme is now up and running and doing good work that is essential and appreciated by government, and is becoming increasingly influential. The extension should be cost neutral given the current under-spend. At a minimum, the PMO, VAC and COSU should be continued with operational budgets to the end of the programme, and funds set aside to allow for the use of independent consultants in support of the field project review. The programme extension should be announced as soon as possible, to allow stakeholders to revisit their spending plans and conserve project resources in 2009 against needs in 2010 and 2011. The announcement should avoid committing the ECBP

to continuing every programme activity to allow scope for changes. **Responsibility:** MEP, ECD and UNDP.

8. **Formulate an action to institutionalise key functions of the ECBP.** China lacks but urgently needs a focal point for managing knowledge about the country's biodiversity resources and how they can be managed sustainably and in support of national development through climate change adaptation, ecosystem restoration, and disaster risk reduction, as well as more specific uses such as bioprospecting, ecotourism, the international sale of educational and other products and services, and payments for water, carbon and other ecosystem services. Tentatively called here the **China Biodiversity Centre (CBC)**, such an institution should be supported by government but with a cross-ministerial mandate and freedom to harness skills, knowledge and investment from academic, non-governmental and business institutions in order to use opportunities and advise central, provincial and county stakeholders on how to do so for themselves. The extended ECBP should be tasked on a cost-neutral basis with building consensus for the CBC and assembling its primary knowledge holdings on biodiversity and ecosystem management. The CBC could also inherit the ECBP's experience of financing conservation projects as ways to build common actions among different sectors and levels, and might therefore manage a grant-making mechanism of some sort. A proposal for the CBC should be formulated in 2010, with a view to its establishment by the end of ECBP in 2011 with government financial support, supplemented if necessary with donor funds. **Responsibility:** ECBP (consensus building, knowledge management), ECD (formulation).

4. Annexes

4.1. Terms of reference of the MTE



TERMS OF REFERENCE
For mid-term Evaluation Mission on
EU-China Biodiversity Programme (ECBP)
FWC BENEf 2009/200936

1	BACKGROUND	2
1.1	Program Description	2
1.2	Program Objectives.....	2
1.3	Programme Structure	3
1.4	Field Project Area	3
1.5	Current Status.....	3
1.6	Beneficiaries	4
2	DESCRIPTION OF THE ASSIGNMENT	4
2.1	Global Objectives.....	4
2.2	Specific Objectives	4
2.3	Requested services	5
2.4	Required Outputs	5
3	EXPERTS PROFILES.....	5
4	LOCATION AND DURATION.....	7
4.1	Starting period.....	7
4.2	Foreseen finishing period or duration	7
4.3	Planning	7
4.4	Location of assignment:	8
5	REPORTING	8
6.	ADMINISTRATIVE INFORMATION.....	9

1 BACKGROUND

1.1 Program Description

The EU-China Biodiversity Programme (ECBP) is a joint initiative between the European Union (EU), United Nations Development Programme (UNDP), the Chinese Ministry of Commerce and The Chinese Ministry of Environmental Protection that combines policy dialogue and development, institutional strengthening and awareness raising with a set of field projects to improve the effectiveness of biodiversity conservation at the provincial and local level. EU contributes €30 million, of which €21 million is earmarked for field projects, which also require a minimum of 50% matching funds from partnerships of national and international organizations.

1.2 Program Objectives

The overall objective is to enable China to manage its ecosystems sustainably, and to contribute to the implementation of related international conventions. The programme purpose is to establish replicable mechanisms for biodiversity management in China.

The envisaged results of the Programme are:

1. The National Co-ordination Group for CBD, with MEP as chair member, co-ordinates all biodiversity-related activities in China.
2. The impact of existing and proposed policies, laws and implementing regulations on China's biodiversity is assessed, and periodically re-assessed, and recommendations are made.
3. Decision makers in all sectors and the public in program locations actively incorporate the concept of biodiversity in their work.
4. A co-ordinating mechanism integrates biodiversity vertically as a cross-sectoral concern in a range of eco-institutional systems in southern and western China,
 - in desert and dry-land systems (desert ecosystems in governmentally autonomous provinces),
 - in systems under climate stress and with traditional land-use considerations (alpine and plateau ecosystems),
 - in systems of high biodiversity in large directly-governed provinces (tropical and subtropical ecosystems),
 - in systems under intensive land-use including agriculture and forestry (agro-ecosystems and medicinal herb production areas in directly governed provinces).

All results need to incorporate strong institutional capability building measures and need to contribute to poverty reduction, gender fairness, and respect to indigenous knowledge and property rights.

1.3. Programme Structure

ECBP is implemented through three major components intended to address key constraints to improved biodiversity conservation. These are:

- (i) a central policy and institutional development component located in Ministry of Environment, to better integrate biodiversity conservation into economic and sectoral policies and strengthen linkages both among national institutions and between national and local level agencies;
- (ii) a visibility and awareness component to address the poor understanding of biodiversity and its importance among key stakeholders, and hence the low priority attached to its conservation; and
- (iii) a field project component to develop and test promising and innovative approaches at the local level that can be replicated across key ecosystems, feed into national policy dialogue and strengthen national-local institutional linkages.

The Program is funded by the European Commission and managed through its Delegation in China, in cooperation with Ministry of Commerce (MOFCOM) and Ministry of Environmental Protection (MEP). The European Commission directly contracts the technical assistance in charge of the visibility and awareness component (VAC).

The European Commission assigns the United Nations Development Programme (UNDP) China Office, under a Contribution Agreement, the task of implementing central policy component and extending grants to co-funding organisations for field projects through call for proposals. UNDP shall ensure the contractual and financial management of the field projects.

1.4 Field Project Area

18 field projects are selected and contracted covering 16 provinces in western and south-western China. The 18 field projects covers 6 themes, which include: Integrated biodiversity planning and interdepartmental coordination, key ecosystem management, integration of biodiversity into EIA, SEA and government official appraisal systems, financing and implementation for community-based conservation, biodiversity data and monitoring, and awareness raising. A list of field projects is attached as annex 1.

1.5 Current Status

The Financing Agreement of ECBP was signed on 13 June 2005 by the Chinese beneficiary. The contribution agreement with UNDP was signed on 7 November 2005. The TA contract with the technical assistance company AGRECO was signed on 13 February 2007. The program was officially launched on the Biodiversity Day 22 May 2006, and 2009 is the final full year implementation according to the current Financial Agreement.). The implementation of the program is basically on the right track except that the start of the program was delayed. 8 field projects started in July 2008, other 8 field projects started at end of 2007 and beginning of 2008. The other two started in August and September 2008. ROM carried in 2008 recommended an 18 months extension for the implementation period.

1.6 Beneficiaries

The People's Republic of China.

2 DESCRIPTION OF THE ASSIGNMENT

2.1 Global Objectives

The overall objective of the evaluation mission implemented under this Framework Contract will be to improve the design and the impact of European Commission managed external assistance programmes by strengthening the Commission's ability to draw on lessons learnt of past and ongoing interventions for future planning, programming and project identification.

2.2 Specific Objectives

The specific objectives of the mid-term evaluation mission are to evaluate:

2.2.1 Relevance

- Analyse and comment the project's coherence with Chinese government sector policy and priorities;
- Analyse the extent the programme design address the problem in national and local level;
- Review the programme Logframe matrix, to provide recommendations if the extension is approved.

2.2.2 Efficiency

- Review and comment on the management system and operational structures of the Programme at all levels, in order to provide an opinion on its efficiency and cost-effectiveness;
- Check the level of indicator achievements when available;
- Analyse the constraints which have hindered accomplishment of Programme objectives and assess the interventions to tackle such constraints.

2.2.3 Effectiveness

- Review the overall co-ordination and interactions among the various components;
- Evaluate the effectiveness of each project components based on the original terms of reference; particularly the field projects' implementation and resource input from the cooperating organisations;
- Assess the cooperation among different stakeholders and project components.

2.2.4 Impact

- Check the links established with other donors, academics and research institutes in China and EU for sharing information;
- Check the links with ongoing programmes and initiatives in China and the approaches adopted;
- Assess the impact of field projects and explore the possibility of the dissemination to a wider audience.

2.2.5 Sustainability.

- Evaluate the sustainability of the existing structures and networking under the Programme;

- Assess the programme arrangements and its ability to ensure long-term benefits;
- Assess the policy support from Chinese counterparts concerned;
- Check the Programme's incorporation with local governmental institutions both at national and provincial level, especially through field projects;

The Mission's findings will be presented in a Mission Evaluation Report that will include the Mission's conclusions and recommendations on project design and implementation. Separate annexes will record the Mission's itinerary, persons met and meeting summaries.

Other aspects of the project will be discussed and jointly agreed with the project officer at the EC Delegation in Beijing upon the Mission team's arrival in Beijing.

2.3 Requested services

The mission team will provide the following services:

- Review of background material and preparation of a tentative mission plan which shall be agreed by ECBP key stakeholders and endorsed by EC Delegation before arriving in Beijing;
- Interviews and discussions with relevant counterparts and stakeholders including but not limited to the Ministry of Commerce, the Ministry of Environment Protection and United Nations Development Programme China office;
- Field visits to the selected 6 field projects covering the 6 themes of field projects. Selection of field projects shall consult with the ECBP management team;
- Debriefing at the EC Delegation and the Ministry of Commerce on the preliminary findings after the meetings and field visits;
- An evaluation report incorporating the comments from the EC Delegation and in line with the specific objectives and specifications.

2.4 Required Outputs

The mission team is requested to deliver the following results:

- A comprehensive assessment of the Programme in the format of a report;
- Assess the performance of the three components for the ability to implement the Programme, Particularly assess to what extent the cooperating partners of the field projects have devoted the promised resources to the project implementation, and what is the impact to the success of the project.
- Assess the cooperation among the three components for a better management of the Program, particularly assess the linkages between the central policy component and the field projects
- Recommendation for future implementation of the Programme;
- Presentation of the findings to EC Delegation and ECBP key stakeholders after the discussions, meetings and field visits.

3 EXPERTS PROFILES

3.1 Number of requested experts

The Mission team will be composed of 3 experts, including one mission team leader and 2 technical experts, which will jointly possess sufficient knowledge and experience of all technical aspects of the Programme.

3.2 Profile required

Expert 1: Team Leader (Cat II)

Qualifications and skills

- University degree in a discipline relevant to the scope of the evaluation.
- Field experience relevant to the terms of reference.

General professional experience

- At least 10 years experience, of which at least 3 years experience in project evaluation, preferably in EC-funded projects.

Specific professional experience

- Substantial working experience with managing biodiversity conservation related programs.
- Proven knowledge of technical and/or financial program management as well as of the project cycle management and preferably the methodology of logical framework approach.
- Working experience as a Team Leader, preferably in the context of (EC) development cooperation project evaluation mission and /or management.
- Ability to produce a high quality evaluation report within the deadlines and in line with the objectives and specifications.
- Experience with similar programs or relevant working experience in China in recent years will be an asset.
- Excellent English language and communication skills.

As Mission Team Leader he/she will be responsible for the overall planning and implementation of the mission and for the production and submission of the draft and final report.

Expert 2: Biodiversity Specialist (Cat II)

Qualifications and skills

- University degree in ecology, biodiversity, natural resource management or related subjects.

General professional experience

- At least 10 years working experience in the field of ecology, biodiversity conservation, implementation of the Convention of Biological Diversity or any other relevant field.

Specific professional experience

- Substantial working experience in biodiversity or natural resource management projects, focusing on the technical aspects.
- Proven experience/knowledge of community-based approach, strategic conservation management planning, and eco-system service payment approach.
- Knowledge of project cycle management and project evaluation.
- Excellent English language and communication skills, knowledge of Chinese will be an asset.

Expert 3: Policy Expert (Cat II)

Qualifications and skills:

- University degree in economic, environment and development, natural resource management, or related subjects.

General professional experience

- At least 10 years experience in the field of ecology, biodiversity conservation, natural resource management, implementation of the Convention of Biological Diversity in China.

Specific professional experience

- Substantial working experience in policy development and planning related biodiversity conservation.
- Familiarity with China's policies toward biodiversity conservation and the implementation of CBD in local, regional and national level.
- Comprehensive knowledge on the Chinese government institutional situation, specifically in the field of environment and biodiversity.
- Very good English and Chinese language skills.

All experts must possess proven excellent communication skills and must be able to work effectively with government officials at a senior level and with teams of international and national consultants.

3.3 Working language(s)

The mission will conduct its activities in English and all reports will be produced in English. However, interaction with Chinese interlocutors may require Mandarin. The mission will make its own arrangements for ensuring the availability of interpretation as necessary.

4 LOCATION AND DURATION

4.1 Starting period

The assignment is expected to start on 20th April 2009, and mission in China is expected to start on 4th May 2009. The date needs to be confirmed with the EC Delegation in Beijing.

4.2 Foreseen finishing period or duration

The mission, including the submission of the final report, should be completed before 17th June 2009.

4.3 Planning

The Mission will co-operate with the EC Delegation in China, located in Beijing. Background information will be made available to the Mission during the preparation period, i.e. before the start of fieldwork in China. This material will, among others, include:

- Financing Agreement, Contribution Agreement and ToR of TA contracts;
- Logical Framework;
- Work plans;

- Annual reports and Interim reports;
- Minutes of Steering Committee Meetings;
- External Monitoring Mission Report.

All meetings in China should be arranged by the consultants in coordination with the ECBP Project Management Office and EC Delegation prior to the consultants' arrival in China in order to make the most effective use of their visit. Appointments should include meetings with relevant authorities at central, provincial and local level, the Project Management Office (PMO), Field Projects Management Offices in selected provinces, and other project stakeholders.

The Mission shall make its own travel arrangements from Europe to Beijing and back. Travel from Beijing to the field project areas and accommodation at each location will be arranged and paid by the Mission according to a schedule and itinerary determined by the Mission's Team Leader and its members in coordination with the EC Delegation. Team members shall bring their own laptop computers using word processing software mutually compatible and adequately protected against viruses.

The timetable and description of activities is given below; the proposed planning for work days should be included in the Methodology to be submitted as part of the offer:

Timetable and Description of Activities *	Expert 1 (Cat II)	Expert 2 (Cat II)	Expert 3 (Cat II)
Desk study/Preparation of mission (experts' home base)	2	2	2
Visit AGRECO (Brussels)	1	1	1*
Travel to Beijing	1	1	1*
Mission in China including briefing and debriefing	20	20	20
Travel from Beijing	1	1	1*
Preparation of draft mission report	5	1	1
Preparation of final mission report	2		
TOTAL	32	26	26

* Unless based in China

4.4 Location of assignment:

The mission will mainly take place in Beijing and 6 selected field project locations. The draft mission results in the format of summary paper and PPT presentation will be produced whilst in China, and the preparation and submission of draft and final report will be experts' home based.

5 REPORTING

5.1 Content

The mission team is required to produce the following documents:

- A final mission plan no later than 2 days after arrival in Beijing. (However the meeting with stakeholders and field projects should be arranged before arrival in Beijing).
- A summary of the mission findings one day before the debriefing in Beijing.
- Debriefing presentation in Power Point format during the debriefing in Beijing.
- A draft and final report with detailed annexes. The report will have to focus on the review of the project against the standard EC criteria of relevance, efficiency, effectiveness, impact and sustainability.

5.2 Language

The report will be written in English.

5.3 Submission/comments timing

Supposing assignment starts in the week of 20th April, and mission in China starts on 4th May, preliminary timing of reporting is:

- By 6th May, a detailed working plan including the selection of field project is submitted to EC Delegation.
- By 23rd May, a summary of mission finding is submitted to EC Delegation.
- By 26th May, a Power Point presentation will be presented to the debriefing meeting in Beijing.
- By 5th June, a draft mission report is sent to EC Delegation for comments. The EC Delegation will have 5 working days to comment on the report.

The revised final report based on the comments on the draft final report from the EC Delegation will be submitted within another 5 working days after receiving the comments. The latest date of submission of the final report shall be no later than 17th June 2009.

In view of the tight deadline, 6 work days per week are anticipated.

5.4 Number of report(s) copies

The Mission Evaluation Report will be submitted in 5 hardcopies and 1 electronic copy.

6. ADMINISTRATIVE INFORMATION

6.1 Other authorised items to foresee under 'Reimbursable'

- Per diem while staying away from experts home base
- International travel (EU-China-EU), including cost of visas
- Travel in Europe (Brussels)
- Domestic travel in China
- Translation/Interpretation

No telecommunication costs and no secretarial costs for preparing/editing/sending reports or for additional copies of the reports are authorised.

6.2 Tax and VAT arrangements

N/A

6.3 Interim payment(s) modalities, if any (only for a rider)

N/A

6.4 Others

N/A

4.2. *Curricula vitae* of the evaluators

Dr CAI Mantang, Policy Specialist. Dr Cai holds a Bachelor in Agriculture/Forestry (Hunan, China), an M.Sc. in forestry and its relation to land use (Oxford, UK), and a Ph.D. in forest resource management (Dehra Dun, India). He has more than 20 years' working experience in the fields of plantation forestry, agroforestry, community-based natural resource management, and environmental policy (conservation policy and institutional analysis). He worked at the Chinese Academy of Forestry in his early professional life (as research associate and Associate Professor), the International Network for Bamboo and Rattan (Programme Manager – Outreach), and currently at Peking University (Associate Professor in environmental policy) and UNESCO's World Heritage Institute of Training and Research for the Asia and the Pacific Region (Director). He teaches Political Ecology (the power relations in natural conservation) and research focus on policy issues of conservation (water resources, biodiversity etc.). He participated in formulation and supervision missions of various environmental rehabilitation and conservation projects with the World Bank, ADB, DFID and other donors (e.g. 'Watershed Rehabilitation of the Loess Plateau', 'China Watershed Management Project', 'Xining Flood Control and Watershed Management').

