CEBioS

DGD-RBINS
Cooperation protocol

natural sciences .be

Belgium
partner in development

Pluri-annual Programme 2024-2029

Operational document for staff and partners

DR Congo, Yangambi, Photo@RBINS by LJDB

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5 March 2024

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Acronyms

ACARE	African Center for Aquatic Research & Education
ARES	Académie de Recherche et d'Enseignement Supérieur
APN	African Parks Network
ASREEBU	Association pour la Restauration et l'Enrichissement de l'Environnement au Burundi
AVIGREF	Associations Villageoises de Gestion des Réserves de Faune, Benin
BELSPO	Belgian Science Policy Office
Biopols	Belgian Biodiversity and Policy Support group
BOAD	Banque Ouest-Africaine de Développement
CAMES	Conseil Africain et Malgache pour l'enseignement supérieur
Capebio	Cercle d'Actions pour la Protection de l'Environnement et de la Biodiversité
CB	Capacity Building
CBD	Convention on Biological Diversity
CEPA	Communication-Education-Public Awareness
CBFP	Congo Basin Forest Partnership
CBNRM	Community based natural resource management
CEBioS	Capacities for Biodiversity and Sustainable Development
CEIBA	Centre d'Etudes et d'Initiatives pour la Biodiversité et la sécurité Alimentaire
CENAGREF	Centre National de Gestion des Réserves de Faune, Benin
CEPA	Communication, Education and Public Awareness
CEPGL	Communauté économique des Pays des Grands Lacs
CHM	Clearing House Mechanism
CHM-IAC	CHM Informative Advisory Committee
CHM- IT	Clearing House Mechanism Information Tools
CIFOR	Center for International Forestry Research
CITES	Convention on International Trade in Endangered Species of wild fauna and flora
CLIMDIS	CLIMate change and human induced DISasters using a marine modelling tool
COHERENS	Coupled Hydrodynamic Ecological Model for Regional Shelf Seas
COMIFAC	Commission des Forêts d'Afrique Centrale
COP	Conference of the Parties
CSB	Centre de Surveillance de la Biodiversité, Kisangani, DR Congo
D4D	Digital for Development

DDD	Direction de Développement Durable
DEA	Diplôme d'études approfondies
DGD	Directorate-general for Development Cooperation and Humanitarian Aid
EAC	East African Community
ECOMOD	Ecosystem Modelling team of OD Nature (RBINS)
ECOWAS	Economic Community of West African States
EDUCAID	Platform belge pour l'éducation et la formation au sein de la coopération au développement
ENABEL	Belgian Development Agency
ES	Ecosystem services
EU	European Union
FAQ	Frequently Asked Questions
FIABEL	Fédération des acteurs institutionnels Belgique
FOBAC	Forum Belge des Acteurs de la Coopération
FTE	Full time equivalent
GIS	Geographical Information Systems
GTI	Global Taxonomy Initiative
HR	Human Resources
IA	Institutional Actor
IAC	Informal Advisory Committee
ICCN	Institut Congolais pour la Conservation de la Nature, Kinshasa, DR Congo
ICP	Indicative Cooperation Programme
ICT	Information and Computer Technology
IDCP	Indicative Development Cooperation Plan
IEBR	Institute of Ecology and Biological Resources, Hanoi, Vietnam
IMAB	Inventories Monitoring and Assessment of Biodiversity
IMARPE	Instituto del Mar del Peru
IMER	Institute of Marine Environment Research
IP	Indicators for Policy
INRB	Institut National de Recherche Biomédical, DR Congo
IPBES	Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services
IPPC	International Plant Protection Convention
IRD	L'Institut de recherche pour le développement
IRHOB	L'Institut de Recherches Halieutiques et Océanologiques du Bénin
IUCN	International Union for the Conservation of Nature
ITM	Institute for Tropical Medicine Antwerp
JFW	Join for Water
KLIMOS	Interdisciplinary and interuniversity research platform generating capacity for the sustainability transition
KPI	Key performance indicators
LNOB	Leave no one behind
MEA	Multilateral Environmental Agreements
MEL	Monitoring, Evaluation and Learning
MEP	Monitoring of ecosystems, their services of protected areas
MEPN	Ministère de l'Environnement et de la Protection de la Nature
MoU	Memoranda of Understanding
MRC	Mekong River Commission

