

United Nations Development Programme (UNDP)
Region: Latin American and the Caribbean (LAC)
Project Document

Project Title:	Strategic Eco-systems and Biodiversity protected through the implementation of valuation methodologies, payment of environmental services and adoption of new technologies.
Expected RPD Outcome(s):	Biodiversity protected through the implementation of valuation methodologies, payment of environmental services and adoption of new technologies.
Expected RPD Output(s):	<ol style="list-style-type: none"> 1) Report on biodiversity and environmental services; 2) Good practices and support to national and sub-national governments on valuation of environmental services delivered; 3) Improved policies to protect ecosystems and promoted eco businesses through policy dialogue, advice and advocacy.
Executing Entity:	UNDP Regional Centre for Latin American and the Caribbean.
Implementing Agencies:	UNDP Regional Centre for Latin American and the Caribbean.


Brief Description

The Project will focus on assisting countries of the LAC region to build their capacities to understand and value ecosystem services, including biodiversity, on which much of their economic welfare depends. At the same time this project will support 18 countries of the region to analyze and plan for the financial sustainability of their protected area systems, as key components of natural capital essential to climate change adaptation and mitigation. The project will produce major reports for input to regional and national policy processes aimed at ensuring long term production of ecosystem goods and services for benefits at national, regional and global levels. The project will assist countries in understanding and developing approaches to Reducing Emissions from Deforestation and Forest Degradation (REDD), which is likely to become a significant source of funding for habitat conservation.

Regional Programme Period:	2008 - 2011	Total resources required US\$	2,082,255
Key Result Area (Strategic Plan)	Biodiversity Conservation	Total allocated resources:	2,082,255
Atlas Award ID:	00050457	Regular: TRAC REG Total:	1,582,255
Start date (Initiation Plan):	June 2008	• Expenditures Initiation Plan 2008:	159,464
Start date (PRODOC):	July 1, 2009	• Budget 2009 – 2011:	1,422,791
End Date	December 31, 2011	2009 US\$ 680,000	
Virtual PAC Meeting Date:	March 11 - 25, 2009	2010 US\$ 488,356 } *	
Management Arrangements	Direct Execution	2011 US\$ 254,435 }	
		Other Total:	500,000
		• Government of Spain	500,000
		Unfunded budget:	
		In-kind Contributions:	150,000

* NOT YET ASSIGNED AND TO BE REQUESTED TO THE REGIONAL DIRECTOR IN THE ANNUAL WORK PLAN -

15/07/09 FAN

Agreed by:	Name	Title	Date	Signature
Government of Argentina.				
Government of Belize.				
Government of Colombia.				
Government of Costa Rica.				
Government of Cuba.				
Government of Dominican Republic.				
Government of Ecuador.				
Government of El Salvador.				
Government of Guatemala.				
Government of Haiti.				
Government of Honduras.				
Government of Nicaragua.				
Government of Paraguay.				
Government of St. Lucia.				
Government of Uruguay.				
Government of Brazil.				
Government of Chile.				
Government of México.				
Government of Peru.				
UNDP - RBLAC				
UNDP - Regional Centre - LAC.	Beat Rohr	Director Regional Centre and Regional Deputy Director	June 23, 2009	

I. SITUATION ANALYSIS

The region's economies continue to be highly dependent on natural resources and the export of primary products. Strong economic performance over the preceding years has given way to the crisis in the world's financial systems with effects on national economies from declining export revenues, diminished remittances, and falling access to credit. The region's general dependence on commodities has resulted in declining revenue generation from exports and potential budgetary crises with consequences for government spending in environmental protection and sustainable ecosystem management. Efficient and effective government stewardship of natural resources is likely to suffer under this scenario with the potential for relaxed oversight of private and public sector development activities.

Current global financial instability is likely to reduce demand for tourism in the region, affecting a large number of countries. The fall in the price of oil will also almost certainly affect availability of government financing for environmental protection and ecosystem conservation.

The rise in trade in recent years has been accompanied by a suite of free-trade agreements (FTA) negotiated between the US and specific countries in the region. Although export-led growth in the exploitation of primary products has often contributed strongly to a low priority being assigned to environmentally sustainable development, the recent free trade agreement between Peru and the US was passed by the US Congress only after significant improvements to the Environment chapter were included in the core text of the agreement. These improvements are aimed at stopping the flow of illegally logged timber from Peru, a major cause of deforestation in the country. This is the first bilateral trade agreement to recognize and seriously address this globally pervasive problem. The agreement also includes requirements for the country to fulfil its obligations under a specific set of Multilateral Environmental Agreements (MEAs), and it provides parity of enforcement between the environmental and commercial provisions of the FTA.

Nevertheless, despite the considerable natural endowment of the region, natural resources and common public goods including water, forests, and fisheries are overexploited and remain inadequately managed. With over 576 million ha, LAC has the world's largest area of arable land, but in many countries sustainable land use management has not kept pace with recent processes of growth, liberalization and changing production patterns. Unsustainable agricultural, livestock, and forestry practices are progressively impacting long term productivity in a region where a significant percentage of the population's livelihoods are closely tied to the natural resource base. The percentage of land under agriculture is also reflected in high deforestation rates, with almost 47 million ha of forests lost in 1990-2000, the second highest after Africa. This is resulting in increasing habitat fragmentation, species depletion and increasing loss of ecosystem services provided from this mega-diverse region. This liquidation of the region's natural assets is progressively foreclosing options for future sustainable development as well as diminishing the capacity of the region's ecosystems and communities to adapt to increasing climate change.

While countries in the LAC region have created significant Protected Area (PA) Systems aimed at conserving biological diversity and ecosystem services to sustain human welfare and livelihoods, investment in the maintenance of these systems has not kept pace with their use or importance to national development or the global environment. The policy frameworks of many are incomplete, and few meet national conservation and development goals. Policy deficiencies are compounded by weak management, operational planning and knowledge management systems, and weak public awareness and acceptance of the services that PAs provide to livelihoods and development. PA systems throughout LAC are severely underfunded. Financing and management of biodiversity, and particularly of protected areas, has historically been perceived as the responsibility of the public sector. Low budgetary allocations stem from a number of issues including the fact that the benefits of

PAs are often not accommodated in the cost-benefit calculus for decision making regarding development, either because they are non-monetary, and therefore discounted, or because their contributions to the economy (i.e. tourism) are not well understood. PA systems are not seen as the natural capital they are and an essential component of any strategy to address climate change adaptation and disaster risk reduction.

Other problems include capacity deficiencies of PA authorities to define costs, and identify and execute ways to meet those costs. Furthermore institutional arrangements for PA governance are often complex with overlapping mandates between different institutions impeding the definition of clear goals and standards, increasing costs and reducing efficiencies.

Conditions in the water and energy sectors also reflect trends closely tied to high poverty rates and rampant inequality. Although LAC possesses more than 30% of global renewable water resources, some 75 million people in the region do not have access to potable water, and 60% of households do not have a regular water supply.

These challenging trends are likely to be exacerbated by the region's acknowledged vulnerability to climate change and related risks and disasters. Worldwide, LAC is one of the regions most heavily impacted by natural disasters, and over the past 30 years has registered related economic losses of over \$65 billion. The change in the region in the periodicity and intensity of hydro-meteorological events has been marked. According to the data presented in the disaster risk index (DRI) of UNDP/BCPR's Global Report, "Reducing Disaster Risk: a challenge for development", the population physically exposed to hurricanes every year is estimated at over 15.0 million. In Central America alone, more than 1 million people were killed by disasters in the last 20 years, and nearly 11.2 million people are exposed to tropical cyclones per year. During 2007, floods affected over 350,000 people in Argentina, Bolivia, Peru and Paraguay, as well as hundreds of thousands if not millions in Cuba, Dominican Republic, Haiti and Mexico. 2008 saw a series of devastating hurricanes batter the Caribbean, especially Haiti and Cuba.

Climate scientists agree that this challenge will grow in magnitude: The 2007 IPCC report on the physical-science basis for climate change says that "it is likely that future tropical cyclones (typhoons and hurricanes) will become more intense, with larger peak wind speeds and more heavy precipitation." This repeated occurrence of natural disasters becomes an additional constraint for governments in addressing economic and social development challenges.

As in other regions, the socioeconomic conditions in LAC and the persistence of gaps in planning and development processes deepen the population's vulnerability and gives way to the generation of new disaster risks. Human settlements are increasingly vulnerable in a region that is the most urbanized in the developing world, and expected to reach 80.4% of the population living in cities by 2020. The informal concentration of the population in big cities, settled in high risk areas and the environmental degradation of river basins and watersheds, are some examples. This vulnerability to natural disaster has not only eroded development gains, but also exacerbated existing social and economic crises.

II. STRATEGY

By the end of the current Project, UNDP intends to be recognized as the lead agency for policy advice, capacity development and access to financing for environment and energy in Latin America and the Caribbean. It will do this by supporting Country Offices to plan and program strategically in the E&E area in pursuit of national sustainable development goals, in particular as they are advanced through the conservation and sustainable use of biodiversity. The E&E Practice team will carry out specific activities to help position UNDP strategically in the region to take a lead role in providing countries with the advantages of emerging financial mechanisms for sustainable development.

The accumulated experience and knowledge of UNDP's more than 17 years of support to biodiversity conservation will form the foundation for a regional approach focused on specific elements. A key element of the LAC regional biodiversity approach addresses the issue of the economic value of biodiversity and financial sustainability of protected areas. Natural ecosystems produce a variety of goods and services of significant economic benefit but which have tended to be undervalued by planners and policy and decision makers. Under-appreciation of the economic value of ecosystem services leads to mismanagement and eventual degradation of ecosystem function and to a decline in the quality and volume of services they provide. Recognition of the value of optimally functioning ecosystems to economic development is an essential step to their protection. Protection of key ecosystems through incentives and/or regulation is critical, as is the protection of key ecosystem components such as soil, biodiversity, water, etc. In general, important ecosystems around the region are under protected for a variety of reasons, centering on insufficient investment. Decision and policy makers are not investing in the protection of ecosystems commensurate with their value as economic resources.

The E&E Practice will produce a major policy report to persuade policy and decision makers of the need to invest financially in the sustainable production of ecosystem goods and services, including biodiversity, water, carbon, etc. The report will describe the economic benefits of biodiversity and ecosystem services as well as the potential and actual impacts of biodiversity loss and ecosystem degradation on economic development, including the effects of invasive species. The report will be disseminated at the highest levels of government and presented at various fora including the Conference of the Parties of the Conventions on Biological Diversity, Climate Change, and to Combat Desertification and Land Degradation, the LAC Forum of Environment Ministers, etc.

The E&E Practice team will also work through UNDP Country Offices to assist governments of the region to address the issue of financial sustainability of their protected area systems. These Protected Area Systems are essential strategic instruments for ensuring long-term production of ecosystem services, including biodiversity conservation, water provision and regulation, carbon sequestration, and adaptation and resilience to climate change. UNDP, through projects financed by the GEF and other sources, has supported the establishment, consolidation and effective management of protected areas in Latin America and the Caribbean for almost two decades. Nevertheless, financing for protected area systems is almost universally insufficient to achieve the goals for which they were established. This financing gap continuously undermines the effectiveness of investments in protected area systems resulting in weak infrastructure, gaps in staffing, ineffectual ability to prevent misuse of protected area resources, low capacity to generate knowledge for decision and policy makers, and, among other things, an increased dependence on short-term ad hoc approaches to donor and other financing. Developing sustainable financing strategies for protected area systems increases the ability of a country to meet all costs associated with the management of its protected areas and related ecosystem services, especially in relation to adaptation to climate change.

As part of this overall strategy, the E&E Practice team will work to establish a programmatic approach to leveraging REDD financing for forest conservation in the region. A central element of global

strategies to address climate change and biodiversity loss is the financing of concrete activities, projects, and programs. A number of funding mechanisms have been under discussion and development as a result of climate change negotiations to achieve climate change mitigation and adaptation. Still in the development stage, the scope, nature and function of these mechanisms will be determined through analysis, discussion and negotiations over the coming months and years. Many financial mechanisms have been established outside of intergovernmental negotiation frameworks (e.g. UN-REDD, the WB Forest Carbon Partnership Fund, Norway Forestry Fund, etc.) but are underutilized due to lack of knowledge and experience on the part of governments and assisting agencies.

While these funding mechanisms are focused on addressing financing gaps for climate change mitigation or adaptation, they are relevant to biodiversity conservation as they provide resources to finance conservation of globally significant habitat. The third output of this Project Document will focus primarily on UN-REDD: working within the broad framework of UN-REDD, it will identify the potential for use of this mechanism in the region, operational and technical requirements, gaps in government and UNDP knowledge and expertise to fully access these mechanisms, and provide information and expertise to national counterparts from the region in regard to the substance and operations of these mechanisms. The project will build the capacities of key experts and institutional personnel to assist countries to access available funding. Successful implementation of this project will position UNDP regionally and nationally as part of UN-REDD to assist countries to most effectively access full scale REDD resources.

III. RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Regional Programme Document - Results and Resources Framework: Biodiversity protected through the implementation of valuation methodologies, payment of environmental services and adoption of new technologies.</p> <p>Outcome indicators, baseline and targets as stated in the Regional Programme Document - Results and Resources Framework: Indicators: 1) # of target countries which consolidated enabling environments to catalyse financing for stewardship, and sustainable management of ecosystems and biodiversity.; 2) # of target countries using market mechanisms for environmental management; 3) # of initiatives implemented to reduce green-house emissions and preserve biodiversity.</p> <p>Baseline: limited capacity of decision-makers to ensure protection of biodiversity via implementation of valuation methodologies, payment of environmental services and adoption of new technologies</p> <p>Targets: 1) valuation methodologies adopted in 5 countries; 2) payment of environmental services adopted in 5 countries; 3) new technologies disseminated in 10 countries.</p>
<p>Applicable Key Result Area (from 2008- 2011 Strategic Plan): Biodiversity conservation</p>
<p>Award title and ID (ATLAS Award ID): Biodiversity Conservation Energy and Environment; Award ID: 00050457.</p>

INTENDED OUTPUTS	OUTPUT TARGETS (BY YEAR)	INDICATIVE ACTIVITIES	Implementing Agency	INPUTS (US\$)
<p>Output 1.1.00062371: Regional Report on the Economic Value of Biodiversity Assets in the Region and the Potential Impact of Biodiversity Loss and Ecosystems Degradation on Development</p> <p>Indicators:</p> <ul style="list-style-type: none"> - Recognition of regional report at senior level. - Number of articles being published about regional report 1 year after launching. - Positive change in perceptions on biodiversity conservation and ecosystem protection resulting from 	<p>Targets (2009) Report is published</p> <p>Targets (2010)</p> <ul style="list-style-type: none"> - Regional report recognized by finance and environment ministers of at least six of targeted countries. - At least 30 press releases issued. - At least 30 articles published. - At least 30 times TV commercial aired. 	<p>ACTIVITY 1: 1.1.1. Partnerships established with main sponsors: UNEP, Biodiversity Convention, GEF, ECLAC, World Bank, IDB, CAF, international and regional NGOs and research institutes.</p> <p>ACTIVITY 2: 1.1.2. Select and hire a small core team to undertake feasibility of project and prepare first draft on scope and methodology.</p> <p>ACTIVITY 3: 1.1.3. A High- level Technical Advisory Group to provide overall technical guidance to the report is established and terms of reference and engagement agreed upon</p>	<p>UNDP RSC - LAC</p> <p>UNDP RSC - LAC</p> <p>UNDP RSC - LAC</p>	<p>71,399 TRAC REG (for Initiation Plan 2008)</p> <p>674,856 TRAC REG (for 2009-2011)</p> <p>746,255 TRAC REG (Total for 2008-2011)</p> <p>500,000 Spanish Funds (Total 2009)</p> <p>1,246,255 (TOTAL OUTPUT 1.1)</p>

project.