Dr Julian CALDECOTT, Team Leader and Evaluation Specialist. An ecologist with more than 25 years' professional experience, he has had many assignments as a consultant on biodiversity management and sustainable development. He has designed and assessed numerous biodiversity and ecosystem management projects and programmes, especially in Asia. He led the mid-term review of ASEAN Regional Centre for Biodiversity Conservation in 2002, the formulation mission for the ASEAN Centre for Biodiversity (ACB) in 2003-4 and the mid-term evaluation of the ACB in 2008. He was with UNEP in 2003-7, first as Director of the Early Warning and Assessment Division of the UNEP World Conservation Monitoring Centre, then as Environmental Assessment Coordinator for Sri Lanka with the UNEP Asian Tsunami Disaster Task Force, then as Senior Technical Adviser to the UNEP Disaster Management Branch, working in Indonesia, the Maldives and Sri Lanka. His most recent UN assignments were to lead reviews of international experience in solving environmental problems through innovative policies and laws (2008), and of Multilateral Environmental Agreements as a global response to the crisis of sustainability (2009). His recent assignments as EC Team Leader include: the final evaluation of the Illegal Logging Response Centre in Indonesia (2006); preparation of the *Regional Environmental Profile for Asia* (2006); the final evaluation of the Coastal Habitats and Resources Management Project in Thailand (2007); and a project identification mission in Bangladesh (2008).

Charles VANPRAET, Biodiversity Specialist. A long experience in natural resources conservation and management, including national parks management in Kenya (3 years), Cameroon (7 years), Thailand (5 years regional assignment covering Vietnam, Laos, Cambodia and Thailand), Cambodia (7 years) and Laos. Work included resources assessment (mapping of flora, fauna), community based management plan preparation, parks development, wetland conservation and management in China, tourism (business) development and related poverty alleviation programmes, institutional analyses and strengthening, training needs assessment and the preparation of training programmes, improvement of parks interpretation. Specifically for Cambodia, 7 years of experience in field of natural resources management and capacity building (institutional analyses, training needs analyses, curriculum development, training of Provincial services of Ministry of Environment).

4.3. Persons consulted during the MTE

The evaluators would like to express their appreciation for the cooperation of all those named below, who were universally courteous and helpful, and in many cases invested considerable effort to ensure the team was provided with full and accurate information.

Date	Time	Location, institution & subject	Individuals & roles
Mon 4	1400	Beijing: EC Delegation, 4th Floor, Quian Kun Mansion, 6 Sanlitun Xi Liu Jie, Beijing 100027 (briefing).	Lea Vuori (First Secretary, lea.vuori@ec.europa.eu), Huang Xueju (Project Officer, Development & Cooperation, xueju.huang@ec.europa.eu).
	1500	Beijing: EC Delegation (selection of field projects to visit).	Carsten Germer (Director, EU-China Biodiversity Programme [ECBP-COSU], carsten.germer@undp.org), Shi Jianbin (Programme Manager, ECBP COSU, jianbin.shi@undp.org , shi.jianbin@ecbp.cn), Guo Yinfeng (Programme Manager, Energy & Environment Team, yinfeng.guo@undp.org).
Tue 5	1000	Beijing: UNDP, 2 Liangmahe Nanlu, Beijing 100600 (overview of UNDP role in the ECBP).	Napoleon Navarro (Deputy Country Director, napoleon.navarro@undp.org), Guo Yinfeng .
	1400	Beijing: ECBP, Tengda Plaza, Xizhimenwai Street, Haidan, Beijing 100044 (overview of ECBP).	ECBP Project Management Office (PMO): Spike Millington (Chief Technical Advisor, spike@ecbp.cn), Zhao Haijun (Monitoring Officer and Acting Programme Manager), Zhang Fengchun (Institutional Policy Expert), Laura Liu Xiangru (Technical Assistant), Peng Ning (Interpreter), Sunny Sun Yongli (Admin Assistant). Ministry of Environmental Protection - Foreign Economic Cooperation Office (MEP-FECO): Dr Sun Xue Feng (Project Management Division IV), Liu Yuan (Vice-Section Chief). ECBP Visibility and Awareness Component (VAC): Dr John MacKinnon (Head, jrm@ecbp.cn), David Yang Aijun (Office Assistant, yang.ajun@ecbp.cn), Lin Gu (Senior Media Expert), Xie Duanduan (Communication Officer), Melody Li Ruizhi (Admin/Accounting Assistant). ECBP Country Office Support Unit (COSU): Carsten Germer , Shi Jianbin , Zhang Yan (M&E Officer), Qin Yi (Financial Officer), Amy Fan Shuhua (Admin Assistant).
Wed 6	0900	Beijing: ECBP (COSU briefing and discussion)	Carsten Germer , Shi Jianbin , Zhang Yan , Qin Yi , Amy Fan Shuhua .
	1400	Beijing: Ministry of Commerce (MOFCOM), 2 Dong Chang An Street, Beijing 100731 (MOFCOM perspective briefing).	Ms Chen Ruhua (First Secretary, Department of International Trade and Economic Affairs, chrh@mofcom.gov.cn).
Thu 7	0930	Beijing: Long Shao Heng Hotel (ACEE project briefing).	Ms Zhao Xinfeng (Appraisal Centre for Environment and Engineering, National Coordinator of Field Projects, zhaoxf@acee.org.cn), Spike Millington .

	1400	Beijing: Ministry of Land and Resources, 37 Guan Ying Yuan Xiqu, Xicheng, Beijing 100035 (LCRC project briefing)	Dr Jiang Yijun (Division Chief, International Cooperation and Science and Technology Division, dannyjiang@126.com), Rosy Liao (Project Manager/Senior Engineer, Lrosy1112@sohu.com), Ms Chao Li (Project Manager, Laura831212@gmail.com).
Fri 8	0900	Beijing: MEP, 115 Xizhimen Nanxiaojie, Beijing 100035 (MEP briefing and discussion).	Zhu Guangqing (Deputy Director General, Office of Biosafety and Biodiversity Conservation, zhu.guangqing@mep.gov.cn), Dr Li Tianwei (SEA Division Director, Department of EIA, li.tianwei@mep.gov.cn), Ms Feng Yan (Deputy Director, Environmental Policy Division, feng.yan@mep.gov.cn), Liu Yuan (Deputy Chief, Project Management Division IV, MEP-FECO), Dr Zhang Wenguo (Director, Biodiversity Conservation Division, zhang.wenguo@mep.gov.cn), Gu Li (Programme Officer, Division of European Affairs, gu.li@mep.gov.cn).
	1400	Beijing: ECBP (VAC briefing and discussion).	Dr John MacKinnon , David Yang Aijun , Lin Gu , Xie Duanduan , Melody Li Ruizhi .
Sun 10	0900	Beijing: Long Shao Heng Hotel (briefing on CCICED).	Dr Yu Xiubo (Synthesis Centre of Chinese Ecosystem Research, Chinese Academy of Sciences, yuxb@igsnr.ac.cn), Spike Millington .
Mon 11	1400	Chengdu: CI/ShanShui offices (briefing on CI/ShanShui project).	Li Shengzhi (Field Programme Director, lishengzhi@shanshui.org), Wang Ji (ECBP Project Coordinator, jwang@shanshui.org), and others.
Tue 12	1000	Chengdu: Sichuan and Qinghai project stakeholders.	Mr Wang (Head of Sichuan Management Team), Mr Xiao Yongfa (community stakeholder), Mr Liu (socioeconomist).
	1400	Chengdu: WWF offices (briefing on WWF project).	Ling Lin (Deputy Conservation Director, ECBP Project Leader, lling@wwfchina.org), Xu Qiang (Programme Officer, qxu@wwfchina.org), Ms Wang Yao , Xu Yongxia (TRAFFIC), Dr Luo Peng (Chengdu Institute of Biology, luopeng@cib.ac.cn).
Wed 13	1300	Pingwu to Shuijing by road: (briefing by WWF TCM project stakeholders).	Eight stakeholders at Community Association offices.
Thu 14	0900	Pingwu: County Forestry Bureau offices (briefing).	Mr Yang (Forestry Office, PES liaison), Li Shengzhi , and others.
	1030	Pingwu to Huoxihe catchment by road.	CI Yujiashan Conservation Agreement & PES project site visit (drinking water source and private nature reserve, biogas and hydroelectric facilities).
Sat 16	0900	Lijiang: TNC offices (briefing on TNC project - JC)	Yue Wang (TNC Yunnan Programme Deputy Director, ywang@tnc.org.cn), Wu Yucheng (National Park Project Officer, ywu@tnc.org.cn), He Lushan (Visitor Centre Coordinator, lushanhe@tnc.org.cn), Madam Mu (Vice-Chair, Yulong County), Mr Gau Haili (Director TNC Lijiang), Ms Xi (Director, Joint Project Office), Ms Zhao Yuhan (JPO Staff), Mr Ding (Head of JPO Planning Section, Laojunshan Management Committee).

		Nanning: Guangxi PMO, stakeholders (CV, CM)	Mr Zhong Bing (Deputy Director of Guangxi Environmental Protection Bureau, and Project Director), Mr Tan Liang (Director of Planning and Finance Division, Guangxi Environmental Protection Bureau; Deputy Director of the Project, tanliangw@yahoo.com.cn), Mr Guo Jianqiang (Project Manager, guojq@shenzhouen.com), Mr Xiong Ruiyang (Deputy Director, Nanning Bureau of Commerce, former Project Manager), Tao Jingru (Financial Officer, taojingru@ffchina.org), Ms. Feng Biyan (Division Chief, Guangxi Forestry Bureau), Mr Tanweifufu (Deputy Director, Guangxi Forestry Planning and Designing Institute), Mr Xiong Ruiyang (Forestry Project Officer, Guangxi Forestry Bureau), Mr Ding Hui (Nanjing Institute of Environmental Sciences), Li Guijing (Guangxi Forestry Planning and Designing Institute), Mr Luo Yang (FFI China Country Manager), Other PMO Staff (Li Xiaya, An Fengxuan, Xi Yueming, Jian Huaxing, Tan Yan).
Sun 17	0700	Lijiang to Ludian by road: TCM project community stakeholders (JC)	Dr Yang Zhiwei (Kunming Institute of Botany, zhiwei@cbik.ac.cn), Yue Wang, Wu Yucheng .
	0800	Field visit to Fushui and Longzhou, stakeholders (CV, CM)	Mr Guo Jianqiang (Project Manager)
Mon 18	1000	Kunming: Provincial Government Offices (briefing on provincial government perceptions of TNC project).	Jian Guang Hua (Director, Research Office of the People's Government of Yunnan Province, wnth0707@sina.com), Li Chun (TNC Yunnan Programme Director, cli@tnc.org), Lulu Zhou (National park Project Officer, lzhou@tnc.org.cn), Yue Wang, Wu Yucheng .
	1120	Kunming: Provincial Government Offices (briefing on provincial government perceptions of opportunities in climate change)	Tong Zhiyun (Vice Secretary-General, and Director of Policy Research, of the People's Government of Yunnan Province, Tongzhiyun@ydrc.gov.cn).
	1430	Kunming: TNC offices (briefing on TNC national programme and policies, and on technical aspects of 'national park' planning - JC)	Shawn Shuang Zhang (TNC China Programme Director, zshuang@tnc.org), Victoria Xiaofang Wu (TNC China Programme Associate Director, vwu@tnc.org), Dr Yang (Yunnan University), Dr Shen (South-Western College), Li Chun, Lulu Zhou, Yue Wang, Wu Yucheng , others.
	1400	Field visit to Caizihu Lake (CV, CM)	Mr Zhu Wenzhong (Project Manager, aqyjbhq@sohu.com), Ms Zhang Xiaohong (Expert from Wetlands International).
Tue 19	1000	Kunming: Provincial Forestry Bureau (briefing on provincial and SFA perceptions on TNC project).	Mr Cao and Mr Jiang (Wildlife/NP/Wetlands Management Office), Yue Wang .
	0800	Anqing: PMO, stakeholders (CV, CM)	Mr Wu Gang (Vice-Secretary General of Anqing Municipality Government, Vice Chair of Project LG), Mr Wang Zhihong (Director of PMO), Mr Zhu Wenzhong (Project Manager), Ms Zhang Xiaohong (Wetlands International), Mr Li Sheng (Forestry Designing and Planning Institute, SFA, and former Project Manager), Mr Zhou Yinghu, Yuan Yuejin ,

			Hao Guoshun, Professor Zhou Lizhi (Anhui University)
Wed 20	1400	Beijing: UNDP (pre-debriefing)	Napoleon Navarro, Guo Yinfeng, Sun Xuebing (xuebing.sun@undp.org).
Thu 21	1000	Beijing: ECD (pre-debriefing)	Huang Xueju (ECD)
Fri 22	1700	Beijing: FECO (briefing on FECO perceptions of ECBP).	Wen Wurui (Director-General, Foreign Economic Cooperation Office, MEP), Liu Yuan (Deputy Division Chief, PMDIV, FECO).
Mon 25	1500	Beijing: ECBP (FECO building)	Zhu Guangqing (Deputy DG, Dept of Nature Conservation, MEP).
Tue 26	1400	Beijing: ECD (debriefing, powerpoint presentation)	Huang Xueju, Rudie Filon (First Secretary, rudie.filon@ec.europa.eu , ECD), Guo Yinfeng, Sun Xuebing (UNDP), Chen Ruhua and two others (MOFCOM), Dr Sun Xuefeng, Zhao Haijun (MEP-FECO).

4.4. Meeting notes

Persons met (see Annex 4.3 for contact details)	Highlights of meetings (excludes final debriefings with ECD and UNDP).
Lea Vuori, Huang Xueju (ECD).	<p>The briefing provided an overview of a complex, > €30-million programme to address central policy development, implement 18 field projects, and promote visibility and awareness. It was noted that the second half of the ECBP needs much more focus on learning lessons and mainstreaming biodiversity priorities (through workshops, networking and focused reviews and studies).</p> <p>A key challenge is that of coordination, leadership and integration of all parts of the programme, although the opportunities for change are limited because of the terms of the Financing Agreement. While ECD is confident that funds are managed well by UNDP, the question arises as to the capacity of field project partners to do likewise, and also whether “we are doing the right things with the right organisations” and whether this is “a sector where we can achieve something [worthwhile] in China with the commitment of government”, bearing in mind NGO pessimism over the fate of biodiversity in China.</p> <p>ECD proposed criteria for selecting projects to visit, excluding those that are “hard to visit” (Tibet, Mongolia) or that have been running for less than a year, and including about 3 led by international agencies and about 3 led by Chinese ones.</p>
Carsten Germer, Shi Jianbin (COSU), Guo Yinfeng (UNDP).	<p>Building on ECD’s criteria, a selection of six field projects was made for visiting by the team. It was agreed that the team would start off in one place (to agree methods) and then divide, with JC focusing on international NGO-led projects and CV/CM concentrating on local government-led projects. An itinerary was developed for implementation in the period 11-22 May. It was agreed that COSU would facilitate communication with the field projects, including the circulation of an MTE questionnaire.</p>
Napoleon Navarro, Guo Yinfeng (UNDP).	<p>UNDP provided an overview of ECBP from its own perspective, noting first that there are four key stakeholders: ECD, MOFCOM, MEP and UNDP. It took a year to build consensus and develop the Overall Strategy and Workplan, which was endorsed by the Project Steering Committee in 2007.</p> <p>There are three contract types: UNDP (for COSU and field projects), EC for VAC (awarded to Agreco) and PMO managed by MEP-FECO. Despite this, MEP is the key technical partner and is therefore responsible for delivering results. UNDP finds its role as a sub-contractor to be less than ideal, as it creates inherent tensions (e.g. in the relationship between the Project Document and Contribution Agreement, which distorts UNDP’s normal operating arrangements).</p> <p>UNDP has concerns over MEP ownership, the programme’s influence on the 12th 5-year plan (5YP-12), which however might be achieved through the review of the NBSAP, and the alignment of activities to the China Biodiversity Partnership Framework (CBPF). While the promotion of SEPA into MEP is welcome, other more traditionally powerful agencies are also involved, notably the Ministry of Land and Resources, Ministry of Water Resources, and the SFA. There is also the issue of extending MEP’s interests in pollution and EIA in the direction of biodiversity.</p> <p>A Comprehensive Land Use Plan has been approved by the State Council, posing the question of how ECBP’s field projects can be used to influence guidelines on local land-use planning (therefore, an early meeting was to be arranged with MLR). UNDP also wonders “how to make sure the lessons from</p>

	<p>field projects are fed into policy development”, bearing in mind that the powerful role of the provinces relative to the centre which tends to promote fragmentation and discourage integration.</p> <p>On the organisation of ECBP, “the role of the field projects should be to feed VAC to help it create a constituency for biodiversity in China”; “triple workplanning is less good than strategic assessment followed by a division of labour”; and “there is a risk of losing sight of the key goal (i.e. policy change)”. UNDP admits to an error in silencing the CTA’s critique of the management structure, but acknowledges that stakeholders are nevertheless “getting on with their jobs, the only problem being that opportunities to be strategically influential are being missed”.</p>
<p>Spike Millington, Zhao Haijun, Zhang Fengchun, Laura Liu Xiangru, Peng Ning, Sunny Sun Yongli (ECBP-PMO).</p> <p>Dr Sun Xue Feng, Liu Yuan (MEP-FECO).</p> <p>Dr John MacKinnon, David Yang Aijun, Lin Gu, Xie Duanduan, Li Ruizhi (ECBP-VAC).</p> <p>Carsten Germer, Shi Jianbin, Zhang Yan, Qin Yi, Amy Fan Shuhua (ECBP-COSU).</p>	<p>The ECBP’s aim is to address <i>upstream drivers</i> of biodiversity loss (i.e. policy and institutional weaknesses), to test and develop models for field projects, and to build awareness and understanding of biodiversity issues. The project design continues to be relevant, but the key is to <i>link and integrate</i> the themes. The ECBP is <i>partnership based</i>, with around 70 partners all in, and this is seen as an excellent thing although it creates a major demand for capacity building. The original (2005) logframe was modified in 2007 to allow for better monitoring, a more participatory process, and a more results-based approach, with time-bound targets, milestones and indicators.</p> <p>CBD implementation is an important theme, building around revision of the NBSAP (to include climate change, invasive species, etc.), the 2010 biodiversity assessment (working with UNEP-WCMC on this), the 4th National Report to the CBD, economic valuation of ecosystems (working with CCICED), priorities for laws and policies, and development of a national biodiversity information service. There is a 24-member CBD Steering Committee, with the Ministry of Water Resources just added.</p> <p>Mainstreaming efforts focus on dialogue with key institutions (e.g. MLR, MoA, NDRC), developing ecological guidelines for EIA and SEA, influencing regional plans, cooperation on MEAs. Biodiversity and climate change is seen as a major emerging priority, and a major international workshop on this is being planned. VAC strategy targets networks within China, aiming for decision-makers, youth and media, hammering at the message that biodiversity is key economic resource for development.</p> <p>The 18 field projects are in all provinces outside the eastern coastal strip, and were selected by the IGRC from 99 responses to a Call for Proposals. It was not anticipated that so many proposals would be received. They all began between May 2007 and Sep 2008, and their default end-date is Mar 2010. The FPs are supposed to be agents of change and shared experience, generators of lessons, and demonstrators of impact, as well as being replicable and linked to national processes. Many have multiple roles, e.g. by linking EIA to community-based resource management, and all can be analysed to identify lessons learned that can be disseminated regionally, and could support knowledge-sharing activities such as exchange visits.</p> <p>The FPs are in very diverse ecological contexts, and each relates to one or more biodiversity themes (inter-agency cooperation, mainstreaming [EIA, SEA], ecosystems [forest, wetland, grassland, agricultural], community, monitoring, awareness) and aims to address relevant threats and causes of biodiversity loss. FPs can be adjusted but are constrained by their original design and the need for consensus. It would be possible, however, to ask the local PMOs to consider how each FP might contribute to climate change adaptation, for example.</p> <p>Future challenges include: ensuring that biodiversity is embedded in economic and sectoral policy and planning processes; disseminating and replicating the results of FPs; and using those results in planning.</p>