MRV	Measurement, Reporting and Verification
MTE	Mid-term evaluation
NIA	National Implementing Agencies
NGO	Non-Governmental Organisation
NP	National Park
NR	National Report
NBSAP	National Biodiversity Strategy and Action Plan
OBBD	Organisation pour le Développement Durable et la Biodiversité
OBPE	Office Burundais pour la Protection de la Nature
OD	Operational Direction
OECD	Organisation for Economic Co-operation and Development
OECD-DAC	OECD Development Assistance Committee
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PhD	Doctor of Philosophy
PP	Précompte professionnel
PSU	Publication Service Unit RBINS
RBINS	Royal Belgian Institute of Natural Sciences
REMSEM	Remote Sensing and Ecosystem Modelling team of RBINS
AfricaMuseum/RMCA	Royal Museum for Central Africa
SBI	Subsidiary Body for Implementation
SBSTTA	Subsidiary Body on Scientific, Technical and Technological Advice
SDG	Sustainable Development Goals
SECORES	Network on Resilience of social-ecological systems
SMART	Specific- Measurable- Achievable- Relevant- Time-bound
SO	Strategic objective
SYN	Synergies
ToC	Theory of Change
UAC	Université d'Abomey- Calavi , Benin
UA	Universiteit van Antwerpen, Belgium
UB	Université du Burundi, Burundi
UG	Université de Goma, DR Congo
ULB	Université Libre de Bruxelles, Belgium
Uni4Coop	Cooperation programme between 4 francophone Universities in Belgium
UNIKIN	Université de Kinshasa, DR Congo
UNIKIS	Université de Kisangani, DR Congo
UNILU	Université de Lubumbashi, DR Congo
UOB	Université Officielle de Bukavu, DR Congo
UN	United Nations
UNEP	The United Nations Environment Programme
UNESCO	The United Nations Educational, Scientific and Cultural Organization
UNESCO-MAB	The UNESCO Man and the Biosphere Programme
UP	University of Parakou
VLIR-UOS	Flemish Interuniversity Council, Cooperation for development, Belgium
VNMN	Vietnam National Museum Of Nature, Vietnam
WCMC	The UN Environment World Conservation Monitoring Centre

WGRI	Working Group on Review of Implementation of the Convention
WIA	Whole of Institute Approach
WPIEI	Working Party on International Environmental Issues
WWF	World Wildlife Fund

IDENTITY SHEETS

(Format of DGD)

General data

ID	Name	Abbreviation	Country	Address	Tel.	Email address	Website	Status	Activity	Project account number
Head office										
Secretariat	Royal Belgian Institute of Natural Sciences, CEBioS	RBINS	Belgium	Vautierstraat 21, 1000, Brussels	+32(0)26 27 45 87	ljanssens@naturalsciences.be	https://cebios.naturalsciences.be/	Federal scientific institution	Research and outreach in natural sciences	
Manager	Luc Janssens de Bisthoven	Luc JDB	Belgium	CEBioS, RBINS	+32(0)26 27 45 87	ljanssens@naturalsciences.be				
Contact person	Luc Janssens de Bisthoven									
Local partner	Université Abomey-Calavi	UAC	Benin					Public university	Academic	
	Université de Parakou	UP	Benin					Public university	Academic	
	Office Burundais pour la Protection de la Nature	OBPE	Burundi					Agency of the Ministry	Management of protected areas	[redacted]
	Centre de Surveillance de la Biodiversité	CSB	DR Congo					Research Institute	Monitoring & research biodiversity	
	Université de Kisangani, Université de Kinshasa, Université de Lubumbashi, Université de Goma, Université Officielle de Bukavu	UNIKIS UNIKIN UNILU UG UOB	DR Congo					Public universities	Academic	

	Institut Congolais pour la Conservation de la Nature	ICCN	DR Congo					State agency	Management of the National Parks	
	Institut de Recherches Halieutiques et Océanologiques au Bénin	IRHOB	Bénin					Research Institute	Protection of coastal systems	
	Ministries of Environment of Benin, Burundi, DR Congo, Togo, Niger, Morocco, Palestinian Territories, Uganda, Tanzania and their agencies		Various countries in Sahel, Palestina, Magreb and East Africa					Ministries	Collaboration national Clearing House Mechanism, NBSAP	
	Several local NGOs		Burundi, Benin, RDC, Tanzania					Civil society	Awareness	
Secretariats	Various		Convention on Biological Diversity					Uited Nations	All subjects	
Managers	On demand									
Contact persons	Various, no office in the South									
Target group	Researchers, civil servants									

Programme presentation

DATA	
Project number	
Original title	CEBioS-'Building capacities for Biodiversity and Sustainable development'
French title	CEBioS-'Renforcer les capacités pour la Biodiversité et le Développement durable'
Dutch title	
English title	CEBioS-'Building capacities for Biodiversity and Sustainable development'
Contact person	Dr. Luc Janssens de Bisthoven
Service	
Intervention number	
Basic contribution	
Budget heading	
Executing body	Royal Belgian Institute of Natural Sciences
Project code of executing body	
Executing body: other	
Subcontractor	None
Local partners	Universities, research institutes, ministries and their agencies, development actors in developing countries, NGOs
Implementation period (months)	2024-2029
Country of implementation	Priority in Benin, Burundi, and DR Congo. 25 other countries eligible for certain interventions, in Africa, and SE Asia
Region of implementation	Africa, SE Asia
Province/Department	Benin: Coast and North/ Burundi: entire country/ DR Congo: entire country with focus on Kisangani, Goma, Bukavu, Bas-Congo Lomami, and Lubumbashi
Local situation	Fragile
Type of funding	
Bilateral/Multilateral/NSA	
Info (ODA, PBA, etc.)	
Group/Programme	