- Number of targeted countries with revised economic development frameworks integrating biodiversity and ecosystem considerations.

Baseline:

Limited capacity of regional policy- and decision-makers to ensure conservation of biodiversity and protection of ecosystems.

<ul style="list-style-type: none"> - At least 30 times radio announcement aired. 	<p>ACTIVITY 4: 1.1.4. Consultations with government technical experts on scope of the report and communications and dissemination</p>	<p>UNDP RSC – LAC</p>
<ul style="list-style-type: none"> - At least 85% of survey responses on report positive. 	<p>ACTIVITY 5: 1.1.5. Potential financial partners identified and engaged.</p>	<p>UNDP RSC – LAC</p>
<ul style="list-style-type: none"> - Biodiversity and ecosystem considerations incorporated into policies of at least 2 targeted countries of the region. 	<p>ACTIVITY 6: 1.1.6. Design a media campaign.</p>	<p>UNDP RSC – LAC</p>
<ul style="list-style-type: none"> - Follow-up studies performed in at least 4 of the targeted countries. 	<p>ACTIVITY 7: 1.1.7. The regional report on the economic value of biodiversity conservation and ecosystems protection produced.</p>	<p>UNDP RSC – LAC</p>
<p><u>Targets (2011)</u></p> <ul style="list-style-type: none"> - At least 10 LAC countries receive guidance on valuation methodology. 	<p>a. Perform background research</p>	
<ul style="list-style-type: none"> - At least 50 articles published 1 year after the launching of the regional report in all targeted countries. 	<p>b. Review and analyze compiled information and identify key issues to be addressed by the report.</p>	
<ul style="list-style-type: none"> - At least 20 references made to the regional report in regional media. 	<p>c. Develop scope and methodology for the report.</p>	
<ul style="list-style-type: none"> - Biodiversity and ecosystem considerations incorporated into policies of at least 4 of targeted countries of the region 	<p>d. Draft report.</p>	
<ul style="list-style-type: none"> - Follow-up monitoring missions to at least 30% of requesting countries. 	<p>e. Undertake multi-stakeholder consultations</p>	
<ul style="list-style-type: none"> - Follow-up studies performed in at least 10 of the targeted countries. 	<p>f. Edit, translate and publish final report.</p>	
	<p>ACTIVITY 8: 1.1.8. The final report disseminated ensuring the key elements of report reach target audiences (key policy- and decision-makers, as well as general public)</p>	<p>UNDP RSC – LAC</p>
	<p>a. Design communications strategy</p>	
	<p>b. Implement communications campaign</p>	
	<p>c. Design and implement launching events</p>	

<p>Output 1.2 00062372</p> <p>Financing Strategies for National Systems of Protected Areas in key LAC countries</p> <p>Indicators:</p> <ul style="list-style-type: none"> - Number of countries with completed scorecards. - Number of countries utilizing scorecard results and disseminated knowledge tools in the development and adoption of their financing strategies. <p>Baseline:</p> <p>Limited capacity of Governments and decision-makers in the region to ensure efficient long-term financial sustainability of their PA systems.</p>	<p>Targets (2009)</p> <ul style="list-style-type: none"> - Protected Areas (PA) system cost-effectiveness report underway. - PA cost-accounting report underway. - At least 15 of countries re-applying the scorecard after 1 year. - At least 3 additional coverage application of scorecards. - Data collection report underway. <p>Targets (2010)</p> <ul style="list-style-type: none"> - PA system cost-effectiveness report completed and disseminated to all countries in the region. - PA cost-accounting report completed and disseminated to all countries in the region. - PA system financing sources report completed and 	<p>ACTIVITY 9:</p> <p>1.1.9. Technical guidance on valuation provided to COs and national projects for adopting economic policies and strategies that consider biodiversity conservation and ecosystem protection (targeting countries farthest behind).</p> <p>a. Organize and carry out targeted technical workshops/conferences.</p> <p>b. Provide follow-up technical advisory services.</p> <p>ACTIVITY 1:</p> <p>1.2.1. Assist managers and decision makers to identify needs and gaps for the financial sustainability of the PA systems in a systematic and periodic manner.</p> <p>ACTIVITY 2:</p> <p>1.2.2. Identify and share best practices and approaches to key elements of financial sustainability of Protected Areas (for 2009 – 2011 replaced by Activity 1.2.4).</p> <p>ACTIVITY 3:</p> <p>1.2.3. Financing gaps and needs identified in PA system in over half of all countries of the LAC region through the implementation of a financial sustainability scorecard.</p> <p>a. Produce and disseminate updated scorecard.</p> <p>b. Train key experts and institutional personnel in applying and interpreting the scorecard.</p> <p>c. Develop and disseminate regional report on financial sustainability and new edition of scorecard in English and Spanish.</p>	<p>UNDP RSC – LAC</p>	
<p>UNDP RSC – LAC</p>	<p>87,294 TRAC REG (for Initiation Plan 2008)</p> <p>382,706 TRAC REG (for 2009 – 2011)</p> <p>470,000 TRAC REG (Total for 2008-2011)</p> <p>470,000 (TOTAL OUTPUT 1.2)</p>	<p>UNDP RSC – LAC</p>		<p>UNDP RSC – LAC</p>

<p>disseminated to all countries in the region.</p> <ul style="list-style-type: none"> - Data collection report completed and disseminated to all countries in the region. - At least 20 of countries re-applying the scorecard after 1 year. - Technical advisory services provided to at least 2 pilot countries. <p><u>Targets (2011)</u></p> <ul style="list-style-type: none"> - All countries have re-applied the scorecard at least once. - At least 10 of the countries in region have received guidance in formulating their financing strategies. - 15 countries utilizing scorecard results and disseminated knowledge tools in the development and adoption of their financing strategies - Best approaches report validated and disseminated. 	<p>d. Support countries in the annual re-application of the scorecard.</p> <p>e. Support countries that did not apply scorecards in year 1 to apply it in their country.</p> <p>ACTIVITY 4:</p> <p>1.2.4. Knowledge, guidance tools and policy recommendations on cost-effectiveness, cost-accounting, non-conventional funding sources, and best practices for financial data collection for PA systems produced and disseminated.</p> <p>ACTIVITY 5:</p> <p>1.2.5. Targeted technical backstopping to guide key stakeholders in the process of developing PA system financial sustainability strategies for their respective countries (in collaboration with other related projects).</p> <p>a. Provide guidance and assist the formulation of PA system financial sustainability strategies for selected countries.</p> <p>b. Produce report on best approaches for further strategies and disseminate to other countries.</p> <p>c. Provide follow-up support to other countries in the region in developing their PAS financial sustainability strategies.</p>	<p>UNDP RSC – LAC</p> <p>UNDP RSC – LAC</p>	<p>771 TRAC REG (for Initiation Plan 2008)</p> <p>365,229 TRAC REG (for 2009-2011)</p> <p>366,000 TRAC REG (Total for 2008-2011)</p> <p>366,000 (TOTAL OUTPUT 1.3)</p>
<p><u>Output 1.3 00062375</u></p> <p>Access to REDD and other new, emerging funding mechanisms to finance climate change mitigation, especially related to forest conservation.</p> <p><i>(This output originally formed part of the Climate Change Output of the Regional Programme)</i></p>	<p><u>Targets (2009)</u></p> <ul style="list-style-type: none"> - At least 20 of UNDP EFPs in all LAC countries have achieved an acceptable level of understanding of all aspects of REDD <p><u>Targets (2010)</u></p> <ul style="list-style-type: none"> - At least 5 strategic alliances or 	<p>UNDP RSC – LAC</p> <p>UNDP RSC – LAC</p>	<p>UNDP RSC – LAC</p> <p>UNDP RSC – LAC</p>

INDICATORS:	ACTIVITY 3:	UNDP RSC – LAC
<ul style="list-style-type: none"> - Number of countries have achieved an acceptable level of understanding of all aspects of REDD - Number of strategic alliances or partnerships created - Number of REDD readiness plans approved - Numbers of government and NGO counterparts with increased understanding of REDD 	<p>partnerships have been created</p> <ul style="list-style-type: none"> - 20 Government and NGO counterparts have a better understanding of REDD <i>Targets (2011)</i> - 5 more alliances or partnerships have been created 	UNDP RSC – LAC
<ul style="list-style-type: none"> - Number of REDD readiness plans approved - Numbers of government and NGO counterparts with increased understanding of REDD 	<p>ACTIVITY 4:</p> <p>1.3.4. Define a UNDP strategy for REDD development in LAC.</p> <p>ACTIVITY 5:</p> <p>1.3.5. Strengthened capacities of UNDP country and regional staff to better assist countries to understand and take advantage of UN-REDD, FCPF and other REDD mechanisms.</p>	UNDP RSC – LAC
<p>Baseline:</p> <p>Limited understanding of REDD and mechanisms to facilitate access; limited capacity to access UN-REDD and WB FCPF.</p>	<p>ACTIVITY 6:</p> <p>1.3.6. Strengthened capacities of government and non-governmental counterparts to better understand REDD issues, negotiations, financial mechanisms, etc.</p> <p>ACTIVITY 7:</p> <p>1.3.7. Strengthened support to countries by ensuring appropriate country and regional support to REDD activities.</p>	UNDP RSC – LAC
TOTAL PROJECT 2008 - 2011		
		1,582,255 TRAC REG 500,000 Spanish Funds 2,082,255 TOTAL

IV. ANNUAL WORK PLAN.

Year: 2009

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME 2009				Implementing Agency	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (US\$)	
<p>Output 1.1 (Project ID 00062371)</p> <p>Regional Report on the Economic Value of Biodiversity Assets in the Region and the Potential Impact of Biodiversity Loss and Ecosystems Degradation on Development.</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> - Recognition of regional report at senior level. - Number of articles being published about regional report 1 year after launching. - Positive change in perceptions on biodiversity conversation and ecosystem protection resulting from project. - Number of targeted countries with revised economic development frameworks integrating biodiversity and ecosystem considerations. 	<p>ACTIVITY 7:</p> <p>1.1.7. The regional report on the economic value of biodiversity conservation and ecosystems protection produced.</p> <p>a. Perform background research</p> <p>b. Review and analyze compiled information and identify key issues to be addressed by the report</p> <p>c. Develop scope and methodology for the report</p> <p>d. Draft report.</p> <p>e. undertake multi-stakeholder consultation</p> <p>f. Edit, translate and publish final report.</p>	x	x	x	x	UNDP RSC - LAC	TRAC REG	71200	International consultants	190,000
							TRAC REG	71300	Local consultants	200,000
							TRAC REG	71600	Travel	50,000
							TRAC REG	71400	Contractual Services Individual	100,000
							TRAC REG	74500	Miscellaneous	20,000
							Spanish Funds:	71200	International consultants	390,000
							Spanish Funds:	71600	Travel	75,000
							Spanish Funds	75100	GMS	35,000

Baseline:

Limited capacity of regional policy-makers and decision-makers to ensure conservation of biodiversity and protection of ecosystems.

Targets (2009)

Report is published

Related RP Outcome

Biodiversity protected through the implementation of valuation methodologies, payment of environmental services and adoption of new technologies.

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560,000

Subtotal Output 1.1 (TRAC REG) (2009)

500,000

Output 1.2 (Project ID 00062372)

Financing Strategies for National Systems of Protected Areas in key LAC countries.

Indicators:

- Number of countries with completed scorecards.
- Number of countries utilizing scorecard results and disseminated knowledge tools in the

ACTIVITY 1:

1.2.1. Assist managers and decision makers to identify needs and gaps for the financial sustainability of the PA systems in a systematic and periodic manner.

c. Develop and disseminate regional report on financial sustainability and new edition of scorecard in Spanish and English.

d. Support countries in the annual re-application of the scorecard

e. Support countries that did not apply scorecards in year 1 to apply it in their country.

TRAC REG	71200	International consultants	31,000
TRAC REG	71300	Local consultants	2,500
TRAC REG	71600	Travel	5,000
TRAC REG	72100	Contractual Services Companies	10,000
TRAC REG	72400	Com. and Audio Visual equipment	800
TRAC REG	72800	IT Equipment	2,000
TRAC REG	74200	Audio Visual & printing production	2,000
TRAC REG	74500	Miscellaneous Expenses	1,000

UNDP RSC - LAC

ACTIVITY 1:

1.2.1. Assist managers and decision makers to identify needs and gaps for the financial sustainability of the PA systems in a systematic and periodic manner.

c. Develop and disseminate regional report on financial sustainability and new edition of scorecard in Spanish and English.

d. Support countries in the annual re-application of the scorecard

e. Support countries that did not apply scorecards in year 1 to apply it in their country.

Output 1.3 (Project ID 00062375)	ACTIVITY 5:	X	X	X	UNDP RSC-LAC	TRAC REG	71300	Local consultants	2,500
Access to REDD and other new, emerging funding mechanisms to finance climate change mitigation, especially related to forest conservation.	1.3.5. Strengthened capacities of UNDP country and regional staff to better assist countries to understand and take advantage of UN-REDD, FCPF and other REDD mechanisms.					TRAC REG	71600	Travel	2,000
Indicators:	ACTIVITY 6:				UNDP RSC-LAC	TRAC REG	74500	Miscellaneous Expenses	500
- Number of countries have achieved an acceptable level of understanding of all aspects of REDD	1.3.6. Strengthened capacities of government and non-governmental counterparts to better understand REDD issues, negotiations, financial mechanisms, etc.	X	X			TRAC REG	71300	Local consultants	2,500
- Number of strategic alliances or partnerships created						TRAC REG	71600	Travel	2,000
- Number of REDD readiness plans approved						TRAC REG	74500	Miscellaneous Expenses	500
- Numbers of government and NGO counterparts with increased understanding of REDD									
Baseline:									
Limited understanding of REDD and mechanisms to facilitate access; limited capacity to access UN-REDD and WB FCPF.									
Targets (2009)									
- At least 20 of UNDP EFPs in all LAC countries have achieved an acceptable level of									

understanding of all aspects of REDD

Related RP Outcome:

Biodiversity protected through the implementation of valuation methodologies, payment of environmental services and adoption of new technologies.

understanding of all aspects of REDD Related RP Outcome: Biodiversity protected through the implementation of valuation methodologies, payment of environmental services and adoption of new technologies.																			
	Total Output 13 (2009)																		
	10,000																		

Year: 2010

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME 2010				Implementing Agency	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1.1 (Project ID 00062371) Regional Report on the Economic Value of Biodiversity Assets in the Region and the Potential Impact of Biodiversity Loss and Ecosystems Degradation on Development. <u>Indicators:</u> - Recognition of regional report at senior level. - Number of articles being published about regional report 1 year after launching. - Positive change in perceptions on biodiversity and ecosystem protection resulting from project. - Number of targeted countries with revised economic development frameworks integrating biodiversity and ecosystem considerations. <u>Baseline:</u> Limited capacity of regional policy- and decision-makers to ensure conservation of biodiversity and protection of ecosystems.	ACTIVITY 8: 1.1.8. The final report disseminated ensuring the key elements of report reach target audiences (key policy- and decision-makers, as well as general public) a. Design communications strategy b. Implement communications campaign c. Design and implement launching events	X				UNDP RSC-LAC	TRAC REG	Travel	92,255
		X					TRAC REG	Contractual Services Companies	5,101
			X				TRAC REG	International consultants	5,000
				X			TRAC REG	Miscellaneous	2,000
	ACTIVITY 9: 1.1.9. Technical guidance on valuation provided to COs and national projects for adopting economic policies and strategies that consider biodiversity conservation and ecosystem protection (targeting countries farthest behind). a. Organize and carry out targeted technical workshops/conferences b. Provide follow-up technical advisory					UNDP RSC-LAC			
			X						
				X					
					X				

