

Support to the Implementation of
Integrated Terrestrial Ecosystems Management Activities
(Project: FP/9101-94-69)

PROJECT EVALUATION REPORT

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ABBREVIATIONS AND ACRONYMS

ACC	Administrative Committee on Coordination, United Nations
ACTS	African Centre for Technology Studies
ALECSO	Arab League Educational, Cultural and Scientific Organization
AMCEN	African Ministerial Conference on the Environment, UNEP
CBD	Convention on Biological Diversity
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CSD	Commission on Sustainable Development, United Nations
ECB	The Environmental Coordination Board, UNEP
EEU	Environment and Economics Unit, UNEP
EIA	Environment Impact Assessment
EIS	Environment Information System
ELI/PAC	Environmental Law and Institutions/Programme Activity Centre
GEF	Global Environment Facility (World Bank, United Nations Development Programme (UNDP), UNEP)
GEMS	Global Environment Monitoring System
GRID	Global Resource Information Database
IAWGD	Inter-Agency Working Group on Desertification
ICLARM	International Centre for Living Aquatic Resources Management
ICSU	International Council of Scientific Unions
IGADD	Intergovernmental Authority on Drought and Development
IGO	Intergovernmental organization
INFOTERRA	International Environmental Information System
IPCC	Intergovernmental Panel on Climate Change
IPGRI	International Plant Genetic Resources Institute
IPR	Intellectual Property Rights
IRPTC	International Register of Potentially Toxic Chemicals, UNEP
IUCN	World Conservation Union
OAU	Organization of African Unity
PAC	Programme Activity Centre, UNEP
PACD	Plan of Action to Combat Desertification
ROA	Regional Office for Africa, UNEP
ROAP	Regional Office for Asia and the Pacific, UNEP
ROE	Regional Office for Europe, UNEP
ROLAC	Regional Office for Latin America and the Caribbean, UNEP
RONA	Regional Office for North America, UNEP
ROWA	Regional Office for West Asia, UNEP
SCOPE	Scientific Committee on Problems of the Environment (ICSU)
SPO	Senior Programme Officer
SWMTEP	System-wide Medium-term Environment Programme, UNEP
TEB	Terrestrial Ecosystem Branch
TRIPs	Trade-related Aspects of Intellectual Property Rights
UNCED	United Nations Conference on Environment and Development
WCMC	World Conservation Monitoring Centre, Cambridge, UK
WRI	World Resources Institute

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Explanatory note

The present evaluation of the internal umbrella project, "SUPPORT TO THE IMPLEMENTATION OF INTEGRATED TERRESTRIAL ECOSYSTEMS MANAGEMENT ACTIVITIES" as per the terms of reference provided by UNEP, proved to be difficult to carry out and complete on time due to the unavailability of project documentation in general and lack of progress reports and account of outputs in particular as contained in the project document (Rev.3). The prevailing attitude of the technical staff of TEB appeared to be that the project is only a financial mechanism and does not affect how activities are carried out individually or collectively within TEB. The result of this attitude was that the staff did not see the need for the evaluation even though this has been clearly included in the project document and Project Design and Evaluation Unit (PDEU) had been requested to implement the evaluation by the Project Management and the TOR was thus prepared and this consultant contracted. The consultant therefore spent a considerable time initially (the first three weeks) without much success in getting information or getting audience with the key technical staff. This initial time was therefore, in part, devoted to get and study financial reports and status of the 20 or more Letters of Agreement (LOAs) as well as studying the files of the PDEU/Corporate Planning and Accountability Service (CPAS).

Information flow improved during the 3rd week of January, 1996 that is, at the end of the scheduled constancy report submission date. The Consultant was also advised to extend the time for getting reply from the Regional Offices (ROs) to January 31, 1996 but only two very brief responses were received from only two ROs within the period (13 days to send reply) period given. Similarly, Fund Management Office (FMO), Fund Programme Management Branch (FPMB) sent out request for submission of the technical reports and terminal report for the project (i.e. FP/0323-94-08-Subprogramme Implementation Concerning Natural Resources Policies, Ecosystem Conservation and Assessment in early September, 1995 and a second reminder in mid-January, 1996 to the Programme Manager to no avail. Consequently, this evaluation was denied of such information to conclude and present a useful evaluation report as per the TOR.

On January 26, 1996, the consultant requested UNEP to extend the consultancy by amending the contract and UNEP agreed to extend the time to February 10, 1996 only resulting in the consultant working for an additional time of three weeks without remuneration.

The consultant is aware of organizational changes made in 1995 that have directly affected TEB such as moving Soils/Agriculture and Agrochemicals to come under Dryland and Ecosystems and Desertification Control Programme Activity Centre (DEDC-PAC) which in turn must have affected the operation of the four Working Groups of TEB. The structure and management of TEB as it existed in late 1994, when the project was formulated and made operational has been used by this report.

The report is made longer than the recommended 15 pages as it was considered necessary to include technical information which was compiled during the evaluation as there is hardly any organised technical information on the project such as progress reports (biennial, annual, terminal, etc.) and other technical documentation.

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EXECUTIVE SUMMARY AND RECOMMENDATIONS

BACKGROUND

1. UNEP's mission is to provide leadership and encourage partnership in caring for the environment by inspiring, informing and enabling nations and peoples to improve their quality of life without compromising that of future generations (UNEP Program of Work: 1996-1997).

2. The mission of Terrestrial Ecosystem Branch (TEB), as one of the major Programme Elements (PE) of UNEP is to contribute to the formulation and implementation of integrated management of terrestrial ecosystems and their resources (soils, lands, forests, wildlife, biodiversity, etc.) for sustainable utilization by considering ecological, social, economic and cultural factors.

PROJECT DESIGN

3. The internal umbrella project - "Support to the Implementation of Integrated Terrestrial Ecosystems Management Activities" (FP/9101-94-69 or FP/CP/9101-94-69 as revised) and five subprojects were planned and approved for implementation by TEB with a budget of US\$ 1,484,400 (excluding US\$ 100,000 for initial rapid project mobilization). The budget was later amended to US\$ 1,281,017 (see project revision 3). The fourth revision was made on 22 December 1995, at the end of the project life, reflecting a budget increase of US\$ 750,000 to be expended in 1996 to provide support for the Consultative Group on International Agricultural Research (CGIAR) and to amend the project number to reflect the newly introduced RA account. As a result, the new project number read FP/CP/RA/9101-94-69 with a new total of US\$ 2,036,017.

4. The umbrella project is the main internal support to the TEB work plan of 1994-1995.

5. Four working groups were set up to effect improved coordination and collaboration between the overall subprogramme and UNEP task areas within Agenda 21 (Chapters 10-16 and 38).

6. A total of 14 activities and 13 outputs were identified and were included in the original work plan and timetable of the project, but these were reduced to make 11 of each.

PROJECT IMPLEMENTATION AND RESULTS

Appropriateness of the project

7. UNEP holds the view that the issues identified in the area of terrestrial ecosystems require an integrated approach to ecological systems management in order to achieve sustainable development. This internal umbrella project, including the five subprojects, was formulated to support the implementation of the integrated terrestrial ecosystem activities of UNEP by improving the financial and human resources available on time to the four thematic units/PACs of TEB, each of which is headed/coordinated by a senior UNEP staff member.

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8. Four working groups were set up to effect vertical and horizontal coordination, as well as group inputs into biennial workplans of the TEB subprogramme. Through the use of project funds, UNEP was enabled to increase its collaborative efforts regionally and globally. Some 20 letters of agreement between UNEP and other United Nations agencies, non-governmental organizations (NGOs), intergovernmental organizations (IGOs) and national institutions were put into effect by TEB, of which 13 were financed by this project.

9. Efforts were made to involve the Regional Offices in the planning and implementation of the project, but they were not intensive enough and resulted in their very little or no involvement on the part of the Regional Offices. The Offices continued to receive documentation from the project, as per UNEP procedures.

Efficiency/effectiveness of delivery of project activities and outputs

10. Implementation of project activities was relatively easy, as operational activities, such as approval of staff travel, were carried out by the designated Project Manager, with subsequent concurrence of the project fund manager. PDEU's role in project evaluation and monitoring was also made easier, as project activities, timetable and outputs were detailed in the project document. However, the full potential of the built-in modality of the project design was not fully utilized, as the working groups hardly met after the planning phase and the stipulated requirements contained in the project workplan and in the letters of agreement were not implemented in full. The moving of one of the TEB units (Soils, Agricultural Lands and Agrochemicals) to DEDC-PAC and other related organizational changes made by UNEP in 1995 have had a negative effect on the usefulness of the working groups. In general, however, resource utilization and collaboration with and support from many institutions did improve, in part, due to the firm financial commitment from UNEP through the letters of agreement and the budget made available for official staff travel for technical assistance missions at government request. Of the 10 (excluding the present external evaluation) planned activities and their respective outputs, one was transferred to another unit outside TEB and nine have been implemented, but are in various stages of completion.

Quality and quantity of project documentation

11. This is one of the weakest areas of the project outcome. The project, as well as the letters of agreement, clearly stipulated that reports and/or conference/workshop proceedings should be produced, particularly those emanating from meetings/conferences supported by UNEP. But very few of these have been compiled by TEB or by the collaborating institutions and agencies. The preparation and publication of a UNEP brochure on biodiversity (originally planned to be prepared by a consultant) is a prime example: the brochure exists only in preliminary draft form prepared by a junior staff member. There is no technical report specifically on the progress of the project. On the other hand, the financial information and documentation on the project are adequate.

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Organizational structure and management of the project

12. The establishment of the working group to improve vertical and horizontal coordination of the activities of this project, if fully utilized and with the inclusion of representatives from PDEU and FPMB, could have resulted in more effective management and a suitable organizational structure. But, because this designed project matrix was not put to much use and the terms and conditions contained in the letters of agreement were enforced only marginally, project management could be described as "low key." The project, however, has increased the workload of FPMB and of PDEU within their respective roles.

Problems and constraints

13. The project fund allocation to the five subprojects was only 8 per cent of the total, thus reducing the potentially higher level of impact of the project on regional and global activities, especially capacity-building in developing countries. Certainly, as can be seen from the 1995 budget, the allocation to training and support to participants in conferences and workshops is very limited in comparison to the activity level required and as envisioned in Agenda 21. On the other hand, the budgetary allocation to project personnel and support staff is high (21.1 per cent), and also that for staff travel and missions (22.3 per cent).

14. Actual staff time used in project management and reporting by the nine TEB technical staff members appears to be less than optimal or grossly inadequate vis-à-vis the 10 project activities. The impact of the working group on project management and horizontal integration is nil, as this mechanism was hardly used. Only the planning phase seems to have had a team approach and input, where both the vertical and horizontal integration of staff and units were put to good use; but this was eroded by the revisions the project underwent. The time allocated for missions is disproportionately high. Less than 40 per cent of the total mission time can be accounted for by adding travel time and duration of the event or meeting. This has negatively impacted on project management and technical outputs.

Lessons learned

15. The project workplan and timetable shown in the approved project should be implemented as stated. Staff time devoted to project management and implementation as compared to other duties should be estimated and indicated, and relevant staff members should be named in the project document. In this case, only the unit, (Biodiversity Unit) is identified as being responsible to implement all 11 project activities. On the other hand, the implementation of each of the letters of agreement, which are not all indicated in the project workplan, has been delegated to the relevant senior technical staff or Senior Programme Officer and coordinator and FPMB.

16. Inputs and efforts to initiate and monitor the progress of project activities and expenditure by PDEU and the FPMB are essential, especially those activities involving letters of agreement. The project document and the letters of agreement are well written. UNEP should be congratulated for their form and clarity.

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17. The use of external consultants and resource persons for specified and specialized tasks, such as preparation and presentation of technical and background papers to workshops/conferences and provision of training resource material, appears to have resulted in timely delivery of outputs. The use of such consultants/resource persons appears to be desirable, especially in areas where in-house expertise is not available, e.g. agroforestry, eco-tourism, environmental education, population/demography, non-wood products and services of forests/woodlands, etc. as well as those areas bringing new or expanded roles for UNEP under Agenda 21.

18. The role and responsibility of the Regional Offices vis-à-vis activities falling within their respective regions should be indicated during the project design and preparation phase. Alternatively, the Offices should be encouraged to prepare their respective workplan and headquarters could then incorporate all or a selection of the activities into the UNEP internal umbrella project.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Appropriateness of the project vis-à-vis the mandate of UNEP

19. This internal umbrella project, the first in TEB, was designed to facilitate the implementation of the TEB sub-programme as approved by the Governing Council and contained in the 1994-1995 biennium workplan. The 11 activities and their respective expected outputs are within the approved programme and thus directly contribute to the group of programmes. However, the project did not show ranking in terms of priority activities based on the stated needs in the plan of work vis-à-vis available staff and budget. Despite the fact that a considerable amount of time and effort went to preparation and processing, the project has gone through four revisions and this negates the concept of a well-thought-out project plan. Such practices should be kept to the minimum and should be confined to budgetary revisions, if possible, and certainly not involve down sizing of project activities and outputs, as was the case with this project (compare the initial project document and Revision 3, which shows a reduction of activities and outputs from 14 to 11).

20. The project budget breakdown reveals that the project is also being used to fund posts and pay for services that normally should be paid from the regular budget of the United Nations, trust funds or through Programme and Programme Support costs. The ultimate solution is for UNEP to succeed in getting its regular budget substantially increased, commensurate with the large and increasing role as the central catalysing, coordinating and stimulating body in the field of environment and development within the United Nations system, instead of using the Environment Fund as a stop-gap measure or using it, in effect, to subsidize the regular budget by financing posts previously identified as properly belonging to the regular budget.

21. Short-term projects such as this one are normally effective vehicles for completing programmes on schedule on a cost-effective basis, as they enable institutions to deploy human and financial resources effectively and improve transparency. The need and possibility to work together and to integrate programme activities closely between units/PACs is also a common feature of

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short-term projects, as has been the case here, at least by design. Some activities that are difficult to place within the existing programme structure can be accommodated easily through projects such as this one.

22. Internal umbrella projects such as this one, by design, including the use of letters of agreement, should increase and improve the level of participation of the Regional Offices, during both the planning phase and implementation, as well as in project evaluation during the life of the project and at the end of the project period, with regard to those activities and outputs that affect their respective regions. By and large, this has not happened in this project. The limited attempts had the effect of delaying the design and preparation of the project document for approval. Besides, the number of technical staff at these Offices is very limited, compared to headquarters.

23. The utilization of financial resources through letters of agreement and in the subprojects has substantially increased the collaboration and participation of many diverse institutions, agencies, NGOs and scientific research organizations. Such contractual financial agreements and arrangements between UNEP and other institutions have enabled UNEP to fulfil its mandate of catalysing, coordinating and stimulating the environmental management of terrestrial ecosystems and, to some extent, capacity-building.

Efficiency/effectiveness of delivery of activities and outputs

24. Opportunities provided by the project were not utilized, except for official travel and missions. Project funds provided through letters of agreement greatly facilitated project activities and their respective outputs, as detailed in the report. In general, UNEP was able to work with many collaborating agencies because of letters of agreement in the project. The project also empowered the project manager to deploy both financial and staff resources more effectively. Networking and training activities were also enhanced. With the approval of the project funds and activities, UNEP's financial commitments and contributions to collaborating agencies through the letters of agreement was assured. The contribution of collaborating agencies to activities and outputs was also enhanced through the agreed joint activities.