TO BE COMPLETED BY THE PARTNER

DESIGN OF CEBIOS

In order to facilitate the reading of the five-year programme of the CEBioS programme, here are listed the

6 operational sub-programmes and their abbreviations.

1- GTI = Global Taxonomy Initiative, including AbcTaxa
2- MEP = Monitoring of ecosystems, their services in Protected Areas (in the broad sense), including the previous work on the habitat monitoring and lexica and the marine modelling + remote sensing, as well as several thematic trainings
3- MRV (or IP) = Indicators for Policy, more easily to understand than MRV and replacing MRV;
4- CHM-POL= including all CHM work, digitalization of archives, policy support to National Implementing Agencies (in the broad sense) and ministries and their focal pints for MEAs;
5- CEPA = including all awareness work, but also communication, social media, visibility;
6- SYN = all synergies and complementarities with development actors such as civil society (joint strategic frameworks, SECORES), ENABEL and other external projects financed by other donors, such as EU, BELSPO , UNDP, UNEP etc…

These 6 sub-programmes are explained in detail in the strategy and the programme and contribute to the **4 Results of the logical Framework** and their output indicators :

1. CB : Capacity Building, meaning in the first place 'scientific' capacity building including GTI, MEP;
2. MRV : Measuring-Reporting-Verification, meaning 'Indicators for Policy (IP). MRV and IP are inter-changeable;
3. CHM : meaning Clearing House Mechanism, part of CHM-POL, as an important policy supporting instrument within the CBD;
4. AW : meaning awareness raising, as part of CEPA or 'Communication-Education and Public Awareness'.

These 4 Results contribute to influence our 4 target groups, which form our **4 Strategic Objectives** or SO and their outcome indicators:

1- SO1 : scientists are better able to do research and to translate it to decision and policy;
2- SO2 : National Implementing Agencies or "NIA" (seen within CEBioS in the broad sense, including in the first place OBPE of Burundi, the universities in Bénin working together with their administrations for protected areas and forests, ICCN in RDC, CSB working together with ICCN and the MEDD).
3- SO3 : Ministries of Environment and their focal points, which might govern some of the NIAs and are involved in national and international biodiversity governance and policy;
4- SO4 : development actors, in the sense that CEBioS sees a role to mainstream the biodiversity concepts within the ODA and within the Joint Strategic Frameworks, including SECORES.

1. INTRODUCTION

Within the 10-year strategy (2024-2033), the present document proposes the planning of the first phase of 5 years (mid-2024-mid-2029). The previous strategy (2014-2023) has been finalised with a mandatory external evaluation, which proved overwhelmingly positive. Its recommendations (see Annex 1, together with our management response) are integrated within the new 10-year strategy and the present five-year programme. Both documents are complementary and hence refer to each other. However, some elements of the strategy are repeated in the programme, so that both can be stand-alone documents. While the strategy focuses on the biodiversity state of play, the sustainable development and the policy framework (Part 1), as well as the constituent elements of the CEBioS programme (Part 2 : Belgian actors, Theory of Change, partners, general principles, sub-programmes and management, monitoring and evaluation), this five-year programme focuses on the operational elements, based on a specific logframe, operational plan, and budget.

The 5-year programme and the 10-year strategy are governed by the Protocol of Cooperation between DGD, and BELSPO. This pluriannual programme will implement as well as possible the strategic plan, in the spirit of the Protocol, to strengthen support for 'research for development' carried out within the SFIs and to increase its impact and sustainability, optimising the coordination of research, development and capacity-building initiatives, both with and in the partner countries of Belgian cooperation and in collaboration with other players, particularly within international research networks and the CSCs. The Protocol foresees the possibility of re-adjustments of the strategy and programme to stay in tune with the latest developments in scientific cooperation and sustainable development (e.g., open data, decolonisation, new technologies, new cooperation frameworks and strategies).

The programme has been formulated in a participative way within CEBioS and with the South partners (through video-conferencing and during identification missions, see information from formulation missions in tabs of Annex 3), trying to integrate South demands and needs (demand-driven) with existing expertise (match-making with offer). Herewith, we took into account the recommendations of the evaluation, as well as the lessons learned from the previous strategy and programmes.