	<p>Policy opportunities include: revising the NBSAP to influence 5YP-12 by adding biodiversity considerations; influencing the recommendations of the CCICED to the State Council; influencing the various ministries with which ECBP works, directly and through CBPF; and building the capacity of the CBD Secretariat within MEP.</p> <p>The MTE is seen as an opportunity to identify the key actions and improvements to structure and functions needed to achieve ECBP goals, to identify opportunities, and to develop a clear roadmap.</p> <p>Four factors delayed implementation: heavy snow in Spring 2008; riots in Lhasa (and a security clampdown in Tibet, Yunnan, Gansu, Sichuan); a major earthquake in Sichuan; and the Olympic Games.</p> <p>The FECO representative observed that the ECBP was having an impact on all stakeholders and was “very good and very successful”, but stressed the need for an extension of the programme.</p> <p>The CBPF is a 10-year framework within which ECBP is seen as a demonstration activity. The partnerships that ECBP develops will continue, contributing to sustainability.</p> <p>The ECBP is supervised by a Steering Committee (ECD, UNDP, MEP and MOFCOM, with other ministries as observers) and led by an MEP-FECO National Programme Director (currently vacant, with a rapid turnover of acting deputies) above the COSU (headed by a Director employed by UNDP, which manages the 18 FPs), the PMO (headed by a national programme manager supported by a CTA employed by UNDP, which promotes central policy development and capacity building and provides management support to the ECBP as a whole) and the VAC (headed by an EC consultant employed through an EU consulting firm, which manages the catalysis of mindset changes across Chinese society). This arrangement is acknowledged to be less than ideal, but nevertheless is said to work adequately in practice, not least because COSU, PMO and VAC share office space (but this may change in May 2009 as the ECBP is relocated to the new MEP-FECO offices).</p> <p>Biodiversity and climate change is seen as a key strategic field. The lead agency on climate change is the NDRC, while that on biodiversity is MEP (which is, however, relatively weak and largely focused on air and water pollution), and SFA is responsible for nature reserves and forest protection (and planting, so should be relevant to REDD, carbon sinks and biodiversity). The National Climate Change Programme has a strong emphasis on ecological adaptation but lacks an operational mechanism and there is weak integration with disaster risk reduction.</p>
Carsten Germer, Shi Jianbin, Zhang Yan, Qin Yi, Amy Fan Shuhua (ECBP-COSU).	<p>COSU’s role was originally to manage the Call for Proposals for FPs, selection of FPs (with the IGRC), and preparation of FP documents (under the leadership of the former Director Soren Mark Jensen, who left the ECBP in Aug 2008 and whose hand-over note observed that “the overall success of the ECBP will to a very large extent depend on the successful integration of the FP approaches, models and results into central policy frameworks”). It now reviews AWP and progress/financial reports (over 100 annually), monitors and guides the FPs and links them to other dimensions of the ECBP. COSU capacity may not be adequate to these tasks.</p> <p>Quality assurance for FPs is limited to self-certification and to an extent by COSU checking for AWP compliance. If a problem is detected, the FP will be examined for special conditions that may be affecting performance, and issues will be discussed with staff. The views of provincial stakeholders may also be sought. Advances are withheld if FP under-spend exceeds 80%. It is too early to evaluate the extent to which information generated by FPs is feeding into policy</p>

	<p>making. COSU could and should receive copies of all FP reports generated by partners such as TNC and WWF, but does not.</p> <p>The total FP budget is US\$24.3 million from the EC grant, routed via UNDP (US\$1.35 million/FP), of which about 27% has been spent to date. All FPs have matching funds to a total of about US\$26 million, mostly in the form of ‘parallel financing’ (i.e. government investment related to or influenced by the FP, in-kind contributions). Each FP has a local PMO and several have coordinating bodies, and each involves at least one international and one Chinese partner (for a total of about 70 partners).</p> <p>Impact assessment techniques are still in development. Monitoring will focus on a results-chain approach for the six FP themes, where ‘X’ targets a root factor (e.g. poor planning) and achieves an impact on it (e.g. better planning) which results in ‘biodiversity saved’. Indicators include ‘physical protection/restoration’, ‘economic’, ‘local capacity’ and ‘institutional’ impacts. Collectively the FPs are said to have resulted in the preparation of 2 draft BSAPs and 2 national park master plans (target: 10 BSAPs), and 2 draft regulations (target: 8), and the establishment of 9 coordinating bodies (target: 12). Their cumulative impact is said to include 1.4 million ha of forests and grasslands “under protection”, over 13,000 ha (200,000 <i>mu</i>) of grassland “protected and restored”, and 900,000 ha of peatland “protected” and 304 ha “restored”.</p> <p>If ECBP is extended, COSU will prepare and negotiate new FP grant agreements during the second half of 2009. COSU strongly advocates an extension and hopes for an early decision in favour of it. They argue that the more time the FPs have to achieve their goals, the better. Also that the FPs should be compensated for exchange rate changes. Other future intentions include additional monitoring, cooperation among FPs, and more workshops involving FPs.</p>
Ms Chen Ruhua (MOFCOM).	<p>MOFCOM is responsible for the official partnership with EU (which is treated as a bilateral relationship - multilaterals are handled by the Ministry of Finance). It chairs or co-chairs meetings (with ECD) to review progress at a strategic not day-to-day level, but sees itself as something of a bystander in ECBP.</p> <p>ECBP is perceived as working well compared to other programmes, but there are some communication difficulties. The interaction of EC and UNDP guidelines and procedures has created a situation that is new to all concerned. Integration of the three components into one integrated programme would be desirable. A decision on how to do this awaits recommendations of the MTE. “If time could go back, I’d prefer the ECBP to have been implemented by <i>one</i> consortium. Fragmentation is no good. This was bad at the beginning, but after three years has improved although there is still room for improvement. We’re happy with ECBP but it has to improve communications among the three components and find ways to increase its impact, especially on the interaction between central government and the field, and on the contribution of VAC”.</p> <p>The FPs took a while to negotiate but the impact of this delay has not been assessed. “MOFCOM has agreed to extend the ECBP, but not necessarily the field projects”, although the FPs do teach about biodiversity in development, which is a new factor in China (and VAC’s job is to raise understanding and awareness of it). It is hard to assess the contribution of the FPs (especially the recently-started ones), and their partners have to learn many new things. Lessons and best practices drawn from the field should be used to help central policy develop. There are many environmental projects in China but ECBP is the first on biodiversity, so the FPs in particular are expected to yield important lessons and experiences to influence local government plans. The FPs cannot be copied to new places but lessons can be transferred to different circumstances. An 18-month extension should be enough time to complete implementation, and a post-project evaluation may then shed light on overall impact.</p>

	<p>ECBP is having an unknown impact on policy development and needs to cover more areas, with less focus on MEP and a broader and deeper relationship with ministries of agriculture, land resources, construction, forests, water, etc. But it does have a good network on CBD and good dialogue with line ministries. In all cases ECBP should seek to influence guidelines and plans across the continuum from central to local levels. Awareness on biodiversity has improved a lot. Mainstreaming is difficult, as it requires biodiversity to be actively considered in the workplans of all ministries, but progress is being made (e.g. MLR which before ECBP did not consider biodiversity at all but now does so).</p> <p>ECBP is a “sophisticated and ambitious programme”, but how to really learn from it? Additional meetings, consultancies and workshops are proposed, as well as MOFCOM visits to the FPs (“during the summer holidays, which should be put to good use”).</p> <p>Climate change and biodiversity “is a very hot topic” but little understood.</p>
<p>Ms Zhao Xinfeng (ACEE), Spike Millington (ECBP-COSU).</p>	<p>See Annex 4.5 project description ‘Integrating Biodiversity Considerations into Strategic Environmental Assessment of Mining and Tourism Development Plans’.</p> <p>The link between climate change and biodiversity offers a way for MEP to participate in NDRC discussions (just as CC/Water, CC/Agriculture and CC/Forest offers scope for MWR, MoA and SFA respectively).</p> <p>The National Programme of Land Classification in China allocates all land to one of four categories: no development, limited development, specific development, and unrestricted development. Biodiversity is now seen as some kind of economic resource.</p>
<p>Dr Jiang Yijun, Rosy Liao, Ms Chao Li (MLR-LCRC).</p>	<p>See Annex 4.5 project description ‘Integration of Biodiversity into China’s Land Use Planning and Land Consolidation’.</p>
<p>Zhu Guangqing, Dr Li Tianwei, Ms Feng Yan, Liu Yuan, Dr Zhang Wenguo, Gu Li (MEP).</p>	<p>The MEP team briefed on the role of the Ministry and confirmed that biodiversity is very important. MEP and ECBP work together well, at the central and local levels, on:</p> <p>Policies and regulations. Evaluation of laws, economic values of biodiversity and potential for carbon taxes.</p> <p>Monitoring and information sharing. ECBP has supported studies, developing a biodiversity assessment indicator system, updated NBSAP and is assessing China’s progress towards the 2010 biodiversity target.</p> <p>National biodiversity information service. To be launched in 2009.</p> <p>EIA. Revise EIA guidelines; support 2nd international SEA workshop; integrate biodiversity into SEA; training courses for SEA.</p> <p>Emerging issues. Joint workshop with NDRC on climate change and biodiversity. Ecological assessment after the Sichuan earthquake was particularly welcomed by government.</p> <p>Field projects. <u>Establish baseline monitoring system</u> (e.g. alpine peatlands in Xinjiang, limestone caves in Guangxi). <u>New conservation models</u> (e.g. with TNC in Yunnan; first locally-proposed national park is now awaiting approval). <u>Local-level CBD implementation.</u> <u>Inter-agency coordination</u> (e.g. BSAP in Sichuan). <u>Conservation in situ and ex situ</u> (e.g. on-site for bamboo in Sichuan, agrobiodiversity in Sichuan, Hainan, Hubei, Anhui, TCM in Sichuan, Gansu, Guangxi). <u>Community-based conservation in key areas</u> (e.g. including alternative energy in northern Yunnan, human-wildlife conflict in Tibet). <u>Public awareness-raising</u> (e.g. 22 May Biodiversity Day plans, web-site, school curriculum development).</p>

	<p>For the EIA Division, ECBP has three very important roles. <u>Institutional development</u> (EIA is one of the most important management systems in China, without which rapid development would have catastrophic environmental consequences, and ECBP is being very helpful). <u>Policy and law on biodiversity</u> (excellent ECBP-supported studies on biodiversity in development zoning). <u>Regional development planning</u> (ECBP's approach is correct that biodiversity "is not an ivory tower issue but is critical for local implementation of development").</p> <p>Suggestions for the future:</p> <ul style="list-style-type: none"> • <u>Continued emphasis on national institutional development</u> (capacity building for EIA and especially SEA, which should be very prominent in 5YP-12). • <u>More attention to central level policy development</u> (especially activities on biodiversity conservation). • <u>Put research results into local and regional practices</u> (findings should be <i>used</i>, science <i>applied</i> - there is huge momentum in regional development, and huge environmental stresses in fragile areas; "if biodiversity is not closely related to development, it's irrelevant"). • <u>Improve efficiency of ECBP</u> ("when we decide to do something, we should get on with it"; delays are not appropriate). • <u>Deliver workshops and training courses</u> (e.g. focused on <i>ca</i> 100 carefully-chosen decision-makers in 2 of the 5 priority regions - officials who are responsible for planning urgently need better awareness and capacity on biodiversity at central and local levels). <p>For the Environmental Policy Division, it is very good that ECBP has responded to the Premier's call to integrate economic valuation into biodiversity conservation. Additional studies would be welcome on this, as well as on <u>biodiversity and green credit mechanisms</u> (i.e. businesses with poor environmental behaviour can be starved of credit if MEP warns the banking system that they are at risk of being closed down), <u>carbon taxes</u>, and <u>economic/financial incentives</u> for biodiversity conservation.</p> <p>FECO comment on observations about ECBP. "We've been wondering how to speed things up. An extension would be helpful, but the main problem is that we have to follow EC and UNDP procedures and tender processes. For example, SEA studies and experts are urgently needed in 2 of the 5 Great Regions, but if we go through a tender process then the timing won't work out. If we didn't <i>strictly</i> follow these tender processes then implementation would accelerate and improve. Finding a way to streamline all this would be very helpful". (Biodiversity Conservation Division also observes that "the tender process is frustrating").</p>
<p>Dr John MacKinnon, David Yang Aijun, Lin Gu, Xie Duanduan, Melody Li Ruizhi (ECBP-VAC).</p>	<p>The VAC team briefed on the wide variety of activities in which they are engaged. The team seems competent, articulate and highly motivated. Three are hired through Agreco's local partner (Global Village Beijing), one is an interpreter on an ongoing contract, and the fifth is employed through Agreco. VAC started after COSU and PMO. About 60% of its budget goes on personnel, leaving 40% for operations. Little will remain by the end of ECBP, and it would only be worth continuing in an extended programme if the FPs become more active in public communications or additional funding is made available.</p> <p>VAC sees its main task as being to catalyse mindset changes across Chinese society, partly by bringing the FPs to national attention, and partly by raising understanding of biodiversity. VAC has 20 NGO partners (NB in addition to the 70 of the FPs). It believes that the time has arrived to work out how public communications can be made an inherent part of the work of all FPs (and that every FP should hire an appropriate outreach specialist). "FPs don't know how to find, recognise or use the media, and the media don't know how to find,</p>

	<p>recognise or use biodiversity”.</p> <p>After the briefing there was a general discussion on the design and implementation of the ECBP and other matters arising, such as: the capacity of COSU; the need to maintain a separate COSU and PMO; relations with the communications department of MEP; the role of FECO; potential funding sources for VAC and biodiversity communications after the ECBP; the onerous reporting regime for FPs; the selection of FPs for extension; environmental leadership at ECD; appropriateness of using UNDP as a sub-contractor; the value of an international workshop on climate change and biodiversity but its failure to produce guidelines for MEP rather than a volume of proceedings; the limited influence of scientists within the Chinese development process; and the best messaging strategy to use for biodiversity, which may be better addressed through ecology, ecosystems and harmony with nature, which are more accessible concepts and are already deep-rooted through Daoism in Chinese culture.</p>
Dr Yu Xiubo (CAS).	<p>The China Council for International Cooperation on Environment and Development (CCICED) was set up in 1992 as an advisory mechanism for the State Council. It is chaired by the Vice Premier of China, and its two Vice Chairs are the Minister of MEP and the Director-General of CIDA. Members include the Vice Ministers of Foreign Affairs, MOFCOM, NDRC, the EC DG Environment and various senior Chinese academics. It is supported by the CCICED Secretariat, headed by a Secretary General of Vice Ministerial rank, with support staff and an advisory group of Chinese and international experts. There is also an International Support Office at Simon Fraser University in Vancouver, Canada. Core funding to CCICED and the Secretariat is provided by Canada with contributions from Denmark, Australia, Sweden and EU, while these, the UK and others (including NGOs) fund or make in-kind contributions to specific activities.</p> <p>At any one time the CCICED will have 4-5 Task Forces, each working for 18-24 months and comprising 4-5 Chinese and 4-5 international experts. The Task Force on Ecosystem Services and Management was recently established, is chaired by Beatte Jessel (President of the German Federal Nature Conservation Agency) and includes international experts from two universities (UCL, Wageningen), a Malaysian research institution (ICSU) and two NGOs (TNC, WWF). The TF will undertake workshops and study tours, leading to preliminary recommendations at the CCICED Annual Meeting in November with a high-level round-table in April and recommendations to the State Council.</p> <p>A contract is now being finalised by which the ECBP will donate at least \$400,000 to the TF, making it the largest donor to this task force, and there will be counterpart funding of about US\$300,000 from CCICED. An additional grant is being sought from SIDA to allow for more detailed scenario modelling. The TF is keen to summarise lessons learned from ECBP, and is seeking German funding to allow a suitable consultant to work on this from the CAS.</p> <p>The EC is keen to link CCICED with The Economics of Ecosystems and Biodiversity (TEEB) initiative and UNDP wants to link it to the follow-up of the Millennium Ecosystem Assessment. Thus, various key stakeholders in ECBP envision a major ongoing international role for CCICED. Meanwhile, the Government of China appreciates the mechanism and is committed to its continuation.</p>
Li Shengzhi, Wang Ji (CI/ShanShui), and others.	See Annex 4.5 project description ‘Community-based Conservation in Qinghai and Sichuan’.
Mr Wang, Mr Xiao, Mr Liu (CI/ShanShui stakeholders)	See Annex 4.5 project description ‘Community-based Conservation in Qinghai and Sichuan’.