Quality and quantity of project documentation

25. The project, especially through the subprojects, puts the emphasis on documents as the main outputs of the activities. On balance, there has been a clear deficiency of these expected outputs and results. The opportunities provided in the project design (reduced red tape in fund utilization, guarantee of availability of funds, and coordination mechanisms through the working group and the letters of agreement) were not fully utilized. Thus, quality assessment cannot be carried out, especially when the quantity of output is limited, as is the case here. The specific outputs of those project activities completed are described and summarized in the present report. Only 44.5 per cent of the planned document outputs were completed within the project time-frame.

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Recommendations

Staff utilization in project implementation

26. To reflect the true cost of the project and to ensure staff time availability to manage and operate the project, both at headquarter and at Regional Offices, staff members paid out of the project must be fully deployed in it by keeping their other duties to a minimum. Should the reverse be true, this may lead to further abuse of the project concept and the internal umbrella project may not be different from PACs or coordination units within TEB.

27. The practice of implementing an internal umbrella project, in as much as it makes possible group or teamwork in planning and programme implementation, provides UNEP with a vehicle to enlist more collaboration and contributions, both in kind and financially, from cooperating agencies, supporting organizations and those that can make direct contribution, in keeping with UNEP's legislative authority. Thus, this practice should be continued.

Project coordination

28. The horizontal and vertical integration and coordination provided and stipulated in the project document through the four working groups within TEB should be used throughout the life of the project as an institutional mechanism to assist the Project Manager. The Minutes of the working group meetings should be part of the project documentation, with a project secretary designated under the office of the Project Manager, as this will facilitate project evaluation and planning. Technical mission reports should be submitted for all missions paid for by project funds. The UNEP mission reporting form, which has a small space for a brief summary of the mission, should not be considered as constituting the full technical report.

29. Where not already the case, the PDEU and FPMB representatives should attend some of the meetings based on the nature of the agenda. The present staffing levels of these two branches may not warrant the addition of staff members from these two units to the working group.

30. A better mechanism must be found effectively to involve the Regional Offices, where applicable, in project planning and implementation, including the mechanism suggested in paragraph 18 above. Regional Offices are very keen on this and do agree on such measures. Conversely, the Offices should make a concerted effort to improve their participation by responding promptly to requests for their inputs and active participation.

Project time-frame

31. The project time-frame should coincide with or fall within the approved biennium programme and budget of UNEP so that reports and other outputs can easily be utilized in annual reports and evaluations. Thus, a 12- or 24-month project life is suggested.

Budgetary allocation

32. Analysis of the main project budget for 1995 shows that the project is also being used to employ or pay existing UNEP staff salaries. Such practice

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should be limited to reflect the true sense of "project." Those paid out of the project funds must also work full time in the project. At any rate, such payment should not be allowed to exceed 25 per cent of the total project budget. If this is not done, as suggested here, the internal umbrella project concept does not differ markedly from the concept and practices of a PAC or in-house coordinating units or budget clusters.

33. The budgetary allocation to collaborating and supporting institutions and agencies outside UNEP via the use of letters of agreement or memoranda of understanding should be increased vis-à-vis other budget lines, as this can maximize the implementation of UNEP's mandate and mission, as stated in paragraphs 1, 2 and 4 above. The use of consultants in such projects needs to be continued if the present UNEP staffing level is to be maintained in the face of the expanding role of UNEP under Agenda 21 and the increasing demand for technical assistance by Governments.

Reporting

34. The main currency of projects and of UNEP in general is the production and distribution of documents. The project rightfully indicated this to be the main output of the majority of activities, especially of the subprojects. This has not been vigorously pursued in this project and the result is that only a few reports had been produced and distributed by December 1995. The specific documents produced are indicated and described in the body of the report and summarized in Table 3 and Figure 6, which show that only 44.5 per cent of the documentation had been completed by 31 December 1995. A period of 60 to 90 days needs to be allowed for final project reporting and evaluation. This lag must be used to complete any outstanding activities and use the result of the evaluation in the planning of the next internal umbrella project.

I. INTRODUCTION

1.1 UNEP's mission

1. Unlike most other United Nations organizations, UNEP is not an operational or executing agency. Instead, UNEP catalyses, facilitates and coordinates all environmental activities within the United Nations system. This role now includes other bodies, such as Governments and scientific non-governmental organizations, e.g. International Council of Scientific Unions (ICSU), Scientific Committee on Problems of the Environment (SCOPE), World Conservation Union (IUCN) and World Resources Institute (WRI) (see the 1992 Annual Report of the Executive Director of UNEP). Thus, its activities are thinly spread, but they are dynamically interlinked with a very large number of cooperating agencies and programmes (Thomas, 1992).

2. Therefore, UNEP's mandate is the promotion of environmentally sound patterns of development and management, whether social or economic. It can help to find solutions to the specific environmental problems of Governments and also to coordinate international approaches to regional problems, particularly in developing countries. It encourages an interdisciplinary approach by employing persuasion and the selective use of the Environment Fund.

3. In 1991, the Governing Council requested the secretariat of UNEP to put particular emphasis on facilitating technology transfer for sustainable development, on trying to link existing environmental databases with new developmental data and on making those databases available to developing countries. The Executive Director was requested by the Governing Council to ensure that all documentation for future sessions of the Council reflected an integrated approach to developmental and environmental concerns, as appropriate (Thomas, 1992). Governing Council decision 16/2 of 31 May 1991 changed UNEP from an environmental agency into an integrated environmental and development agency, or a sustainable development agency with the environment remaining the principal focus.

4. The UNEP mission statement drafted in April 1993 reads as follows: "To provide leadership and encourage partnership in caring for the environment by inspiring, informing, and enabling nations and peoples to improve their quality of life without compromising that of future generations".

5. UNEP divides its programmes and activities into three groups, namely: assessment programmes; management programmes; and support programmes.

6. The mandate of UNEP to coordinate environmental and sustainable development is shared by the Commission on Sustainable Development (CSD) and the task force of the Administrative Committee on Coordination (ACC), while UNEP remains a leader in environmental education, scientific and catalytic roles (Thomas, 1992).

7. UNEP has 12 subprogrammes, as shown in Table 1, with their relative budgets. The System-wide Medium-term Environment Programme (SWMTEP), a six-year planning cycle, is the basic planning and coordinating tool UNEP uses which is revised by the biennial programme of work.

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Table 1. Illustrative example of UNEP's subprogrammes and relative budgets from the Environment Fund (Thomas, 1992, Governing Council decisions 16/44 of 31 May 1991 and 15/46 of 22 May 1989)

Programmes/Budget line	1992-93		1990-91	
	US\$ (million)	Percentage of Fund	US\$ (million)	Percentage of Fund
1. Atmosphere	7.0	4.7	2.7	4.0
1.1 Ozone				
1.2 Climate Change				
2. Water	8.84	5.9	3.4	5.0
3. Terrestrial Ecosystems	20.55	13.7	11.9	17.5
4. Oceans	11.95	8.0	7.0	10.3
5. Lithosphere	0.50	0.3	0.6	0.9
6. Human Settlements	3.35	2.2	1.3	1.9
7. Human Health and Welfare	2.50	1.7	1.5	2.2
8. Energy, Industry and Transportation	10.75	7.2	4.3	6.3
9. Peace, Security and the Environment*			0.4	0.6
10. Environmental Assessment	28.05	18.7	14.8	21.8
10.1 GEMS				
10.2 GRID				
10.3 INFOTERRA				
11. Environmental Management	17.46	11.6	3.9	5.7
Measures				
11.1 Trade in Endangered Species				
11.2 Hazardous Waste Shipments				
12. Environmental Awareness	19.50	13.0	9.0	13.2
13. Technical and regional Cooperation	19.55	13.0	7.2	10.6
Total	150.0	100	68	100

8. In 1992-93, in terms of annual budgetary allocation, TEB (Subprogramme 3 above) ranked second and is closely followed by subprogrammes 10, 11 and 12. Subprogramme 9 (Earthwatch) gets the highest budgetary allocation annually.

1.2 TEB's mandate/mission and objectives

9. TEB's mission is to contribute to the formulation and implementation of the integrated management of terrestrial ecosystems and their resources for sustainable utilization (taking into account ecological, social and economic

* Applies only to the biennium 1990-1991

and cultural factors). The objectives pursued in this area by UNEP and other relevant United Nations bodies and agencies are to improve food production and related systems and institutions, and upgrade the nutrition and income of farmers, thus contributing to the attainment of food security at the household and national levels to the provision of fibre, biomass energy, timber and shelter without resource depletion or environmental degradation, and to the restoration of the resource base where environmental damage has been occurring. The Programme of Action on Agrarian Reform and Rural Development, the United Nations Plan of Action to Combat Desertification, the World Conservation Strategy, the World Soil Charter and the Tropical Forestry Action Plan provide mechanisms to coordinate the activities of the United Nations system and Governments. Coordination is also pursued through mechanisms such as the Administrative Committee on Coordination (ACC) Task Force on Rural Development, the Inter-agency Working Group on Desertification and the Consultative Group on Desertification Control.

10. TEB is one of UNEP's largest sectoral programmes, reflecting the urgency and scale of the problems facing terrestrial resources, resulting from human activities and fuelled by increasing human population and demographic distribution. UNEP holds the view that the issues identified in the area of terrestrial ecosystems require an integrated approach to ecological system management for the achievement of sustainable development. Two main courses of action employed by UNEP are:

- promoting the sustainable use of natural resources through reinforcement of the critical interlinkages within major environmental issues;
- strengthening working interlinkages with key components of other UNEP areas of work.

11. Through these two approaches, UNEP hopes to meet the needs for: international consensus; natural resources policies and ecosystems conservation; and ecosystem management.

12. According to SWMTEP 1990-1995, the major subprogrammes of TEB are:

1. Soils;
2. Arid lands and desertification;
3. Tropical forests and woodlands ecosystems;
4. Temperate and cold zone ecosystems;
5. Mountains and highland ecosystems;
6. Biological diversity and protected areas;
7. Microbial resources and related biotechnologies;
8. Agricultural lands and agrochemicals.

13. The current (1994-95) structures of PACs and internal units or coordination units within TEB appear to suggest the following subprogramme structure:

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- 1.0 Biodiversity and biotechnology;
- 1.1 Conservation of plant genetic resources;
- 1.2 Conservation of animal genetic resources;
- 1.3 Conservation/management of wildlife and protected areas/special habitats;
- 1.4 Conservation of microbial genetic resources and use of related biotechnologies.
- 2.0 Protection and management of land-based resources;
- 2.1 Management of soils, agricultural lands and agrochemicals;
- 2.2 Combating desertification and drought;
- 2.3 Tropical forests and woodlands/grasslands ecosystems management;
- 2.4 Temperate and cold zone ecosystems management;
- 2.5 Mountain and highland ecosystems management.

14. Coordinators or Senior Programme Officers are in place for the above items 1 (H. Zedan), 1.3 (M. Bjorklund), 2.1 (A. Ayoub), 2.2 (F. Cardy, T. Darnhoffer) and 2.3 (B-M. Taal). In practice, item 2.2 (DEDC-PAC) is operationally separate and at present also includes 2.1 above (Soils, agricultural lands, agrochemicals). DEDC/PAC houses the following units, Advisory Services, Liaison Unit, Training & Education unit, and Information Database. Items 2.4 and 2.5 appear to be weak (at headquarters) if they are not covered at the Regional Offices. TEB is one of five thematic programmes and has a Director (H. Hurtubia), who is also coordinator of environmental management.

15. The current thinking of according biodiversity some degree of elevated status and visibility is in keeping with the scale and magnitude of the activities in this area as well as funding availability, such as that from the World Bank, United Nations Development Programme (UNDP), Global Environment Facility (GEF), etc. The new name "Biodiversity & biotechnology" may be a natural and fair trend. However, the loss of the utility of Terrestrial Ecosystems Management as a programme name must be considered before dropping it from the literature of UNEP. Perhaps a new name to use could be TEB/Biodiversity or a new PAC could be created, that is, BB/PAC (Biodiversity and Biotechnology/PAC), with the old name TEB retained to house all activities involving land-based natural resources management. Indeed, BB/PAC is a cross-cutting and a service unit for natural resources use and management.

**1.3 TEB and the internal umbrella support project - FP/9101-94-69
(FP/CP/9101- 94-69) and five subprojects**

16. The internal umbrella support project (including the five subprojects) was formulated to support the implementation of the integrated terrestrial

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ecosystem activities of UNEP by increasing the financial and human resources available to the present four thematic units (vertical functional units) of TEB (namely, biodiversity and biotechnology; soils, agricultural lands and agrochemicals; wildlife and protected areas; and forests and other ecosystems) as well as their cross-cutting (horizontal or sub-issue) programmes (namely, international consensus, natural resources policy, ecosystems conservation, and ecosystems assessment).

17. TEB staff members are members of a functional unit (programme) and of a sub-issue working group. Each working group is led by a Senior Programme Officer or Programme Coordinator and each TEB Programme Officer/Programme Coordinator participates in at least two working groups. As shown in Figure 1, the working groups and their coordinators are as follows:

- WG 1. International consensus A. Ayoub;
- WG 2. Natural resources policy A. Ayoub/M. Bjorklund;
- WG 3. Ecosystems conservation M. Bjorklund/A. Ayoub;
- WG 4. Ecosystems assessment B-M. Taal/H. Zedan.

The main tasks of the working group are:

- to ensure integration;
- to oversee the 1994-1995 programme implementation;
- to serve in the elaboration of the 1996-1997 work programme; and
- to facilitate in-house coordination.

Figure 1

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18. The project is meant to provide the Terrestrial Ecosystems Management subprogramme with finances and expertise to facilitate the operation of the working groups and the timely execution of their activities related to programme elements 3.1 through 3.3, as per the approved work programme. The project is also expected to enhance the integrated approach to the issues of terrestrial resources management as mandated by the General Assembly of the United Nations and the Governing Council of UNEP. Therefore, it is believed that the project will contribute to the overall TEB subprogramme through improved coordination and collaboration and will facilitate the effective implementation of Agenda 21, chapters 10 to 16, and the conventions and agreements catalysed by UNEP, improving human and institutional capacities and better coordinating the efforts and partnerships. It is also expected that the project will ensure, through consultation, the participation of the Regional Offices in the implementation of the various activities of the project i.e. support to meetings, selection of participants, etc.) including those meetings to be initiated by the Regional Offices with the financial and technical support of the project.

19. The umbrella project thus minimizes the (external) administration that arises from too many projects, as was the case in the past. It will also improve the cash flow, as the Project Manager approves expenditures once the project has been approved and has become operational. More importantly, the umbrella project also provides cooperating agencies with a legal instrument for subproject execution through letters of agreement with UNEP.

II. PURPOSE AND METHODOLOGY OF EVALUATION

2.1 Purpose of the evaluation

20. As stated above, this internal umbrella project, like the other internal umbrella projects, (e.g. marine pollution, technical support project, etc.) was conceived primarily to minimize external administration arising from too many projects. The responsibility of the project is shared by TEB (more directly, by the biodiversity and biotechnology unit, and PDEU (project approval process, monitoring and evaluation). Thus, the present evaluation was carried out under the direction of PDEU and the Biodiversity and Biotechnology Unit.