This programme is intended (1) to demonstrate how the obtained results will contribute to the strategy, (2) to achieve impact through the fulfilment of the OECD-DAC criteria, (3) to implement a results-based management through a theory of change, a description of the outcomes at the level of all beneficiaries and a series of SMART qualitative and quantitative indicators with targets per year, (4) to present how partnership is achieved through co-design, co-construction and mutual strengthening and (5) to present a risk analysis.

A budget of 8 M€ has been allocated to cover the activities proposed in the 5-year programme. This budget allows for building on successful experiences and interventions and integration of the new accents explained in the strategy. It allows for a dynamic, ambitious and valorising perspective towards the future in view of the ever-increasing ecological crisis affecting biodiversity and its nexus with climate change, food security, water and health (see state of the art Part 1 of the strategy) and the pivotal role Belgium should play through its official development cooperation with this flagship programme to tackle this crisis, and comply with its obligations (CBD and other MEAs) in a unique capacity building approach and package.

The increase from 7 M EUR (previous 5 years) of almost 15 % to 8 M EUR was necessary because of : (1) inflation on operational costs and indexation of salaries, (2) salaries of scientific officers increased by 20% since January 2023 due to an adjustment asked by the Fiscus to account for the so-called 'précompte professionnel' (PP, 'withholding tax on professional income') and (3) application of the recommendations by the evaluation. CEBioS addresses the urgency to tackle the biodiversity (BD)-climate nexus and related BD-water, health and food nexus. The evaluation recommends an increase of budget for CEBioS to be able to fully play its strategic and operational role in the next years. The evaluation surveys among South partners highlighted the high demands from the global South for more capacity building by CEBioS, in view of the complex socio-ecological crisis it is facing. For the set of recommendations (summary) by the evaluation we refer to annex 1.

The **annexes** present (1) the summary of recommendations by the evaluation and the associated management response by CEBioS, (2) the Global Biodiversity Framework Targets and links with CEBioS, (3) the logical framework and the operational programme (excel file) and (4) the budget (excel file).

2. A 5-YEAR PROGRAMME EMBEDDED IN A LONG TERM INTERNATIONAL CONTEXT

For a more comprehensive account about the current biodiversity crisis and linked climate change, we refer to the 10-year strategy 2024-2033.

However, it is important to repeat here the 2050 vision and 2030 mission of the Convention on Biological Diversity (CBD):

The vision of the Kunming-Montreal Global Biodiversity Framework is a world of living in harmony with nature where "by 2050, biodiversity is valued, conserved, restored and wisely used, maintaining ecosystem services, sustaining a healthy planet and delivering benefits essential for all people."

The mission of the Framework for the period up to 2030, towards the 2050 vision is:

To take urgent action to halt and reverse biodiversity loss to put nature on a path to recovery for the benefit of people and planet by conserving and sustainably using biodiversity and by ensuring the fair and equitable sharing of benefits from the use of genetic resources, while providing the necessary means of implementation.

CEBioS is a flagship programme of the Belgian development cooperation to contribute to the CBD for the global South[1].

As explained into more details in the strategy, the CEBioS programme situates itself within the following frameworks, strategies and policies:

- The sustainable development goals (SDGs), especially the SDG 14 (life below water), SDG 15 (life on land), SDG 13 (climate action) and SDG 6 (clean water and sanitation), linked to SDG 1 (no poverty), SDG 3 (good health and well-being), SDG 4 (quality education), SDG 5 (gender equality), SDG 2 (zero hunger) and ultimately, SDG 17 (partnerships for the goals);

[1] We refer sometimes to our partner countries as part of the 'Global South'. We are aware of the current debates about this term in the context of decolonization, but could not find a satisfactory alternative.

- The UN Rio convention on Biological Diversity (CBD) as a major anchor for the CEBioS programme. CEBioS staff is part of the official Belgian delegations to the CBD Conference of the Parties (COPs) and preparatory meetings (Informal Advisory Committees, Subsidiary Body for Implementation (SBI), Subsidiary Body on Scientific, Technical and Technological Advice (SBSTTA), European Expert Meetings and others). RBINS hosts the national focal points to the CBD, SBSTTA, the Clearing House Mechanism (CHM) (CEBioS) and the Global Taxonomy Initiative (GTI) (CEBioS);
- The strategic notes of the Directorate-general for Development Cooperation and Humanitarian Aid (DGD), especially the ones on environment, agriculture, water and climate;
- Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) assessments, World Wildlife Fund (WWF) Living Planet reports, International Union for the Conservation of Nature (IUCN) reports and International Plant Protection Convention (IPCC) reports linking biodiversity in a nexus with climate change, water, health and food;
- European Union (EU) policies related to biodiversity, capacity building and development aid. CEBioS contributes to the positions of Belgium within the EU in preparation to the COPs of CBD through the WPIEI (Working Party on International Environment Issues) meetings;
- The National Biodiversity Strategy and Action Plans (NBSAP) of Belgium and partner countries, especially DR Congo, Benin and Burundi;
- Other Multilateral Environmental Agreements (MEAs), platforms or networks, among others:
    - The Ramsar Convention on wetlands;
    - The Agenda 2063 of the African Union;
    - The United Nations Educational, Scientific and Cultural Organization (UNESCO) Man and the Biosphere programme;
    - IUCN, Wetland International, Birdlife and others on Key Biodiversity Areas;
    - Commission des Forêts d'Afrique Centrale (COMIFAC) and Congo Basin Forest Partnership.