<p>Targets (2010)</p> <ul style="list-style-type: none"> - Regional report recognized by finance and environment ministers of at least six of targeted countries. - At least 30 press releases issued. - At least 30 articles published. - At least 30 times TV commercial aired. - At least 30 times radio announcement aired. - At least 85% of survey responses on report positive. - Biodiversity and ecosystem considerations incorporated into policies of at least 2 targeted countries of the region. - Follow-up studies performed in at least 4 of the targeted countries. <p><u>Related RP Outcome:</u></p> <p>Biodiversity protected through the implementation of valuation methodologies, payment of environmental services and adoption of new technologies.</p>	<p>TOTAL Output 1.1 (2010)</p>
	<p>104,356</p>

Output 1.2 (Project ID 00062372)	ACTIVITY 1:									
Financing Strategies for National Systems of Protected Areas in key LAC countries.	1.2.1. Assist managers and decision makers to identify needs and gaps for the financial sustainability of the PA systems in a systematic and periodic manner									109,000
Indicators:	Number of countries with completed scorecards.	X	X						Local consultants	15,000
	Number of countries utilizing scorecard results and disseminated knowledge tools in the development and adoption of their financing strategies.	X							Contractual services – individual	15,000
Baseline:	Limited capacity of Governments and decision-makers in the region to ensure efficient long-term financial sustainability of their PA systems.								Travel	23,000
Targets (2010)	PA system cost-report effectiveness and disseminated to all countries in the region.								Contractual Services Companies	10,000
	1.2.3. The financial management capacity of a critical number of staff from LAC governments and other key stakeholders strengthened.									
	1.2.4. Knowledge, guidance tools and policy recommendations on cost-effectiveness, cost-accounting, non-conventional funding sources, and best practices for financial data collection and disseminated.								Com. and Audio Visual equipment	8,500
									Audio Visual V & printing production	5,000
									Miscellaneous Expenses	5,000

<ul style="list-style-type: none"> - PA cost-accounting report completed and disseminated to all countries in the region. - PA system financing sources report completed and disseminated to all countries in the region. - Data collection report completed and disseminated to all countries in the region. - At least 20 of countries re-applying the scorecard after 1 year. - Technical advisory services provided to at least 2 pilot countries. <p>Related RP Outcome:</p> <p>Biodiversity protected through the implementation of valuation methodologies, payment of environmental services and adoption of new technologies.</p>	<p>ACTIVITY 5:</p> <p>1.2.5. Targeted technical backstopping to guide key stakeholders in the process of developing PA system financial sustainability strategies for their respective countries (in collaboration with other related projects).</p> <p>a. Assist the formulation and establishment of PAS financial sustainable strategies</p> <p>c. Provide follow-up support to other countries in the region in developing their PA system financial sustainability strategies</p>	<p>X</p> <p>X</p> <p>X</p>	<p>UNDP RSC- LAC</p>																										
<p>TOTAL Output 1.2 (2010)</p>																													
<p>Output 1.3 (Project ID 00062375)</p> <p>Access to REDD and other new, emerging funding mechanisms to finance climate change mitigation, especially related to forest conservation.</p> <p>Indicators:</p>	<p>ACTIVITY 5:</p> <p>1.3.5. Strengthened capacities of government and non-governmental counterparts to better understand REDD issues, negotiations, financial mechanisms, etc.</p>	<p>X</p> <p>X</p>	<p>UNDP RSC- LAC</p>																										
<table border="1"> <tbody> <tr> <td data-bbox="1096 262 1161 682">190,500</td> <td data-bbox="1161 262 1453 682"></td> </tr> <tr> <td data-bbox="1096 682 1161 903">TRAC REG</td> <td data-bbox="1161 682 1453 903">International consultants</td> </tr> <tr> <td data-bbox="1096 903 1161 1008">TRAC REG</td> <td data-bbox="1161 903 1453 1008">71200</td> </tr> <tr> <td data-bbox="1096 1008 1161 1113">TRAC REG</td> <td data-bbox="1161 1008 1453 1113">71400</td> </tr> <tr> <td data-bbox="1096 1113 1161 1218">TRAC REG</td> <td data-bbox="1161 1113 1453 1218">71600</td> </tr> <tr> <td data-bbox="1096 1218 1161 1323">TRAC REG</td> <td data-bbox="1161 1218 1453 1323">72100</td> </tr> <tr> <td data-bbox="1096 1323 1161 1428">TRAC REG</td> <td data-bbox="1161 1323 1453 1428">72400</td> </tr> <tr> <td data-bbox="1096 1428 1161 1533">70,000</td> <td data-bbox="1161 1428 1453 1533">Contractual services- individual</td> </tr> <tr> <td data-bbox="1096 1533 1161 1638">5,000</td> <td data-bbox="1161 1533 1453 1638">Travel</td> </tr> <tr> <td data-bbox="1096 1638 1161 1743">35,000</td> <td data-bbox="1161 1638 1453 1743">Contractual Services Companies</td> </tr> <tr> <td data-bbox="1096 1743 1161 1848">10,000</td> <td data-bbox="1161 1743 1453 1848">Com. & Audio Visual equipment</td> </tr> <tr> <td data-bbox="1096 1848 1161 1974">1,500</td> <td data-bbox="1161 1848 1453 1974"></td> </tr> </tbody> </table>						190,500		TRAC REG	International consultants	TRAC REG	71200	TRAC REG	71400	TRAC REG	71600	TRAC REG	72100	TRAC REG	72400	70,000	Contractual services- individual	5,000	Travel	35,000	Contractual Services Companies	10,000	Com. & Audio Visual equipment	1,500	
190,500																													
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70,000	Contractual services- individual																												
5,000	Travel																												
35,000	Contractual Services Companies																												
10,000	Com. & Audio Visual equipment																												
1,500																													

<ul style="list-style-type: none"> - Number of countries have achieved an acceptable level of understanding of all aspects of REDD 						TRAC REG	74200	Audio Visual & printing production	5,000
<ul style="list-style-type: none"> - Number of strategic alliances or partnerships created 	ACTIVITY 7:	X	X	X	RSC-LAC	TRAC REG	71200	International consultant	50,000
<ul style="list-style-type: none"> - Number of REDD readiness plans approved 	1.3.7. Strengthened support to countries by ensuring appropriate country and regional support to REDD activities.					TRAC REG	71600	Travel	10,000
<ul style="list-style-type: none"> - Numbers of government and NGO counterparts with increased understanding of REDD 						TRAC REG	74500	Miscellaneous Expenses	5,000
<p>Baseline:</p> <p>Limited understanding of REDD and mechanisms to facilitate access; limited capacity to access UN-REDD and WB FCPF.</p>									
<p>Targets (2010)</p>									
<ul style="list-style-type: none"> - At least 5 strategic alliances or partnerships have been created 									
<ul style="list-style-type: none"> - 20 Government and NGO counterparts have a better understanding of REDD 									
<p>Related RP Outcome:</p> <p>Biodiversity protected through the implementation of valuation methodologies, payment of environmental services and adoption of new technologies.</p>									
TOTAL Output 1.3 (2010)									193,500

Year: 2011

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME 2011				Implementing Agency	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>Output 1.1 (Project ID 00062371)</p> <p>Regional Report on the Economic Value of Biodiversity Assets in the Region and the Potential Impact of Biodiversity Loss and Ecosystems Degradation on Development</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> - Recognition of regional report at senior level. - Number of articles being published about regional report 1 year after launching. - Positive change in perceptions on biodiversity conservation and ecosystem protection resulting from project. - Number of targeted countries with revised economic development frameworks integrating biodiversity and ecosystem considerations. 	<p>ACTIVITY 9:</p> <p>1.1.9. Technical guidance on valuation provided to COs and national projects for adopting economic policies and strategies that consider biodiversity conservation and ecosystem protection (targeting countries farthest behind).</p> <p>a. Organize and carry out targeted technical workshops/conferences</p> <p>b. Provide follow-up technical advisory services</p>	X	X	X	X	RSC-LAC	TRAC REG	Travel	5,000
							TRAC REG	Contractual Services-companies	5,000
							TRAC REG	Communication and Audio Visual equipment	500

payment of environmental services and adoption of new technologies.

TOTAL Output 1.1. (2011)

10,500

Output 1.2 (Project ID 00062372)

40,000

Financing Strategies for National Systems of Protected Areas in key LAC countries.

International consultants

40,000

Indicators:

- Number of countries with completed scorecards.
- Number of countries utilizing scorecard and results disseminated knowledge tools in the development and adoption of their financing strategies.

Local consultants

6,000

Baseline:

Limited capacity of Governments and decision-makers in the region to ensure efficient long-term financial sustainability of their PA systems.

Contractual services-individual

2,000

Targets (2011)

- All countries have re-applied the scorecard at least once.
- At least 10 of the countries in region have received guidance in

TRAC REG

71200

TRAC REG

40,000

TRAC REG

71300

TRAC REG

6,000

TRAC REG

71400

TRAC REG

2,000

TRAC REG

71600

TRAC REG

22,400

TRAC REG

72100

TRAC REG

2,000

TRAC REG

72400

TRAC REG

1,800

TRAC REG

74200

TRAC REG

6,000

TRAC REG

74500

TRAC REG

2,006

<ul style="list-style-type: none"> - formulating their financing strategies. - 15 countries utilizing scorecard results and disseminated knowledge tools in the development and adoption of their financing strategies - Best approaches report validated and disseminated. <p>Related RP Outcome:</p> <p>Biodiversity protected through the implementation of valuation methodologies, payment of environmental services and adoption of new technologies.</p>					82-206
<p>Output 1.3 (Project ID 00062375)</p> <p>Access to REDD and other new, emerging funding mechanisms to finance climate change mitigation, especially related to forest conservation.</p> <p>Indicators:</p> <ul style="list-style-type: none"> - Number of countries have achieved an acceptable level of understanding of all aspects of REDD - Number of strategic 					<p>ACTIVITY 6:</p> <p>1.3.6. Strengthened capacities of government and non-governmental counterparts to better understand REDD issues, negotiations, financial mechanisms, etc.</p>
					<p>TRAC REG</p> <p>TRAC REG</p> <p>TRAC REG</p> <p>TRAC REG</p> <p>TRAC REG</p> <p>TRAC REG</p>
					<p>RSC-LAC</p> <p>RSC-LAC</p> <p>RSC-LAC</p> <p>RSC-LAC</p> <p>RSC-LAC</p> <p>RSC-LAC</p>
					<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>
					<p>60,000</p> <p>7500</p> <p>35000</p> <p>10,000</p> <p>3,000</p> <p>2,000</p> <p>15,000</p>
					<p>International consultants</p> <p>Contractual services-individual</p> <p>Travel</p> <p>Contractual Services Companies</p> <p>Com. and Audio Visual equipment</p> <p>Miscellaneous Expenses</p> <p>International consultant</p>

country and regional support to REDD activities.

alliances or partnerships created

- Number of REDD readiness plans approved
- Numbers of government and NGO counterparts with increased understanding of REDD

Baseline:

Limited understanding of REDD and mechanisms to facilitate access; limited capacity to access UN-REDD and WB FCPF.

Targets (2011)

- 5 more alliances or partnerships have been created
- All Government and NGO counterparts have a better understanding of REDD
- 5 REDD readiness plans approved

Related RP Outcome:

Biodiversity protected through the implementation of valuation methodologies, payment of environmental services and adoption of new technologies.

TOTAL Output 1.3 (2011)

61,729

TRAC REG	71600	Travel	10,000
TRAC REG	72100	Contractual Services Companies	14,000
TRAC REG	74500	Miscellaneous Expenses	5,229

V. MANAGEMENT ARRANGEMENTS

The project will be directly executed and implemented by the LAC Regional Centre. Project supervision will be done by the Regional Practice Leader with the technical assistance and advice of the Practice Area Ecosystem and Natural Resource Management experts. In addition, the project will work with a network of consultants, NGOs, centres of excellence, and its extended community of practice to attain its objectives.

1. Regional Program Thematic Advisory Panel

A Regional Program Thematic Advisory Panel for Environment and Energy will provide overall strategic guidance and advice to implementation of this project within the Regional Program for Environment and Energy. The Thematic Advisory Panel will be convened and chaired by the Director of the Regional Centre LAC with the support of the Regional Practice Team Leader. The Panel will i) provide advice on how to best address ongoing regional priorities within the relevant thematic area; ii) discuss the cluster project implementation outcomes and outputs, and provide feedback and technical advice on the activities and projects carried out by the practice team; and iii) review the Cluster work plan for the following year.

The Thematic Advisory Panel for Environment and Energy will consist of:

- Two recognized regional experts (from research institutes, policy institutes, academia or think tanks or civil society),
- Two Government officials (one from the UNDP Executive Board¹, complemented by other Government representatives, ensuring sub-regional geographical coverage);
- Two Resident Representatives, ensuring sub-regional coverage;
- The Practice Unit Directors of BDP

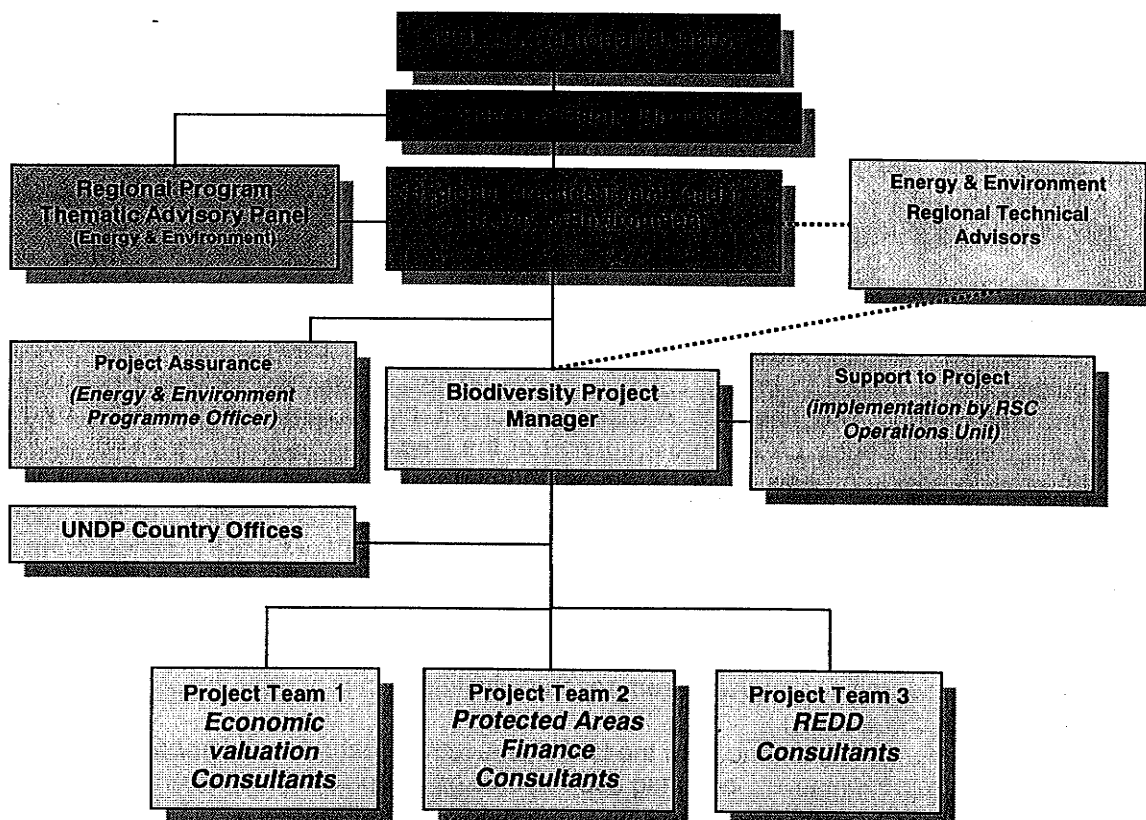
The Panel will provide strategic advice and technical inputs, where practical, to the Practice Team Leader and Project Manager.