21. The purpose of the present external evaluation is to assess the project's performance vis-à-vis the stated objectives, activities and planned outputs, and how these outputs contribute towards the attainment of the TEB subprogramme objectives, as well as to determine the appropriateness of the project in relation to the mandate of UNEP (see also paragraphs 17 & 18 above). Based on the findings of the evaluation, the extent to which the project achievements are replicable shall be determined and recommendations will be made concerning what changes, if any, are needed to implement the project elsewhere. Realistic and attainable recommendations are to be made, based on the analysis of the problems and constraints encountered in project planning and operation vis-à-vis staffing and administrative arrangements, operational mechanisms and coordination within and outside UNEP.

2.2 Methodology of evaluation

22. This evaluation was carried out from 14 December 1995 to 31 January 1996, with final revisions made from 1 to 5 February 1996. It is based primarily on review and examination of project and related documents and several rounds

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of interviews and discussion meetings with key project management and technical staff within TEB, PDEU and FPMB. Contacts with the Regional Offices were made through fax and their responses were incorporated. The preliminary draft circulated at the end of January through PDEU was commented on by the same key UNEP staff members and their comments have greatly improved the technical content and accuracy of the evaluation report.

III. PROJECT DESIGN (APPROPRIATENESS) AND ACCOMPLISHMENTS

3.1 Appropriateness of the project and subprojects

23. The project (as also stated in the project background statement) can be seen as furthering the implementation of UNEP's original mission and mandate and those tasks added after the United Nations Conference on Environment and Development (UNCED), namely in Agenda 21, chapters 10-16 and 38 (22e) through TEB. The TEB subprogramme implementation, as set in the 1990-1995 SWMTEP, and the 1994-1995 biennial workplan, is facilitated through project funds and staff mobilization and the integration of programme implementation within and outside UNEP. The introduction of working groups drawn from the senior technical staff of the TEB subprogramme is the main innovation of the project to effect better integration of activities and outputs, particularly if members from PDEU and FPMB are included in the fixed major and periodic review and monitoring meetings, as suggested in this report. More recent decisions concerning, inter alia, the need to strengthen interregional cooperation and technical cooperation with developing countries, in order to enable them to develop and enhance their capacity for identifying, analysing, monitoring, preventing and managing environmental problems. The management/implementation matrix that was set up (the working groups) was reportedly cancelled later (Jan. 1995) due to the restructuring within UNEP.

24. Agenda 21 advocates strengthening inter-agency cooperation and stresses the need to build the capacities of national and regional institutions, particularly in developing nations. The activities and results of the main project and the five subprojects clearly contribute to this expanded mandate of UNEP.

3.2 Project accomplishments

3.2.1 The main project - FP/9101-94-69

25. According to revision 3 of the project, 11 activities and 11 expected outputs are detailed in the workplan and timetable of the project document. The Biodiversity Unit is shown as the responsible Unit for implementation vis-à-vis the four working groups. The status of these activities and their respective outputs/results are presented below.

Activity (i) - Preparation and publication of a UNEP biodiversity brochure

26. UNEP's contribution and leadership in the area of biodiversity and biotechnology are significant and the UNEP Biodiversity Programme and Implementation Strategy Document prepared by Mr. J. Illueca sets the framework for supporting global conservation and sustainable use of biodiversity. UNEP is credited with coining and popularizing the word "Biodiversity." The plan was to prepare and publish a popular brochure on

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UNEP's Biodiversity Programme to further enhance the awareness of Governments, partners and the public at large, with a focus on strategic and operational planning for the environmental management of terrestrial ecosystems and the conservation and sustainable use of biological diversity. This was most appropriate and timely.

27. This brochure was to be published in December 1995, but currently exists only as a preliminary draft prepared by a Programme Officer which has yet to be seen and reviewed by the senior staff of TEB. The 5-page preliminary draft devotes more than 20 per cent of its space to explain what biodiversity is, including a box 1, which may not be necessary in a brochure. The brochure does not adequately capture what UNEP, and its partners have accomplished to date and the key and historical events culminating in the Convention on Biological Diversity (CBD) and the establishment of its Secretariat in Canada. The brochure should bring out the implementation relationships between CBD and other bodies in addition to GEF, such as the United Nations General Assembly, the Conference of the Parties, the Subsidiary Body on Scientific, Technical and Technological Advice (SBSTTA), CGIAR, the Commission on Sustainable Development (CSD) and the Open-ended Intergovernmental Panel on Forests, other convention secretariats and international organizations, e.g. IUCN, International Plant Genetic Resources Institute (IPGRI), Food and Agriculture Organization of the United Nations (FAO) and its Global System for Plant Genetic Resources, International Council for Research in Agroforestry (ICRAF), United Nations Educational, Scientific and Cultural Organization (UNESCO), etc. The rest of the brochure should focus more on strategic and operational planning, largely based on the UNEP Biodiversity Programme and Implementation Strategy (BPIS) document. The brochure could benefit from additional artwork and illustrative photographs.

The publication of the UNEP Biodiversity Programme and Implementation Strategy which is being undertaken (see Activity (ii) below) must not be seen as displacing the publication of the popular brochure or booklet.

28. In a similar vein, UNEP, under a letter of agreement: FP/1115-94-69-2220 provided US\$ 20,000 to support BIONET, now The Tides Foundation, (a United States NGO for Biodiversity Action Network) to prepare and publish a second issue of a bulletin to serve as an essential source of information, ideas and proposals for action to promote the conservation and sustainable use of biological diversity worldwide. BIONET was supposed to label the bulletin appropriately as a UNEP co-sponsored activity and supply UNEP with 15 copies free of charge. It was not possible to establish whether this had been done, as stipulated in the letter of agreement as a sample copy was not made available to verify and evaluate this output.

Activity (ii) - Preparation of a UNEP Biodiversity Programme and Implementation Strategy document

29. This has been successfully carried out and the document is expected to be published soon. The initiative was initially led by Mr. Illueca. The document is well set out and clearly presented with three chapters and several important and useful appendices. Chapters 2 and 3 present, respectively, the biodiversity programme and implementation strategy to be adopted. The setting of high and medium-level priorities within the programmes is provided. There is, however, no adequate geographical/ecosystems prioritization included in these high- and medium-level priority activities. For instance, in situ conservation of genetic

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(plant) resources in tropical Africa and Latin America and the Caribbean may be a priority covering drylands, mountains/highlands and the humid tropical lowlands, as well as wetland ecosystems in selected tropical, sub-tropical and sub-temperate zones of the world. In reading the strategy document, one gets the impression that marine and freshwater biodiversity ecosystems are given more priority, while land or terrestrial biodiversity demand equal or more urgency. The document also includes biotechnology issues and questions of safety. Terrestrial biodiversity management programmes are also detailed.

Appendices 1 to 8 contain important information and each could be produced as flyers, leaflets or made into brochures for a wider audience and distribution or incorporated into the planned UNEP biodiversity brochure (see Activity (i) above).

30. The Global Biodiversity Assessment (GBA) is said to be a priority activity for UNEP, as stated in the document. The main text of the GBA and a policy makers' summary were planned to be ready in mid-1995. This document as well as the other three above, if produced and distributed, will give biodiversity and UNEP greater visibility in the field. They should be given the priority they deserve by including them in the 1996-1997 project activities.

Activity (iii) - Preparation/publication of Coastal and Marine Biodiversity (see subproject FP/1115-94-40 below)

31. A draft report was made available in November 1995 in the World Conservation Monitoring Centre (WCMC) biodiversity series No.4: The Biodiversity of the Seas: A regional approach. (See subproject FP/1115-94-69 under paragraphs 54-57 below for more details).

Activity (iv) - Regional workshop on criteria and indicators for sustainable forest management in dry-zones of Africa

32. A UNEP/FAO Panel of Experts meeting/workshop was held in collaboration with the International Union of Forestry Research Organizations (IUFRO) at UNEP Nairobi from 21 to 24 November 1995 at a cost of US\$ 80,200. UNEP contributed US\$ 5,000 under letter of agreement FP/0311-95-10-2203 - (support to FAO towards covering costs associated with the organization and running of the meeting interpretation, local transport and reception costs).

33. A total of 24 participants (13 experts and 11 observers) from 20 African countries attended. Observers included representatives from ongoing initiatives for the development of criteria and indicators of sustainable forest management at the national level and forest management levels, such as the Centre for International Forestry Research (CIFOR), African Timber Organization (ATO), intergovernmental organizations, such as the Intergovernmental Authority on Drought and Development (IGADD), UNDP/United Nations Sudano-Sahelian Office (UNSO), and NGOs. The UNEP secretariat provided four participants/representatives and FAO had three participants/representatives. Three experts were hired to prepare the technical papers for the meeting.

34. Presentation and discussion of the background papers was by region:

- Countries in the West African Sahelian region (Permanent Interstate Committee for Drought Control in the Sahel (CILSS));

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- Countries in East Africa (IGAD);
- Countries in Southern Africa (Southern Africa Development Community (SADC)).

35. It was agreed that the meeting was the first step in a process of formulating and applying criteria and indicators for sustainable forest management at the national level in countries of the sub-Saharan dry zone of Africa.

36. The meeting proposed and agreed the following criteria and indicators for the above regions:

Criterion 1: Maintenance and improvement of FOREST RESOURCES, including their contribution to global carbon cycles:

1. Total areas of forests, plantations and other wooded lands (and their changes over time);
2. Biomass (and changes over time).

Criterion 2: Conservation and enhancement of BIOLOGICAL DIVERSITY in forest ecosystems:

Ecosystem indicators:

1. Areas by types of vegetation (natural and man-made);
2. Extent of protected areas;
3. Fragmentation of forests;
4. Area cleared annually of forest ecosystems containing endemic species.

Special indicators:

5. Number of provenances (and changes over time);
6. Number of forest-dependent species at risk;
7. Resource exploitation systems used.

Genetic indicators (flora and fauna):

8. Average number of provenances (and change over time);
9. Number of forest-dependent species with reduced range;
10. Population levels of key species across their range;
11. Management of genetic resources.

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Criterion 3: Maintenance of forest ecosystem health, vitality and integrity:

1. Areas and percentages of forest modified, with indication of severity of damage;
2. Percentages of forest ecosystems with or without regeneration;
3. Changes in nutrient balance and soil acidity;
4. Bush encroachment;
5. Trends in crop yields;
6. Percentage of the population employed in crop/livestock farming.

Criterion 4: Maintenance and enhancement of PRODUCTION FUNCTIONS of forests and other wooded lands:

1. Percentage of forests and other wooded lands managed according to a management plan;
2. Growing stock;
3. Annual balance between growth and removals of wood products (and change over time);
4. Average annual per capita consumption of wood for energy;
5. Extraction of non-wood forest products (and change over time).

Criterion 5: Maintenance and improvement of PROTECTION FUNCTIONS in forest management:

1. Areas and percentages of forests and other wooded lands managed for the protection and/or rehabilitation of agricultural lands or rangelands, and/or rehabilitation of degraded lands and relevant important infrastructure works;
2. Areas and percentages of forests and other wooded areas managed mainly for the production of water, protection of watersheds, riverine zones and for flood control;
3. Areas of forests and other wooded lands managed for scenic and amenity purposes.

Criterion 6: Management and enhancement of SOCIO-ECONOMIC BENEFITS:

Indicators of economic benefits:

1. Value of wood products;
2. Value of non-wood forest products;
3. Ecotourism (including hunting and recreation);

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- 4.Share of forest sector in GNP;
- 5.Value from primary and secondary industries;
- 6.Value from biomass energy;
- 7.Forest sector trade and forest industries;
- 8.Investment in forests and forest industries.

Indicators of the distribution of benefits:

- 9.Employment generation, notably in rural areas;
10. Degree to which social, cultural and spiritual needs are met;
11. Benefits accruing for local communities (with particular emphasis on women and youth);
12. Contribution to food security.

Criterion 7:Adequacy of LEGAL, INSTITUTIONAL AND POLICIES FRAMEWORK for sustainable forest management:

- 1.Existence of a national forest policy, including the integration of forest management in rural land-use planning and development;
- 2.Existence of a comprehensive legislative and regulatory framework providing for equitable access to resources, alternative forms of conflict resolution and consideration of land occupancy and cultural rights of local populations;
- 3.Institutional, human and financial capacity to implement the national forestry policy, relevant national and international laws, instruments and regulations;
- 4.Research and development capacity;
- 5.Existence of incentives for investments in the forestry sector;
- 6.ValORIZATION of local expertise, knowledge and technologies;
- 7.Existence of measures to facilitate the transfer and adoption of appropriate technologies;
- 8.Existence of an administrative, policy and legal framework for the effective participation of local communities, NGOs and the private sector in forest policy formulation, implementation and monitoring.

37. The recommendations of the expert meeting were:

1. FAO, as the Task Manager for chapter 11 of agenda 21, "Combating Deforestation" and UNEP which, in addition to other important responsibilities in the follow-up to the forestry aspects of UNCED, has responsibility for policies regarding the environment and for monitoring and general coordination of environmental affairs in which forestry is a critical

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component, should bring the recommendations and conclusions of the meeting to the attention of their regional intergovernmental bodies for review and endorsement, and particularly to the tenth session of the African Forestry and Wildlife Commission;

2. FAO and UNEP should inform the CILSS and IGAD Secretariats and the SADC (Forestry Sector) of the conclusions and recommendations, in order for them to take appropriate action in their respective regions;

3. Each country should be involved in the internalization of the process and this process should be promoted simultaneously at regional, subregional and national levels;

4. Effective coordination in this field in the three regions is important;

5. The process should be actively pursued at regional, subregional and national levels in concert with the programme of work of the Open-ended Intergovernmental Panel of Forests of the CSD;

6. The criteria agreed at regional, subregional and national levels should be the same and, for each criterion adopted at the regional level, indicators should be added at the subregional and national levels to reflect the specific conditions in the subregions and countries concerned;

7. The process should first identify a minimum set of simple indicators which could later be complemented and gradually refined on the basis of the experience obtained through testing and application;

8. Every effort should be made by all concerned to promote the exchange of information and experience with the relevant ongoing processes in this field, through, in particular, the participation of experts in meetings organized within the framework of this process. In addition, the various stakeholders, including NGOs and the private sector, should be involved at the various levels and in various phases of this process, in a participatory and transparent manner.

38. The outcome (draft report) of the meeting, as was agreed, was presented to the tenth session of the African Forestry and Wildlife Commission (AFWC) as item 5 of the agenda, held in Sabonani, South Africa, from 27 November to 1 December 1995. Only the conclusions and recommendations, which have been summarized above, are available and the full report is in preparation and will soon be published, according to FAO (J.P. Lanly's letter to participants in the Nairobi meeting).

Activity (v) - Report of the High-level Advisory Panel on Biological Diversity

39. Two meetings took place, one in Nairobi (November 1994) and the second in New York (April 1995). No report was provided, hence this activity is incomplete. The usefulness of the meetings will thus be limited to those that were able to participate.