3. KEY PARTNERS

CEBioS intervenes primarily through institutional cooperation in 3 priority countries of the Belgian Development Cooperation: Benin, Burundi and DR Congo. With all its partners, the RBINS/CEBioS has signed Memoranda of Understanding (MoU). For each project, CEBioS cooperates with service contracts, according to the principles of Project Cycle Management with a logframe, an operational plan, deliverables and a budget. Each partner has to deliver narrative and financial reports within a deadline.

List of eligible countries
16 eligible countries for our calls or interventions:

Benin - Burkina Faso - Burundi - Cambodia - **DR Congo** - **Guinea**– Kenya - **Morocco** - **Mozambique** - **Niger** - **Palestinian Territory** - **Rwanda** - **Senegal** - **Tanzania** -**Uganda** – Vietnam

These countries include 13 of the 14 official partner countries of the Belgian bilateral cooperation (in bold), as well as the countries / territories that are subject to a Joint Strategic Framework (JSF).[2]

Within the partner countries, DGD will prioritize its interventions in rural areas, where most of the unserved population currently lives, and in the so-called secondary cities and the peri-urban areas. CEBioS is entitled and encouraged by DGD to concentrate its interventions in specific countries to maximize its impact.

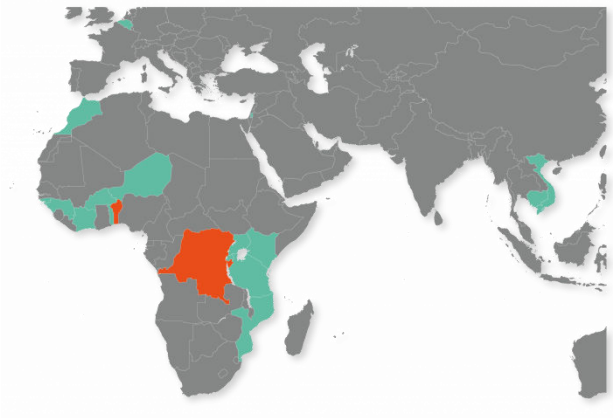


Figure 1: Map of countries with interventions by CEBioS.

The orange countries (DR Congo, Burundi, Benin) are priority countries with more projects, benefitting from institutional cooperation. Projects and activities in the other countries (green) are punctual and thematic, linked to open calls for projects (Belgium, Morocco, Niger, Burkina Faso, Togo, Ivory Coast, Liberia, Guinea, Vietnam, Palestine, Uganda, Kenya, Tanzania, Mozambique, Rwanda).

The partners

CEBioS implements its programme with partners[3], both in Belgium and the global South.

- **Belgium**

- DGD (TOC: sphere of control)
- BELSPO (TOC: sphere of control)
- RBINS: OD Nature, OD Phylogeny (especially taxonomy and one health through research on bush meat), Biopols, Ecomod (marine modelling with open-source model COHERENS), REMSEM (remote sensing) (TOC: sphere of control)
- Royal Museum for Central Africa (AfricaMuseum/RMCA) (TOC: SYN sub-programme)
- Botanical Garden Meise (TOC: GTI sub-programme)
- Universities in the three regions (Brussels, Flanders, Wallonia) (TOC: SYN)
- Research institutes (TOC: SYN)
- ENABEL (TOC: SYN)
- Civil Society: NGOs active in the Joint Strategic Frameworks (TOC: SYN)
- Network on Resilience of social-ecological systems (SECORES) (including WWF, CEBioS, Bos+, Join for Water (JFW), Uni4Coop and Via Don Bosco) (TOC: SYN)
- Fédération des acteurs institutionnels Belgique (FIABEL), Platforme belge pour l'éducation et la formation au sein de la coopération au développement (EDUCAID), NGO-Federatie, Académie de Recherche et d'Enseignement Supérieur (ARES), Flemish Interuniversity Council,

[2] Bénin, Bolivia, Burkina Faso, Burundi, Cambodia, Ecuador, Guatemala, Guinee, Haiti, Indonesia, Kenya, Madagascar, Mali, Maroc, Mozambique, Niger, Uganda, Palestine, Peru, Philippines, Democratic Republic of Congo, Rwanda, Senegal, Tanzania, Vietnam.