The Regional Program Thematic Advisory Panel for Environment and Energy will meet during the first trimester of each year, beginning in 2010 at a venue determined by the Director of the Regional Center – LAC. The meeting will not last longer than one day. The Panel will be organized in June 2009 and will hold its first meeting, in which it will review the overall Cluster Work Plan for 2009. As well, the Panel will review and approve, if feasible, the 2009 Work Plan for the present project.

The Thematic Advisory Panel will be responsible for recommending management decisions, when requested by the Practice Team Leader, including approval of annual work plans and substantive revisions to the Project. Final decisions will be the responsibility of the Regional Center Director.

The following organigram shows the organizational structure for the current Project and the relation of the Regional Program Thematic Advisory Panel for Environment and Energy to the structure itself.

¹ UNDP Executive Board LAC membership: Antigua & Barbuda (2009), Colombia (2010), Haiti (2010), Cuba (2001), Mexico (2011)



2. Organizational structure for Project execution and implementation

The Director of the Regional Bureau for Latin America and the Caribbean or her delegate will request the Associate Administrator that the execution of this Project be carried out under the Direct Execution or DEX modality. She will approve and sign the project document and its substantive revisions. She will approve the allotment of TRAC regional resources and approve and sign all Cost Sharing Agreements with donors, when necessary.

The Director of the RSC – LAC will preside over the Regional Program Thematic Advisory Panel for Environment and Energy as much for activities of the Practice as for those of this regional project. He will assign execution functions to the Practice Area and the functions of implementation to the Operations Unit of the RSC - LAC. Project approval and its revisions in ATLAS, after approval by the Bureau Director, will be carried out by the person delegated by the Director of the RSC - LAC who will have the authority to fulfill this function.

The Energy & Environment Regional Practice Area of the RSC - LAC will be responsible for production of Project outputs, as planned.

The Regional Practice Team Leader of Energy & Environment will supervise technical, logistical and administrative processes for the Project. In this regard, he will supervise the Project Manager, review and comment on annual work plans and quarterly, annual and final reports. He will analyze and comment on all substantive and budgetary revisions before sending for approval. He will review and approve technical reports and project outputs. He will, as well, coordinate the operational and financial closure of the project.

The Regional Advisory Group for Energy and Environment will be responsible for technical assistance to the Regional Practice Team Leader, the Project Manager and the project team, as needed.

The UNDP Country Offices will be charged with defining the national counterparts for the project, as well as support the identification of needs regarding biodiversity that can support the present project in their countries. They will carry out the contracting of personnel and acquisition of goods and services, when needed and at the request of the Operational Coordinator of the RSC – LAC. At the same time, they will support the project by fulfilling project cycle management in ATLAS for checks and bank transfers when this service is requested.

The Project Manager (Project Coordinator), to be hired with Project resources, will be responsible for directing all technical, logistical and administrative processes with the aim of carrying out the activities planned to achieve Project Outputs. In this regard, he or she will coordinate the formulation of Terms of Reference for people and/or commercial enterprises to be contracted by the project as well as the technical specifications for the goods to be acquired. On the other hand, he or she will be responsible for formulation of annual work plans which will be reviewed by the Project Assurance officer and the Regional Practice Team Leader and forwarded to the Thematic Advisory Panel for approval. He or she will be responsible for formulation of quarterly, annual and final progress reports, for substantive and budgetary project revisions, when needed, and, with access to ATLAS, for approval of requisitions needed to cover input requirements for the Project, all of which will be forwarded to the Project Assurance officer. At the end of the project he or she will prepare a proposal for the transfer of goods acquired with project resources. The quarterly, annual and final reports, as well as Project revisions and the proposal for transfer, will be sent to the Project Assurance officer and through him or her to the Regional Practice Team Leader. At the same time, he or she will participate in the Selection Committees and/or Panels for the people to be contracted and for the businesses and institutions providing goods and services, as needed. The Project Manager will supervise those people contracted with project resources and will evaluate their performance. He or she will review and comment on the technical reports by consultants and companies or institutions and will send them to the Project Assurance officer, who will then forward them to the Practice Team Leader. In regard to the acquisition of goods, he or she will ensure that they stipulated technical specifications are complied with and used for the objective they were acquired for. He or she will review Requests for Direct Payment in processing payment to goods and services providers. The Project Manager will report directly to the Regional Practice Team Leader.

The Project Assurance officer, will be designated by the Director of the RSC – LAC from the Regional Center team of Regional or Program Officers. The Project Assurance officer will be responsible for following and monitoring Project management, in particular he or she will undertake on-site monitoring visits, in specific cases to participating countries, will review and comment on annual work plans, progress reports, substantive and budget revisions, and on the proposal for transfer of equipment at the end of the project. As well, he or she will be responsible for inputting baseline information to ATLAS for Project monitoring and for bringing Project information up to date at least once every three months, at a minimum, on receipt of the quarterly progress reports. After reviewing and commenting on the annual progress report and the follow-on annual work plan, he or she will forward these to the members of the Panel through the Regional Practice Team Leader. The Project Assurance officer will report directly to the Regional Practice Team Leader, if he or she forms part of his team, or if he or she belongs to another unit he or she will report to the chief of the same.

The Operations and Project Implementation Unit of RSC – LAC will be responsible for carrying out the implementation of the Project, that is to say, contracting of people and acquisition of goods, materials and services required in the framework of the current project, and will be responsible for approving disbursements of the project.

Project Team: The project will comprise a team of consultants who will carry out activities foreseen in the annual work plans. As well, people will be contracted for logistical, administrative

and financial management support. The project team and the Project Manager will receive technical assistance, when needed, from the Regional Advisory Group for Energy & Environment.

3. Resource Mobilization

The Regional Energy & Environment Practice Area of the RSC – LAC and the UNDP Country Offices, will carry out the necessary activities to mobilize more financial resources and to broaden the Project's scope in regard to projected outputs and countries receiving technical assistance in the area of biodiversity. The total volumes of resources mobilized will include amounts for the payment of General Management Services (GMS) of UNDP and the Implementation Support Services (ISS) provided by the RSC – LAC to the project.

4. Cost Recovery

Total budgeted resources for the project are US\$ 2,082,255, of which US\$ 1,582,255 comes from regional TRAC and US\$ 500,000 from a contribution of the Government of Spain. Of the Spanish contribution, 7% will be allotted to cover expenses associated with General Management Services provided by diverse UNDP units. The amount associated with GMS will be distributed among the different units according to UNDP's Cost Recovery Policy.

For Implementation Support Services (ISS) received by the Project, the RSC – LAC will receive the equivalent of 5% of the total of the resources disbursed from the budgeted of US\$ 2,082,255 (TRAC and total contribution of the Government of Spain).

VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

Proper monitoring will be ensured through the following activities, of which the corresponding ATLAS report is mentioned between brackets:

- Annual Review (Annual Review).
 - Annual Report (Annual RPT – PIR).
 - Audit (Audit).
 - Donor Report (Donor Report).
 - Final Evaluation (Final Eval).
 - Mid Term Evaluation (Mid Term Eval).
 - Monitoring Visit (Monitor Visit).
 - Report Publication (RPT – Publication).
 - Special Evaluation (Special Eval).
 - Annual Work Plan (Workplan).
 - Workshop (Workshop).
 - Others (X_Other).
- A **mid-term** report will be prepared by the each area team and submitted to the Energy and Environment Regional Practice Team Leader in July 2010.

Annually:

- **Annual Progress Report.** An Annual Progress Report shall be prepared by the Project Manager and shared with the Thematic Advisory Panel and the Outcome Board. As minimum requirement, the Annual Progress Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above

element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the first quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Thematic Advisory Panel and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

The Regional Centre will report in line with Agreement signed by UNDP on March 3rd, 2009 with the Government of Spain.

Quality Management for Project Activity Results (2008-2011)

OUTPUT 1.1: Regional Report on the Economic Value of Biodiversity Assets in the Region and the Potential Impact of Biodiversity Loss and Ecosystem Degradation on Development		
Activity Result 1.1.7	<i>Regional report on the economic value of biodiversity conservation and ecosystems protection produced.</i>	Start Date: June 2008 End Date: December 2009
Purpose	In response to the regional situation analysis and making efficient use of past/existing successful initiatives and best practices, produce a report (based on key information and relevant scope and methodology) inducing positive changes in perception of biodiversity conservation and ecosystems protection.	
Description	After the compilation and review of relevant documentation to identify key issues to be addressed by the report, the scope and methodology of the report will be drafted in order to guide report elaboration. Report will be finalized undertaking formal and informal consultations (with key partners and stakeholders; informal consultations with technical experts from selected countries; electronic consultations with international organizations, CSOs, and academic institutions; and formal consultation meeting with Government experts) before its publication.	
Quality Criteria	Quality Method	Date of Assessment
Documents and information compiled and validated. Comprehensive outline for report drafted and validated.	Peer review and appraisal of compiled documents, information and report.	June 2009
Scope and methodology document drafted and validated.	Review and approval of scope and methodology document.	May 2009
Evaluation and feedback surveys completed and reviewed.	Review and analysis of evaluation and feedback surveys, and document with comments and recommendations towards finalization of report.	October 2009
Preliminary version of report drafted and reviewed. Final version of report produced and validated.	Peer review of draft report and document with comments and recommendations towards its revision. Review and appraisal of final version of report.	December 2009
Activity Result 1.1.8	<i>Final report disseminated and key elements of report reach target audiences (key policy- and decision-makers, as well as general public).</i>	Start Date: January 2010 End Date: December 2011
Purpose	To ensure that the report will be effectively disseminated at the highest levels of government and that key elements will be widely communicated to the public.	

OUTPUT 1.1: Regional Report on the Economic Value of Biodiversity Assets in the Region and the Potential Impact of Biodiversity Loss and Ecosystem Degradation on Development

Description	A communication strategy will be designed and a communication campaign implemented (Advocacy, Website, and Media).	
Quality Criteria	Quality Method	Date of Assessment
Communications strategy document prepared and validated	Peer review and approval of strategy document.	June 2010
<ul style="list-style-type: none"> • Report received by all targeted stakeholders. • Press releases drafted and validated. • Articles about report reviewed and validated before publishing. • TV commercial and radio announcements produced and validated. 	<ul style="list-style-type: none"> • Copy of delivery/receipt confirmations • Peer review and appraisal of press releases. Copy of issued press releases. • Review and approval by project communications consultant of articles, media campaign before their publication/broadcast in targeted media. • Copy of final articles published, media announcements. • Copy of signed and dated MOU/contract with TV/radio network(s) stipulating agreed. 	December 2010
Activity Result 1.1.9	<i>Technical guidance on valuation provided to COs and national projects for adopting economic policies and strategies that consider biodiversity conservation and ecosystems protection (targeting countries farthest behind).</i>	Start Date: May 2010 End Date: December 2011
Purpose	To present regional report and facilitate forum for policy and decision-makers in order to develop "ways forward" toward planning economic development with a biodiversity-friendly scope. Technical follow-up will be provided to countries requesting specific assistance advising for the development of frameworks including biodiversity and which are ecosystems-proofed.	
Description	Workshops/conference will be organized and carried out, report presented, and a forum for policy- and decision-makers will be facilitated. Technical assistance missions and/or consultations will be organized and carried out for countries requesting support in drafting or revising economic development frameworks with considerations for biodiversity and ecosystems.	
Quality Criteria	Quality Method	Date of Assessment
At least 10 workshops/conferences carried out and evaluated. At least 85% satisfaction rating by attendees.	Peer review and approval of workshop/conference agenda(s) and participants list(s). Review and analysis of workshop/conference evaluations, and documenting of lessons learned.	December 2011
Missions to at least 30% of requesting countries carried out and evaluated. Consultations with at least 30% of requesting countries performed and evaluated.	Peer review and approval of mission/consultation TORs. Review and analysis of mission/consultation evaluations, and documenting of lessons learned.	December 2011

OUTPUT 1.2: Financing Strategies for National Systems of Protected Areas has advanced in key LAC countries

Activity Result 1.2.1	<i>PA systems financing gaps identified and needs defined in over half of the countries of the LAC region through the implementation of a financial sustainability scorecard</i>	Start Date: June 2008 End Date: December 2011
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OUTPUT 1.2: Financing Strategies for National Systems of Protected Areas has advanced in key LAC countries

Purpose

To assist key Government actors and decision-makers in identifying their PA financing needs and gaps in a systematic and periodic manner by: ensuring the efficient completion of all scorecards and guiding targeted actors in making the most efficient and effective use of their scorecards results to develop sustainable strategies for maintaining their PA systems.

To help countries gauge their progress over the course of the past year and identify continued or newly emerging gaps and needs to be addressed; and to ensure that this valuable tool is being used in the systematic and periodic manner for which it was designed.

Description

The scorecard drafted, peer-reviewed, and published (build on best practices, clearly stating purpose and benefits of scorecard application) will be disseminated to key focal points in the region.

The completion of scorecard will be promoted in each country (raising participants' interest and understanding concerning the use of the tool), providing support to at least half of the countries in the region to carry out the annual scorecard exercise. Built on successful experiences, lessons learned, and best practices from pilot cases, the regional report on financially sustainability will be developed and disseminated as well as a new edition of the scorecard.

Quality Criteria	Quality Method	Date of Assessment
Scorecard validated, appraised and received by all countries.	Peer-review and approval of scorecard. Confirmation of delivery/receipt.	October 2008
<ul style="list-style-type: none"> All TORs, agendas, participants lists, and other materials for training sessions validated and appraised. Training sessions evaluated. Completed scorecards for over half of the countries in the region. 	<ul style="list-style-type: none"> Peer-review and appraisal of TORs, agendas, participants lists, and other materials for training sessions. Peer review and appraisal of BTORS. Analysis of trainee evaluations. Confirmation of receipt and peer-review of scorecards. 	October 2008
<ul style="list-style-type: none"> Report validated and appraised. Report received by all countries. 	<ul style="list-style-type: none"> Peer-review and approval of report. Confirmation of delivery/receipt 	January 2009
<ul style="list-style-type: none"> Revised scorecard validated and appraised. Revised scorecard received by all countries. Completed scorecards for over half of the countries in the region. Periodic reapplication of scorecards 	<ul style="list-style-type: none"> Peer-review and approval of revised scorecard. Confirmation of delivery/receipt. Validation and peer-review of completed scorecards 	December 2011

Activity Result 1.2.2 *Identify and share best practices and approaches to key elements of financial sustainability of Protected Areas* (Activity has been cancelled and form part of new activity 1.2.4)

Activity Result 1.2.3 *Strengthened financial management capacity of critical number of staff from LAC governments and other key stakeholders.* Start Date: January 2010
End Date: December 2010

Purpose To strengthen the capacities of key Government actors on Protected Area Systems.

Description

High level regional workshop/conference on PAS financing (in cooperation with project partners) will be organized , including sessions aimed at: synthesizing and wrapping-up scorecard and knowledge tools activities; presenting Biodiversity Valuation report and facilitating follow-up discussion; introducing REDD project activities and beneficial linkages with PA financing; and establishing "the way forward" for concrete follow-up action by each country.

OUTPUT 1.2: Financing Strategies for National Systems of Protected Areas has advanced in key LAC countries.

Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> All workshop/conference materials reviewed and validated. At least 1 key representative from each target country participating in workshop/conference. Workshop/conference evaluated. At least 85% satisfaction rating by participants. 	<ul style="list-style-type: none"> Peer-review and approval of agendas and participants lists for each capacity development activity. Analysis of participant evaluations. 	December 2010

Activity Result 1.2.4	<i>Knowledge and guidance tools on cost-effectiveness, cost-accounting, non-conventional funding sources, and best practices for financial data collection for PA systems produced and disseminated.</i>	Start Date: August 2008 End Date: March 2009
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Purpose	<p>To provide Governments with key policy guidance to ensure efficient and effective PA system financing, with up-to-date information on cost-accounting options for their PA systems.</p> <p>To increase Government knowledge base with regards to innovative financing options for PA systems, and assist them in ensuring efficient collection of reliable financial data, which will help them accurately apply their scorecards and hence allow for more efficient and effective financial sustainability strategies.</p>
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Description	<p>An analysis of cost-effectiveness of PA systems will be performed, and the report will be developed and disseminated including policy recommendations for strategies to ensure improved efficiency and effectiveness.</p> <p>The mapping of existing cost-accounting systems in use in PA systems will be performed, identifying key strengths and weaknesses in order to produce and disseminate a report on alternatives to current methods.</p> <p>A background research and analysis of prospective non-conventional sources of financing for PA systems (including REDD, CDM, and others) will be undertaken, and policy recommendations produced and disseminated: selected case studies have to be reviewed, and a pilot data collection exercises undertaken as well as a draft best practices developed in order to insure efficient collection of financial data, reliability of data collected, and accurate analysis of data.</p>
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Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> Report developed, validated, and evaluated, and disseminated to all countries of the region. At least 85% satisfaction rating among report readers/users: they will validate use of report information for the formulation of their financing strategies. 	<ul style="list-style-type: none"> Peer review and appraisal of final report. Confirmation of delivery/receipt. Analysis of reader/user evaluations. 	December 2009

<ul style="list-style-type: none"> Policy recommendations developed, validated, evaluated and disseminated to all countries of the region. At least 85% satisfaction rating among readers/users who validate recommendations for the formulation of their financing strategies. 	<ul style="list-style-type: none"> Peer review and appraisal of final recommendations. Confirmation of delivery/receipt. Analysis of reader/user evaluations. 	June 2009
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Activity Result 1.2.5	<i>Targeted technical backstopping provided to guide key stakeholders in the process of developing PA systems financial sustainability strategies for their respective countries</i>	Start Date: January 2010 End Date: December 2011
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Purpose	To assist (long term) key Government actors in formulating and establishing their
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OUTPUT 1.2: Financing Strategies for National Systems of Protected Areas has advanced in key LAC countries		
	<p>respective PAS financial sustainability strategies. To capitalize on previous pilot experience in order to enhance the efficiency and effectiveness of future financial strategies to be developed.</p>	
Description	<p>In follow-up to regional workshop, provide technical advisory services (technical input, missions, consultations) to selected countries, utilizing scorecard and knowledge tools. Lessons learned will be identified in order to define best practices, and produce and disseminate report on best approaches for developing PA financing strategies. Building on best approaches report, follow-up support will be provided to remaining countries in the region in developing their PAs financial sustainability strategies, including providing seed funding for countries where financial analyses have not been carried out (e.g. Panama, Argentina, Venezuela, Honduras, Mexico, Brazil (state level)).</p>	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> • TORs and mission/consultant materials validated and appraised. • Mission/consultation evaluated. • At least 85% satisfaction rating by trainee. • Sustainable PA financing strategies drafted for at least the 2 pilot countries. 	<ul style="list-style-type: none"> • Peer-review and approval of TORs and mission/consultant materials. • Analysis of trainee evaluations. • Validation and peer-review of draft strategies. 	March 2010
Report developed and validated.	Peer review and appraisal of final report.	December 2011

OUTPUT 1.3: Access to REDD and other new, emerging funding mechanisms to finance climate change mitigation, especially related to forest conservation		
Activity Result 1.3.5	<i>Strengthened UNDP country and regional staff capacity to assist countries in understanding and taking advantage of UN-REDD, FCPF and other REDD mechanisms.</i>	Start Date: March 2009 End Date: December 2010
Purpose	Strengthening the capacity of the UNDP country and regional staff will position UNDP and ensure access to and understanding of the REDD mechanisms and its potential for the LAC region.	
Description	Based on the capacity building needs the activities will be defined targeting both the country and the regional UNDP staff.	
Quality Criteria	Quality Method	Date of Assessment
TORs and mission/consultant materials validated and appraised.	Peer-review and approval of TORs and mission/consultant materials.	December 2009
<ul style="list-style-type: none"> • Missions/consultation evaluated • At least 75% satisfaction rating by regional and country staff 	Participants evaluation	December 2010
Activity Result 1.3.6	<i>Government and non-governmental counterparts have a better understanding of REDD issues, negotiations, financial mechanisms, etc.</i>	Start Date: June 2009 End Date: December 2010
Purpose	Key players in the region will receive training on REDD issues, negotiations, financial mechanisms for these counterparts to be better equipped and informed about the REDD opportunities.	
Description	Trainings will be organized for the counterparts in key countries.	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> • Training materials validated and appraised. 	Peer-review and approval of training materials.	December 2009
<ul style="list-style-type: none"> • Training consultation evaluated 	Peer-review	December 2010

OUTPUT 1.3: Access to REDD and other new, emerging funding mechanisms to finance climate change mitigation, especially related to forest conservation.		
<ul style="list-style-type: none"> • Number of government and NGO counterpart with increased understanding of REDD 		
Activity Result 1.3.7	<i>Strengthened support to countries by ensuring appropriate country and regional support to REDD activities.</i>	Start Date: March 2009 End Date: December 2010
Purpose	Regional and country staff will work together in a concerted way to ensure good communication and collaboration on REDD activities in the region.	
Description	Establish partnerships with leading organizations and institutions at the regional level to identify and implement methodologies for key aspects of REDD readiness plans and programs: stakeholder consultations, forest carbon monitoring, financial mechanisms, etc.	
Quality Criteria	Quality Method	Date of Assessment
Number of REDD readiness plans approved	Peer-review of readiness plans	December 2010

VI. LEGAL CONTEXT

1. Countries participating.

The governments of the countries with confirmed participation to this regional project so far that have signed the SBAA are Argentina, Belize, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Nicaragua, Paraguay, St Lucia and Uruguay.

Brazil, Chile, Mexico and Peru are also participating in the regional project but has up to date not signed the SBAA.

During the full implementation of the project it is expected that more countries will be incorporated to the regional project.

Considering the above, the following therefore applies:

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government Argentina of and UNDP, signed February 26th, 1985 and entered into effect August 31st, 1987.

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Belize and UNDP, signed June 7th, 1982 and entered into effect June 7th, 1982.

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Colombia and UNDP, signed May 29th, 1974 and entered into effect January 23rd, 1975.

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Costa Rica and UNDP, signed on August 7th, 1973 and entered into effect February 6th, 1976.

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Cuba and UNDP, signed May 17th, 1975 and entered into effect May 17th 1975.

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Dominican Republic and UNDP, signed June 11th, 1974 and entered into effect May 8th, 1975.

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Ecuador and UNDP, signed March 8th, 1989 and entered into effect March 8th, 1989.

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of El Salvador and UNDP, signed march 21st, 1975 and entered into effect June 23rd, 1975.

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Guatemala and UNDP, signed May 21st, 1992.

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Haiti and UNDP, signed June 28th, 1973 and entered into effect June 28th, 1973.

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Honduras and UNDP, signed January 17th, 1995.

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Nicaragua and UNDP, signed May 4th, 1978 and entered into effect May 4th, 1978.

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Paraguay and UNDP, signed October 7th, 1977 and entered into effect June 29, 1978.

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of St. Lucy and UNDP, signed July 22nd, 1981 and entered into effect July 22nd, 1981.

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Uruguay and UNDP, signed December 12th, 1985 and entered into effect September 20th, 1988.

Since the Governments of Brazil, Chile, Mexico and Peru have not signed the Standard Basic Assistance Agreement with UNDP, the following will apply for these governments:

The project document shall be the instrument envisaged in the Supplemental Provisions to the Project Document, attached hereto.

2. Executing agency.

The executing agency of this regional project will be the UNDP itself, represented by its Regional Centre in Panama.

The responsibility for the safety and security of the Regional Centre and its personnel and property, and of UNDP's property in the Regional Centre custody, rests with the Regional Centre.

The Regional Centre shall:

- a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the regional project has its headquarters.
- b) Assume all risks and liabilities related to the Regional Centre security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The Regional Centre agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VII. ANNEXES

Annex 1. Risk Analysis.

Annex 2. Standard annex to project documents for use in countries which are not parties to the Standard Basic Assistance Agreement (SBAA).

Annex 3. Annual Progress Report – 2008.

Annex 4. Terms of Reference for key project personnel.

Annex 5. Cost-sharing agreement with the Government of Spain.

Annex 1. Risk Analysis.

Project Title: Strategic Eco-systems and Biodiversity protected through the implementation of valuation methodologies, payment of environmental services and adoption of new technologies.		Award ID: 00050457		Date: June, 2009					
#	Description	Date Identified	Type	Impact & Probability	Countermeasures/ Management response	Owner	Submitted/ updated by	Last Update	Status
1	The global financial crisis causes sharp reductions in government and NGO budgets limiting participation in the project as well as the outcome of the project.	March 2009	Financial	<p>The economic crisis appears to be deepening over time with recovery by mid 2010 a moderate possibility. With declining fiscal revenues, governments may be unlikely to support biodiversity conservation as a top priority in light of worsening poverty. NGOs, on their side, may not be able to ensure the financial sustainability for operations and may therefore not have the capacity to participate fully in the project.</p> <p>I = 3 P = 3</p>	<p>On the one hand project management can give emphasis to the economic value of ecosystems services and biodiversity in order to help the governments strategically deal with the crisis.</p> <p>On the other hand the project might consider facilitating resource mobilization by key actors.</p>	Project Manager	Team Leader	June 2009	Stable

Annex 2.

Standard Text: Supplemental Provisions to the Project Document:

The Legal Context

General responsibilities of the Government, UNDP and the executing agency

1. All phases and aspects of UNDP assistance to this project shall be governed by and carried out in accordance with the relevant and applicable resolutions and decisions of the competent United Nations organs and in accordance with UNDP's policies and procedures for such projects, and subject to the requirements of the UNDP Monitoring, Evaluation and Reporting System.
2. The Government shall remain responsible for this UNDP-assisted development project and the realization of its objectives as described in this Project Document.
3. Assistance under this Project Document being provided for the benefit of the Government and the people of (the particular country or territory), the Government shall bear all risks of operations in respect of this project.
4. The Government shall provide to the project the national counterpart personnel, training facilities, land, buildings, equipment and other required services and facilities. It shall designate the Government Co-operating Agency named in the cover page of this document (hereinafter referred to as the "Co-operating Agency"), which shall be directly responsible for the implementation of the Government contribution to the project.
5. The UNDP undertakes to complement and supplement the Government participation and will provide through the Executing Agency the required expert services, training, equipment and other services within the funds available to the project.
6. Upon commencement of the project the Executing Agency shall assume primary responsibility for project execution and shall have the status of an independent contractor for this purpose. However, that primary responsibility shall be exercised in consultation with UNDP and in agreement with the Cooperating Agency. Arrangements to this effect shall be stipulated in the Project Document as well as for the transfer of this responsibility to the Government or to an entity designated by the Government during the execution of the project.
7. Part of the Government's participation may take the form of a cash contribution to UNDP. In such cases, the Executing Agency will provide the related services and facilities and will account annually to the UNDP and to the Government for the expenditure incurred.

(a) Participation of the Government

1. The Government shall provide to the project the services, equipment and facilities in the quantities and at the time specified in the Project Document. Budgetary provision, either in kind or in cash, for the Government's participation so specified shall be set forth in the Project Budgets.
2. The Co-operating Agency shall, as appropriate and in consultation with the Executing Agency, assign a director for the project on a full-time basis. He shall carry out such responsibilities in the project as are assigned to him by the Cooperating Agency.

3. The estimated cost of items included in the Government contribution, as detailed in the Project Budget, shall be based on the best information available at the time of drafting the project proposal. It is understood that price fluctuations during the period of execution of the project may necessitate an adjustment of said contribution in monetary terms; the latter shall at all times be determined by the value of the services, equipment and facilities required for the proper execution of the project.

4. Within the given number of man-months of personnel services described in the Project Document, minor adjustments of individual assignments of project personnel provided by the Government may be made by the Government in consultation with the Executing Agency, if this is found to be in the best interest of the project. UNDP shall be so informed in all instances where such minor adjustments involve financial implications.

5. The Government shall continue to pay the local salaries and appropriate allowances of national counterpart personnel during the period of their absence from the project while on UNDP fellowships.

6. The Government shall defray any customs duties and other charges related to the clearance of project equipment, its transportation, handling, storage and related expenses within the country. It shall be responsible for its installation and maintenance, insurance, and replacement, if necessary, after delivery to the project site.

7. The Government shall make available to the project - subject to existing security provisions - any published and unpublished reports, maps, records and other data which are considered necessary to the implementation of the project.

8. Patent rights, copyright rights and other similar rights to any discoveries or work resulting from UNDP assistance in respect of this project shall belong to the UNDP. Unless otherwise agreed by the Parties in each case, however, the Government shall have the right to use any such discoveries or work within the country free of royalty and any charge of similar nature.

9. The Government shall assist all project personnel in finding suitable housing accommodation at reasonable rents.

10. The services and facilities specified in the Project Document which are to be provided to the project by the Government by means of a contribution in cash shall be set forth in the Project Budget. Payment of this amount shall be made to the UNDP in accordance with the Schedule of Payments by the Government.

11. Payment of the above-mentioned contribution to the UNDP on or before the dates specified in the Schedule of Payments by the Government is a prerequisite to commencement or continuation of project operations.

(b) Participation of the UNDP and the executing agency

1. The UNDP shall provide to the project through the Executing Agency the services, equipment and facilities described in the Project Document. Budgetary provision for the UNDP contribution as specified shall be set forth in the Project Budget.

2. The Executing Agency shall consult with the Government and UNDP on the candidature of the Project Manager (may also be designated Project Coordinator or Chief Technical Adviser, as appropriate) who, under the direction of the Executing Agency, will be responsible in the country for the Executing Agency's participation in the project. The Project Manager shall supervise the experts and other agency personnel assigned to the project, and the on-the-job training of national

counterpart personnel. He shall be responsible for the management and efficient utilization of all UNDP-financed inputs, including equipment provided to the project.

3. The Executing Agency, in consultation with the Government and UNDP, shall assign international staff and other personnel to the project as specified in the Project Document, select candidates for fellowships and determine standards for the training of national counterpart personnel.

4. Fellowships shall be administered in accordance with the fellowships regulations of the Executing Agency.

5. The Executing Agency may, in agreement with the Government and UNDP, execute part or all of the project by subcontract. The selection of subcontractors shall be made, after consultation with the Government and UNDP, in accordance with the Executing Agency's procedures.

6. All material, equipment and supplies which are purchased from UNDP resources will be used exclusively for the execution of the project, and will remain the property of the UNDP in whose name it will be held by the Executing Agency. Equipment supplied by the UNDP shall be marked with the insignia of the UNDP and of the Executing Agency.

7. Arrangements may be made, if necessary, for a temporary transfer of custody of equipment to local authorities during the life of the project, without prejudice to the final transfer.

8. Prior to completion of UNDP assistance to the project, the Government, the UNDP and the Executing Agency shall consult as to the disposition of all project equipment provided by the UNDP. Title to such equipment shall normally be transferred to the Government, or to an entity nominated by the Government, when it is required for continued operation of the project or for activities following directly there from. The UNDP may, however, at its discretion, retain title to part or all of such equipment.

9. At an agreed time after the completion of UNDP assistance to the project, the Government and the UNDP, and if necessary the Executing Agency, shall review the activities continuing from or consequent upon the project with a view to evaluating its results.

10. UNDP may release information relating to any investment oriented project to potential investors, unless and until the Government has requested the UNDP in writing to restrict the release of information relating to such project.

Rights, Facilities, Privileges and Immunities

1. In accordance with the Agreement concluded by the United Nations (UNDP) and the Government concerning the provision of assistance by UNDP, the personnel of UNDP and other United Nations organizations associated with the project shall be accorded rights, facilities, privileges and immunities specified in said Agreement.

2. The Government shall grant UN volunteers, if such services are requested by the Government, the same rights, facilities, privileges and immunities as are granted to the personnel of UNDP.