40. A related meeting, the International Consultation on biological diversity, was held in Bangalore, India, from 22-23 August 1994 which UNEP

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supported under letter of agreement FP/0311-94-69-2216 with a total of US\$ 15,000. Documentation related to this meeting is not available, but it was possible to establish that the meeting agreed that the basis of any cooperation in scientific activities should be the sharing of the information (database) presently available as well as the training of personnel within the region. The facilities and infrastructure available in the respective countries of the region were inadequate. It was further agreed that inventories of flora and fauna were critical and needed to be undertaken collaboratively. The meeting concluded with the Bangalore Declaration on Biodiversity, which will no doubt facilitate the work of the new Secretariat. Activity (vi) - Technical missions on request from Governments and attendance at Meetings

41. According to the workplan and timetable, this activity covers the entire project period (Nov. 1994 to Dec. 1995). Accordingly, TEB staff members were able to respond to requests for technical missions and were also able to take advantage of new opportunities to attend important official environmental meetings. Some staff members were enabled to undertake more than 15 missions during the life of the project. A total of 85 missions were undertaken using the project fund (see Table 2 for the list of missions and staff involved). The missions for 1995 are analysed in Figures 2, 3, 4 and 5 in terms of number of missions, actual official time and total duration of the mission for individual technical and management staff, as well as by Units within TEB. Figure 2 gives the regional distribution of these missions, based on Table 2. The actual and total durations of each mission are also given under column 3 of Table 2. For instance, mission #23 shows the figures 10/17, which is to say that the total number of days of the meeting was 10, but the total number of mission days was 17 (inclusive of travel time). In many cases, the difference between the first and second figures is more than the travel time required for each destination, and this is what Figures 3, 4, and 5 show. This wide gap is invariably high for some members of staff, i.e. H. Zedan, J. Hurtubia, B-M. Taal, etc. Table 2 and Figures 2 to 5 should be taken as indicative, as much of the information is compiled from various sources in addition to the travel authorization forms, some of which were difficult to read, which may contribute to some degree of error. The total mission days per year and number of missions by selected staff members is too high. Figure 2 shows that missions are concentrated in three of the six Regional Offices, namely the Regional Office for Europe (ROE), Regional Office for Africa (ROA) and Regional Office for Latin America and the Caribbean (ROLAC).

42. Analysis of the expenditure of 1995 shows that as much as US\$ 220,900, or 22.3 per cent of the 1995 annual budget, was used for travel/missions and meetings. More than 20 letters of agreement costing UNEP US\$ 100,000 were implemented in support of and in response to requests from Governments and institutions within and outside the United Nations system. Mission reports on file (with very few exceptions) by participating individuals or groups of UNEP staff are grossly inadequate and lack technical content. Thus, those staff members who did not go on missions cannot benefit from these reports. For instance, 10 UNEP staff members attended the third meeting of CSD in New York from 11-28 April 1995, as well as other associated meetings, e.g. NGO seminar on genetic engineering, science, ecology and policy (10 April 1995), UNEP Advisory Panel on Biodiversity (12-13 April 1995), and the inter-agency meeting on the proposed CSD Intergovernmental Panel on Forests (10 April 1995), but the mission report by the Biodiversity Task Manager is only three paragraphs or less than one page. The project management office did not have

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complete information of staff travel/mission nor is there a central Registry in UNEP to make this task easy for the consultant. Thus, the last column in Table 2 should be read with caution.

Table 2. Technical Assistance and Support Missions carried out by TEB and other UNEP staff from Project funds in support of activities (vi) & (vii) (for explanation see also paragraphs 40 and 41)

Unit/staff	Purpose of Mission	Date	Destination/venue	Mission Report & project code
A. Soils/Agric.				
1. A. Ayoub	Represent UNEP in preparatory workshop on MESOTER	3-13 Jan./95 (3/11)	Damascus, Syria ROWA	FP/0313-94-03: Establishment of soil and terrain database in MESOTER 2-page report Summary for the ED
2. A. Ayoub	Represent UNEP in Workshop on Soil Biodiversity and Ecosystems Function in Tropical Agriculture	14-22 Jan./95 (6/11)	ICRISAT, Hyderabad, India ROWA	FP:0312-94-15: Enhancement knowledge on soil biodiversity for policy formulation on sustainable tropical Agriculture 3-page report summary for the ED
3. A. Ayoub	Represent UNEP in workshop, and participate in the decisions on formulation of recommendations and policy options on the implication of Agenda 21, ch.10 (integrated Planning & Management of Land Resources	18-23 Feb./95 (3/6)	Wageningen, Netherlands ROE	FP/0312-94-69-1603 7-page report Executive summary for the ED
4. A. Ayoub	To discuss with FAO and other partners the	5-11 March/95	FAO, Rome	FP/0312-94-25 and

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Unit/staff	Purpose of Mission	Date	Destination/venue	Mission Report & project code
	implementation of projects FP/0312-94-25 and FP/0312-95-01	(2/7)	ROE	FP/0312-95-01 4-page report Executive summary for the ED
5. A. Ayoub	1. To assist in convening the HUNSOTER workshop; 2. To followup implementation and plan forthcoming activities of integrated management of salt-affected soils	13-17 June 1995 (3/7)	Budapest, Hungary (RISSAC) ROE	FP/0312-93-02 3-page report
6. A. Ayoub	1. Follow-up implementation of current joint activities 2. Discuss collaborative future activities	8-9 June/95 (1/2)	FAO Rome ROE	Establishment of soils and terrain database, SOTER
7. A. Ayoub	Project coordination with FAO	4-6 June/95 (3/4)	FAO, Rome, RIE Land & Water Division ROE	FP/0312-95-01: Preparation of guidelines for integrated planning and management of land resources 2-page report Executive summary to the ED

Unit/staff	Purpose of Mission	Date	Destination/venue	Mission Report & project code
				Background paper
8. A. Ayoub	To represent UNEP at the 23rd meeting of the ACC Sub-committee on Rural Development	May 30 to June 3/95 (3/5)	Paris, ROE	FP/0312-94-37: UNEP Policy Paper on Environment and Rural Development 3-page report
9. A. Ayoub	To represent UNEP at the 108th Session of the FAO Council	7-8 June/95 (2/2)	FAO, Rome ROE	FP - UNKNOWN 3-page report
10. A. Ayoub	1. To hold discussions with Dr. Eswaran on a GEF PP on climate change and soil salinization and familiarization on USA soils database 2. To participate in the 5th Int. Rangeland Congress and finalize a planned workshop in Nairobi, Sept/95	19-31 July/95 (7/13)	1. Washington DC, USA 2. Salt Lake City, USA, RONA	FP/0312-94-69: Support to the implementation of integrated terrestrial ecosystems management activities 2-page and 1-page reports executive summary for the ED
11. A. Ayoub	1. To participate and present paper in the Int. Symposium on salt-affected lagoon ecosystems 2. To discuss the possibility of	16-23 Sept/95 (5/7)	Valencia, Spain ROE	FP/0312-94-69: Support to the implementation of integrated terrestrial ecosystems management activities 1-page report

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Unit/staff	Purpose of Mission	Date	Destination/venue	Mission Report & project code
	organizing a yearly int. training course			
12. A. Ayoub	<p>1. To attend the int. workshop on integrated soil management for sustainable use of salt- affected soils</p> <p>2. To participate in evaluation of the research findings and network activities, and plan future activities</p>	<p>4-12 Nov/95 (5/8)</p>	<p>The Philippines ROAP</p>	<p>FP/0312-94-25: Integrated soil management for sustainable use of salt-affected soils</p> <p>3-page report executive summary for the ED</p>
13. A. Ayoub	<p>1. To attend roundtable discussions (UNEP FAO, UNESCO IFAD and others) to develop programme, write outline of guidelines document and to discuss recruitment of consultants to prepare guidelines</p> <p>2. To attend the preparatory meeting to discuss organization and technical programme for implementation of FP/0312-94-25</p>	<p>12-22 Feb./95 (5/11)</p>	<p>FAO, Rome ROE</p>	<p>FP/0312-94-25 report not seen</p>
14. J. Zhang	To participate in Int. workshop on Agenda 21,	18-23 Feb./95	Wageningen,	FP/0312-94-69-1603

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Unit/staff	Purpose of Mission	Date	Destination/venue	Mission Report & project code
	chapter 10: integrated planning and management of land resources	(3/6)	Netherlands ROE	7-page report
15. A. Ayoub	To discuss with Ministry of Agriculture and the Inst. of Env. Studies, Sudan, undertaking of the case-study in W. Sudan, the potentialities of the Sahel region as carbon sink	20-25 Nov/94 4/6)	Sudan ROA	FP - UNKNOWN report not seen
B. Biodiversity & Biotechnology				
16. H. Zedan	<p>1. To review with Syrian authorities the status of implementation of W. Asia MIRCEN and the Syrian Biodiversity Country Study (Damascus 2-3 Dec/95)</p> <p>2. To participate in the 2nd workshop to review first draft on Lebanon Biodiversity Country Study (Beirut) 5-7 Dec/95</p> <p>3. To participate in</p>	1-16 Dec/95 (13/17)	Damascus, Syria Cairo, Egypt Beirut, Lebanon ROWA	FP/312-94-69 2-page report

Unit/staff	Purpose of Mission	Date	Destination/venue	Mission Report & project code
	the global consultation of Government-designated experts on biosafety guidelines (Cairo 11-14 Dec/95)			
17. H. Zedan	To participate in the expert meeting on biodiversity in the Arab world and to discuss with Egyptian authorities the organization of the global intergovernmental consultation on biosafety in Cairo to be held 11-14 Dec/95	1-6 Oct/95 (4/6)	Cairo, Egypt ROWA	FP/0311-94-69 1-page report
18. H. Zedan	1. To represent UNEP at the Asia/Pacific regional preparatory meeting for biodiversity COP2 (4-5/11/95) 2. To assist the Secretariat in servicing COP2 (6-17/11/95)	3-19 Nov/95 (12/17)	Jakarta, Indonesia ROAP	FP/0312-94-69 1-page report
19. H. Zedan	1. To participate and represent UNEP in the expert meeting on	1 Oct/95: 3-5 Oct/95	Cairo, Egypt	

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Unit/staff	Purpose of Mission	Date	Destination/venue	Mission Report & project code
	biodiversity in the Arab world (Cairo 1 Oct/95) 2. To attend the 9th session of the FAO Panel on Forest Gene Resources (Rome 3-5 Oct/95)	(Mission Sept 25 to Oct 7) (4/13)	1 Oct/95 ROWA FAO, Rome 3-5 Oct/95 ROE	
20. H. Zedan	1. To discuss the implementation and follow-up to FP/0311-95-69: Support to the survey & preservation of microbial diversity chains with the implementing agents (Sept 16/95) 2. To discuss and elaborate the proposal: framework for forest land, 3. To participate 19-21 Sept/95	Sept 14-24/95 (6/11)	Beijing, China, ROAP	FP - UNKNOWN report not seen
21. H. Zedan	To participate in the 1st meeting of the CBD Subsidiary Body on Scientific, Technical and Technological Advice and the 1996/97	2-10 Sept/95 (5/9)	Paris, France ROE	FP - UNKNOWN report not seen

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Unit/staff	Purpose of Mission	Date	Destination/venue	Mission Report & project code
	Cluster 'O' meeting (4-8/Sept/95)			
22. H. Zedan	<p>1. To participate in SE Asia regional workshop on community-based conservation of biological diversity (10-12/08/95)</p> <p>2. Workshop on biodiversity (August 14-15/95 Kuala Lumpur)</p>	<p>8-18 Aug/95 (3/11)</p>	<p>Kuala Lumpur ROAP</p>	<p>FP - UNKNOWN report not seen</p>
23. H. Zedan	<p>1. To participate in the CSD ad hoc intersessional group on sectoral issues (NY 27 Feb to 3 March/95)</p> <p>2. To participate in the Asia regional workshop and consultation of government-designated experts on guidelines for safety in biotechnology (Bangkok) 6-10 March/95</p>	<p>25 Feb to 13 March/95 (10/17)</p>	<p>Bangkok, Thailand ROAP New York, USA RONA</p>	<p>FP/0312-94-69 2-page report</p>
24. H. Zedan	<p>1. To participate in the 3rd Session of the UN Commission on Sustainable Development</p>	<p>8-15 (6-17) April/95 (5/12)</p>	<p>New York RONA</p>	<p>FP/0312-94-69 1-page report</p>

Unit/staff	Purpose of Mission	Date	Destination/venue	Mission Report & project code
	<p>(NY 11-28 April/95)</p> <p>2. Attend NGO meeting on genetic engineering, science, ecology and policy and interagency meeting on the proposed CSD-based Intergovernmental Panel of Forests Policy (10 April/95)</p> <p>3. UNEP Advisory Panel on Biodiversity meeting (12-13 April/95)</p>			
25. H. Zedan	1. To participate in the W. Asia regional consultation of Government-designated experts in technical guidelines for safety in biotechnology (Amman 25-27 April/95)	22 April to 7 March/95 (3/17)	Amman, Jordan ROWA	FP/0312-94-69 2-page report
26. H. Zedan	To participate in the inter-agency consultation on the preparation of the Biodiversity Convention COP2 open-ended expert group on biosafety and to brief CBD Secretariat on current	20-26 March/95 (3/7)	Geneva ROE	FP/0312-94-69 2-page report

Unit/staff	Purpose of Mission	Date	Destination/venue	Mission Report & project code
	status of UNEP work on biosafety (Geneva 22-24 March/95)			
27. H. Zedan	To participate in the GCC countries conference on protection of biodiversity and wildlife as the keynote speaker	14-20 Jan/95 (3/7)	Manama ROLAC	FP - UNKNOWN
28. H. Zedan	To CGIAR (Centres Week) meetings	28 Oct-4 Nov/95 (5/8)	Washington DC, USA, RONA	FP/0312-94-69 1-page report
29. H. Zedan	To participate in the 1st meeting of the COP to the CBD and provide technical support to the Secretariat (25 Nov.- Dec 10/94)	23 Nov-12 Dec/94 (16/20)	Nassau, USA RONA	FP/0311-94-69 report not seen
30. H. Zedan	To attend the 5th Session of the Inter-agency Committee on Sustainable Development (31 Jan-3 Feb/95)	30 Jan-Feb 5/95 (4/7)	New York, USA RONA	FP/0312-94-69 report not seen
31. H. Zedan	1. To represent UNEP at the Asia/Pacific regional preparatory meeting for Biodiversity COP2 (4-5	2-18 Nov/95 (14/20)	Jakarta ROAP	FP/0311-94-69 report not seen

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Unit/staff	Purpose of Mission	Date	Destination/venue	Mission Report & project code
	Nov/95) 2. To assist the Secretariat in servicing COP2 (6-17 Nov/95)			
32. H. Zedan	To attend the ROLAC regional preparatory meeting for COP2 (18-19 Oct/95)	16-20 Oct/95 (2/5)	Buenos Aires, Argentina, ROLAC	FP/0311-94-69 report not seen
33. C. Sendashonga	To attend meeting on African Regional Preparations for the COP2 of the CBD (9-10 Oct/95)	8-11 Oct/95 (2/2)	S. Africa ROA	FP/0311-94-69 report
34. C. Sendashonga	To attend meeting of the SBSTTA under the Convention on Biological Diversity, 3-8 Sept/95	2-10 Sept/95 (6/9)	Paris, France ROE	FP/0311-94-69 report not seen
35. C. Sendashonga	To attend the open-ended Ad Hoc meeting of the Inter-governmental experts on biosafety - 24-28/95	22-30 July/95 (5/9)	Madrid, Spain ROE	FP/0311-94-69 1-page report
36. C. Sendashonga	To attend the global Biodiversity Assessment peer review workshop 12-16 June 95	10-18 June/95 (5/9)	Panama City ROLAC	FP/0313-94-69 report not seen