[3] With 'partners' we mean any institution where there is either a transfer of money through a contract, or any in-kind contribution by using staff time for advice, consultancies, coaching, etc.

Cooperation for development, Belgium (VLIR-UOS), Policy Supporting Programme (PSP, VLIR-UOS+ARES), African Center for Aquatic Research & Education (ACARE), 11.11.11, and others.

- **Global South**

- Belgian embassies and cooperation platforms such as Forum Belge des Acteurs de la Coopération (FOBAC) (TOC: SYN)
- ENABEL (TOC: SYN)
- Thematic and geographical Joint Strategic Frameworks (TOC: SYN)
- Ministries of Environment (Sahel countries, Benin, DR Congo, Burundi, East Africa, Vietnam), targets for our calls for projects related to CHM, policy and awareness (TOC: CHM-POL and CEPA)
- National Implementing Agencies (NIAs) being the targets of our institutional cooperation (MEP and IP[4], but also CEPA, GTI and CHM-POL)
- Scientists and their universities and research institutes (TOC: GTI, IP and MEP)
- Civil Society (TOC: SYN, CEPA)

The partners for Institutional Cooperation
(TOC: sphere of influence)

CEBioS is currently providing institutional support to research and conservation management institutes or organisations in 3 countries (so-called 'implementing agencies' in our logframe). Current identification might result in some additional support within Benin, Burundi and DR Congo. The aim is to dedicate earmarked annual budgets around research, awareness and Monitoring of Ecosystems, their services and Protected Areas (MEP) aspects, in combination with our other sub-programmes, such as GTI, CHM and MRV (see sub-programmes description). This in alignment/support with their respective NBSAPs. We strive at a Whole of Institute Approach (WIA), whereby the supported unit is working in service of the needs of its institute and the senior management of the institute is informed of, and supports the CEBioS cooperation. Often, the biodiversity-related support is supplemented by more data management, publishing skills, management and logistic support as well, a.o. internet, green energy supply, small lab material, Information and Communication Technologies (ICT) material, accountancy software and skills, good leadership, transparent governance, trainings in statistics, databases, etc.

Annex 3 (excel file) contains tabs with information about our institutional partners, with lists of stakeholders and axes of research and capacity building. Formulation missions in the first half of 2024 will allow to co-construct the logframes & operational plans with the respective partners based on the available budget ventilation.

DR Congo

We work at several levels in DR Congo:

- Monitoring support (MEP) to the 'Institut Congolais pour la Conservation de la Nature' (ICCN) and public universities by supporting Masters, Diplôme d'études approfondies (DEA) and Doctor of Philosophy (PhD), students of public universities (Lubumbashi, Goma, Bukavu, Kinshasa, Kisangani)

[4] IP = Indicators for Policy. It is inter-changeable with MRV. MRV is used in the strategy. IP is preferred in the 5-year programme, as it is more easy to understand than 'Measuring-Reporting-Verification'.

on certain aspects (habitats, monitoring, conservation) in Protected Areas under management of ICCN (e.g. Bombo Lumene, Kahuzi-Biega, Virunga). Possibly, Lomami National Park could become a focus, as it is a newly created national park in need of a management plan. It is supported by a.o. Germany (recently signed MoU between RBINS and Senckenberg). The National Parks and other Protected Areas in the Lubumbashi region could also be investigated, in a collaboration with Botanical Garden Meise.

- Strong institutional support to the 'Centre de Surveillance de la Biodiversité' (CSB) at Université de Kisangani (UNIKIS). This is done in cooperation with AfricaMuseum and Botanical Garden Meise, forming a consortium in support of the CSB. We provide training, support for field research, provide management support and support in fund raising and implementation of external projects, such as the UNESCO Yangambi project[5] linked a.o. to the carbon flux tower (University of Gent (UGent), UNESCO, DGD).
- Ad hoc support through our calls, dedicated workshops or summer schools.
- Synergies with Belgian NGOs in DR Congo. In the past we implemented actions with VVOB, and Via Don Bosco as well. Through SECORES (WWF, JFW, Bos+, Uni4Coop) we might find new avenues of cooperation in the coming years, especially on community forests[6].