3. The Executing Agency's contractors and their personnel (except nationals of the host country employed locally) shall:

(a) Be immune from legal process in respect of all acts performed by them in their official capacity in the execution of the project;

(b) Be immune from national service obligations;

(c) Be immune together with their spouses and relatives dependent on them from immigration restrictions;

(d) Be accorded the privileges of bringing into the country reasonable amounts of foreign currency for the purposes of the project or for personal use of such personnel, and of withdrawing any such amounts brought into the country, or in accordance with the relevant foreign exchange regulations, such amounts as may be earned therein by such personnel in the execution of the project;

(e) Be accorded together with their spouses and relatives dependent on them the same repatriation facilities in the event of international crisis as diplomatic envoys.

4. All personnel of the Executing Agency's contractors shall enjoy inviolability for all papers and documents relating to the project.

5. The Government shall either exempt from or bear the cost of any taxes, duties, fees or levies which it may impose on any firm or organization which may be retained by the Executing Agency and on the personnel of any such firm or organization, except for nationals of the host country employed locally, in respect of:

(a) The salaries or wages earned by such personnel in the execution of the project;

(b) Any equipment, materials and supplies brought into the country for the purposes of the project or which, after having been brought into the country, may be subsequently withdrawn there from;

(c) Any substantial quantities of equipment, materials and supplies obtained locally for the execution of the project, such as, for example, petrol and spare parts for the operation and maintenance of equipment mentioned under (b), above, with the provision that the types and approximate quantities to be exempted and relevant procedures to be followed shall be agreed upon with the Government and, as appropriate, recorded in the Project Document; and

(d) As in the case of concessions currently granted to UNDP and Executing Agency's personnel, any property brought, including one privately owned automobile per employee, by the firm or organization or its personnel for their personal use or consumption or which after having been brought into the country, may subsequently be withdrawn there from upon departure of such personnel.

6. The Government shall ensure:

(a) prompt clearance of experts and other persons performing services in respect of this project; and

(b) the prompt release from customs of:

(i) equipment, materials and supplies required in connection with this project; and

(ii) property belonging to and intended for the personal use or consumption of the personnel of the UNDP, its Executing Agencies, or other persons performing services on their behalf in respect of this project, except for locally recruited personnel.

7. The privileges and immunities referred to in the paragraphs above, to which such firm or organization and its personnel may be entitled, may be waived by the Executing Agency where, in its opinion or in the opinion of the UNDP, the immunity would impede the course of justice and can be waived without prejudice to the successful completion of the project or to the interest of the UNDP or the Executing Agency.

8. The Executing Agency shall provide the Government through the resident representative with the list of personnel to whom the privileges and immunities enumerated above shall apply.

9. Nothing in this Project Document or Annex shall be construed to limit the rights, facilities, privileges or immunities conferred in any other instrument upon any person, natural or juridical, referred to hereunder.

Suspension or termination of assistance:

1. The UNDP may by written notice to the Government and to the Executing Agency concerned suspend its assistance to any project if in the judgement of the UNDP any circumstance arises which interferes with or threatens to interfere with the successful completion of the project or the accomplishment of its purposes. The UNDP may, in the same or a subsequent written notice, indicate the conditions under which it is prepared to resume its assistance to the project. Any such suspension shall continue until such time as such conditions are accepted by the Government and as the UNDP shall give written notice to the Government and the Executing Agency that it is prepared to resume its assistance.

2. If any situation referred to in paragraph 1, above, shall continue for a period of fourteen days after notice thereof and of suspension shall have been given by the UNDP to the Government and the Executing Agency, then at any time thereafter during the continuance thereof, the UNDP may by written notice to the Government and the Executing Agency terminate the project.

3. The provisions of this paragraph shall be without prejudice to any other rights or remedies the UNDP may have in the circumstances, whether under general principles of law or otherwise.

Annex 3. Annual Progress Report - 2008

ANNUAL PROGRESS REPORT 2008

Project Title	Strategic Eco-systems and Biodiversity protected through the implementation of valuation methodologies, payment of environmental services and adoption of new technologies
Date of submission to UNDP	/
Author:	/
Award ID:	00050457
Expected Outcome of the Regional Programme:	Biodiversity protected through the implementation of valuation methodologies, payment of environmental services and adoption of new technologies.
Expected Outputs of the Regional Programme:	<ol style="list-style-type: none"> 1) Report on biodiversity and environmental services; 2) Good practices and support to national and sub-national governments on valuation of environmental services delivered; 3) Improved policies to protect ecosystems and promoted eco businesses through policy dialogue, advice and advocacy.
Executing agency:	UNDP/RSC/LAC
Implementing agency/ies	UNDP/RSC/LAC
Start date Award ID:	June, 2008
End date Award ID:	December 31, 2011
Total Budget (Award ID):	USD 1,600,000
Participating countries	The Latin America and Caribbean Region
Leading country:	Panama
Reporting Period:	01/06/2008 - 31/12/2008
Expenditures Period:	US\$ 159,464

Brief Project description

The regional Energy and Environment Practice team will focus on assisting Country Offices to help their respective countries build their capacities to understand and value the ecosystem services, including biodiversity, on which a great deal of their economic welfare depends. At the same time this project will support 18 countries of the region to analyze and plan for the financial sustainability of their protected area systems, as key components of natural capital essential to climate change adaptation and mitigation.

The project will produce major reports for input to regional and national policy processes aimed at ensuring long term production of ecosystem goods and services for benefits at national, regional and global levels.

I) MAIN PROJECT ACHIEVEMENTS

Main project achievements in 2008

Establishment and consolidation of Strategic Alliances have been created both for the outputs on Economic Valuation as in PA Finance. As part of the initiation phase of the project a lot of attention has also been spent on the identification of the technical and political teams. For the Economic Valuation initiative, for instance, the Technical Advisory Committee has been formed and the Biodiversity, Ecosystems, Finance and Development Commission have been formed. The core working group has also been identified with ToR elaborated and contracts in progress. Other initiation tasks that have been undertaken are the elaboration of workplans, work modalities and contracts. With regard to the Economic Valuation a literature study has been conducted with selection of case studies to reflect key messages of the Report.

In particular:

For the Economic Valuation report the project can now count on the co-funding and support of UNEP, CEPAL and the Biodiversity Convention Secretariat. Consultation has been undertaken with national and regional leading environmental organizations and with multi lateral institutes, such as BID, WB, Conservation International, TNC GEF, The Environmental Defense Fund and The Economics of Ecosystems and Biodiversity (TEEB) with the aim of consolidating alliances for the development and execution of this initiative.

Concerning PA financing, the interactive application of the scorecard enabled participants to determine their PA system's overall financial status, assess key elements (or lack thereof) of their financing systems (e.g. governance frameworks that enable sustainable PA finance, business planning and other tools for cost-effective management and tools and systems for revenue-generation and mobilization), and identify which elements required strengthening to advance sustainability of the respective PA systems. It also enabled the exchange of views and discussion between different stakeholders within each country on the status of different elements of financial sustainability and potential ways to correct deficiencies. Approximately 300 people were trained in the application of the financial scorecard 30% of which were Directors or Heads of Departments.

II) PROJECT PROGRESS

Describe the level of progress of the planned project activities and Outputs made during the reporting year.

Output 1	Regional Report on the Economic Value of Biodiversity Assets in the Region and the Potential Impact of Biodiversity Loss and Ecosystems Degradation on Development		
Project ID	00062371		
Indicator(s)	<ul style="list-style-type: none"> • Recognition of regional report at senior level. • Percentage of positive responses to report. • # of follow-up national studies performed. • Articles being published about regional report 1 year after launching. • Report accepted at global COP. • Positive change in perceptions on biodiversity conservation and ecosystems protection resulting from project. • Number of targeted countries with [revised] economic development frameworks integrating biodiversity and ecosystems considerations. 		
Baseline(s)	Limited capacity of regional policy and decision makers to ensure conservation of biodiversity and protection of ecosystems		
Year Target(s)	2008-2011		
Activity 1.1	Year Target	Indicator	% of Achievement
Partnerships established with main sponsors	To identify and select potential partners (key sectors of government, academia and organizations with experience in natural resource economics and policy making) to initiate the process of producing the report on the economic value of biodiversity	MOU that defines terms of engagement, roles and responsibilities	100%
Comments	Partnerships with UNEP, ECLAC, and the CBD Secretariat have been established. Consultations with regional and global NGOs as well as multilateral institutions and partnering initiatives have been advanced. Collaboration terms have been defined with GEF, The Nature Conservancy, the Environmental Defense Fund, and The Economics of Ecosystems and Biodiversity (TEEB). Terms of engagement are being advanced with the World Bank, the Inter-American Development Bank and Conservation International.		
Activity 1.2	Year Target	Indicator	% of Achievement
Select and hire a small core team to undertake feasibility of project and prepare first draft on scope and methodology	Hire consultants, undertake feasibility of the project, and prepare a first draft on scope and methodology	TOR for consultants Report on scope and methodology	100%
Comments	The core team has been identified and TOR for each member have been completed. The methodology, key messages and potential case studies have been identified. A first technical document has been prepared by the team.		
Activity 1.3	Year Target	Indicator	% of Achievement

A High-level Technical Advisory Group to provide overall technical-guidance to the report is established and terms of reference and engagement agreed upon	The high-level technical advisory group will provide technical guidance to ensure that the report findings have an impact natural resource use throughout the Latin American and Caribbean region	Regional technical and political importance of the high-level technical advisory group Draft scope and methodology	100%
Comments	Members of the Technical Advisory Committee (TAC) of the initiative have been identified and held an introductory work session in Panama in September 2008 to review scope and methodology. The first official meeting of TAC members to review an initial technical document has been convened for the 24th and 25th of March, 2009. TORs have been prepared for: (a) TAC members; (b) TAC consultants to carry out in-dept review of technical document; (c) senior advisor to the TAC.		
Activity 1.4	Year Target	Indicator	% of Achievement
Consultations with government technical experts on scope of the report and communications and dissemination	To carry out a consultation process with technical experts from the region	Draft scope of the report	100%
Comments	An introduction on the scope of the initiative was presented at a Fiscal Policy workshop organized by ECLAC senior consultants for the financial ministers of the region. With the collaboration of Yolanda Kakabadse and Claudia Martínez, a strategy for the stakeholder consultative process in Latin America and the Caribbean was developed.		
Activity 1.5	Year Target	Indicator	% of Achievement
Final note on scope and methodology for the report	To review the final note on scope and methodology for the report	Final note on scope	100%
Comments	The scope and methodology have been defined by the team		
Activity 1.6	Year Target	Indicator	% of Achievement
Potential financial partners identified and engaged	To seek financial support in order to ensure the sustainability of activities identified by the report that will have a positive environmental impact in the region.	MOUs	100%
Comments	The Spanish government has agreed to contribute to the initiative and a cost-sharing agreement is being signed.		
Activity 1.7	Year Target	Indicator	% of Achievement
Design a media campaign and initial implementation	The media campaign will ensure that key elements of the economic report find the targeted audience in order to get the desired impact	Communications strategy	100%
Comments	Initial discussions with potential contributors for the design of a communications strategy were held.		
Output 1 % of achievement	2008	Comments	
	100%	Important progress was made in 2008 in the operational setting of the initiative. The year 2009 will be critical for the implementation and achievement of the intended outcome given that most of the activities of the project will take place during this year.	

Output 2	Financing Strategies for National Systems of Protected Areas
Project ID	00062372
Indicator(s)	<ul style="list-style-type: none"> • Number of countries with completed scorecards. • Number of countries utilizing scorecard results and disseminated knowledge tools in the

	development and adoption of their financing strategies: <ul style="list-style-type: none"> Number of countries validating financial sustainability strategies; 		
Baseline(s)	Limited capacity of Governments and decision-makers in the region to ensure efficient long-term financial sustainability of their PA systems		
Year Target(s)	Governments and key decision-makers in the region equipped with the knowledge and tools necessary for developing sound financial frameworks to ensure the long-term sustainability of their national PA system		
Activity 2.1	Year Target	Indicator	% of Achievement
Assist managers and decision makers to identify needs and gaps for the financial sustainability of PA systems in a systematic and periodic manner	<ul style="list-style-type: none"> To develop the UNDP Financial Sustainability Scorecard and to apply it in LAC countries as a first step in the identification of key weaknesses and strengthen for PA financial sustainability; To train key experts in the application and interpretation of the scorecard. In turn these experts will lead sub regional workshops to train institutional personnel to complete the scorecard and raise the interest in, and understanding of, the use of the tool. 	<p>Key PA and finance experts trained to apply and promote the UNDP Financial Scorecard scorecard</p> <p>Number and quality of LAC PA managers trained to use scorecard</p> <p>Number and quality of countries successfully completing the UNDP Financial Score card</p> <p>Plan for updating and reapplying the scorecard in project monitoring</p>	100
Comments	<p>Two sub-regional workshops were held: the first one for South America in Santiago de Chile (with 41 representatives of 10 South American countries and including 7 Directors of Protected Areas, 4 head of departments and a range of technical staff including legal specialists, economists and advisors); the second one for Mesoamerica (including Mexico) and counted with 39 representatives from 8 different countries including 5 Directors of protected areas and 5 heads of departments. All countries that participated in these sub-regional workshops showed interest in the scorecard as a practical and useful tool and all agreed to apply it in their countries.</p> <p>To enable the completion of the scorecard for each country support was provided through TNC and UNDP offices and through in-country missions by financial sustainability experts. 18 national workshops led by these experts were held and follow up support was provided in the analysis of data and completion of scorecards. These workshops brought together experts from different division of the countries Protected Areas Systems and other relevant institutions including in some Ministries of Finance and Tourism and NGOs.</p>		
Activity 2.2	Year Target	Indicator	% of Achievement
Identify and share best practices and approaches to key elements of financial sustainability of Protected Areas.	The sub regional workshops will serve for identifying and sharing between countries the best practices and approaches to key elements of financial sustainability of Protected Areas.	<p>Assessment of completeness of financial data on PA systems in 2 countries</p> <p>Completed hiring processes for at least 2 studies</p> <p>Quality and timeliness of completion of the logistics and agenda for a regional conference on PA financing</p> <p>Detailed workplan for capacity building actions from 2009-2010</p>	100
Comments	The 18 scorecards have confirmed that one of the major problems in all countries is the reliability of financial data both in terms of revenues and expenditure at site and system level. This confirms the priority of commissioning the studies on cost effectiveness (including the handling of financial data) and best practices for the collection of reliable financial data. These have a clear value added.		
Output 2 % of achievement	2008	Comments	
	100	With the application of the scorecards the financial status of Protected Areas systems in 18 countries has been determined in a systematic way and strengths and weaknesses in each identified in a comparable manner. This enables the identification of opportunities for south-south exchange cooperation as well as more focused capacity-strengthening in 2009 and to provide basis for monitoring progress. The initial analysis of these results was prepared for a presentation in the Forum of Ministers of Finance in CEPAL (January 2009) on climate change and investments in natural capital. Sub-regional reports are being developed and a final Regional report will be expected in mid 2009. Input from almost 300 protected areas specialists has enabled the fine tuning of the UNDP scorecard.	