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Unit/staff	Purpose of Mission	Date	Destination/venue	Mission Report & project code
37. C. Sendashonga	To attend the high-level Ministerial meeting on EIA 24-25 June/95	24 June -1 July/95 (2/9)	Durban, S. Africa ROA	FP/0313-94-69 report
38. C. Sendashonga	To attend the 2nd meeting of the ED's Advisory Panel of Biological Experts, 11-12 April/95	8-14 April/95 (2/7)	New York, RONA	FP/0312-94-69 report not seen
39. C. Sendashonga	To attend the International workshop on metal-microbes interactions and their applications and hold discussions with Pune MIRCEN, 9-21 Jan/95	8-22 Jan/95 (13/15)	Pune, India ROWA	FP/0311-94-69 report not seen
40. C. Sendashonga	To participate in the 1st meeting of the COP to the CBD and to provide technical support to the Secretariat of the Convention, 25 Nov-10 Dec/94	22 Nov-12 Dec/94 (15/22)	Nassau ROLAC	FP/0311-94-69 report
41. C. Sendashonga	To represent UNEP in the preparatory regional meetings for COP 2 and to assist the CBD Secretariat in	8-11 Oct/95 (2/4)	Pretoria S. Africa ROA	FP/0311-94-69 1-page report

Unit/staff	Purpose of Mission	Date	Destination/venue	Mission Report & project code
	servicing COP 2 (8-11 Oct. 95 (9-10 meeting)			
42. C. Sendashonga	(as above) for ROLAC, 11-22 Oct/95	16-22 Oct/95 (2/12)	Buenos Aires, Argentina ROLAC	FP/0311-94-69 1-page report
43. C. Sendashonga	1. (as above) for ROAP 2. Attend second meeting of the COP2 to the CBD	23 Oct-5 Nov/95 (2/13)	Jakarta, ROAP	FP/0311-94-69 1-page report
44. C. Sendashonga	To provide technical backstopping to the Secretariat for the CBD in servicing meeting	2-11 Aug./95 (5/10)	Paris, France ROE	FP/0313-94-69 1-page report
45. P. Chabeda	To represent UNEP in the Global Consultation of Government-designated Experts to Review International Technical Guidelines on Safety on Biotechnology (Cairo 11-14 Dec/95)	8-16 Dec/95 (4/9)	Cairo, Egypt ROWA	FP/0312-94-69 report not seen
46. P. Chabeda	To participate in the Ghanian National Workshop on Biodiversity Country Study Strategy and Action Plan Accra 14-17	12-19 Aug/95 (4/8)	Accra, Ghana ROA	FP/0311-94-69 report not seen

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Unit/staff	Purpose of Mission	Date	Destination/venue	Mission Report & project code
	Aug/95			
47. S. Issa Sylla	To attend the First meeting of the COP of the CBD 28 Nov-9 Dec/94	28 Nov-17 Dec 94 (12/20)	Nassau, Bahamas RONA	FP/0312-94-69 report not seen
48. A. Rhaman	To represent UNEP at the National Conservation Congress of WWF-India 21-23 Nov/94	19-25 Nov/94 (3/7)	New Delhi, India ROWA	FP - UNKNOWN 1-page report
Wildlife/Protected Areas				
49. M. Bjorklund	To represent UNEP in the formal negotiations meeting for an agreement on the conservation of African-Euroasian migratory waterbirds, The Hague, 12-17 June/95	10-18 June/95 (6/9)	The Hague, Netherlands ROE	FP/0312-94-69 4-page report
Forestry				
50. B-M. Taal	To attend the 21st meeting of the Forestry Advisory Group (FAO) 12-15 Dec/95 NY	10-17 Dec/95 (4/8)	FAO, Rome ROE	FP/0312-94-69 report not seen
51. B-M. Taal	To attend the expert consultation meeting to finalize the	20 Nov-1 Dec/95 (2/12)	FAO, Rome ROE	FP/0312-94-69 report not seen

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Unit/staff	Purpose of Mission	Date	Destination/venue	Mission Report & project code
	environmental management guidelines for formulation of national policy framework for integrated planning and management of land resources 29-30 Nov/95			
52. B-M. Taal	10th Session of the African Forestry and Wildlife Commission 27 Nov-1 Dec/95	26 Nov-2 Dec/95 (5/7)	S. Africa ROA	FP/0312-94-69 report not seen
53. B-M. Taal	Agency meeting on the preparation of the 1st meeting of the Intergov. Panel on Forests 10-15 Sept/95	8-18 Sept/95 (6/19)	New York, USA RONA	FP/0311-94-69 report not seen
54. B-M. Taal	To represent UNEP at the XX World Congress of IDFRO 12 Aug/95	4-14 Aug/95 (7/11)	Finland, ROE	FP/0312-94-69 report not seen
55. B-M. Taal	To represent UNEP at the Interagency meeting on the modality of the intergovernmental Working Panel on Forests	6-11 Oct/95 (3/6)	New York, RONA	FP/0312-94-69 report not seen
56. B-M. Taal	To represent UNEP at FAO 12th Session on the Committee of Forests	12-18 March 95 (5/7)	Rome (FAO) ROE	FP/0312-94-69 report not seen

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Unit/staff	Purpose of Mission	Date	Destination/venue	Mission Report & project code
	and Woodlands and the Ministerial Meeting on Forests, 13-17 March/95			
57. B-M. Taal	To represent UNEP in the expert meeting on the harmonization of criteria and indicators of sustainable forest management 13-16 Feb 95, FAO	12-17 Feb/95 (4/6)	Rome, FAO ROE	FP/0312-94-69 report not seen
58. B-M. Taal	To represent UNEP in the Keystone-CIFOR International Dialogue on Sustainable Forest Management, Bali, Indonesia 10-16 Dec./94	7-18 Dec/94 (7/12)	Indonesia ROAP	FP/0312-94-69 report not seen
59. B-M. Taal	To represent UNEP at the ITTO Council, 8-16 Nov/94, Japan	6-20 Nov/94 (9/15)	Japan ROAP	FP/0312-94-69 report not seen
TEB Management				
60. J. Hurtubia	1. Co-sponsors meeting with CGIAR Directors, 28 Oct/Nov/95 2. CGIAR/NGO Committee, 28 Oct/95 3. Co-sponsors meeting	26 Oct-7 Nov/95 (6/12)	Washington DC RONA	FP/0312-94-69 report

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Unit/staff	Purpose of Mission	Date	Destination/venue	Mission Report & project code
	29 Oct/95 4. Centres week meeting 30 Oct-3 Nov/95			
61. J. Hurtubia	To represent UNEP in the International Symposium on Biodiversity in Agriculture, China, 19-21 Sept/95	14-26 Sept/95 (3/13)	China ROAP	FP/0312-94-69 report
62. J. Hurtubia	To represent UNEP (ED) and give the keynote address to the 1st BIONET International Global Workshop, Wales, 23-25 Aug 95	20 Aug-10 Sept/95 (3/22)	Wales ROE	FP/0312-94-69 report
63. J. Hurtubia	To attend the 1st meeting of WCMC Programme Advisory Group 24-25 July 95, UK	22-27 July/95 (2/6)	UK ROE	FP/0312-94-69
64. J. Hurtubia	To attend the 13th Session of the International Coordinating Council of the MAB Programme, Paris 12-16 June/95	10-18 July/95 (5/9)	Paris ROE	FP/9101-94-69 report not seen
65. J. Hurtubia	To visit Birdlife International and to participate at the WCMC	7-11 May/95 (2/5)	UK ROE	FP/9101-95 report not seen

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Unit/staff	Purpose of Mission	Date	Destination/venue	Mission Report & project code
	Management Board meeting, UK, 9-10 May/95			
66. J. Hurtubia	To attend meeting of the International Advisory Committee for IFPRI 2020 Vision for Food, Agriculture and the Environment, Sweden, 6-7 Jan/95	4-12 Jan/95 (2/9)	Sweden ROE	FP/0312-94-69 report not seen
67. J. Hurtubia	To attend the UNEP/FAO Regional Workshop on implementation of Chapter 11 of Agenda 21 and Forest Principles in LAC 5-9 Dec/94, Chile	2-12 Dec/94 (5/11)	Chile ROLAC	FP/0311-94-69 report not seen
68. J. Hurtubia	To attend the International Symposium on biodiversity in agriculture, 19-21 Sept 95	14-24 Sept/95 (3/11)	China ROAP	FP - UNKNOWN 2-page report
69. J. Zhang	(see 68 above)	14-24 Sept/95 (3/11)	China ROAP	FP - UNKNOWN 2-page report
70. J. Illueca	Consultation meetings with UNDP on GEF biodiversity project, 17 Jan/95, NY	15-22 Jan/95 (1/8)	New York RONA	FP/0312-94-69 report not seen

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Unit/staff	Purpose of Mission	Date	Destination/venue	Mission Report & project code
71. J. Illueca	To attend the 2nd meeting of the ED's Advisory Panel of Biodiversity Experts 13-17 March, Costa Rica	11-20 March 95 (5/10)	Costa Rica ROLAC	FP/0312-94-69 report not seen
72. J. Illueca	1. To attend 2nd meeting of the ED's Advisory Panel of Biodiversity Experts, NY, 11-12 April/95 2. CSD III, 12-17 April/95, NY	9-21 April/95 (7/13)	NY, USA RONA	FP/0311-94-69 report not seen
73. Per Warmer	To interview in Nairobi for the post of Executive Secretary, Biodiversity Secretariat, Geneva 27 May/95	25-27 May/95 (1/3)	Kenya (NBI) ROA	FP/0313-94-69 report not seen
74. R. Olembo	1. To attend GEF meeting Washington DC, 3-5 May 2. To attend WCMC meeting 10 May, UK	1-12 May/95 (4/12)	Washington DC RONA London, UK ROE	FP/0312-94-69 report not seen
75. R. Olembo	1. Land-based resources meeting 23-24 Oct and 28 Oct-3 Nov/95, DC 2. GEF Council meeting 25-27 Oct/95, DC 3. Biodiversity meeting	21 Oct-20 Nov/95 (21/30)	Washington DC RONA Jakarta ROAP	FP/0311-94-69 report not seen

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Unit/staff	Purpose of Mission	Date	Destination/venue	Mission Report & project code
	6-17 Nov/95 Jakarta			
76. T. Brough	To attend Board of Trustees- World Conservation Centre, Cambridge, 21-22 Nov/95 To attend Finance Committee Meeting TVE, London, 23-24 Nov/95	18-25 Nov/95 (4/8)	UK ROE	FP/0312-94-69 FP/1304-94-69 report not seen
77. T. Brough	To represent UNEP on the Business Committee of WCMC, Aug./95, UK	7-11 Aug/95 (1/5)	UK ROE	FP/0312-94-69 report not seen
78. T. Brough	To represent UNEP on the Board of Trustees of World Conservation Centre, 9-10 May/95	7-12 May/95 (2/6)	UK ROE	FP/0312-94-69 report not seen
79. S. Govedi	Global consultation of Government-designated experts on international technical guidelines for safety in biotechnology, Cairo, 11-14 Dec/95	8-16 Dec/95 (4/9)		
80. J. Akiwumi	1. To attend a meeting on Ocean and Coastal areas management for the Caribbean Islands, Trinidad & Tobago, 21-25 Nov/94	19 Nov - 16 Dec/94 (16/28)	Trinidad & Tobago ROLAC Bahamas ROLAC	FP/1303-94-69 FP/0311-94-69 report not seen

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Unit/staff	Purpose of Mission	Date	Destination/venue	Mission Report & project code
	2. 1st meeting of the COP of the Convention of Biological Diversity, Bahamas, 27 Nov - 8 Dec/94			
81. A-M. Verbeken	Represent UNEP at the 23rd meeting of the ACC Sub-committee on Rural Development, Paris, 29 May to 2 June/95	29 May -2 June/95 (6/7)	Paris ROE	FP/0312-9469 report not seen
82. A. Rahman	to attend the 1st national Congress of WWF-India. 21-23 Nov/94	19-25 Nov/94 (3/7)	India ROWA	FP/0312-94-69 --report ??
83. L. Mezaros	Global consultation of Government-Designated Experts on International Technical Guidelines for Safety in Biotechnology, Cairo 11-14 Dec/95	8-16 Dec/95 (4/9)	Egypt ROWA	FP/0312-94-69 report not seen
84. M. Jankwoska	To service the Global Consultation of Government-designated experts to review International Technical Guidelines for Safety in Biotechnology, Cairo, 11-14 Dec/95	6-15 Dec/95 (4/10)	Egypt ROWA	FP/0312-94-69 report not seen
85. V. Holmgren	To attend regional	6-16 Dec/94	Hanoi, Viet Nam	FP/0311-94-69

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Unit/staff	Purpose of Mission	Date	Destination/venue	Mission Report & project code
	conference/mountains, 13-15 Dec./94, Hanoi	(3/11)	ROAP	report not seen

Figure 2

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Figure 3

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Figure 4

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Figure 5

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43. Within the TEB subprogramme, as regards the letters of agreement, the Biodiversity & Biotechnology and the Soils, Agricultural Lands & Agrochemicals Units have been more active with 10 and 7 letters of agreement respectively, during the life of the project (see Annex 3 for the list of letters of agreement).

Activity (vii) - Support to and participation in global/regional/national meetings related to environmental management of terrestrial ecosystems and biodiversity

44. This is a related activity to activity (vi) above and Table 3 summarizes the major events and activities carried out and supported through the project, including the letters of agreement. A total of US\$ 100,000 has been expended through these letters of agreement as sub-projects (Annex 3 and Table 3) and this is money and staff time well spent. The contribution from the participating or collaborating agencies/institutions is considerably high compared to that of UNEP, clearly illustrating the effective catalytic role of UNEP.

45. An examination of Annex 3 and Table 3 shows that, through the workshops, conferences and Panel of Experts meetings, the target of 80-100 Professionals with updated knowledge in various management for sustainable development has been achieved. While the numerical target has been reached, none of the training could be said to have been well targeted. In this regard, there was only one training course conducted (Regional Training Course in Fungal Identification, Zimbabwe) and the subject matter could hardly be considered important. There was only one sponsored participant at an agro-forestry training course. The many workshops, symposia and conferences could only be considered as promoting networking and are not in any way skill training. Hence, the impact of the training workshops is very limited indeed and cannot be regarded as having been a programme activity by itself; it is only a spin off of other activities.

Activity (viii) - Asia-Pacific Consultation of Government-designated Experts to Review Draft International Guidelines for Safety in Biotechnology

46. This important meeting, as part of the seven UNEP-sponsored meetings in cooperation with the Secretariat of the CBD world-wide consultations (using regional and subregional Government-designated experts) took place in Bangkok, Thailand, from March 8 to 10, 1995. A total of 13 countries of the region took part in the meeting. The other regional meetings were:

- Central America San Jose, 1-3 March 1995, 10 countries;
- Western Asia Amman, 25-27 April 1995, 7 countries;
- S. America & Caribbean, Buenos Aires, 28-30 June 1995, 12 countries;
- West Europe and North America, Geneva, 5-7 July 1995, 11 countries;
- Africa, Cairo, 10-12 July 1995, 10 countries;
- Central and Eastern Europe, Keszthely, 7-8 September 1995, 12 countries.