Ling Lin (WWF), Xu Qiang (WWF), Ms Wang Yao, Xu Yongxia (TRAFFIC).	See Annex 4.5 project description ‘Sustainable Management of Traditional Medicinal Plants in High-Biodiversity Landscapes of Upper Yangtze Ecoregion’.
Shuijing Community Association stakeholders.	See Annex 4.5 project description ‘Sustainable Management of Traditional Medicinal Plants in High-Biodiversity Landscapes of Upper Yangtze Ecoregion’.
Mr Yang (County Forestry Bureau), Li Shengzhi, and others.	See Annex 4.5 project description ‘Community-based Conservation in Qinghai and Sichuan’.
Yue Wang, Wu Yucheng, He Lushan, Gau Haili (TNC), Madam Mu (Yulong County), Ms Xi, Ms Zhao Yuhan, Mr Ding (JPO).	See Annex 4.5 project description ‘An Innovative Model for Biodiversity Conservation and Sustainable Development in Northwest Yunnan’.
Zhong Bing, Tan Liang, Guo Jianqiang, Xiong Ruiyang, Feng Biyan, Mr Tanweifu, Xiong Ruiyang, Ding Hui, Li Guijing, Luo Yang.	See Annex 4.5 project description ‘Biodiversity Conservation in the Limestone Area of Southwest Guangxi’.
Dr Yang Zhiwei (Kunming Institute of Botany), Yue Wang, Wu Yucheng.	See Annex 4.5 project description ‘An Innovative Model for Biodiversity Conservation and Sustainable Development in Northwest Yunnan’.
Mr Guo Jianqiang (Project Manager)	See Annex 4.5 project description ‘Biodiversity Conservation in the Limestone Area of Southwest Guangxi’.
Jian Guang Hua (PPRO Yunnan), Li Chun, Lulu Zhou, Yue Wang, Wu Yucheng (TNC)	This is the largest PPRO in South China, with 300 staff. Yunnan is grateful for ECBP support. ProvGov has been thinking about NP model since 1999, and TNC joined them to seek suitable NP sites in 2004. Pudacuo (Putatso) identified as the first, and “appreciable socioeconomic and conservation benefits have been seen since it was established in 2006”.
Tong Zhiyun (Vice Secretary-General, Yunnan).	Yunnan is very interested in collaborating with the UK on renewable energy, climate change mitigation, adaptation, carbon trading, etc.
Shawn Shuang Zhang, Victoria Xiaofang Wu (TNC China Programme)	<p>See Annex 4.5 project description ‘An Innovative Model for Biodiversity Conservation and Sustainable Development in Northwest Yunnan’.</p> <p>Policy priorities for TNC include: (a) 33 priority areas identified in Cap 3 of revised NBSAP and accepted by central govt. (b) Climate change vulnerability assessment to be done with NDRC, to allow better use of the Adaptation Fund managed by the Ministry of Finance, and ‘ecosystem-based adaptation’. (c) Replicate NPs and add Private NRs (“There are plenty of rich people interested in adopting protected areas”). (d) Develop biodiversity component of EIA.</p> <p>Policy priorities for government include: (a) How to leverage public and private money into conservation? (“The door needs to be opened, in the same way that the reform that allowed real estate developers to lease land for 70 years transformed the investment environment”); e.g. tax benefits for donations; better, more robust, more flexible mechanism to operation the Ecocompensation funds (compensation/offsets paid to SFA).</p> <p>The ECBP CfP was a great idea, in that it promoted Chinese & international, govt & NGO partnerships, but it would have been far more efficient to</p>

	<p>commission targeted projects.</p> <p>Integration of CBD with UNFCCC and UNCCD, etc. is desirable but China would like to keep them all separate and negotiate separately.</p> <p>MEP has been growing in importance for 20 years and this will continue. The next govt restructuring will boost its capacity. ECBP can do little on this in 2 years, but can seek to institutionalise the cooperative policy development process among CBDSC-24 and international partners (e.g. Macarthur Foundation looking for a big, strategic process and a proper funding mechanism for it - ECBP's role in NBSAP could be a model).</p>
Li Chun, Lulu Zhou, Yue Wang, Wu Yucheng (TNC), Dr Yang (YU), Dr Shen (SWC).	<p>Briefing on the content of Registration [i.e. selection] Standards and Construction and Planning Protocols [i.e. for zoning, infrastructure, monitoring, etc.] for NPs (Shangri-La/Putatso NP was an experiment that informs the opportunity to standardise around LJS and M NPs).</p>
Zhu Wenzhong, Zhang Xiaohong (WI).	<p>See Annex 4.5 project description 'Governance, Capacity and Social Responsibility in Wetland Biodiversity Conservation in Anqing (Anhui Province)'.</p>
Mr Cao and Mr Jiang (W/NP/W MO), Wang Yue (TNC)	<p>Most staff were away at a retreat to report on the application of science to development (in response to recent government policy statements). The MO reports to the Provincial Forestry Bureau, which reports to both the Provincial Government and to SFA in Beijing.</p> <p>The role of the MO is to manage NRs (other than NNRs) in collaboration with local government, collecting fees for permitting 'important' events in NRs (not 'mushroom collecting', which is a local government call), law enforcement, pest control, monitoring, patrolling, environmental education and community development.</p> <p>On national parks, the MO has been reporting its work on them regularly, and is encouraged to proceed. It has reviewed master plans for the 3 demo NPs in Yunnan, organised research and management structures for them, and compiled protocols for registration, monitoring and planning.</p> <p>The Forest Land Tenure Reform is almost complete in Yunnan and involves distributing to households the rights to use commercial community forest (CCF) lands, or reconfirming those rights if they were distributed to households under previous reforms. The land must be kept under tree cover. FLTR applies only to CCF lands, not NRs or Ecological Forests.</p> <p>Compensation Funds are generated when Ecological Forests are used or damaged, and can be used to pay communities to protect forests.</p>
Wu Gang (AMG), Wang Zhihong, Zhu Wenzhong, Zhang Xiaohong (WI), Li Sheng (SFA), Mr Zhou Yinghu, Yuan Yuejin, Hao Guoshun, Mr Zhou Lizhi (AU)	<p>See Annex 4.5 project description 'Governance, Capacity and Social Responsibility in Wetland Biodiversity Conservation in Anqing (Anhui Province)'.</p>
Wen Wurui (DG, FECO), Liu Yuan (FECO).	<p>ECBP is innovative and welcome because China's previous efforts were dispersed among various agencies; now, thanks to ECBP all can be put into one framework (including wetlands and forests, agriculture, oceans).</p> <p>Room for improvement, though, since compared with ODS phase-out (Vienna Convention), POPs control (Stockholm Convention) and energy efficiency projects, ECBP makes few "leading contributions" because there is no unified coordination mechanism (PMO is managed by FECO under MEP, FPs managed by UNDP, VAC managed by Agreco). Central policy should guide FPs, learn</p>

	<p>from them and guide replication.</p> <p>For the National Programme Manager, FECO has suitable people but UNDP blocks such an appointment, with poor results. There would be better progress if FECO had a more positive role in management.</p> <p>FECO has three mandates: (a) implement MEAs; (b) manage all aspects of international cooperation projects (but FECO had no participation in selecting ECBP's FPs); (c) studies on global environmental problems and policy suggestions to State Council via MEP.</p> <p>FECO now has 178 staff (in a new building paid for by World Bank, Italian and Chinese governments). 40 are assigned to Vienna, 28 to Stockholm, 7 to CBD (but the latter would be boosted if routine management of CBD comes to FECO in its entirety). "FECO is a very responsible agency, with a good record of working with donors, governments and people".</p> <p>The CBD is much less "measurable" than other MEAs, but this can be solved in three ways: (a) strengthening the awareness of society; (b) legislation on policies and standards to guide production modes and lifestyles towards environmental soundness; (c) demonstrate advances and replicate them (build confidence).</p> <p>In ECBP, the key question is who 'joins the dots' - FECO or UNDP? Previous experience suggests that joint management by FECO and UNDP would be best.</p> <p>Workshops on field projects would be a good idea, as would extending the programme and using the extension to improve coordination and communication among components of the ECBP.</p> <p>An earlier World Bank project also had issues with coordination and communication among its components; the Bank was keen to extend it but Mr Wen urged instead that it be stopped and redesigned ("but this should <i>not</i> apply to the ECBP").</p>
Zhu Guangqing (DDG, MEP).	<p>FECO's new building symbolises its new functions and responsibilities, given by MEP, on day-to-day implementation of CBD and providing offices for projects. FECO is now the implementing agency for CBD and other MEAs, but MEP retains the right to make policy.</p> <p>CBPF is MEP's project, implemented by FECO and funded by GEF. It is currently being smoothly implemented.</p> <p>The CBDSC worked well when it had fewer members, now with 24 it is slower. Still there are several modes of cooperation among them: (a) regular meetings, extraordinary meetings, CBD meetings and Task Force meetings; (b) joint activities (e.g. celebration last Friday, 22 May); (c) discussion of plans; (d) international cooperation projects; (e) preparation for CoPs - both collectively and through individual ministries (e.g. Finance, Agriculture, Forestry - each has its own mandate but also cooperates well).</p> <p>The system works well. MEP is the leading agency for coordination at local and central level, but different opinions exist. Biodiversity conservation is a very hard task, but we'll keep trying.</p> <p>ECBP has made a positive and fruitful contribution to the system. Its overall design (central policy, field projects, VAC) coincides with country task allocations. CBDSC-24 has been enhanced through several workshops and meetings focused on ECBP. There have been good impacts on EIA & MEP, biodiversity has been promoted at local level, VAC has had good social effects and awareness has increased.</p> <p>We should make better use of the ECBP as a major source for biodiversity</p>

	<p>conservation ideas. Agree that the FPs should be used better for training, capacity building, policy development, that CBDSC-24 should have small activities to help them all participate, and that linkage is key.</p> <p>MEP is now summarising the last 17 years' of CBD experience for 2010. Planning for what happens during and after 2010. Targets and measures need to be defined - and ECBP should help in this (add a future focus to ECBP). It would be good to have a new project on biodiversity and climate change, building on the international workshop.</p>
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4.5. MTE observations on seven field projects

4.5.1. Integrating Biodiversity Considerations into Strategic Environmental Assessment of Mining and Tourism Development Plans

Background. The Appraisal Center for Environment & Engineering (ACEE) is a publicly-owned consulting firm spun off from SEPA, and is a key supporting unit for MEP in the areas of EIA and SEA. It has been working with ECBP since July 2007 in Ganzi County, Sichuan, in partnership with CI, the Appraisal Centre of Sichuan and LTS (a UK consulting firm specialising in EIA for the transport sector).

Aims. At the initiative of Sichuan Province, which has a policy to improve SEA, the project aims: (a) to prepare a composite map of biodiversity values (ecosystem types, ecosystem service values, species richness, etc., at the prefectural level); and (b) to develop MEP guidelines for biodiversity in EIA/SEA in the mining sector (not including coal, oil or gas, which are covered by NDRC). Project activities are intended to broaden the range of SEA required by current law, and to raise the profile of 'biodiversity' within 'environment' as addressed in EIA guidelines. The composite map will be used to identify conflict with mining operations. The guidelines will then allow damage to be anticipated, reduced or avoided through EIA/SEA and negotiations. A similar approach is being taken in the tourism sector.

Progress. The project's fieldwork was delayed by the Sichuan earthquake, but its case studies are now approaching completion and workshops and training courses will soon start to be developed. The EIA/SEA guidelines are being drafted, will be reviewed at a workshop in July 2009, finalised by September 2009, and used to train EIA practitioners thereafter (until the end of 2009, unless the project is extended).

Potential. There is still a great need to understand, adapt and apply international good practice, and an extension of the project would allow further work on this to be done. Expected results at project closure include substantial capacity increment through on-the-job training, and the possibility of World Bank support for follow-on work. It is noted, however, that MEP guidelines cannot alone resolve many problems in the mining sector. Real power to avoid and resolve conflict would be conferred through the support of NDRC and/or the Ministry of Finance. MEP and NDRC are working closely together, and the existence of MEP guidelines allows them to be shared with NDRC.

Assessment. Improving the profile of biodiversity and ecosystem values within the EIA and SEA processes offers scope for strategic improvements in sectoral activities that have a high potential for causing environmental impacts. This is being trialled and validated in a way that will maximise uptake of its guidelines and recommendations by the province, MEP and NDRC. The project is a useful contribution to the much broader process of finding ways to avoid some of the worst impacts of mining and tourism development in high-value locations.

4.5.2. Integration of Biodiversity into China's Land Use Planning and Land Consolidation

Background. The Ministry of Land and Resources (MLR) is responsible for land, mineral and marine resources in China (but not for urban planning, which is managed by the Task Force for Construction). The Land Consolidation and Rehabilitation Centre (LCRC) is a public agency under the MLR, and was set up in 1998 (the year when 41 ministries were reduced to 28 and 50% of all government staff positions were shed), in order to increase farmland area and productivity, improve farmer income and working conditions, and protect rural ecology. Rural living standards and national food security are two top priorities of government. LCRC improves rural land (e.g. by levelling, irrigating), renovates rural areas (e.g. by replacing and rebuilding old villages, repairing roads), and restores ecosystems (e.g. by correcting damage caused by intensive farming). It is paid for by taxes and fees for services, and has had a very variable budget of RMB¥ 4-115 billion/year in 2000-2007.

Aims. Land-use planning guidelines are being developed, for SEA biodiversity indicators and offsetting ecological area losses. Land 'consolidation' involves land-use change, habitat change and biodiversity impacts, and land-use planning should be made more sensitive to this. Land 'reclamation' is ecological restoration, for ruined land, brown-field sites and areas affected by natural disasters, and should be based on ecological inventory, topsoil restoration and the use of native species. The field project works in two areas to advance these aims: in tropical Hainan (Ledong & Lingshui counties) and in karst areas in Guizhou (Guanling & Libo counties).

Progress. Steps taken in each province have included: (a) revising provincial land-use plans to incorporate biodiversity (one indicator of success is that Hainan's overall land-use plan now states that "the goal is to protect biodiversity in the province"); (b) developing technical guidelines for counties to incorporate biodiversity in land-use planning; (c) demonstrating new techniques in the counties; and (d) developing recommendations for MLR. Demonstration of new techniques has focused on replacing old ways of working ('bulldoze, homogenise, simplify') with new ones (tunnels under roads to let wildlife pass; escape paths from ditches to allow wildlife to escape/transit them; conserve traditional field edges and wild vegetation to promote connectivity; protect water sources and vegetation along waterways; preserve ecological islands, etc.), and to show that the new ways cost no more than the old. Additional measures have been taken to raise awareness, including high-level overseas study tours, training courses for land managers in China and Belgium, and web-site development.

Potential. The third revision of the Overall Land-Use Plan for China is now underway, so the timing is right for influencing this process. National quotas (and therefore provincial and county quotas) are being established for farmland to be converted to construction, land to be used for major public works, and for farmland conservation (involving diversification of crops, orchards, wetlands, grasslands, etc.). About 80% of all farmland should be in the 'farmland conservation' zone, which is where the new techniques developed by the project

will be particularly influential. Future plans of the project include: case study reports, policy review report, guidelines for land-use planning and biodiversity conservation, including SEA biodiversity indicators and guidelines for the compensation system for the loss of ecological areas.

Assessment. Land-use planning and land consolidation are pervasive activities in China, driven by high-priority national efforts to improve rural living standards and food security. In this context, improvements in the ‘biodiversity-friendliness’ of land-use planning, and techniques used for consolidation, can have a strong influence on the direction of development and the ecological integrity of inhabited landscapes, and therefore on biodiversity survival. The project is persuasively demonstrating improved approaches to provincial governments and the relevant ministry, and is making a useful contribution in finding ways to ensure that more biodiversity survives the planning and consolidation processes that would otherwise be the case.

4.5.3. Community-based Conservation in Qinghai and Sichuan

Background. The project started in December 2007 and is being implemented by Conservation International (CI), a US-based international NGO active in China for more than six years, through its local partner ShanShui. The provincial forest departments are major partners in a project which covers four areas, two in each province totalling about 173,000 sq km. These were selected as Key Biodiversity Areas through a science-based analysis by CI, being the core area of Minshan panda habitat in Pingwu County and forested catchments in Sichuan, and the Tongtianhe wildlife protection zone around the Sanjiangyuan NNR and the Buha River/Qinghai Lake catchments in Qinghai.

Aims. The project strategy is to use small grants and conservation agreements with communities to address such threats as those from hunting, illegal resource harvesting, mining and farming in reserves, while engaging with government to learn how to resolve such more strategic threats as the disintegration of community organisation and traditional conservation culture, unclear land tenure, unsustainable use of resources and accelerating urbanisation.

Progress. Based on a CfP procedure, a total of 24 small grants each of US\$3-4,000 have been made to community interest groups in Sichuan, and 29 in Qinghai. This mechanism is described as “flexible, swift and targetted”, and is often exchanged for help in monitoring nature reserves. After a baseline survey to identify potential grantees (with strong leadership being a key criterion), 17 communities applied for conservation agreements and 10 were awarded, five in each province, each of RMB¥200-400,000, to provide equipment and incentivise community cooperation with government in patrolling, wildlife monitoring, data collecting, etc., over a total of 460,000 hectares. Case studies have also been commissioned, mainly focused on opportunities for payments for ecosystem services (PES) interventions (with the Sichuan Office for Policy Studies), and on conservation agreements in relation to behaviour change and tenure reform on collectively-owned forest land. The

CfP and conservation agreement mechanisms have had an irreversible impact on community capacity to analyse environmental problems and articulate solutions, as well as on government-community collaboration. Manuals for both mechanisms are in preparation.

Potential. The PES studies have led to official arrangements whereby water fees (RMB¥300,000 as seed money and ca RMB¥750,000 recurrent, in cash) are collected in Pingwu county town and paid (currently via provincial government) into a fund for managing catchment forests through community conservation (with other potential income streams also being investigated by the project, including deals with a local hydroelectricity company, and carbon storage potential). Meanwhile, the Qinghai provincial government has been sufficiently impressed by the operation of conservation agreements, especially around the showcase Qinghai Lake, that it has offered RMB¥2.32 million in matching funds. An official openness to making PES arrangements based on user fees and covering catchments that also contain high levels of biodiversity (and flagship species such as giant pandas and golden monkeys) is almost unprecedented and offers a potent model that could be replicated across China.

Assessment. The project radiates elegance, impact and sustainability, and has very high potential to encourage and enable biodiversity conservation, especially through PES mechanisms. Although some of its key features are not entirely new to China (e.g. SFA had initiatives similar to conservation agreements under the “Five Responsibilities” of its forest fire and forest management programmes), the project has trialled and validated a more focused approach for replication.