Output 3	Access to REDD and other new, emerging funding mechanisms to finance climate change
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Project ID	mitigation, especially related to forest conservation		
Indicator(s)	List of opportunities for UNDP involvement in REDD activities in LAC and approach Best practices and number of pilot countries identified		
Baseline(s)	Low possibilities for UNDP to participate to REDD activities No pilot country identified		
Year Target(s)	Concrete lessons learned on how to implement REDD projects		
Activity 3.1	Year Target	Indicator	% of Achievement
Pre feasibility studies for accessing REDD and other emerging or new financial mechanisms	To define opportunities for UNDP involvement in REDD activities in LAC	Studies are acceptable to UNDP EEC senior management	n/a
Comments	During 2008, REDD and UN-REDD both evolved very quickly. The original conception of this initiative was revised during this period in trying to keep pace with developments. Very little progress was achieved towards the original target, meanwhile, the strategic importance of this area of work has only intensified. A decision was taken in the last quarter to revise this initiative to reflect closer collaboration with UN-REDD.		
Activity 3.2	Year Target	Indicator	% of Achievement
Reports on potential access to new funding mechanisms by countries in the region	To identify best practices for implementing REDD projects in the region to achieve climate change mitigation and adaptation	Concrete lessons learned on how to implement REDD projects	n/a
Comments			
Activity 3.3	Year Target	Indicator	% of Achievement
Identify potential pilot projects	Based on current knowledge on REDD and existing capacity UNDP will identify pilot initiatives to further develop REDD schemes in the region	Partnerships with potential pilot initiatives established	n/a
Comments	In light of the emergence of UN-REDD, the idea of pilot projects was discarded in favor of UN-REDD's programmatic approach		
Activity 3.4	Year Target	Indicator	% of Achievement
Define a UNDP strategy for REDD development in LAC	To define best approach for UNDP involvement in REDD in LAC	UNDP Strategy for REDD drafted, shared and accepted by UNDP senior management	10%
Comments	Progress has been made with regards to the approach and the involvement with UN-REDD.		
Output 3 % of achievement	2008	Comments	
	5%	The EE Cluster REDD team has been formed and work has begun in assisting countries to develop national readiness programs. Regional Program resources will be used in 2009-2011 to help prepare countries for participation in UN-REDD.	

Project Progress over the year		
	2008	Comments
Total % of all the Outputs		Outputs 1 and 2 have been successfully designed and initiated under the Project Initiation Document. Output 3 suffered from a rapidly changing context that required changes to the original concept—the strategic relevance of this Output has only grown during 2008.

III) PROJECT RISKS

Describe the identified Project risks including the measures taken to address them.

IV) MAIN EXECUTION AND IMPLEMENTATION PROBLEMS.

Describe the main problems experienced during the execution and the implementation of the project including the measures that have been applied to deal with them

V) LESSONS LEARNT

Briefly describe the lessons learnt during the reporting year.

Numb.	Description	Use
1	For PA Financing, valuable use of the interactive application of the scorecard Sub-regional and National workshops,.	<p>Enabled participants to:</p> <ul style="list-style-type: none"> • Determine their PA system's overall financial status; assess key elements (or lack thereof) of their financing systems (e.g. governance frameworks that enable sustainable PA finance; business planning and other tools for cost-effective management, and tools and systems for revenue-generation and mobilization); and identify which elements required strengthening to advance sustainability of the respective PA systems • The exchange of views and discussion between different stakeholders within each country on the status of different elements of financial sustainability and potential ways to correct deficiencies.
2	Concerning PA financing, one of the major problems in all countries is the reliability of financial data both in terms of revenues and expenditure at site and system level	This confirms the priority of commissioning the studies on cost effectiveness (including the handling of financial data) and best practices for the collection of reliable financial data.

Annex 4. Terms of Reference of key project personnel.

TERMS OF REFERENCE

Project Manager

(for Outputs 1.1. and 1.2)

Background:

The UNDP Regional Programme for Latin America and the Caribbean 2008-2011 has identified as a one strategic area of focus a regional Environment & Energy Programme. A central part of this programme is a major and innovative initiative to promote the Role of Ecosystems in Growth Strategies for Latin America and Caribbean. The objective of this initiative is to inform policy and decision makers in Latin America and the Caribbean of the need to invest in and maintain biodiversity and ecosystem services.

The initiative will be innovative in two ways. Firstly it will work at a senior political level to engage key stakeholders in the region so that they take ownership and drive the initiative and the process to gather and present the information. The initiative will engage with political and economic leaders of the region to produce a Report which highlights the role of biodiversity and ecosystems and their management in the development strategies for the region and that provides key compelling economic messages that will be listened to and acted upon. The political process will drive the economic analysis and the report.

Secondly, the Report is expected to provide the right type of information so that Ministries of Finance will be in a position to take informed planning and investments decisions to maintain and invest on their environmental resources and biodiversity assets. The Report will move beyond traditional total economic valuation and focus on a few key development indicators such as employment, poverty reduction and taxation revenues that will have meaning to economic policy makers. As such UNDP will partner with leading institutions such as CEPAL, UNEP, TNC and others in the region to implement and achieve the aspirations of this new initiative.

Objective:

The objective of the post is to lead and undertake the preparation of the Report which will provide the key compelling messages for the political dialogue which will be at the centre of this initiative.

Tasks and Responsibilities:

- The consultant is required to accomplish the following tasks,

1. Bring together team and coordinate their inputs to the Report

The team leader will be supported by a small core team to assist with the Report preparation. This core team can consist of part time experts working on a long term basis as well as necessary researchers and research institutions and short term experts in various relevant fields such as banking, market regulation and investment as well as economists and environmental scientists. It will be the role of the team leader to ensure the highest quality performance of team members and a fully functioning and integrated team, which advances rapidly to prepare the Report within the timeframe agreed by TAC and the Commission, and liaises as appropriate with the Advisory Committee and other institutional partners.

2. Ensure capture of all relevant existing data in the region to feed into the Report

A first step will be to capture data that has already been generated in the region. Therefore all relevant studies for all countries in the region should be compiled, reviewed, classified ready for use and input into the Report. This should include case studies and more meta analysis at all levels. The review and data compilation should focus particularly on national level work as it will be national data that will have the greatest impact on government decision-making. Data at sub-national and ecosystem level can also be gathered. Additionally the most important global studies complete and on-going (such as MEA and the European Commission and German government global BD , Economics and Ecosystems Services Report) should also be reviewed so that leading methodologies and studies are incorporated into the Report.

Where critical data is missing this should be noted and primary data collection needs should be costed for consideration.

3. Structure the Report and gain agreement on its focus so it is streamlined and will effectively deliver key messages

This will include determining what to focus on and equally important what not to include and to push for innovation and integration between economic, financial and environmental arenas. The proposed methodology for the study is to identify and assess marginal costs and benefits based on scenario analysis (sustainable ecosystem management versus business as usual) at the national level. This methodology should be reviewed and verified or improved. This function will include facilitating agreement on key development indicators for the messaging – employment, tax revenues etc. It will also require facilitating agreement on scale of data presentation focusing on national level and hence which countries to work on and what other levels (regional and local), which will be based in part on the results of the data collection and review. Another area for discussion and focus is messages at the sectoral level – forestry, fisheries, agriculture, tourism etc. The Report cannot cover all sectors in all countries so how this can be handled in a systematic but cost-effective manner also needs to be agreed. Another element which will be key to consider is that of risk and external factors such as commodity prices, natural disasters and conflict, and how these are incorporated into the analysis as they can have a major impact on assessing ecosystem values. The final strategic area for consideration will be on future scenario analysis, its role, time horizons and budgetary needs and partners to do effectively.

This phase should also include strong emphasis on how to incorporate innovative thinking and messaging particularly with regard to markets and financial investments and how best the Report can package messages relevant to different audiences – public sector, private sector and media.

4. Analyze and write up data into a package that delivers key messages to the political decision makers

This should include detailed presentation of data on key indicators and application of scenario analysis and based on the boundaries and approaches agreed in the previous step. As data is put together there will be opportunity to adapt the methodology to ensure it remains practical and effective. This will also be the phase where additional data collection to permit scenario analysis to be done can take place as needed, particularly for key sectors and indicators where such scenario analysis and data is limited or absent and messaging based on existing data will be weak. This step will also be expected to create projections using scenario analysis.

5. Complete the Report and support its dissemination and presentation to key political decision makers

Interact with UNDP 's project management, Technical Advisory Committee and Commission to ensure the Report and its analysis and messages are packaged in the most politically relevant manner possible including an impactful executive summary. The Team Leader should be available to accompany Commission members as needed to deliver key findings to high level fora.

Deliveries:

1. Inception and scoping report
2. Draft 1st stage report
3. Draft final report
4. Final report

Duration:

Part time over 16 months.

Supervision:

Primary Supervisor – Regional Practice Team Leader, LAC and Senior Adviser to the RBLAC Director

Secondary Supervisor – Lead Natural Resource Economist

Qualifications and Experience:**Education:**

Advanced university degree (Master's degree or higher) in economics, natural resource economics, environmental economics, or business.

Competencies:

Proven track record of excellence in the application of natural resource economics and market based approaches to natural resource management.

Experience:

Over 10 years of progressively responsible and relevant experience in the field of natural resource economics

Communication skills and language(s):

Excellent command in written and spoken Spanish and English is essential. Excellent presentation skills. Excellent drafting ability and communication skills, both oral and written; ability to defend and explain difficult and complex issues with respect to key decisions and positions to staff, senior officials and individuals from the private sector. Demonstrated ability to work effectively with both private sector and government, communicate and negotiate effectively with both, and bridge differences between them

TERMS OF REFERENCE

Technical Advisory Committee Member.
(for Output 1.1.)

Background:

The UNDP Regional Programme for Latin America and the Caribbean 2008-2011 has identified as a one strategic area of focus a regional Environment & Energy Programme. A central part of this programme is a major and innovative initiative to promote the Role of Ecosystems in Growth Strategies for Latin America and Caribbean. The objective of this initiative is to inform policy and decision makers in Latin America and the Caribbean of the need to invest in and maintain biodiversity and ecosystem services.

The initiative will be innovative in two ways. Firstly it will work at a senior political level to engage key stakeholders in the region so that they take ownership and drive the initiative and the process to gather and present the information. The initiative will engage with political and economic leaders of the region to produce a Report which highlights the role of biodiversity and ecosystems and their management in the development strategies for the region and that provides key compelling economic messages that will be listened to and acted upon. The political process will drive the economic analysis and the report.

Secondly, the Report is expected to provide the right type of information so that Ministries of Finance will be in a position to take informed planning and investments decisions to maintain and invest on their environmental resources and biodiversity assets. The Report will move beyond traditional total economic valuation and focus on a few key development indicators such as employment, poverty reduction and taxation revenues that will have meaning to economic policy makers. As such UNDP will partner with leading institutions such as CEPAL, UNEP, TNC and others in the region to implement and achieve the aspirations of this new initiative.

The TAC will provide strategic direction and assurance of overall quality of the Report and work of the Report Preparation Team. Each member will be expected to provide inputs based on his/her relevant experience and work with the other TAC members.

Tasks and Responsibilities:

- The consultant is required to accomplish the following tasks,

1. Recommend experts

Recommend experts from the region and globally which could play a role in the Report either by participating on the TAC or providing short term focused inputs to the Report, helping with data provision and peer reviews.

2. Ensure capture of all relevant existing data in the region to feed into the Report

Recommend and provide relevant studies to the Report Preparation Team.

3. Structure the Report and gain agreement on its focus so it is streamlined and will effectively deliver key messages

Participate in formulating the approach, focus and methodologies for the Report to ensure innovation and integration between economic, financial and environmental arenas. The proposed

methodology for the study is to identify and assess marginal costs and benefits based on scenario analysis (sustainable ecosystem management versus business as usual) at the national level. This methodology should be reviewed and verified or improved. TAC members will input into agreement on key indicators for the messaging – employment, tax revenues etc and input into agreement on scale of data presentation focusing on national level and hence which countries to work on and what other levels (regional and local), which will be based in part on the results of the data collection and review. Another area for discussion and focus is messages at the sectoral level – forestry, fisheries, agriculture, tourism etc. The Report cannot cover all sectors in all countries so how this can be handled in a systematic but cost-effective manner also needs to be agreed. TAC members will also input into how the Report should consider risk and external factors such as commodity prices, natural disasters and conflict, and how these are incorporated into the analysis as they can have a major impact on assessing ecosystem values. The final strategic area for consideration will be on future scenario analysis, its role, time horizons and budgetary needs and partners to do effectively.

TAC members will also be expected to advise on how best the Report can package messages relevant to different audiences – public sector, private sector and media.

4. Analyze and write up data into a package that delivers key messages to the political decision makers

TAC members will be expected to review and provide constructive and focused comments and inputs into different sections of the Report as they are drafted. These reviews will be to ensure credibility of findings and messages, avoidance of reiterating findings from previous studies and sharpening up messages for political, commercial and media consumption.

5. Complete the Report and support its dissemination and presentation to key political decision makers

Support the project management and Commission to ensure the Report and its analysis and messages are packaged in the most politically relevant manner possible including an impactful executive summary. TAC members may be called upon to accompany Commission members as needed to deliver key findings to high level fora.

Deliveries:

It is expected that the report is sufficiently robust and significant that it persuades political leaders to increase their support and budget for the environment in their countries in the region. The results of the work of will ultimately impact on the standing and reputation of UNDP and its partners globally as well as the fate of region's environment.

Duration:

Part time - 4 days per month over 11 months.

Home based plus TAC meetings, which expenses will be paid separately and according to the destination and days of travel.

Supervision:

Primary Supervisor – Regional Team Leader, LAC and Senior Adviser to the RBLAC Director

Secondary Supervisor – Lead Natural Resource Economist

Qualifications and Experience:

Given the complex, technical, and innovative nature of this study the position will require: advanced skills and extensive experience in natural resource economics and environmental finance in developing countries; significant experience with both governments and the private sector; strong communication and advocacy skills; and extensive experience managing research teams.

- Strong vision
- Commitment to this initiative
- Specific knowledge of parts of economic and market systems needed to complete the Report
- Ability to identify needs and propose appropriate solutions as well as establish and maintain effective relationships with UNDP, government, and partners
- Reputation for dealing honestly and openly with issues and partners;
- Recognized and respected by peers, clients and staff.
- Good judgment and decision-making skills.
- Ability to coordinate and work as part of a team

Education:

Advanced university degree (Master's degree or higher) in economics, natural resource economics, environmental economics, or business.

Competencies:

Proven track record of excellence in the application of natural resource economics and market based approaches to natural resource management.

Experience:

Over 10 years of progressively responsible and relevant experience in the field of natural resource economics

Communication skills and language(s):

Excellent command in written and spoken English is essential

Short term Consultancy
Sustainable Financing of Protected Area Systems
(Output 1.2)

Background

UNDP through its regional programme is undertaking a joint initiative with The Nature Conservancy on Sustainable Financing of Protected Area (PA) Systems. These PA Systems are essential strategic instruments for ensuring long-term production of ecosystem services, including biodiversity conservation, water provision and regulation, carbon sequestration, and adaptation and resilience to climate change. Nevertheless, financing for these systems is almost universally insufficient to achieve the goals for which they were established.

To assist governments of the region to address the issue of financial sustainability of their protected area systems, UNDP has produced a Financial Sustainability Scorecard as an instrument to assist managers and decision makers to identify needs and gaps in a systematic and periodic manner. The regional initiative has provided support for the application of this scorecard in 20 LAC countries. The results of this process will be used to complete a regional diagnosis on the status of financial sustainability and identify priority issues that require further action at national and regional levels including those that could benefit from south-south cooperation.

OBJECTIVES

The main objective of this short-term consultancy (2 months) is to manage the development of the regional report on Sustainable Financing of Protected Area Systems IN LAC and the definition and setting-in-place appropriate follow-up actions.