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47. According to the report prepared by UNEP, the Asia and Pacific regional consultation was a follow-up to some of the actions called for in Agenda 21 as regards the environmentally sound management of biotechnology and in support of the work of the Open-ended Ad Hoc Group of Experts on Biosafety, established by the Conference of Parties to the CBD to consider the need for, and modalities of a protocol on the use and handling of living biotechnology products. The key collaborating institutions were the Chulabhorn Research Institute and the National Centre for Genetic Engineering and Biotechnology, Thailand, and the Departments of the Environment of the United Kingdom and of the Netherlands. The Association of South East Asian Nations (ASEAN) and UNESCO participated in the consultation and resource persons from the United Kingdom, the United States and the Netherlands were also available. The Government-designated experts that participated in the Consultation came from Australia, Cambodia, China, Indonesia, Japan, Korea, Laos, Malaysia, Pakistan, Philippines, Singapore, Thailand and Viet Nam.

48. The participants in the Asia Pacific consultation made the following recommendations toward the revision of the draft International Guidelines for Safety in Biotechnology:

1. That continued support be provided to the efforts of UNEP in developing international mechanisms to strengthen the national capabilities of Governments in biosafety;

2. That further refinement of the draft Guidelines be supported and that national consultations be pursued in order to provide additional specific recommendations;

3. That the regional consultations on the draft Guidelines be continued with the objective of creating internationally harmonious Guidelines in cooperation with other United Nations agencies;

4. That the draft Guidelines, as reviewed and revised at the meeting, should be used for further regional consultations;

5. That the principles contained in the draft Guidelines constitute a basis for regulating biosafety, and that these principles do not prejudice future additional instruments relating to biosafety;

6. That simple and explicit terminology and language be used, wherever possible, in order to facilitate the comprehension and use of the Guidelines;

7. That this meeting endorse the recommendations of the preceding Asia-Pacific Workshop on Safety in Biotechnology, held in Bangkok from 6 to 8 March 1995. It also recognizes that many of these recommendations reflect the objectives of the draft Guidelines in terms of national implementation, regional and international cooperation and related capacity-building.

49. The participants in the seven regional consultations recommended that the results of the regional consultations be presented to the meeting of the Open-ended Ad Hoc Group of Experts on Biosafety, held in Madrid from 24 to 28 July 1995, as well as to the second meeting of the Conference of the Parties to the CBD in Jakarta, Indonesia, from 6-17 November 1995. To this end, UNEP prepared an information document on the conclusions and recommendations of the seven regional consultations that were conducted (UNEP/Global Consultations/Biosafety/Inf.1).

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The statements above (paras. 45 to 48) are taken from that information document.

Activity (ix) - UNEP/Arab League Educational, Cultural and Scientific Organization (ALECSO) Planning Meeting on Conservation of Biological Diversity in Wildlands and Protected Areas in the Arab States

50. This activity was implemented as a subproject FP/0132-94-43 with a budget of US\$ 35,500, of which UNEP contributed 56 per cent, or US\$ 20,000. The meeting took place in North Africa (Morocco) from 26-29 December 1995. ALECSO has promised to send UNEP the outputs produced (report) under the project soon, but these have not been received as yet. A reminder has been sent from UNEP by the Senior Programme Officer. The coordinator of this subproject (M. Bjorklund) was not enabled to attend this meeting, partly because the meeting was conducted in Arabic.

Activity (x) - Convening of the Global Biodiversity Forum Conference (Indonesia)

51. This third Global Biodiversity Forum Conference took place in Jakarta, Indonesia, as planned. The themes proposed and were discussed were:

- Regulating access to genetic resources;
- Decentralization of governance and biodiversity conservation;
- Marine and coastal biodiversity;
- Forests and biodiversity.

52. IUCN was responsible for implementation of the project (the conference) and for the preparation and production of the Forum report. This is still under preparation and is thus not available for review and comment.

53. The supporting organizations to this 7-month activity are IUCN and WRI, at a cost of US\$ 122,140 to these two institutions and US\$ 30,000 to UNEP.

Activity (xi) - Project evaluation

54. This was carried out on schedule under the guidance of PDEU and Biodiversity Unit.

3.2.2 The subprojects

a. Subproject FP/1115-94-40, Coastal and Marine Biodiversity: State of Knowledge Report (See also activity (iii) of the main project)

55. This subproject was designed to ensure UNEP's efforts and support to Governments in the process of addressing marine biodiversity during the second Conference of the Parties to the CBD. The project was to identify and analyse the available information (starting with the WCMC database) on marine living resources and ecosystems on a national basis, thereby fulfilling one of the basic requirement for implementation of the CBD.

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56. The planned activities and outputs of the subproject included; formatting data into tabular form and carrying out the necessary Geographic Information System (GIS) analysis, preparing a draft publication and distributing it at workshops and SBSTTA meetings, and preparing a final publication for distribution at the second meeting of the Conference of the Parties to the CBD.

57. This subproject was implemented by WCMC with collaboration from relevant national and international institutes under UNEP guidance at a cost of US\$ 20,000 to UNEP. The main output of this subproject is for WCMC to submit to UNEP a final report resulting from the activities undertaken, as well as a short additional report containing lessons learned and any recommendations to improve the efficiency of similar activities in the future upon completion of the subproject.

58. A 22-page pre-publication extract: **The Diversity of the Seas: A regional approach** (WCMC Biodiversity Series No.4) was submitted to UNEP in November 1995. This was made available and was used at the second meeting of the Conference of the Parties held in the same month, which attracted 100 participants from 52 countries.

b. Subproject FP/1115-94-41, Global Biodiversity Forum

59. This is covered in activity (x) above, paragraphs 50-52.

c. Subproject FP/1115-94-42, Support to the World Mountain Forum

60. The implementation of this subproject, which was in support of the Mountain Agenda of Agenda 21 (chapter 13), was entrusted to the Mountain Institute, Spruce Knob Mountain, United States. The cost to UNEP was US\$ 15,000 and US\$ 52,750 for the Mountain Institute, United States. This does contribute to the implementation of programme component 2.2.3 "Policies for Forests and Fragile Ecosystems" under subprogramme element 2: "Natural Resources Policies and Ecosystems Conservation" of the UNEP subprogramme: "Environmental Management of Terrestrial Ecosystems".

61. The Initial Organizing Committee (IOC) met from 21-25 September 1995 at the Spruce Knob Mountain Center. A draft report was sent out on 19 October, with a plan to finalize it by end of the month. That report serves as the founding document for the Mountain Forum and has been sent out to all participants of the Lima NGO Consultation on the Mountain Agenda, where some 110 leaders of mountain NGOs, and inter-agency and government representatives from nearly 40 countries came together and gave the IOC the mandate to initiate the Mountain Forum.

62. The list of IOC participants includes 30 people from five continents, representatives of NGOs, inter-agency groups, government organizations and resource persons. The Forum elaborated further its objectives and initial activities as an ongoing mechanism for the exchange of information and mutual support for equitable and ecologically sustainable mountain development.

63. The main part of the draft report outlines the objectives and functions agreed by the IOC to link the global community of diverse organizations and for individuals working for mountains together in a Mountain Forum for mutual support and for the global, regional and local advocacy of mountain peoples and ecosystems under the following sub-headings:

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- Vision and mission;
- Operational values;
- Membership;
- Priority functions;
- Mountain Forum Information Network (MFIN)1;
- Mountain Forum Organization;
- Regional and global facilitating committees and networks
- Interim Facilitating Committee (IFC);
- Conclusion and next steps.

64. The final report has not been reviewed as is not yet available. The plan, however, indicates that the final report will be out before the end of 1995 following the distribution of the draft report in mid-October 1995, which did not include the important seven annexes to the report.

d. Subproject: FP/1115-94-43, Planning Meeting on the Conservation of Biological Diversity in Wildlands and Protected Areas in the Arab States

65. The Planning Meeting has taken place and the preliminary outline of a source book (in both English and Arabic) on the conservation of biological diversity in wildlands and protected areas in the Arab States is expected, as well as the report on the planning meeting itself. The implementation of the project was in cooperation with UNEP's Regional Offices for West Asia and for Africa (see also Activity (ix) paragraph 49 above).

e. Subproject: FP/0312-94-44, Regional Workshop on Watershed Management in Mountain Areas of Latin America and the Caribbean

66. This appears not to have been budgeted for in TEB and it was in fact recommended that it be implemented by the Water section. It appears, however, that this has not been implemented there either.

67. A similar workshop (expert meeting) on the implications of Agenda 21 and the Forest Principles in forest management in Latin America and the Caribbean was organized as a joint effort between UNEP and FAO in Santiago, Chile, from 5-7 December 1994, in which UNEP was represented by J. Hurtubia.

68. The expert meeting reviewed the status and progress of the countries in the region (19 country reports were presented) in the implementation of Agenda 21 and the Forest Principles, and was to analyse from a regional point of view the global forestry review of the implementation of chapter 11, "Combating Deforestation", and the Forest Principles prepared by FAO for the meeting of the Commission on Sustainable Development. The meeting also analysed, from a regional point of view, various international initiatives in the forestry sector that have been launched since UNCED.

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69. A total of 35 experts from 19 countries participated, as well as representatives/experts from agencies such as UNEP, German Agency for Technical Cooperation (GTZ), International Labour Organization (ILO), IUCN and FAO.

70. The report of the expert meeting has been published under UNEP and FAO logos by the FAO Regional Office for Latin America and the Caribbean (see list of documents/publications in Table 2).

3.3 Needs and results (impacts and effectiveness of project)

71. UNEP, being a programme, continues to maintain a relatively small staff at Headquarters (Nairobi) and more so at the Regional Offices. This is particularly true for the staff of TEB. On the other hand, the mandate of UNEP has expanded vis-à-vis land-based natural resources as a result of Agenda 21 and the growing demand for technical assistance missions from Governments, largely due to UNEP's catalytic success and the conventions. The remarks on the impact and effectiveness of the project must therefore be taken in the context of the limited staff and budgetary resources within UNEP.

72. Table 2 above summarizes the 85 technical missions undertaken during the project period in response to requests and opportunities. One can easily conclude from the total number of missions charged to the project (excluding the trips for the interview of the candidates and the interviewing of staff for the CBD Secretariat) that this is a major burden on staff and much time is spent on these missions. The frequency of trips/missions per senior staff member is indeed very high. But through these missions, UNEP has been able to support and participate in important global, regional and national meeting/conferences and workshops. Table 3 summarizes the outputs of these major workshops and conferences and training workshops with UNEP financial assistance and technical participation, using the internal umbrella project as the instrument.

Table 3. The status of major project documents at the end of the project life, 31 December 1995

Document title	Expected date of completion	Status	Staff
1. UNEP Biodiversity Brochure	Dec. 1995	Draft only	HZ/JZ
2. BIONET/UNEP Biodiversity Bulletin under LOA:FP/1115-94-69	Dec. 1995	Draft only	HZ/AR/JH
3. UNEP Biodiversity Programme Implementation Strategy Document	Dec. 1995	In press	JI/JZ
4. BGA main text & a Policy makers summary	mid-1995	not known if printed	IV
5. WCMC Coastal & Marine Biodiversity: Draft State of Knowledge Report: FP/1115-94-69	Dec. 1995	Pre-publication Information	MB/AR
6. Short additional report on 5 above (Lessons learned/recommendations)	Dec. 1995?	unknown	MB/AR
7. Criteria & Indicators for Sustainable Forest Management in Dry-zones of Africa Draft Conclusions & Recommendations Dec. 1995	Dec. 1995	(in print)	BMT
8. Full Report on 7 above by FAO (to its Council)	Dec. 1995	Dec. 1995	BMT
9. Report of the high-level Advisory Panel on Biological Diversity (Report on 2 meetings)	April 1995	not done	JI/CS
10. Report on International Consultation on Biological Diversity: LOA:FP/0311-94-69-02	Dec. 1994	(incomplete)	HZ
11. Report of technical missions on request, 1994	Dec. 1994	(incomplete)	JZ/JH
12. Report of technical missions on request, 1995	Dec. 1995	(incomplete)	JZ/JH
13. Activity Report on support to and Participation in Global/Regional/National Meetings, 1994	Dec. 1994	mission report	JZ
14. Activity Report on Support to and Participation in Global/Regional/National Meetings, 1995	Dec. 1995	mission report	JZ

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15. Report on Regional Meeting of Government-designated Experts to Review the Draft Guidelines on Biosafety	Mar. 1995	completed	HZ
16. Report on the UNEP/ALECSCO Planning Meeting on Conservation of Biological Diversity in Wildlands & Protected areas in the Arab States	Dec. 1995	not yet completed	MBJ
17. Report on the Global Biodiversity Forum Conference Indonesia (by IUCN under LOA:FP/0132-94-43)	Dec. 1995	not yet completed	HZ
18. End of project evaluation (external)	Jan. 1995	underway	Consult
19. Report of the IOC World Mountain Forum by Mountain Institute	Oct. 1995	draft only	BMT
20. Report on Regional Workshop on Watershed Management in Mountain Areas of Latin America/Caribbean	Nov. 1994	done	BMT
21. FAO/UNEP Report on the Expert Meeting: Agenda 21 and the Forest Principles in Forest Management in Latin America/Caribbean (Santiago)	Dec. 1994	done	BMT
22. FAO/UNEP Report on Expert Meeting: Agenda 21 and the Forest Principles in Forest Management in Asia and Pacific	---	done	BMT
23. FAO/UNEP Report on Expert Meeting: Agenda 21 and the Forest Principle in Forest Management in Africa (Ghana)	---	done	BMT
24. Report on training activities and capacity-building under Activity (vii)	Dec. 1995	not done	---
25. Report on International Symposium on Quality of Soil & Plant Analysis for Sustainable Agriculture and Environment	Dec. 1995	no funds	AA
26. Proceedings: Workshop on Organic Matter Management and National Network (Uganda) LOA:FP/0312-94-69	June 1995	uncertain if done	AA
27. CAB Int. Biodiversity Abstracts			

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	Feasibility Study	Sept. 1995	not done	HZ
28.	Workshop Report: Practical Implementation of the Convention on Biological Diversity in Central & Eastern European Countries (LOA FP/1115-94-69-2214)	July 1995	mission report	HZ
29.	Int. Workshop Report: Biotechnology, Biodiversity & Environment	June 1995	not done	HZ
30.	Report on the ABNF-6th Conf. (Harare)	Sept/Oct 94	uncertain if done	HZ
31.	WFCC/UNEP Symposium of the Impact of the Biodiversity Convention on Culture Collections (Prague)	Dec. 1994	not done	HZ
32.	Commonwealth Secretariat/UNEP Report on Regional Training Course in Fungal Identification (Zimbabwe)	June 1995	not done	HZ
33.	Bionomics/UNEP Workshop Report on Interdisciplinary Harmonization of Terminology Used in Describing Spore-forming Micro-organisms (USA)	Nov. 1995	uncertain if done	HZ/JZ
34.	ISME-7/UNEP Report on the International Symposium on Microbial Ecology (San Paulo)	Sept. 1995	uncertain if done	CS/JZ
35.	Report: SADC/FAO/UNEP Regional Workshop for coordinators and heads of forestry departments of SADC (Malawi)	March 1995	not done	BMT
36.	Wetlands '94 Proceedings of 2nd International Symposium (Cuba)	Dec. 1994	not done	BJ
37.	Report on National Conservation Congress of WWF-India	Dec. 1994	uncertain if done	AR
38.	Proceedings: International Conference on the Biogeochemistry of Trace Elements (Paris)	June 1995	received	HZ
39.	Report: FAO/UNEP Regional Seminar on Farming Systems Development in the Andean Region for Small Farmers	Oct. 1995	uncertain if done	JZ
40.	Proceedings: International Symposium on Salt-affected Lagoon Ecosystems	Oct. 1995	done	AA
41.	TEB Progress Report on the Internal Umbrella Project: 1994	Dec. 1994	not done	JZ

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42.	TEB Progress Report on the Internal Umbrella Project: Half Year, Jan-June 1995	July 1995	not done	JZ
43.	TEB Progress Report on the Internal Umbrella Project: Half Year, July-Dec. 1995	Dec. 1995	not done	JZ
44.	TEB Terminal Report on the Internal Umbrella Project	Dec. 1995	not done	JZ
45.	Support to Studies on Global Change and Terrestrial Ecosystems	Oct. 1995	completed	JZ

3.3.1 International consensus-building

73. From the summary of the purpose and objectives of the technical missions set out in Table 2, and through the activities of the subprojects, TEB has been able to continue UNEP's efforts towards consensus-building and supporting the CBD, the Forest Principles, the application of chapters 10 to 16 of Agenda 21, the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), the Convention on the Conservation of Migratory Species of Wild Animals (CMS), the Global Biodiversity Strategy, the World Conservation Strategy and the World Soil Policy. By working with Government-designated experts, the guidelines for biosafety, the criteria & indicators for sustainable forest management in dry zones of Africa and others have received international consensus.