4.5.4. Sustainable Management of Traditional Medicinal Plants in High-Biodiversity Landscapes of Upper Yangtze Ecoregion

Background. Implementation of the project is led by WWF in cooperation with provincial forestry departments, IUCN, TRAFFIC International and national stakeholders concerned with Traditional Chinese Medicine (TCM). This grouping combines national regulatory and knowledge-holding authorities with networks active globally on medicinal plant conservation and trade. The Upper Yangtze is a major source of medicinal plants but over-exploitation is widespread, especially following the 1998 logging ban and the 2000 ban on farming on steep slopes which both limited alternative livelihoods. Both cultivation and sustainable harvesting of wild plants are addressed, but there is a focus on the latter because cultivation can replace diverse natural ecosystems with simple artificial ones, and wild-collected plants are more valuable and have greater potential as livelihood resources.

Aims. This project addresses a large business sector that is based on harvesting wild plants, often in landscapes of high conservation value. As where any valuable wild commodity is being sold into a very large market, over-harvesting, the collapse of local populations, and collateral damage to harvested ecosystems are all serious dangers. The project aims to offset these dangers by: (a) analysing and encouraging improvements in the policy and regulatory framework; (b) promoting sustainable exploitation of medicinal plants in pilot

areas with local participation; (c) promoting best practice through shared learning nationally and internationally; (d) raising awareness among key stakeholders; (e) encouraging and enabling the development of certification systems for sustainably-produced medicinal plants; and (f) improving livelihoods from sustainable harvesting of medicinal plants and marketing them better.

Progress. The project began in November 2007. A survey of potential sites led to the selection of four, where baseline surveys were conducted, TCM management committees established, their capacity increased, and links among them developed. Much attention has been given to producer associations and their links to the marketplace (e.g. with displays at trade fairs, introductions to middlemen and associations such as Herbasinica, and the Institute for Market Ecology). In Shuijing, Wingpu County (1,150 m asl), much household income derives from the harvesting and sale of ca 100 species of medicinal plants (of which seven are now cultivated), and a TCM Community Association occupies offices donated by local government. This group is now aware of sustainability constraints and collaborates with the project on marketing. Progress on the key issue of official certification is slow because of uncertainty over which institution would be doing the certification (although it is unclear why this delays the adoption of sustainable harvesting criteria and the principle that certification should occur). Delays were caused by the 2008 snow and earthquake disasters, but an extension of the project is sought as well because of factors that inevitably make for slow progress, such as the narrow time windows for certain activities due to seasonality of planting and growth.

Potential. The ECBP intervention has raised the level of WWF's operation from the landscape to the provincial and national level, while allowing all stakeholders to learn a lot about how to engage business, market product and organise producers so they obtain better deals. WWF plans to keep the project team together for at least another 3-5 years, and to integrate its activities with the species conservation programme within the 'panda landscape', the 'tiger landscape' and elsewhere. Further development of harvesting, cultivation and applied research is envisioned, including of cultivation systems that avoid over-reliance on TCM by alternating these with other commercial crops. Finding a way to progress the credible official certification of sustainably-produced TCMs would be a major step forward, but this is likely to prove extremely hard given the diversity of products (including animals as well as plants), and the existence of powerful interest groups among traders and TCM practitioners and regulators.

Assessment. The enormous scale of the TCM market means that if a certification process can be established and combined with awareness-raising among consumers, better organisation of producers, and a more favourable relationship with traders and marketers, then a sustainable business that contributes to local incomes and improved biodiversity management is possible. Thus the project is a worthy one, though given the complexity of the issues, may be expected to make only slow, incremental progress rather than generating strategic breakthroughs in the near future. The context of the ECBP intervention within a

multi-year engagement by a major NGO consortium in partnership with key Chinese stakeholders, however, does make it possible to envision significant progress over time.

4.5.5. An Innovative Model for Biodiversity Conservation and Sustainable Development in Northwest Yunnan

Background. About 16% of China's land area has been set aside within some 2,400 nature reserves (NRs). These are variously the management responsibility of national, provincial or county government (NNRs, PNRs, CNRs respectively), with the national level reserving its investment for a relatively small number of high-status reserves (e.g. 16 of 186 NRs in Yunnan, one of about 200 NRs in Sichuan). Although rural counties, in particular, have been inclined to create reserves in hope of ecotourism revenues or similar, their tax bases are small and CNR management weak. Since all NRs, however, are beyond legal use for most forms of exploitation and farming, and most are mere 'paper parks', there is interest in exploring a different approach to area conservation. The need is for a more flexible arrangement featuring multi-use, multi-stakeholder management of landscape units, within which the interests of local people and businesses, and biodiversity and ecosystem conservation, can be reconciled in a durable way. Of the IUCN protected area categories, the one most suitable for this kind of planning is the Category V Protected Landscape. The Nature Conservancy (TNC), a US-based NGO, has worked in Yunnan since 2004 and has been exploring this model (under the name 'national park') with ECBP support since July 2007, in partnership with the Policy Research Office of the Yunnan Provincial Government and the authorities of the Yulong Naxi Autonomous County and the Diqing Tibetan Autonomous Prefecture. The provincial authorities are receptive, having been considering innovation in this area since 1999 and experimented with a similar model in Shangri La-Pudacuo since 2006 (which TNC describes¹² as 'China's first national park').

Aims. The project seeks to demonstrate the effectiveness of the 'national park' (NP) model in two areas: the Meili Snow Mountain area in Diqing, and the Laojun Mountain area in Yulong, both of which are currently National Scenic Areas. In parallel with this process, its aims include: (a) to establish a legal framework for 'national parks'; (b) to set up management entities for the two demonstration parks; (c) to build the capacity of partners and park managers; (d) to promote community participation in park management and associated livelihood opportunities; and (e) to advocate the model to other provinces and central conservation authorities.

Progress. There seems to be strong support for the NP model at autonomous county and provincial level, and various legislative measures have been taken or are imminent (including park regulations). For Meili the Autonomous Prefecture has established an NP bureau, while in Laojunshan the Autonomous County is restructuring to allow for an NP Management Board. Central SFA and MEP have both instructed their local bureaux to encourage the initiative and observe events (although only forestry is particularly active,

¹² <http://www.nature.org/wherewework/asiapacific/china/work/pudacuo.html>

and houses the National Park Management Office to help the provincial government manage the NP establishment process). ‘Master Plans’ for the two parks have been prepared and approved (providing for special conservation, control, recreational, parks services and community zones). All partners have accepted the NP model as a way to balance conservation and development. This attitude was promoted through study tours to Thailand (Khao Yai NP), the USA (Yosemite, Grand Canyon NPs), Taiwan and elsewhere in China. Alternative livelihood activities among NP communities at Ludian in Yulong County (a site at 2,775 m asl where medicinal plant cultivation and wild harvesting occurs at an industrial scale) have included the protection of two medicinal plant conservation areas (in natural forests totalling 700 ha, involving a total of 58 households which now, after the recent forest tenure reform, jointly own the forests concerned and are paid to patrol them) and home garden gene banks for such plants (involving an RMB¥200 grant per household), as well as interventions on training, alternative energy, commercial fungus cultivation, bee-keeping and walnut grafting. For advocacy, effort has gone through Yunnan research institutions into developing standards and protocols for the selection, establishment and master-planning of NPs. Meanwhile, drawing on TNC’s in-house skills, books, audiovisual and other materials have been produced and workshops and meetings organised to present Yunnan’s NP experience to the rest of China.

Potential. The provincial authorities (and TNC) hope that the NP model’s success in Yunnan will lead to amendment of conservation law to allow its replication nationwide, and are confident that SFA will help with this. According to them, even though the models are being elaborated with the support of autonomous regions (which might be expected to welcome an initiative that stands to benefit their own indigenous people in new ways), nationwide replication can occur in a more ‘top down’ way in other areas. If these hopes and expectations are realistic, there is the potential for a major change in the way that biodiversity conservation is done in China. TNC’s own priorities include linking the NP model initiative with the 33 priority areas identified in Chapter 3 of the revised NBSAP and accepted by central government, while also exploring dynamically the replication of NPs, the addition of privately-sponsored NRs, and the leveraging of public and private money into conservation through more creative uses of the tax system and the ‘ecocompensation’ funds managed by SFA.

Assessment. As one would expect when one of the largest international conservation NGOs closely engages for a decade with one of the most go-ahead of China’s provinces, dramatic innovation is the result. The IUCN Category V Protected Landscape model would be an appropriate addition to China’s conservation repertoire, but is no ‘magic bullet’ as it requires new ways of doing business to be developed. These include inclusive management, planning and conflict resolution institutions and processes, sustainable financing arrangements (which may include PES and engagement with businesses), detailed and continuous monitoring, feedback and adaptive management systems, and all the new skills and relationships that these things imply. An openness to new ideas is characteristic of China at present, so all of this may be accomplished. A reservation, however, is that the initiative may be over-reliant on importing a US version of the NP model, when exposure to

others may be just as useful or more so. These include systems in Europe (e.g. the Category V-based UK national park system), ASEAN (e.g. the Philippine's decentralised protected area model) and Latin America (e.g. Costa Rica's *Areas de Conservacion*, PES arrangements and biodiversity inventory and bioprospecting processes).

4.5.6. Biodiversity Conservation in the Limestone Area of Southwest Guangxi

Background. The project is being implemented in Baise and Chongzuo City-Prefectures by the Environmental Protection Bureau of Guangxi Zhuang Autonomous Region (GEPB). Its project management office (PMO) has eight staff and is in Nanning, while its demonstration area is located in spectacular limestone area over two million hectares in extent and containing 14 nature reserves.

Aims. The project aims to improve the conservation of biodiversity through a combination of policy, institutional and administrative changes in provincial and local governments. It is to perform evidence-based conservation and facilitate the use of shared information to guide government decision making, and to raise biodiversity awareness among the public. The authorities are encouraging local communities to become involved in conservation work in return for inputs and services provided by the project, which include the planned construction or renovation of some 2,500 biogas digesters and 1,000 fuel-saving stoves.

Progress. The project is behind schedule, with 16% of the budget spent and about 70% committed; managers nevertheless assess the overall achievement rate at around 60%, and claim that an extension will be needed. Progress has been delayed by the absence of a project manager, a post that has not been filled more than six months after the first one left the project. The PMO noted that they find it difficult to judge the quality of the contract works, and that additional technical support and guidance are needed if project resources are to be managed effectively.

Potential. The GEPB is working closely with the CCICED, thus providing for knowledge to flow from the project to approach the uppermost levels of China's policy-advisory community in the area of environment and development.

Assessment. While the PMO is a relatively independent institution, it is well connected to the GEPB in Nanning under the overall supervision of a Leading Group (comprising GEPB, the Reform Commission and the key partner agencies of Forestry, Agriculture and Land Management). Thus there is a good mechanism for cooperation with partner agencies. Fauna and Flora International (FFI), a conservation NGO, is providing technical services as planned in the project document, including the exploration of new local conservation approaches and practices, and efforts to raise awareness, undertake training and organise workshops. Overall, the project appears to be well integrated with the provincial government through GEPB, which has taken full leadership of the project while an NGO provides specific services. The project could serve as a model in several ways: in its

institutional arrangements, in the nature of its association with an NGO, and in its access to a higher mechanism for policy issues through CCICED.

4.5.7. Governance, Capacity and Social Responsibility in Wetland Biodiversity Conservation in Anqing (Anhui Province)

Background. The project is implemented by the People's Government of Anqing Municipality, Anhui Province.

Aims. The project aims to achieve five key outcomes: (a) mainstreaming biodiversity conservation by introducing it into the governmental performance assessment system; (b) building capacity by training officials from key government agencies; (c) raising public awareness and building support for wetland conservation; (d) demonstrating the comprehensive management of wetlands at selected sites; and (e) monitoring and evaluating project activities.

Progress. (a) A multi-sectoral committee for wetland conservation has been established at the municipal government, while wetland-related indicators have been devised and used in assessing the performance of the key line bureaux (forestry, agriculture, water resources and environmental protection). (b) Two training courses on wetland conservation management were organised with Wetlands International for about 100 officials of the key line bureaux. (c) As part of an on-going process for managing biodiversity information at the provincial level, an information system on wetland conservation was developed with Anhui University, to be used for management and public awareness building purposes. (d) As a demonstration activity, a concept note was prepared for a management plan for Caizihu Lake, and dialogue was begun with a tourism company on jointly developing wetland ecotourism in the lake area.

Future. See assessment.

Assessment. (a) The project design is very general, and a more specific work plan is needed. Technical input is limited from the partners, however, as well as from the ECBP. An international consult was used on the project, but the quality of the work could not be assessed as no report was submitted. (b) The demonstration activity is badly delayed, and the current idea of establishing an ecotourism site in Caizihu Lake is not yet clear in terms either of its purpose or its potential contribution to wetland conservation. The concept note on management planning for the Lake needs further technical input on tenure system assessment, community participation and conservation goals. (c) Involvement of line bureaux remains a challenge. It is a forestry-dominant process, and the liaison and coordination mechanisms seem not yet to be in place, while the current attempt to introduce indicators for government performance assessment indicators depends on the active engagement of other line bureaux, which is not uniformly forthcoming.

4.6. Results of the field project questionnaire survey

At the start of the MTE, a request for information was forwarded by COSU to all field projects, using the following email addresses:

lisa@acee.org.cn, zhaoxf@acee.org.cn, amaybbk@sina.com, xjli35@hotmail.com, eyeguowen@sina.com, xiaohou1029@163.com, aqyjbhq@sohu.com, maoxq@bnu.edu.cn, xingyoukai@163.com, chenshliang@sohu.com, yingyizhang@ffichina.org, w.huang@conservation.org, yulindeng66@126.com, han.jiang@fao.org, sylvia.reinhardt@gtz.de, luis.waldmueller@gtz.de, zhijie.zheng@gtz.de, tanliangw@yahoo.com.cn, taojingru@ffichina.org, yilan1648@163.com, maggie-696@163.com, wu-junjun@126.com, lhe@inbar.int, yxli@inbar.int, yplou@inbar.int, ymzhang@inbar.int, laura831212@googlemail.com, lrosy1112@sohu.com, lhasanima@126.com, Lhasa@undp.org, deqingzhuoga8117@163.com, lishengzhi@shanshui.org, sunshan@shanshui.org, tangcaifu@shanshui.org, ywang@tnc.org.cn, akang@wcs.org, xieyan@ioz.ac.cn, ckl@wetwonder.org, zxh@wetwonder.org, lling@wwfchina.org, ytzhaoh@wwfchina.org, wangzengguo@188.com

Respondents were asked to respond to the following questions (replies are contained in the table below):

1. Identify the project by **title** and **location** (projects were advised that they could request anonymity, though none did so).
2. Describe the most important **challenges** or problems that your project is trying to address.
3. Describe the most important **strategies** that your project is using to address its target challenges or problems.
4. Describe the most important **obstacles** that your project has encountered so far:
5. Describe the most important **achievements** of your project so far.
6. Identify what you see as the key **strengths of the ECBP**, in its design and in its implementation.
7. Identify what you see as the key **weaknesses of the ECBP**, in its design and in its implementation.
8. Identify what **changes** you would like to see within the ECBP.
9. Provide suggestions on the **future role of ECBP**.
10. Provide any further information or comments.

Replies to MTE field project questionnaire	
1. Integrated Biodiversity Conservation in the Headwaters of the Huaihe River Basin (Xinyang, Henan Province).	
Budget	US\$979,600 (EC) + US\$1,028,000 (matching) = US\$2,004,600
Executant	Xinyang Municipality Eco-Environmental Association
Challenges	The most challenge is how to make the draft documents the project established become the government legal regulations, laws and policies.
Strategies	<p>Around the central work of local government, we performed five linkages:</p> <p>Linkage to the campaign of learning and practice of Scientific Outlook on Development. For example when we conduct training workshops on officials and townships and villages, make national study visit and publicity, we integrate biodiversity conservation into the local campaign of learning and practice of Scientific Outlook on Development, achieving better effects.</p> <p>Linkage to the collective forest tenure reform. We formulated Xinyang Municipality Biodiversity Resources Authorized Management Scheme (draft), Xinyang Municipality Wetland Resource Protection Regulation and Authorized Management Templates of demonstration counties, which solve the biodiversity problem in the course of the collective forest tenure reform.</p> <p>Linkage to the Xinyang municipal campaign of “Jointly Building a Model City in Six Aspects”. It refers to building Xinyang Municipality as National Ecological Demonstration Municipality, National Top Tourist City, National Garden Municipality, National Hygienic Municipality, National Double-Support between the Civilian and the Arm Forces Model Municipality and Henan Provincial Civilized Municipality. ECBP-Xinyang field project make close linkage with the above mentioned building activities, initially formulated Biodiversity Conservation Action Plan in HHRB, Xinyang Municipality Wetland Resource Protection Regulation, etc. which ensures formulation and implementation of the relevant policy proposals.</p> <p>Linkage to the local “11th Five-Year Plan”. Xinyang Municipality Regulation on Protection of Urban Old and Famous Trees, Xinyang Municipality Regulation on Boundary Line of Urban Green Space and Shangcheng County Announcement on Protection of Azalea and Orchid were formulated, which effectively protected the local biodiversity resources.</p> <p>Linkage to the farmers’ poverty alleviation. The project imparted poverty alleviation skills to farmers, helping farmers establish the specialized cooperative of tea, flower and Chinese medicinal herb, which increase the farmers income as well as promote the farmers’ enthusiasm to participate in biodiversity conservation. Up to date, there are 311 Farmer Specialized Cooperatives in Xinyang, which bring along 133,000 households, nearly 500,000 persons.</p>
Obstacles	<p>The most important obstacles are:</p> <p>First, the governmental officials and farmers lack awareness of biodiversity conservation, so the time they spend in biodiversity conservation cannot be guaranteed. Especially the governmental officials have their own regular duties, so they give priority to economy development and think that biodiversity conservation is an extra mission.</p> <p>Second, lack of funds. Currently, biodiversity conservation doesn’t become the central work of the local government, hence lack of funds and manpower to be put it into. This is incompatible with economy development and population increase.</p> <p>Third, lack of much project funds. On the one hand US dollar depreciation causes the supported funds in place reduces 11%. On the other hand, the increase of standard of travel subsidy and per diem causes the cost to be expended.</p>
Achievements	First, the relevant project activities link to the local government central work closely, so we established a series of policies, regulations and work system. Second, we established a good cooperative work team. Under the support of XMG, we established a good cooperative relationship with all the partners.