Tasks and Deliverables

The consultant would be responsible for the following project implementation and management tasks:

- Liaising with EEG staff to expedite the hiring of consultants for drafting the regional report and provide management for the process of delivering this report
- Obtaining additional information as necessary to clarify specific aspects of the regional report. This may include liaising with experts that applied the UNDP Financial scorecard in each country and also literature research as needed.
- Participating in telecons and meetings with Project Directors to discuss and detail the contents of the Regional Report
- Review first drafts of the Regional Report to determine consistency with guidance.
- Collecting and consolidate comments from the Project Steering Committee on the different drafts of the Regional Report
- Editing of the 2009 Regional report on PA financing for Latin America
- Develop workplans, budgets, indicators and targets for follow-up activities arising from recommendation in the Regional Report working in close coordination with Project Directors
- Hiring and selecting consultants for follow up actions including amongst others the preparation of guidance on Cost Effective Protected Areas Management
- Planning 2009/10 PA financing/Scorecard activities at national level
- Scope options to make Scorecard an on-line user friendly tool
- Manage consultants preparing user guide for the Scorecard
- Undertake technical advisory activities to further project objectives
- Provide regular updates to the project directors on advances in project implementation , identifying actions required

In addition the consultant would provide support in the development of partnerships with other agencies as follows:

- Maintain contact with other co-funders of the initiatives
- Relations with governments and UNDP offices for distribution of national reports
- Develop a network of PA finance practitioners
- Identify and develop partnerships with new co-funders
- Assist in coordinating with UN Agencies, GEF IA's, EA's, donors, NGO's, private sector, scientific institutions and the like, to seek, synergies, coordination and cooperation and to avoid overlap, duplication or conflict;

Requirements

Competencies

The Consultant needs to have the following competencies to adequately perform his/her duties:

- Ability to identify needs and propose appropriate solutions to tight deadlines
- Ability to strategize and develop workplans
- Ability to establish and maintain effective relationships with UNDP Country Offices and Headquarters and external partners
- Ability to coordinate and work as part of a team
- Strong communication skills, and ability to write concise reports in english
- Be flexible
- Ability to prioritize while working under pressure

Education

Masters in Environmental or Development Studies.

Experience

The candidate must have at least 3 years of working experience in project implementation in the area of economics and natural resources/biodiversity

Experience with PA financing and economic valuation will be an advantage

Field experience in LAC important.

Language Requirements

Excellent command in written and spoken Spanish and English is essential. Knowledge of Portuguese will be considered an asset.

Supervision

The consultant will work under the supervision of the Project Manager of the Economic Valuation and PA Financing Outputs.

Annex 5. Cost-sharing agreement with the Government of Spain.

ACUERDO COSTOS COMPARTIDOS ENTRE EL GOBIERNO DE ESPAÑA (EL DONANTE) Y EL PROGRAMA DE LAS NACIONES UNIDAS PARA EL DESARROLLO (PNUD)

POR CUANTO el Donante conviene por el presente Acuerdo en aportar fondos al PNUD sobre la base del sistema de participación en la financiación de los gastos, para la implementación del proyecto “ Estrategias frente a Cambio Climático en América Latina y el Caribe”. Las principales propósitos y principios de esta cooperación se especifican en el Anexo I.

ENMARCADO en el ámbito formal del Acuerdo Marco entre España y el PNUD adoptado en Nueva York el 13 de abril del 2005, adjunto a este acuerdo, base jurídica para la firma del presente Acuerdo de Costos Compartidos.

POR CUANTO el PNUD está dispuesto a recibir y administrar la Contribución a los fines de la implementación de dicho proyecto,

EN CONSECUENCIA, el PNUD y el Donante acuerdan lo siguiente:

Artículo I. La Contribución

1. (a) La Contribución del donante al proyecto es de siete millones de euros. La contribución fue depositada en las cuentas del PNUD el 12 de diciembre del 2008.
2. El valor del pago en dólares de los Estados Unidos, se determino aplicando el tipo de cambio operacional de las Naciones Unidas vigente en la fecha que se hizo efectivo dicho pago. Si antes de la total utilización por el PNUD del importe abonado hubiera una variación en el tipo de cambio operacional de las Naciones Unidas, se ajustará en consonancia el valor del saldo de fondos no utilizados. Si, en ese caso, se registrara una pérdida en el valor de dicho saldo, el PNUD informará al Donante, con miras a determinar si el Donante ha de aportar más financiación. Si no se dispusiera de dicha financiación adicional, el PNUD podrá reducir, suspender o rescindir la asistencia al proyecto.
3. El PNUD recibirá y administrará los pagos de conformidad con las normas, los reglamentos y las directrices del PNUD.
4. Todas las cuentas y todos los estados financieros se expresarán en dólares de los Estados Unidos.

Artículo II. Utilización de la Contribución

1. Si se prevén o si ocurren aumentos inesperados en los gastos o en los compromisos (debido o bien a factores inflacionarios, o bien a fluctuaciones en los tipos de cambio, o bien a eventos imprevistos), el PNUD proporcionará oportunamente al Donante una estimación complementaria, donde se indicarán las sumas adicionales necesarias. El Donante hará todo lo que esté a su alcance para obtener los fondos adicionales necesarios.
2. Si los pagos mencionados en el párrafo 1 no se recibieran de conformidad con el calendario de pagos, o si el Donante u otras fuentes no aportaran la financiación adicional requerida, el PNUD podrá reducir, suspender o rescindir la asistencia a proporcionar al programa/proyecto en virtud del presente Acuerdo.
3. Todo interés devengado atribuible a la Contribución se acreditará en la Cuenta del PNUD y será utilizado de conformidad con los procedimientos establecidos del PNUD.

Artículo III. Administración y presentación de informes

1. La gestión y los gastos del proyecto se registrarán por las normas, los reglamentos y las directrices del PNUD y, según sea aplicable, las normas, los reglamentos y las directrices de los Asociados en la Implementación.
2. Las oficinas del PNUD en la sede y en Panamá proporcionarán al Donante, en todo o en parte, los informes que se indican a continuación, preparados de conformidad con los procedimientos del PNUD en materia de contabilidad y presentación de informes.
 - 2.1 Para Acuerdos de un año de duración, o menos:
 - a) El Centro Regional presentará un reporte anual sobre el estado de proyecto, así como los últimos datos financieros;
 - b) La Dirección de Gestión/Oficina de Finanzas y Administración, del PNUD, proporcionará un estado financiero anual certificado al 31 de diciembre, que se presentará a más tardar el 30 de junio del año subsiguiente;
 - c) El Centro Regional presentará un informe final resumiendo las actividades del proyecto y el impacto de éstas, así como la información financiera provisional, seis meses después de la fecha de terminación del Acuerdo.
 - d) La Dirección de Gestión/ Oficina de Finanzas y Administración, del PNUD, proporcionará al finalizar el proyecto, un estado financiero certificado que se presentará, a más tardar, el 30 de junio del año subsiguiente al cierre financiero del proyecto.
3. Cuando circunstancias especiales así lo justifiquen, el PNUD podrá proporcionar informes más frecuentes, cuya preparación será sufragada por el Donante. La naturaleza concreta y la frecuencia de estos informes deberán especificarse en un anexo al presente Acuerdo.

Artículo IV. Servicios administrativos y de apoyo

1. De conformidad con las decisiones y las directivas de la Junta Ejecutiva del PNUD que se reflejan en su Política de Recuperación de Gastos con cargo a Otros Recursos, la Contribución estará sujeta a la recuperación de los gastos indirectos en que hayan incurrido las oficinas del PNUD en la sede y en el país, al prestar servicios de apoyo general a la gestión (GMS). Para sufragar esos gastos de GMS, se imputará a la Contribución un cargo del 7%. Asimismo, en la medida en que correspondan inequívocamente a un determinado proyecto, todos los gastos directos de implementación, incluidos los gastos de los Asociados en la Implementación, se incorporarán en el presupuesto del proyecto en correspondencia con la partida presupuestaria pertinente y se imputarán en consecuencia al proyecto.

2. El agregado de las sumas presupuestadas para el proyecto, además del importe de gastos estimados por concepto de reembolso de servicios de apoyo conexos, no excederá el total de los recursos disponibles para el programa/proyecto en virtud del presente Acuerdo, incluidos los fondos que puedan aportar al proyecto otras fuentes de financiación con destino a sufragar los gastos del proyecto y los gastos de apoyo.

Artículo V. Evaluación

Todos los proyectos del PNUD se evalúan de conformidad con la Política de Evaluación del PNUD. El PNUD y los gobiernos participantes, en consulta con otras partes interesadas, acordarán conjuntamente el propósito, la utilización, el calendario, los mecanismos de financiación y los términos de referencia de la evaluación del proyecto, inclusive la contribución de éste a un resultado/efecto directo indicado en el Plan de Evaluación. El PNUD encomendará la evaluación, la cual deberá ser realizada por evaluadores externos independientes.

Artículo VI. Equipo

El PNUD será titular de la propiedad del equipo, los suministros y otros bienes financiados con cargo a la Contribución. Las cuestiones relativas a la eventual transferencia de la propiedad por el PNUD se determinarán de conformidad con las pertinentes políticas y procedimientos del PNUD.

Artículo VII. Auditoría

La Contribución estará sujeta exclusivamente a los procedimientos de auditoría interna y externa previstos en el Reglamento Financiero, la Reglamentación Financiera Detallada y las directivas del PNUD. Si el Informe de Auditoría bienal preparado por la Junta de Auditores del PNUD para su presentación al órgano rector del PNUD incluyera observaciones pertinentes a la Contribución, esa información será puesta en conocimiento del Donante.

Artículo VIII. Finalización del presente Acuerdo

1. Cuando se hayan llevado a término todas las actividades relativas al proyecto, el PNUD pondrá en conocimiento del Donante dicha conclusión.
2. Aun cuando haya concluido el proyecto, el PNUD seguirá reteniendo las sumas no utilizadas hasta que se hayan saldado todos los compromisos y obligaciones en que se haya incurrido en la implementación del proyecto y se hayan llevado a término ordenadamente todas las actividades del proyecto.
3. Si el saldo de importes no utilizados no fuera suficiente para satisfacer tales compromisos y obligaciones, el PNUD notificará de ese hecho al Donante y celebrará con el Donante consultas sobre la manera en que pueden saldarse tales compromisos y obligaciones.
4. El PNUD, en consulta con el Donante, dispondrá de cualesquiera sumas que permanezcan sin utilizar después de que tales compromisos y obligaciones hayan sido saldados en su totalidad.

Artículo IX. Final de aplicación del Acuerdo

1. El PNUD o el Donante podrán finalizar la aplicación del presente Acuerdo tras la celebración de consultas entre el Donante, el PNUD y el Gobierno del país donde se realiza el proyecto, y a condición de que los pagos ya recibidos, junto con otros fondos disponibles para el proyecto, sean suficientes para saldar todos los compromisos y obligaciones en que se haya incurrido a raíz de la implementación del proyecto. El presente Acuerdo expirará treinta (30) días después de que cualquiera de las partes haya notificado por escrito a la otra parte de su decisión de finalizar el Acuerdo.
2. Pese a la finalización en todo o en parte del presente Acuerdo, el PNUD seguirá reteniendo las sumas no utilizadas hasta que se hayan satisfecho todos los compromisos y obligaciones en que se haya incurrido durante la implementación total o parcial del proyecto objeto del presente Acuerdo y hasta que se hayan llevado a término ordenadamente las actividades del proyecto.
3. El PNUD, en consulta con el Donante, dispondrá de cualesquiera sumas que sigan sin utilizar después de que tales compromisos y obligaciones hayan sido saldados en su totalidad.

Artículo X. Modificación del presente Acuerdo

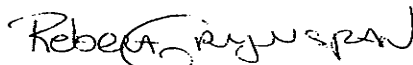
El presente Acuerdo podrá modificarse mediante un intercambio de comunicaciones por escrito entre el Donante y el PNUD. Las comunicaciones por escrito intercambiadas a esos efectos pasarán a ser parte integrante del presente Acuerdo.

Artículo XI. Comienzo de aplicación

El presente Acuerdo comenzará a aplicarse cuando el Donante lo haya firmado y el documento de proyecto haya sido firmado por todas las partes interesadas.

EN TESTIMONIO DE LO CUAL, los infrascritos, debidamente autorizados, han firmado el presente Acuerdo en dos ejemplares en idioma español e inglés, de un mismo tenor y a los mismos efectos.

Por el Donante(Gobierno de España):
(Nombre)
(Título)
(Fecha)



Por el Programa de las Naciones Unidas para el Desarrollo
(Nombre) Rebeca Grynspan
(Título) Asistente Administrativa & Directora Regional, PNUD,
Dirección Regional para América Latina y el Caribe
(Fecha) 3 de marzo de 2009

RBLAC Regional Programme – Biodiversity Outcome

VIRTUAL PAC SUMMARY

March 11th to 25th, 2009

Comment	Author	Response:
<p>“Concepts such as ‘payment for environmental services’, ‘economic valuation of environmental goods and services’, ‘markets’, ‘bio-trade’, and so on, are officially considered by the Venezuelan Government as neo-liberalist principles that promote a loss of the sovereignty. This position might be a barrier to implement and obtain the proposal products. For that reason, we suggest to initiate these kind of initiative focusing on the discussion of the real impact of those concepts. Up to date, this CO has been able to negotiate concepts as ‘incentive for environmental conservation and contingency valuation of natural resources’, as conservation tools. Anyway, it seems feasible to implement the REDD approach.”</p>	<p>Janin Mendoza, UNDP-Caracas</p>	<p>In approaching the Government in regard to their participation in the Project, we will follow the lead of the Country Office.</p>
<p>“We would be happy to work with you and assess what capacity gaps exist for implementing climate change programs and how to respond to those gaps. After such an assessment and dialogue with your government counterparts, you will have a clearer understanding of what interventions will best address the limited capacity, for success in the long-term.”</p>	<p>Ines Brill, CDG, Panama Center</p>	<p>This recommendation will be taken into consideration in preparation of the implementation plan.</p>
<p>“Biodiversity Outcome: The ProDoc initially underscores the importance of water in the regions (...). However, this perspective is lost in the work plan and activities. No mention is made to interacting with on-going IWRM strategy development/implementation and related water sector reform processes. It appears to me that the methodology should better describe the intended strengthening of integration between land and water management.”</p>	<p>Joakim Harlin, Water Governance, Stockholm</p>	<p>Water is a critical sustainable development factor in the LAC region, and as such is intimately linked with the cluster’s activities under adaptation. The E&E cluster is developing a regional strategy for adaptation that will integrate water governance, IWRM and other elements. This strategy will be circulated widely for review and comments before finalization. The strategy will also include an approach to resource mobilization, a factor that has somewhat limited our capacities to address this important issue in the past year and plan concretely for the coming years.</p>
<p>“In pursuing the Biodiversity Outcome, UNDP should pursue an ecosystem-based approach to the maintenance and protection of environmental services.”</p>	<p>Silvia Rucks, UNDP-Lima</p>	<p>One of the components of the Project focuses on the financial sustainability of Protected</p>

<p>As currently described in the document, the emphasis on protected areas could be interpreted by policy-makers as an "off-setting" or "compensation" mechanism for unsustainable practices outside of protected areas. This also may have the dual effect of de-emphasizing linkages between ecosystem services and the vulnerability and adaptation capacity of human populations residing far from formally protected areas."</p>		<p>Areas systems, not in lieu of an ecosystem-based approach but as a complement to it. In a landscape where ownership is mixed and government has a responsibility for a particular Protected Area, it is the intention of the project to identify those mechanisms to help finance the PA as part of the larger PA system, thus reducing the burden to government budget and enhancing overall PA effectiveness through fuller financial support. Payment of ecosystem services is just one mechanism to be analyzed. PAs form part of a larger landscape with a variety of land uses in a more general context of adaptation to climate change. This project aims over the long term at linking PAs to ecosystem resilience and vulnerability reduction for PA neighbors.</p>
<p>"Relevant to both Biodiversity and CC outcomes, the impact of energy policies designed to reduce fossil fuel dependence should be addressed, as part of the situation analysis and possibly at the target levels. In the case of Peru, the National Government is aggressively promoting biofuel production and use. When implemented on the ground, the energy policies may pose risks to sustainable development and biodiversity protection and may have limited net climate benefits."</p>	<p>Silvia Rucks, UNDP-Lima</p>	<p>Biofuel production will be carefully monitored in the region as part of the regular activities of the E&E Cluster. It is indeed a concern that biofuel production will occur at the expense of important habitat, and that the climate benefits may be uncertain or limited. The Project Document may possibly be revised in the future to reflect a growing priority attached to biofuels, resources permitting.</p>