Benin

- Support in marine modelling to 'Institut de Recherches Halieutiques et Océanologiques du Bénin' (IRHOB), mostly in terms of coaching of the Coherens model with local students in Masters and PhDs, but also some support in related work on plankton and epi-benthos of coastal lagoons and mangroves. Selected students spend 4 to 5-week internships at RBINS every year.
- MEP support to 'Université d'Abomey-Calavi' (UAC) (e.g. fire management, ecosystem dynamics). Given the increasing insecurity in the Pendjari and W National Parks (NP) due to Jihadist terrorism, UAC is identifying possible new avenues of cooperation in the mangroves of SW-Benin (Grand Popo, Bouche du Roy, identification workshops in March 2024).
- Support to 'University of Parakou' (UP) (several labs, on mushrooms, genetics, fish, forestry). A new MoU has just been signed.
- Ad hoc support through our calls, involving local environmental NGOs (e.g., Nature Tropicale, Eco-Bénin, CEIBA, Capebio, OBBD) and Belgian NGOs such as Uni4Coop (Louvain Coopération), Join For Water (JFW).
- Support of the 'Ministry of Environment and Sustainable Development' on the Clearing House Mechanism and public awareness.
- Through our partners, especially the UAC, the 'Eaux et Forêts' and the CENAGREF as well as the Village Associations AVIGREF are often involved for facilitating and disseminating information in protected areas.

[5] Title: "Making the Yangambi Biosphere Reserve a centre of excellence on climate and biodiversity". The project aims at strengthening governance, human capital, and operational capacities for biodiversity research and monitoring. But also focuses on the socio-economic development of local communities. The "Tour à Flux" is one of the activities.

[6] The RDC government is putting priority on a better recognition and management of community forests as part of the network of protected areas in order to reach 30% of protected land according to the Global Biodiversity Framework.

Burundi

- Support to the 'Office Burundais pour la Protection de l'Environnement' (OBPE) and the 'Université du Burundi' (UB): often the actions are taken jointly, to facilitate transfer of knowledge, from science to management. The OBPE gets our support for MEP, CHM, IP, CEPA and GTI activities, in the 3 main national Parks, which are Ruvubu, Rusizi and Kibira. We provide training, support for field research, management support and implementation of external projects, such as the PACECOR project (UNDP project financed by DGD) in the Rusizi and the Kibira National Parks.
- Building on past experience on Lake Tanganyika in the framework of VLIR-UOS South Initiatives, CEBioS remains available to facilitate and give advice on biodiversity components to ENABEL and its programmes in Burundi (e.g., LATAWAMA).
- In cooperation with OBPE and UB, CEBioS works with JFW and Louvain Cooperation to strengthen the civil society in biodiversity mainstreaming (EU project Pascal-B). This fits perfectly within the CEBioS mandate, the Joint Strategic Framework Burundi and SECORES.
- More ad hoc support through our calls, dedicated workshops or summer schools.
- Cooperation through synergies between OBPE and the civil society with NGOs like ASREEBU/AVEDEC (see list of acronyms) in a joint project between JFW and CEBioS on reforestation of hill slopes with indigenous trees to protect watersheds from erosion and sedimentation and promote local biodiversity

Thematic cooperation

Next to the earmarked budgets for institutional cooperation in the three priority countries (Bénin, Burundi, RDC), CEBioS allocates funds towards cooperation with other countries (of the eligible list, see above) through workshops, summer schools and calls for projects (GTI, CHM, CEPA, MEP, IP). The choice of the targeted countries is defined within the eligibility criteria of the specific calls or, in the case of other events or training, on the Terms of References.