ECBP strengths	First, ECBP lays particular attention to establishment of policy, regulation and communication and cooperative synergies. Second, ECBP emphasizes particularly on establishment of partnership and technique direction of consultant group.
ECBP weaknesses	The participation, direction and help of international experts is very necessary and effective, but taking the participation of international organizations as a necessary condition for applying ECBP would take some negative impacts, because they don't know and understand the local actual situation.
ECBP changes needed	ECBP should facilitate nation and local authorities to reform and improve policy, regulations and organizational structure, guide national and private input to be put more into biodiversity conservation.
ECBP future	First, ECBP should put more into field project and keep it sustainable. Second, ECBP should strength contact and communication among field projects.
Other comments	The supported fund is severely delayed in place, so we suggest it is better to speed up the approval progress and assure the fund to be timely in place.
2. Biodiversity Conservation and Sustainable Management of the Hulunbeir Grasslands (Hulunbeir City, Inner Mongolia Autonomous Region).	
Budget	US\$1,090,972 (EC) + US\$1,128,686 (matching) = US\$2,219,658
Executant	Hulunbeir Environmental Protection Bureau
Challenges	<p>In Hulunbeir Grassland regions, the most important challenges of biodiversity conservation are the lack of overall targets and, priorities for biodiversity conservation and overall planning; the highlighted conflicts between the development of community production and biodiversity conservation; and the biodiversity conservation hasn't integrated into the overall planning of local national economy and social development fundamentally.</p> <p>In order to maximize their economic interests, herders overgraze chronically which leads to the grasslands degradation and biodiversity decline. And the increased external population creates a greater pressure on the pasture, such as digging Chinese herbal medicine, cultivation of grasslands, deforestation, and destruction of vehicles rolling and etc.</p> <p>As a result of vegetation growth law, it is difficult to see obvious change of biodiversity within the short two-year implementation period of project in the demonstration sites of our project. So there is no convincing result to spread and duplicate our methodology and measure. If the project period can be extended, we will achieve a convincing result which can be used for better demonstration and promotion.</p>
Strategies	<p>To establish a biodiversity conservation Committee headed by the mayor, integrate the biodiversity conservation into the overall planning of local national economy and social development, propose specific conservation objectives and identify effective priority conservation areas and planning; in addition, we are developing a eco-region assessment which uses a standard methodology (conservation object-conservation target- threat analysis-space optimization)to identify the priority conservation areas of this eco-region;</p> <p>Capacity building and publicity & education;</p> <p>The project tries to establish a model of all stakeholders' participation into biodiversity conservation, but it needs sufficient time to see the obvious effect. Therefore, extending the project period will be a premise to assure the achievement of this outcome.</p>
Obstacles	<p>The local community improves their grazing model (reducing the quota) slowly. The project conducts smoothly by now, but we need more time to verify the final results (improved biodiversity), implement the biodiversity planning and demonstrate and duplicate our achievements.</p> <p>Due to the exchange rate losses, the insufficient fund is not enough to complete so much project work. So if there is additional investment, the project will be implemented better and completely.</p>
Achievements	The Hulunbeir Municipal Government issued the Document and established the Biodiversity Conservation Management Committee headed by the mayor in July, 2008 to make

	<p>biodiversity conservation mainstreaming.</p> <p>Signed Cooperation Protocol on Trans-boundary Biodiversity Conservation between Hulunbeir Environmental Protection Bureau, Inner Mongolia Autonomous Region Government of China and Dornod Aimag Environmental Protection Agency of Mongolia in Oct.2008.</p> <p>Hosted the “Eurasian Steppe Health and Biodiversity” cooperation forum in July, 2008.</p> <p>Developed a series of publicities and trainings to improve the capacities of local departments and professional personnel for biodiversity conservation.</p>
ECBP strengths	The key strength is that ECBP combined the local governments with scientists in order to carry out the conservation projects effectively.
ECBP weaknesses	<p>The management procedure is too cumbersome and complex;</p> <p>The publicity & education ability of biodiversity conservation in communities should be improved, especially the ability to use television, newspaper, magazine, internet and such multimedia tools to spread the project concepts to improve herders’ awareness of conservation in towns and grazing regions;</p> <p>The existed financial rules (financial reporting system, and funds application quarterly) is too time consuming for approval, so it may delay the process of project implementation.</p>
ECBP changes needed	<p>Take pre-funding rule, and suggest taking the form of semi-annual funding;</p> <p>Quarterly Report can be changed into Semi-annual Report</p> <p>Strength exchange and communications between different projects.</p>
ECBP future	<p>The ECBP plays an important role on biodiversity conservation in local area, and we hope the ECBP can have further funding to develop biodiversity conservation sequentially;</p> <p>Strengthen communications between ECBP field project, VAC and PMO.</p>
Other comments	<p>Hope the project period can be extended to assure the better project results;</p> <p>Please visit our project sites if your time is available.</p>
3. Towards Improved Biodiversity Governance - Case Studies in Xinjiang and Policy Implications to the Nation (Xinjiang Uygur Autonomous Region).	
Budget	US\$573,092 (EC) + US\$601,500 (matching) = US\$1,174,592
Executant	Beijing Normal University (BNU)
Challenges	Try to find out the governance problem in biodiversity protection. Try to make suggestions on how to improve biodiversity governance to the province and the nation.
Strategies	<p>Observing Xinjiang’s biodiversity governance system through case studies at micro level and system review of regulations at macro level, as well as proposing governance reforming policy suggestion and policy demonstration plan preparation.</p> <p>Share the experiences to the national level via submitting policy suggestions for improving biodiversity governance system to national policy makers.</p>
Obstacles	<p>The grant agreement was signed late and the project started late.</p> <p>The period of sub-contract is too long, from bidding and signing contract to transferring funds, which delayed the work behind scheduled.</p>
Achievements	<p>The first draft report for case studies and macro level policy review are nearly finished.</p> <p>The project has aroused more concern of the importance of governance issue on biodiversity protecting.</p>
ECBP strengths	The project design itself reflects diversity. The projects located on different places and focus on different biodiversity issues and problems.
ECBP weaknesses	The time schedule is very tight. The management procedure is quite bureaucratic and adds up a lot of management cost. When most of the projects are implemented in country, township and even villages, it show the problem of lack of necessary flexibility.
ECBP changes	Simplifying the management procedure and having more flexibility.

needed	
ECBP future	Strengthening the network among the ECBP projects, and providing more international biodiversity protection experience.
Other comments	Is it possible to cancel the “80% rule on previous advances”? Because it makes the financial management complicated, and delayed the project. Is it possible to extend the time schedule appropriately, to make sure the projects completes well.
4. Sustainable Agro-biodiversity Management in the Mountain Areas of Southern China (PMO in Beijing, project sites in Anhui, Chongqing, Hainan, Hubei, Hunan).	
Budget	US\$2,067,368 (EC) + US\$2,067,368 (matching) = US\$4,134,736
Executant	Deutsche Gesellschaft für Technische Zusammenarbeit GmbH (GTZ)
Challenges	<p>The project outcome is defined as: “With support from local agricultural authorities, institutions and private enterprises, farmers implement biodiversity friendly farming practices in selected mountain areas of southern China in a sustainable way.”</p> <p>In this context important challenges are for example:</p> <p>Creation of awareness on the importance of protection and sustainable management of biodiversity and agro biodiversity on village and landscape level. Awareness creation has to take place on different levels: farmers, project staff on village, township, county and provincial levels, other government staff and institutional staff (local administrators, university), the general public.</p> <p>Finding strategies on local/ village level to implement in-situ conservation of agro-biodiversity/ biodiversity; find strategies that are accepted and supported by farmers and that will sustain also after the ending of the project;</p> <p>Application of training methods that interests participants (farmers and government staff) and actively involves them. At present most training in rural areas are based on lectures in training institutes in rural centres.</p> <p>At present biodiversity conservation and promotion of biodiversity friendly farming practices are not part of the workplan of the Ministry of Agriculture staff on different levels.</p> <p>Institutional constraints impede the implementation of ABD conservation regulations (e.g. insufficient inter-sectoral communication and collaboration).</p> <p>Low awareness for business opportunities in diverse ABD products, resulting in low investment levels locally as well as regionally.</p>
Strategies	<p>The project applies different methods for awareness creation. Training of stakeholders at various levels (farmer, MoA staff and other government staffs, students) are complemented with other activities such as exposure to “bad and good practices of biodiversity conservation, conservation of the environment, etc.) In addition the project uses different media (film, TV clips, newspaper, and exhibition) to create awareness for different stake holders and the general public.</p> <p>The project is using participatory methods, such as the Participatory Village Planning to ensure that all activities such as measures on village level and training for farmers and farmers’ representatives are identified and accepted by the target group, the farmers. Thus, the projects strategy is to give the farmers incentives such as income through the marketing of special local crops or medicinal plants, through the use of these species will be protected and not disappear and/or the use of diverse plants will lead to maintain a higher biodiversity on local level.</p> <p>Farmer training is a core activity of the project: Conduct all training and project activities in a participatory way using participatory methods; this was a challenge for our project, especially at the beginning of the project. Using participatory methods (the farmer field school approach, FFS) is more time and resources consuming than the “top-down” way and therefore not easily accepted by the counterparts; thus the methods are often still new for the counterparts.</p> <p>Through discussion and meeting and the active involvement of our counterpart organisation,</p>

	<p>the MoA, the project is trying to introduce new strategies into the working methods of our counterpart. The integration of agro-biodiversity conservation/ promotion into the existing system and the MoA staff work plans is the aim of the project.</p> <p>The project helps to set up a legal and regulatory framework for protection of biodiversity and agro biodiversity (ABD) on village and county levels. Due to the co-financing by EU/ UNDP, the project is involved in a bigger framework and network with different partner institutions. The project benefits from this as project activities have a greater impact on national level. The outcomes of the study will be presented in May/June 2009. Study on biodiversity/ agro-biodiversity related laws and policies: The project is analyzing existing by laws/ customary laws on county and village level in order to support the formulation of recommendations for the national policy development on ABD</p> <p>Assisting farmers on the marketing of their products: Assist farmers on the marketing of farmers products in order to improve the economic use of ABD;</p>
Obstacles	<p>Gap between official project start (Dec. 2007) and the start of project activities in the villages: Expectations of counterparts to start the project activities immediately are high. But project approach is based on needs assessments among target groups (requires good preparatory work) and participatory approaches that need time but ensure active involvement of target group. The counterpart staffs have to get familiar with those “new” approaches and have to learn how to apply them. That takes time. As the duration of the project is too short (Feb. 2010) it will be very difficult to implement all planned activities in time.</p> <p>Establish a suitable biodiversity monitoring/ agro-biodiversity monitoring system on village level: Difficulties: Project duration too short to measure/monitor the quantity of the selected wildlife/ micro-organisms in farmers fields and ensure measurable data that will lead to a comprehensive analysis.</p> <p>Mode of communication from PMO to field officers and farmer groups through “normal” government structures (national level-provincial level-county level-villages) often slow and formal. The project does not have field offices with “own” staff but works through established setup of MoA. It takes time to establish and agree on a proper and efficient way of communication.</p>
Achievements	<p>A comprehensive assessment of the agricultural biodiversity and related traditional knowledge was conducted in all project villages (04-08/2008). The team included experts from national universities, county PMOs, GTZ, MoA. The results are used: a) as a basis for the development of sustainable management strategies at the village level e.g. for biodiversity planning and monitoring, b) for the establishment of local databanks covering information on the ecosystems, wild and cultivated plant species, their local usage and respective local traditional practices and knowledge. Local domestic animals will also be part of the documentation, thus c) a film clip on local Green Bean curd was developed</p> <p>“Study on agro-biodiversity related laws/ regulations and policies” (output 2): Here, the project has established a cooperation and framework with the project “Conservation and Sustainable Utilisation of Wild relatives of crops” (MoA/GEF) and the umbrella-shaped framework of ECBP. A joint cooperative team is established, 6 consultants are employed and started their work in 08/2008 outcomes are expected in spring 2009, a mid-term workshop is planned for June 2009..</p> <p>Integration of agro-biodiversity in sustainable development (output 6): Elaboration of a proposal for the Wuling mountain area to incorporate concepts for promotion of ABD in a wider concept of sustainable development. The project has recruited 2 consultants (1 National, 1 international) and started first field trips and discussions with involved stakeholders. The first results will be discussed during a workshop in June 2009.</p> <p>Participatory village planning (PVP): joint identification of measures related to agro-biodiversity in-situ conservation and biodiversity friendly farming practices on village level, identification of problems of farmers related to their livelihoods and farming practices (results from ABD resource assessment are taken into account). PVP training for county extension staff was conducted in October 2008; PVP in all the villages is finished, Village development plans are elaborated and agreed with each village.</p>

	<p>A concept for agro-biodiversity planning and monitoring on village level is currently under development: Including a monitoring system on biodiversity structures and some selected indicator species. Here the project is cooperating with the German university of Hohenheim. The first pilot field survey was conducted in April 2009 in Hainan and a comprehensive training covering biodiversity planning and monitoring thus as waste treatment and village level will follow in May 2009. Moreover, the set up of a data bank for traditional crops started as a FFS activity.</p> <p>Community based conservation: Establishment of farmer field schools (FFS) in every natural village: The project has conducted training for the FFS facilitators in April 2009. As a next step the facilitators will establish FFS in ever village. The FFS will be the core group for the implementation of biodiversity-friendly farming methods.</p> <p>A broad selection of activities for public awareness creation on agro-biodiversity and biodiversity: Travelling Exhibition “When man meets nature” broadcasting in Anhui and Hubei in May 2009; Website www.agrobiodiversity.cn revised and updated regularly; Issue papers on agro-biodiversity topics; Project brief and folder; Project booth at BioFach Shanghai May 2008, Beijing Organic Nov 2008 and Biofach 2009; Project calendar 2009; Documentary movie (2 different versions), currently under preparation, to be finalized in June 2009 and broadcasted for the first time at the Naturvision Filmfestival in Bavaria in July 2009; Development of a training book on “Agro-biodiversity in China“ for university students (finalized in December 2009).</p>
ECBP strengths	<p>Through the institutional setup of the ECBP it is possible to promote biodiversity and agro-biodiversity in a much broader context in China. Project experiences and lessons learnt can influence and have an impact on the formulation policies and new projects focusing on the environment in China. The concept of having field projects is very good.</p> <p>The cooperation of ECBP with many national and international organizations leads to better harmonization of approaches for biodiversity conservation in China and has more influence on the government to implement relevant policies and action plan for implementation of the CBD.</p> <p>ECBP provides a platform/bridge among the field projects, MEP and other and decision makers of the central government. That leads to establishment of a broad experience base on promotion of biodiversity through a variety of field projects.</p>
ECBP weaknesses	<p><u>Design</u>: long procedure and time spent for preparation of the application and approval; in our case the implementation schedule is too short (December 2007 to February 2010); too many field projects (19) with few staff at UNDP-COSU.</p> <p><u>Implementation</u>: The VAC component should support the field projects to promote their projects, project activities and intended impacts. Thus serve for the field projects as a platform for communication and enable them to create awareness amongst different stakeholders. Apart from the newsletter, there are very few activities ongoing and information is not well communicated (website not updated, information on events not shared in time, no involvement of field projects in events planning).</p> <p>In addition the field projects are not aware about activities of the other main component (strengthening of MEP), the studies carried out and other initiatives.</p>
ECBP changes needed	<p>See point 7 (ECBP weaknesses). Support by the VAC component for public relation and communication.</p> <p>See point 3 (strategies). The project implementation time should be extended.</p> <p>More communication among different field projects for experience sharing and lessons learning.</p>
ECBP future	<p>The following suggestions are from the view of a field project. May be part of the suggested activities are taking place already but the field project is not aware that the activities are taking place.</p> <p>More coordination and linking function between the field projects</p> <p>Stronger emphasis on intersectoral cooperation</p>

	More coordination and lobbying activities with other line ministries e.g. Ministry of Agriculture (MoA), State Forest Administration (SFA), etc. and Chinese research agencies e.g. Chinese Academy of Agricultural Science (CAAS), Chinese Research Academy of Environmental Science (CRAES), etc.
Other comments	We think the ECBP is a good project and should have another phase.
5. Alashan Biodiversity Conservation Project (Alashan League, Inner Mongolia Autonomous Region).	
Budget	US\$1,223,052 (EC) + US\$1,254,800 (matching) = US\$2,477,852
Executant	Alashan League Government
Challenges	<p>Conservation capacity building at both local government level and in local communities.</p> <p>Developing the BSAP is relevant as responsible for collating data from other partners. An effective cooperation from other partners is essential.</p> <p>Through the SEA of economy and society development plans in Alashan, to provide several useful and practical suggestions, which could make the local government think more about environment protection and biodiversity conservation when designing economy and society development plans in the future.</p>
Strategies	<p>Identify key species and eco-system to preserve, develop action plan, and enhance capacity from government. To community.</p> <p>To invite relevant departments to take part in the activities and consult experts in this field from national and local levels.</p> <p>In order to ensure maximum collaboration, the cooperation between project partners should be continuously improved as well as the contribution from the project partners. Great importance should be given to the involvement of the local stakeholders.</p>
Obstacles	<p>Gov. leadership changes, data availability issue.</p> <p>The biggest problem of Alax project is financial problem. First, the funds allocation from ECBP delays and lags behind the project implementation. On the other hand, five partners are difficult to coordinate, delays of individual activities of one partner often affect the whole project normal funds application. Most time, we are not sure when the project quarter budget and financial report can be authorized, also when we can get ECBP fund.</p> <p>One of the project partners has not received any grant of the third and fourth quarter of 2008. In order to ensure the performing of the project activities effectively and timely by the partner, it is strongly suggested to solve this financial problem as soon as possible.</p> <p>Communication and coordination between field projects PMO and all partners should be also improved.</p>
Achievements	<p>Assessed the current conservation status, completed training workshops for government officials, and developed a draft of Alashan's biodiversity assessment report.</p> <p>An international biodiversity technical working group was set up; two technical workshops of the biodiversity working group were held during 2008; Interviews with both from national/local stakeholders/experts for local biodiversity conservation priorities were conducted. We have also reviewed and analyzed relevant local development plans and natural conservation legislation; By working with local relevant government departments together, we developed a preliminary lists including local species/habitats, ecological communities, landscapes and cultural conservation targets.</p> <p>An outline and draft version of the SEA report has been developed.</p> <p>We have set up pilot areas in ten local communities, various projects have been done in those areas for capacity building, alternative energy, grassland recovery, sustainable development and so on.</p>
ECBP strengths	<p>Direct involvement of government officials in the project</p> <p>ECBP has integrated both EU-Chinese grants and biodiversity expertise to help capacity building of natural conservation in China. With its 18 field projects, ECBP is increasing</p>