3.3.2 Support to national/regional natural resources policy and ecosystems conservation

74. This project has not been used to support national efforts in natural resources policy and ecosystems conservation except through regional and global initiatives such as guidelines on biosafety, UNEP/ALECSO planning for conservation of biological diversity in wildlands and protected areas in the Arab States, etc. On the other hand, regional natural resources policy and ecosystems conservation have received considerable attention, such as practical implementation of the CBD, a regional training course in fungal identification, a workshop on interdisciplinary harmonization of terminology used in describing spore-forming micro-organisms, an international symposium on wetlands, a workshop for coordinators and heads of forestry departments of the SADC region, an internal symposium on quality of soil and plant analysis for sustainable agriculture and the environment, a workshop on watershed management in mountain areas of the Latin America and the Caribbean (LAC) region and the seven regional workshops on guidelines for biosafety. Both Tables 2 and 3 summarize these TEB activities supported by the project.

3.3.3 Ecosystem assessment

75. Other than the limited effort to improve the use of data and information and the development of analytical procedures and guidelines, as well as the development of criteria and indicators for forest management in dry-zones of Africa, there is hardly any evidence that TEB, through the project, has carried out ecosystem assessments during the 15-month project life, except, to a limited extent, for the coastal and marine biodiversity state of knowledge report. Even this work (document) provides only a modest information base needed for more integrated planning, research and management in the marine environment. It seems that the survey of South-west Sudan for carbon dioxide sink activities was not fully implemented. Unlike the global agreements on climate change and on ozone depletion, no formal scientific ecosystems assessment was made prior to the final negotiations of the CBD. The Global Biodiversity Assessment (GBA) initiative led by UNEP was within this response, which resulted in the GBA document in 1995 and this, to some degree, contributes to ecosystems assessment in general. UNEP has participated in only one national initiative for a country study, namely in Ghana (14-17 August 1995). Ecosystems assessment by TEB is not quite visible during the project life, in general.

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3.4 Quality and utility of project outputs

3.4.1 Training and workshops (capacity-building)

76. Workshops, especially those with training objectives have been conducted in selected regions, i.e. of ROLAC, ROA, ROWA, ROE, etc. Very few were aimed at skill development, while many developed guidelines, criteria and indicators, or conservation plans and strategies. Table 3 gives the list of these activities during the project life. The greatest number of these activities focused on biodiversity and biosafety. Training and information-sharing regarding wildlife and special areas and forest ecosystems have received less attention. In general, this has been a weak activity and its real impact has been very limited, as it was not targeted on subject areas or ecosystems management (see also Activity (vii) above).

3.4.2 Publications and data source books

77. Publications and data source books in TEB are not significant, apart from the large GBA volume which was prepared outside this project and was in itself a project. The dissemination of the few publications, including the many workshop proceedings and special technical issues, has not been systematic. UNEP's main partners in ROA (IGADD, SADC, CILSS, United Nations Economic Commission for Africa (ECA), etc.) and active Governments appear not to be fully informed of the availability of the data source books or environmental publications prepared by UNEP or in collaboration with other United Nations agencies and supporting institutions, except through the workshops as listed in Table 3. Figure 6 summarizes the status of project documentation and shows that only 44.5 per cent of the documents could be classified as being completed by end of the project life. This is indeed difficult to explain in the face of adequate funding and with a staff of no less than nine, as well as the many consultants/resource persons contracted during the period under review. One obvious source of explanation is the high frequency of missions by senior staff, which needs to be greatly reduced. The senior staff have ignored the timetable and plan of work stipulated in the project, which they themselves planned and agreed. Table 3 lists the respective staff who must be held responsible for each of the activities and the documentation that remain incomplete. The large number of missions undertaken was not projected in the workplan. If it finds handing out hard copies difficult and costly, TEB must make a concerted effort to have these published documents and data source books annotated and included in such facilities as CD-ROMS and AGRIS.

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Figure 6

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3.4.3 Advisory and technical services

78. From the data contained in Tables 2 and 3 one can see that TEB has been active in responding to requests for technical and advisory services from the global and regional bodies and, to a limited extent, from national Governments. These services are largely from Headquarter and the role of the Regional Offices appears to be minimal. This arrangement has overburdened Headquarters staff who are few indeed.

3.5 Organizational and management structures of the project

3.5.1 Technical leadership and management within UNEP

79. The management of the project has been low-key. It can only be credited for facilitating staff travel. The working group established as the key and innovative tool at the project planning phase was only used initially. According to the TEB management, it was disbanded early in 1995 during the restructuring of UNEP, without an adequate mechanism for integration being put in its place. This subsequently led to "business as usual". Each of the four units of TEB thus continued to operate as self-contained units with no horizontal integration, leading to the state where the project was not functioning as an umbrella.

80. The poor technical leadership and management are clearly manifest in the lack of project-based progress reports and a terminal project report, as well as the poor follow-up concerning implementation of the letters of agreement.

The overall impact is that the project only exists as a budget function, largely facilitating letters of agreement and staff travel. The effort and investment in project documentation and information management are disappointingly poor. Even the level of facilitation and assistance given by some units of TEB towards the implementation of the present external evaluation has resulted in the effort being incomplete and time-consuming. The only organized data and information on the project have come from FPMB, which the consultant has used to trace what was done. From among the technical units, the Soils/Agriculture and Wildlife/Special Areas Units have been quite helpful during the present review.

3.5.2 Inter-agency and government cooperation

81. From the activities carried out during the life of the project, one can see that level and frequency of cooperation with other United Nations agencies are quite satisfactory, especially with FAO and CSD. Other organizations and regional institutions with which UNEP has collaborated, through this TEB internal umbrella project, include IUCN, WRI, SADC, the International Union of Forestry Research Organizations (IUFRO), and IPGRI. The extent of UNEP's cooperation with Governments is not evident. Intergovernmental cooperation, except through regional organizations such as IGAD, ECA, the Organization of African Unity (OAU), or the African Ministerial Conference on the Environment (AMCEN) in ROA is quite limited. Very few of the national environment assessments in which UNEP had planned to assist have been carried out, which would have increased UNEP's cooperation with Governments.

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3.5.3 Budgeting and programming (Fund Programme Management)

82. The approved budget for the 15-month project (excluding the US\$ 100,000 for initial rapid mobilization) was US\$ 1,484,400, of which US\$ 484,400 was for the last quarter of 1994 and the balance for 1995 through 31 December 1995. This budget was later amended to US\$ 1,281,017 (see Revision 3 of the Project Document). The project was revised for the fourth time in December 1995, but this has been ignored in the present report as this change does not affect the operation of the activities of the project reviewed here. Budgetary allocations to the main project and subprojects are summarized in Table 4. The costs of the main project for 1994 and 1995 were US\$ 191,867 and US\$ 1,176,017 respectively. The cost of the five subprojects was US\$ 100,000, or less than 8 per cent of the revised total project fund. Table 5 gives a breakdown of the budget by components and budget categories for 1994 and 1995 and shows that, in 1995, staff (both senior and support) accounted for 21.2 per cent, travel for 22.3 per cent (or together, 43.3 per cent of the total) and another 18.2 per cent went for subcontracts with contingencies. These three budget categories account for nearly 61.6 per cent of the budget allocated for 1995. On the other hand, the budget for reports and publications, which are the major outputs of the project, is only 3.5 per cent.

83. Disbursement and follow-up of the budget, including for the letters of agreement, are good. Financial and technical reports from some of the letters of agreement have been rather slow in coming. The project management (technical) must complement the efforts being made by FPMB and PDEU.

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Table 4. Budgetary Allocation from the Environment Fund (UNEP) for the 15-month Project Period

Budget Code/Category		Allocation, US\$	% (of total) 1995 allocation
	1994	1995	
1100 Project staff/personnel	---	205,000	20.7
1300 Administrative support/Temps	---	5,000	0.5
1600 Travel/Missions	---	220,900	22.3
1699 Total	---	605,400	(61.2)
2200 Sub-contract	---	180,000	18.2
3199 Fellowships	---	---	---
3399 Expert meeting	---	25,000	2.5
4199 Equipment/Premises	---	10,000	1.0
4299 Expendable equipment	---	28,800	2.9
4999 Component total	---	38,800	3.9
5199 Miscellaneous	---	2,200	0.2
5299 Reports/Publications	---	35,000	3.5
5399 Sundry	---	92,950	9.4
5499 Hospitality	---	10,000	1.0
5999 Component Total	---	139,950	(14.2)
---- Grand Total	---	989,150	100.0
---- Previous ('94) budget	191,867	1,012,200	

Table 5: Project cost summary (based on Annex 1 of Revision 3)

Main Project & Subprojects	1994	1995	Total
A. Main Project			
FP/0311-94-69	132,423	301,800	434,223
FP/0312-94-69	54,444	592,350	646,794
FP/0313-94-69	---	---	---
FP/1115-94-69	5,000	90,000	95,000
Total, Main Project	191,867	984,150	1,176,017
B. Subprojects			
FP/1115-94-40	---	20,000	20,000
FP/1115-94-41	---	30,000	30,000
FP/1115-94-42	---	15,000	15,000
FP/1115-94-43	---	20,000	20,000
FP/1115-94-44	---	15,000	15,000
Total, Subprojects	---	100,000	100,000
C. CP/1115-94-69 (FAO)	---	5,000	5,000
D. Total Project cost	191,867	1,087,150	1,282,017

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IV. PROBLEMS/CONSTRAINTS AND LESSONS LEARNED

4.1 Programme/project development and management

84. As stated above, the built-in design potential of the project has not been used for project management, except during the design/project preparation phase and the initial implementation phase, when the four working groups were operational. Only the Fund Programme Management remained operational. The potential service and monitoring role that PDEU could have played was not utilized fully. The reason advanced by TEB staff as to why the working group was disbanded after only three months of existence is the organizational change made by UNEP in January 1995, whereby one of the units was moved to DEDC-PAC. The Project Manager did not make adequate efforts to utilize this instrument either. Besides, much of his time was used for official missions, as can be seen from Figure 5. However, none of the reasons advanced could justify the failure to utilize this mechanism or something equivalent, which could have kept the integrity of the project concept and ensured better performance. The dictum expressed in paragraph 10 above was not employed.

85. The Senior Programme Officers and coordinators of the four TEB units (technical staff) were involved during the negotiation of the letters of agreement, but subsequent follow-up has been largely left for FPMB.

86. UNEP's financial commitment through the project approval and designation of a Project Manager has greatly ensured the implementation of activities and enhanced collaboration and fostered support for activities by partners within the United Nations and elsewhere. The financial and manpower contribution of collaborating and supporting institutions and agencies through the letters of agreement is indeed substantial. Regrettably, UNEP's share of the financial contribution to these letters of agreement has been limited.

4.2 Inter-agency and government cooperation

87. This issue has been covered above (see 3.5.2). On balance, the project has contributed positively to increasing both inter-agency and government cooperation.

4.3 Lessons learned

88. The present format and structure of the project workplan and timetable, with adequate details of outputs and activities, are good, as are project progress and the terminal project reporting requirement. The additional project management tools in the project, such as designating a Project Manager and working groups to enhance vertical and horizontal integration, are desirable. However, neither the timetable nor the coordination mechanism were used in this project, thereby violating the project concept. A Junior Officer was partly used as project secretary or special assistant to the Project (technical) Manager, but this was not sustained. The implementation of the letters of agreement and the facilitation of missions appear to be the dual positive outcomes of the project and, to a lesser extent, the in-house agreement of project activities and their respective outputs as an agreed agenda. However, no ranking of the activities was made during the project design phase, unless one is to understand that all are equally important and represent the activities of the combined four units making up TEB.

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89. It can be deduced that, by design, the technical management of the project was accorded relatively high significance, but less so the Fund Programme Management, leaving the role of PDEU (project monitoring and evaluation) to be assumed or considered unimportant. The result is that the technical management was top-heavy but not effective, resulting in less coherence for the programme and activities and an unacceptable level of project documentation, in terms of both quality and quantity, with little regard for the date of completion as agreed in the project timetable.

90. The concept of an internal umbrella project must be considered quite useful in ensuring the activities to be carried out as per the timetable and this to be tied to staff performance and hence to contract extension or non-renewal. This needs to be done, but it is only possible when activities are tied to individual and or/groups of staff members. This should further be balanced out in the financial and staff allocations to the activities, to the extent possible and understood and agreed upon at the project preparation and approval stage.

91. While project revision may become necessary to take advantage of the new and additional advantages of changes and opportunities that may arise, such revisions should be kept to the minimum. For instance, the initial 14 activities and their respective outputs were subsequently reduced to only 11 in Revision 3 without explanation or justification, thus casting doubt on the level of justification of their inclusion in the first place. If revisions are to be made, it should be to increase activities in the light of new needs and requests received by UNEP.

92. Staff time allocation between missions and other activities such as preparation of brochures, technical reports, guidelines or capacity-building (training) must receive some indicative range, as the missions appear eventually to take the lion's share of staff time and money to the detriment of other equally important activities.

93. Project duration needs to be either 12 or 24 months, not 15-months as in this case. These lengths fall within or match the annual or biennial cycle of project financing and evaluation/reporting.

94. Assuming that TEB improves its present record of project management and reporting, a final external evaluation should be carried out 60 to 90 days from the date of project completion. This is not to say that the project cannot be technically evaluated adequately within a shorter time-frame, such as within the 30-day reporting time required by the project. The reporting of project expenditure, particularly that under the letters of agreement, can only be included in the terminal project report and evaluation if there is sufficient time to take into account costs incurred and activities carried out late in the project, i.e. during the last quarter, and those project activities completed towards the end of the project, such as the ALECSO planning meeting which took place in Rabat during the last week of December 1995.

95. The integration of the Regional Offices in the planning and implementation of this project was found to be minimal. The problem appears to be from both ends. Certainly, the response to the enquiry sent to the Regional Offices by this consultant is unsatisfactory, as only two offices

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sent brief responses within the stipulated time (13 days was given for fax responses to come). Budget allocations to the Regional Offices, even in the case where the activity is centred in a given office, e.g. ROLAC, ROWA, etc, do not seem to have been made, except through the letters of agreement.

V. CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

96. This was the first internal umbrella project for TEB and the preparation phase of the project indeed saw a coordinated effort which resulted in a clear and well written project document. The tools towards achieving integrated terrestrial ecosystems management activities within UNEP were put in place by instituting four working groups and designating a Project Manager. The timetable for the activities making up the project was also provided in the project plan.

97. Five subprojects were also added or included to the main umbrella project, which complemented the implementation of the activities. The implementation of the subprojects and the activities of the main internal umbrella project were facilitated by many letters of agreements.

98. The activities of the main project and those of the five subprojects as well as the activities of the 20 or more letters of agreement covered the range of activities of TEB as one of the main UNEP subprogrammes and approved for the 1994-1995 biennium by the Governing Council of UNEP.

99. The project, at least during the planning phase, has resulted in the four TEB units working together, but this teamwork was disbanded early in 1995, thereby impacting negatively on the management of the project because the units resumed their independent course of activity implementation with no horizontal working relationship, as was exhibited during the project preparation stage. This negates UNEP's philosophy that issues identified in the area of terrestrial ecosystems require an integrated approach to ecological system management (see paragraph 10 above).

100. While the project design and range of activities/expected results/impacts were appropriate vis-à-vis UNEP's mandate and TEB's part in the overall mandate, the implementation of the 15-month project did not follow the set timetable. Instead, the project largely facilitated 85 missions, using the project funds and staff time.

5.2 Recommendations

101. The internal umbrella project, "Support to the Implementation of Integrated Terrestrial Ecosystems Management Activities" can and does contribute to effective implementation of agreed activities and expected results and services. It can and does improve teamwork. Similarly, the monitoring of progress and evaluation of impacts and results are also facilitated through the stated goals and objectives and expected outputs. It is, therefore, recommended that TEB or its new equivalent plan and operate the programmes and activities via the instruments provided by the internal umbrella project, that is, the full deployment of project management.

102. The working group mechanism to improve vertical and horizontal

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integration of activities and to provide a tool to plan and monitor the project is essential and needs to be re-introduced as a management tool with the office of the Project Manager (technical) serving as the project secretariat and documentation centre, in close liaison with PDEU and Fund Programme Management Branch. A working group is necessary as there are several small subject-matter units within TEB.

103. The appropriateness of the internal umbrella project as an effective vehicle of programme implementation can be further enhanced through improving the secretarial services of the working group and of the Project Manager. A Junior Professional Officer or Programme Officer could be designated from within TEB. This function is a mirror of that provided by FPMB.

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Annex 1.

**Terms of Reference for the Evaluation of the UNEP Internal Umbrella Project
FP/9101-94-69: Support to the Implementation of Integrated Terrestrial
Ecosystems Management Activities**

I. TERMS OF REFERENCE

The Consultant will perform the following tasks at UNEP headquarters in Nairobi in close consultation with the Biological Diversity Unit and the Project Design and Evaluation Unit (PDEU):

1. Determine the appropriateness of the project in relation to the mandate of UNEP by reviewing UNEP's legislative authority and other relevant documents which provide guidance to the design and implementation of the project;
2. To establish project achievements measured against the stated results and outputs and how these contribute towards the attainment of the subprogramme objectives.
3. Review and evaluate the following:
 - (a) Quality of publications, who they are targeted for and their usefulness;
 - (b) Whether reports and other outputs were produced in a timely and cost-effective manner;
 - (c) To establish whether the outputs contribute towards meeting the identified needs of the region.
4. Assess the technical services, advice and training provided by the project in Governments, United Nations and non-United Nations bodies and individuals in the regions. Further assess the role of the project in building the capacity of Governments to cope effectively with integrated terrestrial ecosystems management activities, and how UNEP's catalytic functions were realized in the regions through this project.
5. Determine to what extent the project achievements are replicable. What changes are needed to implement the project elsewhere.
6. Describe problems and constraints, if any, encountered in project development, implementation, government and inter-agency cooperation, allocation of financial resources and lessons learnt.
7. Review the effectiveness of project/subprogramme, programme and fund management which had affected the implementation of the project by analysing the staffing and administrative arrangements, operational mechanisms and coordination within and outside UNEP.
8. Obtain the views of the UNEP Regional Directors and staff on the usefulness of this project in enhancing the work of UNEP in the regions.

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9. Review the adequacy of the monitoring and evaluating systems developed to implement the project.

10. Make realistic and attainable recommendations.

II. CONSULTANT

The consultant is required to have the following qualifications: A post-graduate degree in ecology or a related environmental science, experience of at least 15 years in global environmental issues and their regional differences related to integrated terrestrial ecosystems management and through knowledge of government priorities in this field both at policy/decision-making and technical application levels.

Familiarity with Agenda 21, Convention on Biological Diversity, Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) and the Convention on the Conservation of Migratory Species of Wild Animals (CMS), Caring for the Earth, Global Biodiversity Strategy, forest principles and other globally significant policy documents is a requirement. Previous experience in programme/project evaluation, preferably with United Nations and government agencies, will be an added advantage.

III. SCHEDULE OF THE EVALUATION

PDEU will facilitate by revising the draft of Terms of Reference prepared by the Biodiversity Unit, selecting the consultant and providing any guidance needed throughout the evaluation.

The evaluation will take four weeks spread over five weeks. His/her Special Service Agreement (SSA) will commence on the 18th December 1995 and end on the 24th of January 1996. However, the actual assignment will end on the 17th of January 1996. A draft report will be produced by the consultant for review and comments by the 12th of January 1996.

Prior to being finalized, the draft report will be reviewed and commented upon by relevant staff at UNEP headquarters. The evaluator will receive the comments through the PDEU and then incorporate the changes and have the final report by the 24th of January 1996. The core report should contain a maximum of 15 pages and an executive summary not more than 5 pages (single-line space, A4 size). These should be presented to PDEU in a diskette in Wordperfect 5.1 version.

Fifty per cent of the consultancy fee shall be paid upon submission of the first draft of the report. The balance will be given upon submission and acceptance of the final report by PDEU. Payments shall be facilitated with clearance from PDEU and approval from the Personnel Section and the Fund Programme Management Branch.

IV. LIST OF CONTACTS

The data gathering will be done through interviews with relevant staff (listed below), reviewing the project documents and reports including half-yearly, annual and self-evaluation fact sheets.

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It will be mandatory for the consultant to interview personally, by phone or to obtain written views of the following key personnel:

- (a) Assistant Executive Director, Division of EM Support;
- (b) Biodiversity Programme Manager;
- (c) Chief, Fund Programme Management Branch;
- (d) Programme Officers;
- (e) Fund Management Officers;
- (f) Regional Directors (by phone, E-mail or fax); and
- (g) Any other official concerned with the implementation of this project.

Consultant's Note

The date of draft report submission was changed to February 10 due to delays of responses from the Regional Offices and some technical Units of TEB (see B. Sibanda's Memorandum to this effect).

Annex 2

Project Outputs and Activities (See Project Document Rev.3)

A. Planned Project Outputs

- (i) Brochure on the Biodiversity Programme;
- (ii) UNEP Biodiversity Programme and Implementation Strategy;
- (iii) UNEP/WCMC Publication on Coastal and Marine Biodiversity;
- (iv) Report on Criteria and Indicators for Sustainable Forest Management in dry zones of Africa;
- (v) Report of the High-level Advisory Panel on Biological Diversity;
- (vi) Advice and assistance to Governments, at their request, in the field of biodiversity and integrated terrestrial ecosystems management, including participation and proceedings of meetings;
- (vii) 80-100 Professionals with updated knowledge on various aspects of integrated terrestrial ecosystems management for sustainable development;
- (viii) Reports emanating from meetings/conferences supported by UNEP for participation on government official technical experts through various Letters of Agreement;
- (ix) Reports on technical review of the Guidelines on Biosafety prepared by government-designated experts;
- (x) UNEP/ALECSO-sponsored Planning Meeting on Conservation of Biological Diversity in Wildlands and Protected Areas in the Arab States will lead to the preparation of a preliminary outline of a source book on the conservation of biological diversity of protected areas in the Arab States and the report of the planning meeting;
- (xi) Proceedings of Global Biodiversity Forum Conference.

B. Activities

- (i) Preparation and publication of a brochure on UNEP's Biodiversity Programme for enhancing the awareness of Governments, partners and the public at large, with focus on strategic and operational planning towards environmental management of terrestrial ecosystems and the conservation and sustainable use of biological diversity;
- (ii) Preparation of a UNEP Biodiversity Programme and Implementation Strategy Document;
- (iii) Preparation of publication on coastal and marine biodiversity;
- (iv) Convening regional workshop on criteria indicators for sustainable forest management in dry zones of Africa, Nov. 1995, Nairobi;

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- (v) Convene Meetings of the High-level Advisory panel on Biological Diversity;
- (vi) Technical assistance missions as and when requested by Governments and attendance at meetings;
- (vii) Support to and participation in global/regional/national meetings related to UNEP's subprogramme on Environmental Management of Terrestrial Ecosystems, Biodiversity Programme;
- (viii) Regional meeting of government-designated experts to review the guidelines on biosafety, Asia and Pacific, in March 1995;
- (ix) UNEP/ALECSO Planning Meeting on Conservation of Biological Diversity in Wildlands and Protected Areas in the Arab States, December 1995;
- (x) Convening Global Biodiversity Forum Conference, November 1995, Indonesia;
- (xi) Project evaluation.

Annex 3

Letters of Agreement (LOAs) between UNEP and other agencies

LOA	Date	Conference/ Training	Organization/ Agency	No. of Participants /output	Venue	Cost US\$	
						UNEP	Other Staff
LOA FP/0311-95-10-2203	21-24 Nov/95	UNEP/FAO Panel of Experts Meeting on criteria and Indicators	UNEP/FAO	20 African countries 31 participants	UNEP Nairobi	5,500	80,200 FAO 32,000 others
LOA FP/0311-95-10-222203	July/95	African consultation meeting of government-designated experts to review Int. Technical Guidelines for Biosafety	EEAA/UNEP	25-30 participants	Cairo, ROA	6,000 to EECA 12,000 travel	206,000
LOA FP/1115-94-69-2214	25-27 June/95	Regional workshop on the practical implementation of the Convention on Biological diversity in C. & E. Europe	Bulgaria Ministry of Environment/UNE P	-----	Bulgaria, ROE	20,000 25,000 ROE	25,000
LOA FP/1115-94-69-	Oct-Nov/95	Publication	BIONET/UNEP	-----	USA, RONA	20,000	-----

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LOA	Date	Conference/ Training	Organization/ Agency	No. of Participants /output	Venue	Cost US\$	
						UNEP	Other Staff
2220		support - Biodiversity Bulletin 2nd issue					
LOA FP/0312-94-24- 2202	4-8 Nov/95	Commissioned paper, Combating global warming by combating land degradation	ILRI	Workshop paper	NAIROBI, ROA	6,000	-----
LOA FP/1115-94-69- 2210	18-15 Sept/95	Symposium on salt- affected lagoon ecosystems	ISSALE under ISC	5 participants from developing countries conf. proceedings	Spain, ROE	15,000	-----
LOA FP/0312-94-69- 2204	12 April/95	Workshop of global climate change on soils, soil organic matter, soil degradation, et al.	National Research Council on behalf of GCTE,UK	Research plan in Global Change Impact on Agriculture, Forestry, and Soils	UK	15,000	-----
LOA FP/0312-94-69- 2203	May/June/9 5	Regional Workshop on Organic Matter	ABLH/UNEP	-----	Kampala, Uganda,	10,000	-----

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LOA	Date	Conference/ Training	Organization/ Agency	No. of Participants /output	Venue	Cost US\$	
						UNEP	Other Staff
		management and National OM management Network			ROA		
LOA FP/1115-94-69- 2210	7-12 May/95	International symposium on quality of soil and plant analysis for sustainable agriculture	Organizing Committee/UNEP	5 participants from developing countries	Waeningen , Netherland s, ROE	15,000	-----
LOA FP/1115-94-69- 2218	1995 (four months)	Biodiversity bibliography information feasibility study	CAB-Int.	Report	UK	10,000	-----
LOA FP/0311-94-69- 2217	Aug 27-1 Sept/95	7th Int. symposium on microbial ecology	ISME-7/UNEP	participants from developing countries Report	Sau Paulo, Brazil	10,000	-----
LOA FP/0311-94-69- 222208	10th Int. conf. on Global Impact 6-12 Aug/95 of applied	Conference	GIAM-X/UNEP-	-----	Denmark, ROE	10,000	-----

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LOA	Date	Conference/ Training	Organization/ Agency	No. of Participants /output	Venue	Cost US\$	
						UNEP	Other Staff
	micro- biology and bio- technology						
LOA FP/0312-94-69- 2201	Sept 1 to Nov 30/95	Workshop: Interdisciplinary harmonization of terminology used in describing spore-forming organisms	BIONICS- USA/UNEP	Workshop training report	Rockville, MD, RONA	20,000	-----
AOA FP/1115-94-69- 2102	-----	Regional seminar on farming systems development in the Andean region for small farmers	FAO/UNEP	Workshop proceedings	Quito, Ecuador, ROLAC	20.000	-----
LOA FP/0312-94-69- 2207	-----	3rd Int. Conference on Biochemistry of Trace Elements	-----	Report	Paris, ROE	15,000	-----
LOA FP/0312-94-69- 2201	1995	Case study of CO2 storage	IES, Sudan/UNEP	Report	Univ of Khartoum	20,000	-----
LOA FP/0311-94-69- 2212	23 April 6 May/95	International workshop on	FAO/UNEP	37 participants	Nigeria, ROA	5,000	1,839

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LOA	Date	Conference/ Training	Organization/ Agency	No. of Participants /output	Venue	Cost US\$	
						UNEP	Other Staff
		biotechnology, biodiversity and the environment		from 5 African countries			
LOA FP/0311-94-69- 2101	29 Nov-2 Dec/95	SDAC workshop on TFAP	FAO/UNEP	40 participants from the region Proceedings	Lilongwe, Malawi, ROA	20,000	-----
LOA FP/0311-94-69- 2216	Aug 22- 23/94	Int. consultation on biological diversity and biosafety	WWF-India/UNEP	Regional workshop	New Delhi, India ROAP	15,000	-----
LOA FP/1115-94-69- 2209	28 Nov-2 Dec/94	Int. symposium/workshop on BNF associated with rice		symposium on BNF	Dhaka, Bangladesh , ROAP	5,000	-----
LOA FP/0312-94-08- 2203	28-30 Sept/94	Conference	Cuba Ministry of Science/UNEP	Conference on wetlands	Cuba	7,000	-----
LOA FP/0312-94-69- 2205	Feb- March/95	African Regional Micology Training (Fungal Identification)	Commonwealth Soc.	15 trainees 2 weel cpirse	Harare, ROA	10,000	-----
LOA FP/0302-94-05-	12-17	6th Conf. of African	AABNF-6/UNEP	108 participants	Harare,	10,000	-----

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2202	Sept/94	Association of BNF (AABNF-6)		from 19 countries	ROA		
LOA FP/0302-94-05- 2222201	3-8 July/94	World Federation for Culture Collections- Symposium on the impact of biosafety conventions on culture collections	WFCC-UK	-----	Praagye, ROE	10,000	-----