	<p>ecosystem management and on biodiversity planning and integration into development plans in Western China area. ECBP applies EU and UNDP advanced project approaches to manage and monitor field projects.</p> <p>ECBP provides a wonderful model for project plan and management, we always get different standard forms at every stage of the project area.</p>
ECBP weaknesses	<p>COSU leads financial, technical management and monitoring of the 18 field projects, probably due to the limited personnel it is not possible spend more energy and time on each projects for all financial or technical problems.</p> <p>Slow feedback mechanism is the key weakness of ECBP, it always takes a lot of time to response project partners' reports, demands, etc.</p>
ECBP changes needed	<p>It is suggested to apply training/education to improve field projects PMO of management and coordination capabilities of the project.</p> <p>We would like to see that ECBP can authorize budget and transfer grant in time every quarter.</p>
ECBP future	<p>We think that ECBP is not only the grant provider and project manager, but also a network builder, we'd like to see that ECBP can initiate some workshop or forum every EU-China project can discuss and share their experiences.</p>
Other comments	<p>It could be grateful if ECBP can provide some training courses for financial management, since we believe it is very critical for project management and success.</p>
6. Mainstreaming Biodiversity and Capacity Building (Chongqing Province).	
Budget	US\$1,425,539 (EC) + US\$2,017,900 (matching) = US\$3,443,439
Executant	Chongqing Municipality Environmental Protection Bureau
Challenges	Biodiversity conservation was not mainstreamed into policy and decision making at all levels of government due to the lack of awareness and capacity.
Strategies	<p>The project facilitates the development of integrated biodiversity conservation planning by taking the lead in developing "Chongqing Biodiversity Strategy and Action Plan" in a participatory approach.</p> <p>The project engages in policy advocacy by supporting the integration of biodiversity conservation measures into local regulation, environmental assessment practice and government performance appraisal system.</p> <p>The project initiates exploration of ecological monitoring framework, which is leading to permanent government budgeting and staffing on ecological monitoring within Chongqing Environment Protection Bureau.</p> <p>The project also engages in raising public awareness on biodiversity conservation by educating student leaders and building the capacity of local environment groups, who will in turn reach out to the general public.</p>
Obstacles	<p>The realization of outputs and outcome of Chongqing ECBP project relies primarily on the active participation and cooperation of all key stakeholders. However, perceived as an "outside" force with limited budget, PMO finds it hard and time-consuming to engage stakeholders who often have their own agendas, especially when it's a totally new project.</p> <p>Multi-stakeholders participatory approach we are taking is a useful tool but it's also time and effort consuming compared to the top-down approach. However the short term of project can not afford it. We still aim to successfully deliver all outputs with proposed deadlines but are expecting extension of the project at the same time.</p>
Achievements	<p>Established solid local ECBP presence and partnership,</p> <p>Raised awareness and capacity of local involved partners</p> <p>Engaged and clarified project goals and expectations with stakeholders</p>
ECBP strengths	<p>The technical and material support from ECBP Visibility and Awareness Component (VAC) in local awareness raising</p> <p>Network of other field projects and peer support from UNDP-COSU</p>

ECBP weaknesses	The linkage between the field projects and PIS component of ECBP is not so strong. The inflexible and rigid financial rules set by ECBP sometime conflicts with financial rules of local partners, which have somewhat inhibited local partnership building and damped partners' enthusiasm towards biodiversity conservation.
ECBP changes needed	Enhance communication among eighteen PMOs, ECBP, PIS and VAC to facilitate and strengthen existing peer support More flexibility in financial protocols. For example, allow 10-20% shifting budget among outputs and different budget lines One year extension of project with operation cost covered by ECBP
ECBP future	A peer for local PMOs and a communication facilitator.
Other comments	None.
7. Community-based Conservation in Qinghai and Sichuan (Key Biodiversity Areas (KBAs) in mountainous areas in western Sichuan and on the Qinghai-Tibetan Plateau - including Ganzi, Yaan, Aba and Mianyang prefectures in Sichuan Province, and Sanjiangyuan (Three River Sources) and Qinghai Lake regions in Qinghai Province).	
Budget	US\$1,542,021 (EC) + US\$1,556,960 (matching) = US\$3,098,981
Executant	Conservation International (CI)
Challenges	Level I: Poaching, illegal collection, habitat fragmentation because of infrastructure construction, farming & animal husbandry, mining, mass tourism Level II: Earthquake, climate change Level III: Limited understanding of ecosystem but quick decision-making, disappearing conservation culture, disintegration of community organization Level IV: Unclear land tenure, OLD local industries vs. Increasing demands Level V: Unsustainable development model, speeding-up urbanization
Strategies	CI plans to significantly scale-up its current community-based conservation efforts in order to demonstrate an effective approach for replication on a larger scale in western China. The project also intends to enhance understanding and appreciation for community-based conservation by national policy-makers in order to encourage establishment of supportive national policies and legislation. Pilots on supporting communities to solve threats at Level I in Sichuan and Qinghai by small grants or/and CSP for visible achievements, while employing the opportunities to engage several government departments work together to support communities to probe how to solve threats at Level III, Level IV and Level V. We see threats at Level as opportunities to looking for further supports.
Obstacles	The severe earthquake impacted the whole annual project process. The [12 May] earthquake and following aftershocks led to great constrains against project activities planned from mid-May to mid-July, especially to Small-grant and CSP projects, of which project sites are mainly in the earthquake areas. On the one hand, the project application information is hard to convey, on the other hand, project staff had great difficulty in reaching the project sites. Timing vs. Pressure of visible achievements.
Achievements	Organize two devoted, open-minded and active management committees respectively in Qinghai and Sichuan; Matching fund from Qinghai Provincial Government, also a process to communicate project concepts and achievements to high-ranked officers; Communities heroes to promote reorganizations of community-based conservation and capacity-building; Species: Przewalski Gazelle surveys, monitoring and conservation plan, Kongfu Panda Policy advocacy: CSP experiences

	Commercial companies participation: Garnier Small grants profile PES: Water Fund in Pingwu
ECBP strengths	Require the applying parties consisting of one international NGO and government departments. Applied conservation biology Community-based conservation: linking people and biodiversity Flexibility adaptive to diversified demands in practice Experiences to work together with governments and communities Platform of exchange Capacity-building Quick response to earthquake
ECBP weaknesses	Inflexible revision to QWP, AWP, etc that cause much more delay and obstacle to project progress. More new ECBP management requirements have been brought out during the process. It takes time to achieve consolidated outcomes Not only government support is designed to be involved, but also the city resource should be attracted in supporting community conservation.
ECBP changes needed	No answer.
ECBP future	Build base of conservation MSN Promote image of NGO in China Support local NGO
Other comments	Management of COSU. See site visit description.
8. Model development and capacity building for agro-biodiversity innovation and system management (Xinjiang - Kashgar, Aletai; Sichuan - Shehong, Xindu; Yunnan - Shizong, Tonghai).	
Budget	US\$1,800,000 (EC) + US\$1,800,000 (matching) = US\$3,600,000
Executant	Food and Agriculture Organization of the United Nations (FAO)
Challenges	The MOA project implementation agencies are not the strong professional technical units which are managing agro-biodiversity and agriculture in China. The project activities can not be easily linked with farmers' actual field practices and farmers intensify their work on cash crops. It is difficult to motivate farmers to participate without external inputs such as sufficient funds and technical backups even though farmers have shown their interest;. The project time is not enough due to the delayed start-up and impacts from Sichuan May-12 earthquake. The original planned period of 3 years had shrunk to 22 month by the time the first ECBP funds arrived; and if one takes away time for project start-up and closing-down, the effective implementation period is only 18 month. Since agriculture is further limited by climatic factors, we have only one year (2009) to implement field activities. The project is not implementable with the UNDP fund distribution system with which one would only have operational funds in the last month of each quarter since any unspent money would need to be returned, leaving the projects without funds until the next QWP allocation arrives in the second half of any quarter. Therefore, funds have to be advanced by the implementing organization with a significant financial risk and in violation of sound financial management practices which prohibits spending project money that one does not have in its account. FAO is presently keeping the project going without ECBP funds since March 2009. If FAO would stop this practice, ECBP project activities would have to be stopped.

Strategies	<p>Efforts were made to coordinate with technical units like Plant Protection Station, Agro-technical Extension Station and Department of Environment Protection to contribute to the project implementation;</p> <p>Local ongoing projects such as New-village Construction Project, IPM Project and Project of Bio-control on Pests are issued to be linked with the project implementation as counterpart contributions so as to motivate farmers' participation;</p> <p>It was only possible to implement the project by submitting large initial work plans to obtain sufficient project funds to start-up the project, and by the willingness of FAO to advance project funds in violation of its own financial rules.</p>
Obstacles	<p>The project work plan and budget was made on the project RRF, but local expectations are far beyond the project outputs so that it is crucial to find more strategies for encouragements.</p> <p>The FAO administrative rules are in some way different from the UNDP rules. Therefore, we have a double accounting and reporting system both for UNDP and FAO. Hard commitments (e.g. personnel contracts) are booked as costs by FAO and ignored by UNDP. Actually it makes management and administration more complicate.</p> <p>Since the National Project Management Office is set up in Chengdu, Sichuan, it lacks more conveniences for contacting COSU, MOA and other big NGOs.</p> <p>Accounting for counterpart funding is very time consuming and tedious for the governmental agencies.</p>
Achievements	<p>A provincial-county-level organization chain which is expected to manage agro-biodiversity has been tentatively set up;</p> <p>Quick start-up of the project. Within the first two months after receiving the first project funds, the key personnel was hired and two provincial inception workshop and a first training of trainer course was held. This was achieved even though the establishment of a project office was delayed by the Sichuan earthquake and was not ready until August 2009.</p> <p>Twenty-four core facilitators and 180 community facilitators are being trained in stages to facilitate agro-biodiversity farmer groups.</p> <p>180 community profiles and action plans on agro-biodiversity were developed. 180 farmer groups (about 5,000 farmers) are now implementing their action plans season long; this number will increase to 480 groups (12,000 farmers) before the end of the year.</p> <p>Ten model community management proposals have been assessed for implementation in Sichuan and in Yunnan, where a positioned monitoring system will be set up for assessing the project impacts;</p> <p>Many government officials have been approached and informed about the project. They have shown interest and are willing to provide support. However, when they hear that the project will already end after a few months, they seem to lose interest.</p>
ECBP strengths	<p>It works well enough.</p> <p>ECBP is a much needed project to create awareness and coordination for biodiversity in China. Considering that 500 million Chinese farmers are in charge of managing the most vital part and largest area of biodiversity, it was good that ECBP included two agro-biodiversity projects in its portfolio.</p> <p>The variety of projects is a good way to show the diversity of biodiversity and stakeholders</p>
ECBP weaknesses	<p>Uncertainty about the project period and possible extension. It is difficult to plan and implement a project without knowing the time frame; initially, we assumed that there would be an extension and we could have 3 years to implement the activities; now, less than 9 month before the official end, we have to assume that the project ends and that we should implement as much as possible regardless of the consequences.</p> <p>Project implementation by large government institutions is different than by small NGOs; governments can easily come up with matching contributions, however, it is difficult to have these funds separately and account for them in the way UNDP suggests. Project implementation procedures should be flexible enough to adapt to the requirements of the implementing institutions. Otherwise there is a danger of government institutions losing</p>

	<p>interest in participating in ECBP.</p> <p>Project implementation is different whether one introduces a new concept and procedures, or whether one simply expands existing activities; for introducing new ideas, it is necessary to invest more initially to get the interest of the partner institutions. ECBP's requirement of matching funds makes it difficult to be innovative and attract the attention of decision makers.</p>
ECBP changes needed	<p>To conduct more field investigations.</p> <p>To distribute project fund more flexibly.</p> <p>To work out a realistic and functional project planning and implementation approach.</p>
ECBP future	To function as a standing body who can coordinate international projects into China.
Other comments	To provide more opportunities for exchanges among the 18 field projects.
9. Integration of Biodiversity into China's Land Use Planning and Land Consolidation (pilot areas in Ledong & Lingshui counties, Hainan, and Guanling & Libo counties, Guizhou).	
Budget	US\$1,652,910 (EC) + US\$1,688,000 (matching) = US\$3,340,910
Executant	Land Consolidation & Rehabilitation Center/Ministry of Land & Resources (LCRC)
Challenges	<p>To develop the appropriate policies and practical techniques in the pilot region in the course of land use planning by integrating bio-diversity conservation</p> <p>To develop the appropriate policies and practical techniques in the pilot region in the course of land consolidation planning and land consolidation project design by integrating bio-diversity conservation</p> <p>To enhance the awareness and knowledge of biodiversity conservation among the officials of land management and implant the biodiversity thinking in their decision making</p>
Strategies	<p>Demonstrating the new policies and techniques by making full use of experiences and knowledge contributed by the European partners within the project and in accordance with local situations.</p> <p>Disseminating the awareness and knowledge by organizing a variety of educational activities.</p>
Obstacles	The major obstacle encountered in implementation of the project is the constant delay of quarterly financing, which leads to several activities postponed and aborted.
Achievements	The new elements from the perspective of policy-making and technical approach characterized by the concept of biodiversity conservation have been put into the revised draft plan at provincial and county level in the pilot region of Hainan. Meanwhile, in the other pilot region, Guizhou province, the provincial technical guideline for revision of land consolidation plan and the design of land consolidations projects have been drafted, after conducting biodiversity evaluation as a base. Those new practices could be summarized as new policy suggestions to the central government of China in the near future, making the follow-up influence of the field project under ECBP.
ECBP strengths	Three components designed within the ECBP could be regarded as a good model for a big program to address the issue comprehensively. During the project implementation, the relatively independent project managing team is to guarantee the desired project outcomes.
ECBP weaknesses	The linkage between the three components in the ECBP is very weak. The participants should have more functional governments involved. More departments and higher-ranking officials should be involved.
ECBP changes needed	The communication between different components and different projects need to be intensified and more information and knowledge concerning project implementation should be shared with each participant.
ECBP future	The role of ECBP is something like a platform for more joint efforts on biodiversity conservation initiated by the governments both from EU and China, like a bridge for exchange knowledge on biodiversity conservation contributed by the specialists both from EU and China, and like a driving force for dissemination of biodiversity conservation among general public.

Other comments	<p>The ECBP goals might be reached by tackling the obstacles in the current institutional system. Biodiversity is something not only with one or two departments but also with several other departments, especially resources management departments. It is important to integrate biodiversity into the related departmental goals through the way of top-down.</p> <p>See briefing notes description.</p>
10. An Innovative Model for Biodiversity Conservation and Sustainable Development in Northwest Yunnan (Meili Snow Mountain - Diqing Prefecture; Laojun Mountain - Yulong County).	
Budget	US\$1,594,318 (EC) + US\$1,606,633 (matching) = US\$3,200,951
Executant	The Nature Conservancy (TNC) Yunnan Representative Office.
Challenges	<p>Initiating a new conservation model (national park) balancing development and conservation in NW Yunnan. The project will do the demonstration at two sites: Laojun Mountain & Meili Snow Mountain. Currently, these two sites are recognized as National Scenic Area. Regulated under scenic area regulations, tourism development has been the predominant purpose for these two protected areas and to a certain extent, tourism has become a major threat of biodiversity conservation. To address this threat, we identified National Park as an appropriate protected area model to balance development and conservation. We aim to upgrade the conservation status of Laojun and Meili sites by having them designated as national parks. In addition, we aim to replicate this model across China after the demos have proven to be successful.</p>
Strategies	<p>Upgrading/Designating conservation status to high biodiversity value sites through a new protected area model in China: national parks</p> <p>Fleshing out the protected area model through five aspects: formulation of national park legislation, formulation of park management entity; capacity building of the park management; community development and participation; dissemination and advocacy of the national park model</p>
Obstacles	<p>It is not clear at the central government level which governmental agency will have the authority of managing the proposed national park system in China. Three governmental agencies at the national level, Ministry of Environmental Protection (MEP), Ministry of Construction, and State Forestry Administration (SFA), all proposed to take the lead in establishing national park system across China. Early in 2008, both MEP and SFA have informed their counterpart agencies in the province that they were granted by the central government with the supervisory authority of national park demos in Yunnan. This dis-coordination among government agencies and ambiguity in their roles and responsibilities have slowed down the establishment of national park legislation at local and provincial level.</p>
Achievements	<p>The provincial government has approved the master plans for Laojun Mountain national park and Meili Snow Mountain national park. It indicates that the provincial government has accepted National Park as a new conservation model, and is willing to invest in the demonstration sites. The national park management office was formed under the provincial forestry department and it coordinates several governmental agencies to develop a strategic plan for establishing national parks in Yunnan. The Laojun Mountain National Park Regulation and the Provincial National Park Measures have been included in the provincial legislation plan 2008-2012. Therefore, this project has successfully initiated the new conservation model in Yunnan.</p>
ECBP strengths	<p>ECBP project sets up a platform for non-profit organizations and governmental agencies to work together to achieve an agreed conservation goal. The design of involving multi-parities (governmental agencies and non-governmental organization) facilitates commitment of stakeholder groups to collaboration.</p>
ECBP weaknesses	<p>The management cost of the ECBP project is high. The more parties to be involved, the more coordination and project management cost are needed, particularly for the reporting and budgeting.</p> <p>A detailed three-year work plan was developed at the beginning of the project. The flexibility to revise the plan and budget is limited. Therefore, it is hard to apply adaptive management reflecting the changed reality of the project.</p>

	The linkage between its field projects and MEP's policy that the ECBP project is supposed to provide appears to be weak. The communication channel between MEP and field projects has not been formulated. MEP was not informed about the progress of the projects and as a result, its reaction is uncertain and its guidance to the projects is absent.
ECBP changes needed	Some project management mechanisms to be developed: 1) to improve the adaptive management for the project; 2) to reduce the project management cost; 3) to create a communication channel between field projects and MEP.
ECBP future	<p>Strengthen the bridging role that the ECBP project is designed to play and better link field demonstration with central policies.</p> <p>It's too ambitious to formulate legislative policies at the central government level, and even more so to have them take effect, within a three-year project timeframe. In order to have a lasting impact on China's conservation policies and implementation, a biodiversity fund financially sustaining similar efforts including lobbying would be more practical to achieve strategic conservation objectives.</p> <ul style="list-style-type: none"> • Biodiversity conservation is a broad term and field that many policies could have impacts on. A short-listed policy priority identified for ECBP projects would be more helpful to guide field projects towards concerted efforts. • MEP is not the sole agency responsible for biodiversity conservation. Both State Forestry Administration and Ministry of Construction are key agencies to help the Chinese Government to implement CBD, particularly for nature reserves and scenic areas managed by these two agencies. ECBP project should also bring SFA and MC on board in order to have the conservation policy impacts at a broader scale.
Other comments	No answer. See site visit description.
11. Integrated Management of Wetlands in Ruoergai Plateau and Altai Mountains to support Biodiversity Conservation and Sustainable Development (Ruoergai Marshes on the Qinghai Tibetan Plateau and the Altai Mountains in NW China).	
Budget	US\$1,618,910 (EC) + US\$1,640,100 (matching) = US\$3,259,010
Executant	Wetlands International (WI).
Challenges	The main problems to be addressed by the project relate to the degradation of these wetland systems by drainage, overgrazing, mining as well as infrastructure development.
Strategies	<p>The basic approach of the project is to address the problems by working in an integrated manner with different levels of governance (provincial, county and community) and different sectors (water, livestock, tourism, environment, forestry etc) to promote the sustainable management and rehabilitation of mountain peatlands.</p> <p>The project will introduce a more integrated approach to their management, introduce new innovative management measures and incentives to discourage degradation of peatlands and their biodiversity by different stakeholders.</p>
Obstacles	The most important problem affecting the project has been the delay in the release of the project funds. The serious delay in the release of project funds led to serious problems in the project implementation including the delay and cancellation of certain activities and significant concerns by local agencies and partners.
Achievements	Transboundary cooperation mechanism established in Ruoergai and High altitude wetlands conservation committee established in September 2008 through MOU signed with Gansu and Sichuan forestry department, four counties government and four nature reserves. Restoration experiences exchanged and practiced in pilot sites. Mountain wetlands strategy in Ruoergai and Altai mountain were developed with a wide involvement from relevant stakeholders at different levels; Mountain wetlands services and values better understood by governmental agencies and public through public awareness, media campaigns, training courses, workshops and study tours; Organization of study tours and participation of international workshops has help local stakeholders better understand wetlands conservation highly recognition at international level and also learned innovative approaches or techniques has been applied on

	sites. Peatlands biodiversity and climate change have been highlighted in CBD, UNFCCC and Ramsar Convention. As one of the field project cooperating agency, we actively participated in national workshops and shared with our project results.
ECBP strengths	Three components are integrated in its design. Different governmental sectors at national, provincial, municipal and county levels, national and international NGOs' participation is the key strength of the ECBP.
ECBP weaknesses	Nature reserves should be included in the project area, since most of the biodiversity hot-spots are within nature reserves and most nature reserves are still facing serious challenges and problems. It will be difficult to implement some activities without the involvement of nature reserves authorities on the ground.
ECBP changes needed	Fund release timely and flexible in the project implementation will be appreciated.
ECBP future	ECBP, field demonstration projects in particular may make more contribution on policy development and institutional strengthening as well as public awareness improvement.
Other comments	No other comments.
12. Sustainable Management of Traditional Medicinal Plants in High-Biodiversity Landscapes of Upper Yangtze Ecoregion (temperate mountain ecosystems in Sichuan, Shaanxi and Gansu Provinces, Upper Yangtze Ecoregion).	
Budget	US\$1,756,854 (EC) + US\$1,756,960 (matching) = US\$3,513,814
Executant	World Wide Fund for Nature - Beijing Office (WWF)
Challenges	<p>On one hand, the mountain landscapes of the Upper Yangtze ecoregion are globally significant for conservation of biological diversity, including as a centre of diversity for many important groups of plants. On the other, these same landscapes have a high cultural diversity, with minority groups such as the Baima, Yi and Qiang represented in the ECBP pilot-study areas where we are working. Throughout these mountain landscapes, commercial harvest of medicinal plants for the TCM trade is an important source of income for thousands of people. In many cases, however, the TCM trade has a long history of unsustainable and unmanaged exploitation, with decline in populations of high value TCM species, even within some core conservation areas.</p> <p>The overall challenge this project aims to address is to develop and build capacity to implement a strategic model for biodiversity conservation and sustainable development. This is being achieved through incentive based approaches addressing degradation of medicinal plant ecosystems and improved livelihoods in these landscapes.</p> <p>Developing sustainable "green businesses" in remote areas for an international market is challenging, however, particularly when there has been a history of unmanaged harvest, particularly since the 1950's. Working in areas close to the epicentre of the 2008 Sichuan earthquake has also been challenging, but has also meant potential government support to widen the scale and impact of this project. On 6 November 2008, the central government announced that it would spend 1 trillion yuan (about \$146.5 billion) over the next three years to rebuild areas ravaged by the earthquake. This includes economic support for improved infrastructure and enterprises linked to local livelihoods. Through identifying viable and sustainable enterprises and through discussions with local government, for example in Shui-jin (Pingwu county), our project is likely to be able to tap into some of these funds in various ways. Firstly, Dr Luo Peng, through the Chinese Academy of Sciences, has recommended that TCM species be included in the ecological restoration and re-vegetation plans using some of these funds. Secondly, it is possible we will get local government support for a processing facility as existing orders for sustainable harvested TCM species (such as the Schisandra fruit trade) grow.</p>
Strategies	The most important strategies for the project lie in the resource management strategies and market linkage livelihood strategies. The project emphasises the role of the local communities in resource management and in building the direct link with the external market. Community-led resource management committees have been formed, and efforts will be made to build

	<p>their capacity in managing the natural resources, the medicinal plants resources in particular. Meanwhile, they join the forces of the nature reserves in collecting the baseline data and monitoring the changes in medicinal plants population.</p> <p>On the other hand, incentive based approaches are employed to improve the livelihoods and help mitigate the degradation of the ecosystems. These include identifying and accessing buyers that care for “sustainably harvested” wild medicinal plants and nature conservation so much that they are willing to pay a higher and more stable price to the communities with the quality guarantee; providing primary processing facilities to add value to the TCM products that can be sold at a higher price, and identifying and developing alternative livelihoods to diversify the sources of household income. Eventually, in the long run, the capacity of the communities in quality control and self-organisation and management is the key to the success and the sustainability of these initiatives. Community-based producers associations are set up, and they will function as the focal point for organising and training TCM harvesters, cultivators and traders, for quality review and control, and for accessing and maintaining the market.</p>
Obstacles	<p>There have been two important obstacles to progress of our project. The first was the 2008 Sichuan earthquake which hit the EU-China Biodiversity project area on May 12th, 2008. This was the nineteenth deadliest earthquake of all time, with at least 69,000 people killed and about 4.8 million people left homeless immediately after the earthquake. Many poorer, rural villages were hardest hit. Even though Sichuan’s five largest cities were less affected, it has been estimated that economic losses due to the earthquake could be over US\$75 billion dollars. This would make the earthquake one of the costliest natural disasters in Chinese history.</p>
Achievements	<p>Baseline surveys have been conducted in the pilot sites to provide an overview of the status of medicinal plants resources, the social-economic conditions of the communities, and the awareness of the general public on medicinal plants in the region.</p> <p>Resources management committees have been established that are either community-led or jointly-managed by the community and the nature reserve management bureau so as to empower the local communities to better manage the resources for their own good as well.</p> <p>Initial Market linkage has been formed with potential international buyers. Traditional Medicinals based in California, HerbaSinica based in Germany, have all expressed interests in taking orders of nan wuweizi from our project sites, given the quality is fine.</p>
ECBP strengths	<p>The key strength of the ECBP in its design is that it incorporates field implementation, policy advocacy and awareness raising that support, complement, and build on each other.</p>
ECBP weaknesses	<p>A key weakness of the ECBP is that it is not very clear to us how these 3 components interact in daily management and what the relationship is between us as field demonstration project to the other two components.</p>
ECBP changes needed	<p>Recognition of the time costs resulting from the earthquake and an extension for this project.</p>
ECBP future	<p>We hope that in the future ECBP can play the role of a bridge which links the different partners, such as government, NGOs, communities etc. and then organize these partners to work for biodiversity conservation together.</p>
Other comments	<p>No answer. See site visit description.</p>
13. Integrating Biodiversity Considerations into Strategic Environmental Assessment of Mining and Tourism Development Plans	
Budget	<p>US\$596,685 (EC) + US\$604,050 (matching) = US\$1,200,735</p>
Executant	<p>Appraisal Center for Environment & Engineering (ACEE)</p>
Other comments	<p>See briefing notes description.</p>
14. Governance, Capacity and Social Responsibility in Wetland Biodiversity Conservation in Anqing (Anhui Province).	

Budget	US\$1,152,283 (EC) + US\$1,161,500 (matching) = US\$2,313,783
Executant	The People's Government of Anqing Municipality, Anhui Province.
Other comments	See site visit description.
15. Biodiversity Conservation in Natural Forests in Tropical and Subtropical China - Pilot Projects in Natural Bamboo Forests, Policy Development and a Strategy for Upscaling (Daguan County, Yunnan; Yanling County, Hunan; Changling, Sichuan).	
Budget	US\$923,111 (EC) + US\$926,710 (matching) = US\$1,849,821
Executant	International Network for Bamboo and Rattan (INBAR)
Challenges	<p>Biodiversity loss in bamboo forests outside national parks and natural reserves through current intensive management practices</p> <p>Lack of sustainable use of bamboo forests</p> <p>Continued loss of threatened bamboo species (e.g. Qiongzhusa bamboo)</p> <p>Lack of coherent policy integrating biodiversity concerns for bamboo management</p>
Strategies	<p>Through the establishment of demonstration sites in three target areas of bamboo cultivation, the project showcases best management practices and develop best conservation practice models, and how these can be easily adopted by the communities.</p> <p>Through policy improvement brought about by providing government with integrated policy suggestions based upon stakeholder consultation and scientific analysis of biodiversity-enhancing bamboo practices</p> <p>Upscaling of best practices to a national level through- awareness raising amongst key stakeholders including government (State Forestry Administration, Ministry of Environmental Protection); forestry policy makers at provincial level (forestry agencies); academics and industry; through publishing guidelines; workshops; dialogue platform;</p> <p>Awareness-raising of biodiversity conservation issues at community level and building capacity to prevent further biodiversity loss through training in management practices</p>
Obstacles	<p>The snow disaster of January 2008 and subsequent damage to bamboo forests, most serious in Hunan. For the project, the baseline study had to be adjusted to reflect the damage caused. The disaster has long reaching implications as it will be a long time before the forests recover.</p> <p>Attitudes/ habits of farmers in three locations are very fixed; farmers in Yunnan harvested shoots within the project core observation site boundary and over-harvested shoots in the whole Qiongzhusa growth area. Farmers in Sichuan were reluctant to adopt practices suggested within the timeframe due to economic reasoning.</p> <p>In administration side, the slow delivery of funds by UNDP is a main obstacle on financial arrangement, e.g. we have not received yet the funds for 1st quarter for which the application was submitted in this January.</p> <p>Minor obstacles include multiple personnel changes within project partnership and at local and governmental level.</p>
Achievements	<p>The project demonstration sites and major activities have been set up and conducted according to the annual workplan despite the obstacles listed above.</p> <p>New conservation management practice portfolios have been developed, tested and demonstrated in the field to generate best biodiversity management models.</p> <p>An effective partnership to promote technology exchange and policy dialogue has been setup which has been extended beyond the immediate stakeholders to experts, government bodies and agencies from outside provinces and the national level.</p> <p>Forest biodiversity policies at local levels and national levels have been surveyed and analyzed, which formed a good basis for future biodiversity policy formulation and dissemination.</p> <p>Generally, local stakeholders have been cooperative with the project and positive towards it.</p>

ECBP strengths	<p>Strong progress management system in place.</p> <p>Strong coordination and support between Chinese authorities.</p> <p>Provide opportunities to use international experience.</p> <p>Provide learning opportunities and strong support infrastructure for field projects.</p> <p>Provide good platform for exchange of experiences between field projects.</p>
ECBP weaknesses	<p>Weak online support and information of the project and field projects.</p> <p>Programme lifetime, and length of field projects is too short for biodiversity programmes.</p> <p>Financial operation system could be more efficient and supportive.</p>
ECBP changes needed	<p>Extend project timeframes.</p> <p>Provide more and better online information and support.</p>
ECBP future	<p>Provide an avenue for more technical exchange activities between the EU and China on environmental and conservation projects in the forthcoming years.</p> <p>Act as a model for future biodiversity and environmental protection projects and frameworks.</p>
Other comments	No answer.
16. Biodiversity Conservation and Sustainable Natural Resource Use in the Chang Tang Region of Tibet.	
Budget	US\$1,328,287 (EC) + US\$1,412,200 (matching) = US\$2,740,487
Executant	Wildlife Conservation Society (WCS)
Summary from ECBP application	<p>The project will develop coordinated planning and enforcement of plans and policies through cooperation with and between government departments. In particular the project will facilitate the development of a comprehensive landscape-level Conservation Management Plan for the Chang Tang region which will be integrated in the key economic sectors' current policies and development plans. In doing so, the project will support the collection of information required for the plan and help set up the necessary monitoring mechanisms to track conservation performance. The project will also work with livestock herders to increase their access to conservation information and to help them develop more sustainable practices. The changes in current practices of both government and herders with respect to the environment will be incorporated into the management plan and be supported by the project's training programmes.</p>
17. Biodiversity Conservation in the Limestone Area of Southwest Guangxi (Baise City-Prefecture; Chongzuo City-Prefecture).	
Budget	US\$1,514,320 (EC) + US\$2,055,195 (matching) = US\$3,569,515
Executant	The Environmental Protection Bureau of Guangxi Zhuang Autonomous Region (GEPB)
Other comments	See site visit description.
18. Biodiversity Conservation Planning, Capacity Building and Demonstration in Lhasa Municipality (Tibet)	
Budget	US\$1,495,603 (EC) + US\$1,698,040 (matching) = US\$3,193,643
Executant	Lhasa Environmental Protection Bureau
Challenges	Precipitate impact from external environment and long term internal coordination.
Strategies	<p>It has been a good indicator that an international funded project entered Lhasa, and the government and the public are aware of biodiversity issue. In order to materialize the objectives of the project, we made great effort to promote the project with braveness for hard debating and failure. We used all possible opportunities for the publicity of project idea, introduction, and even use our negative lessons for positive purposes.</p>
Obstacles	The capacity of the government from a less developed area has gap to reach the standards for carrying out international funded project, and there were always difficulties in project implementation.

Achievements	Establishment of a steering committee for biodiversity conservation and making the committee in play; teaching government and local people, through participating approach, on the subjects of what is biodiversity and how to conserve them.
ECBP strengths	The design of the Programme.
ECBP weaknesses	We met difficulties in project implementation due to lack of necessary tools and methods.
ECBP changes needed	Through ECBP to provide biodiversity conservation information to local government, and make the government felt under pressure, so as to strengthen various activities for ecological conservation. It is hoped to educate the general public in new biodiversity conservation ideas to promote their participation in interactive biodiversity conservation activities. Building up milestone at local area through the demonstration activities, and attracting more sources of projects, to protect the thermometer of the earth – the Qinghai-Tibetan Plateau.
ECBP future	Hope ECBP establish database of experts, and balance the input and promise to the local activities from the experts; Collect information about expert's work from the local areas; Monitoring measures are needed for the roles of experts working in local activities; EU should hire monitoring officials to ensure effective implementation, and understand the local problems and/or provide the possible solutions.
Other comments	No answer.

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4.8. List of acronyms and abbreviations

ACB	ASEAN Centre for Biodiversity
ACEE	Appraisal Centre for Environment and Engineering
ADB	Asian Development Bank
AR	Autonomous Region
AWP	Annual Work Plan
BSAP	Biodiversity Strategy and Action Plan
CAS	Chinese Academy of Sciences
CBC	China Centre for Biodiversity
CBD	Convention on Biological Diversity
CBPF	China Biodiversity Partnership Framework
CCICED	China Council for International Cooperation on Environment and Development
CI	Conservation International
CoP	Conference of the Parties
COSU	Country Office Support Unit
CTA	Chief Technical Adviser
EC	European Commission
ECBP	EU-China Biodiversity Programme
ECD	European Commission Delegation
EIA	Environmental Impact Assessment
EU	European Union
FECO	Foreign Economic Cooperation Office
5YP-12	12th Five-Year Plan of the People's Republic of China
FFI	Fauna and Flora International
FP	Field project
GEPB	Guangxi Environmental Protection Bureau
GHG	Greenhouse Gas
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit GmbH
IGRC	Independent Grant Review Committee
IUCN	The World Conservation Union
LCRC	Land Consolidation and Rehabilitation Centre
logframe	Logical Framework
M&E	Monitoring and Evaluation
MEA	Multilateral Environmental Agreement
MEP	Ministry of Environmental Protection
MOA	Ministry of Agriculture
MOF	Ministry of Finance
MOFCOM	Ministry of Commerce

MLR	Ministry of Land and Resources
MTE	Mid Term Evaluation
MWR	Ministry of Water Resources
NBSAP	National Biodiversity Strategy and Action Plan
NDRC	National Development and Reform Commission
NFMP	Natural Forest Management Project
NGO	Non-Governmental Organisation
NPD	National Programme Director
NPM	National Programme Manager
ODS	Ozone-depleting substance
PMO	Programme or Project Management Office (for ECBP, field projects respectively)
POP	Persistent organic pollutant
PSC	Programme Steering Committee
REDD	Reduced [GHG] Emissions from Deforestation and [forest/land] Degradation
SATCM	State Administration for Traditional Chinese Medicine
SEA	Strategic Environmental Assessment
SEPA	State Environmental Protection Agency (now MEP)
SFA	State Forestry Agency
SIPO	State Intellectual Property Office
SOA	State Oceanic Administration
TCM	Traditional Chinese medicine
TEEB	The Economics of Ecosystems and Biodiversity
TFESM	Task Force on Ecosystem Services and Management (of CCICED)
TNC	The Nature Conservancy
ToR	Terms of Reference
TRAFFIC	Trade Records Analysis of Flora and Fauna in Commerce
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNEP	United Nation Environment Programme
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNFCCC	United Nations Framework Convention on Climate Change
VAC	Visibility and Awareness Component
WCMC	World Conservation Monitoring Centre
WI	Wetlands International
WWF	World Wide Fund for Nature