4. THE INTERVENTION LOGIC

1. Theory of Change (ToC)

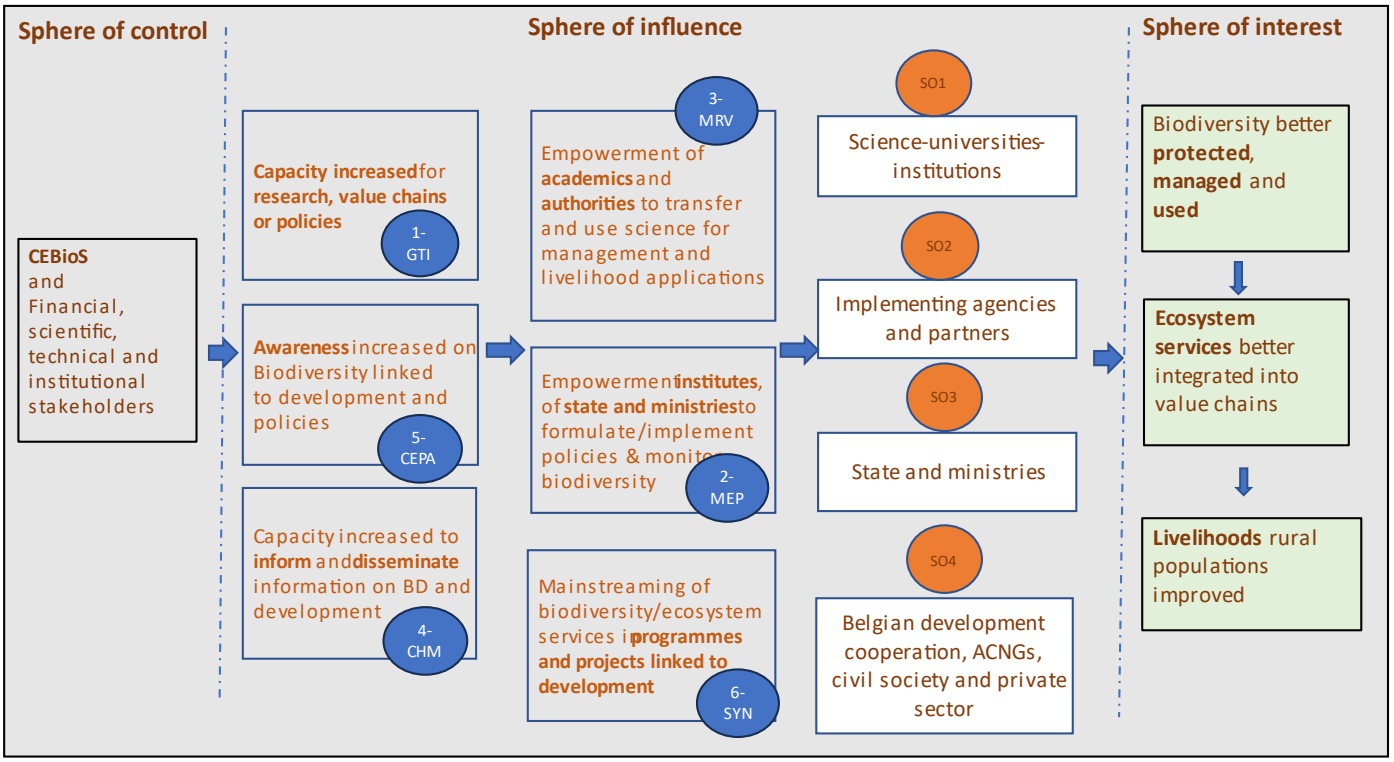


Figure 2: ToC of CEBioS and its sub-programmes (blue circles).

The sub-programmes are presented in the document. Note that the denominations CHM and MRV are kept here, as in the 10-year strategy. However in the present 5-year programme, we rather use CHM-POL and IP.

CEBioS, as a programme funded by DGD, and operating at the RBINS, collaborates with its partners (sphere of control) through several approaches, expressed as 6 sub-programmes: Global Taxonomy Initiative (GTI), Communication-Education-Public Awareness (CEPA), Clearing-house mechanism as a means of information sharing and policy support (CHM-POL), Monitoring of Ecosystems, their services and Protected Areas (MEP), Monitoring-Reporting-Verification or Indicators for Policy (IP), mainstreaming into development cooperation and external projects (SYN). This influences 4 target groups, expressed as strategic objectives: scientists, national implementing agencies, ministries, development actors (sphere of influence). This contributes to a biodiversity that is better protected, managed and used, from data acquisition to policies, in order to achieve a better access of local communities to ecosystem services and enhanced livelihoods linked to value chains (sphere of interest). The rationale behind is to increase harmony between people and nature through nature-based solutions. When local communities see an advantage to preserve their environment, and are active actors and owners of conservation processes, conservation has a better chance to work.

2. The Logframe

For the full logframe, including the Sources of Verification and assumptions, we refer to Annex 3. The intervention logic and associated indicators are presented below. Further ventilation according to baseline, targets, country, partner, gender per year, are found in programme Annex 3.

1. General objective

The general objective refers to the sphere of interest within the ToC. Reporting on it for the first two indicators, in a narrative qualitative modus, gives the pulse of the impact of CEBioS interventions, which depends on success stories, affirmative actions for Leaving no one behind (LNOB) and gender, but also as a function of the cycles of COPs, NBSAPs and national reports (NRs) for CBD.
Indicators 3 and 4 refer to surveys conducted at the end of interventions within the different sub-programmes and SOs.

Table 1: Impact indicators related to the general objective

Intervention Logic	Nr.	IMPACT Indicator
General objective: The protection of ecosystems and their biodiversity, in partner countries of the Belgian Development Cooperation, is implemented in order to strengthen their capacity to generate benefits essential for sustainable development of rural populations	1	Benefits that citizens/people derive from ecosystem services, often linked to the biodiversity-climate-water-health-food nexus are better known, understood, disseminated or accessed and have increased, in the partner countries (e.g., success stories, testimonies)
	2	Trend of Partner countries in the implementation of their biodiversity and development policies (e.g. NBSAP, inclusiveness on LNOB and gender) with tangible results and good indicators
	3	Level of **satisfaction** of **scientists, National implementing agency staff, policy makers and civil society** with the quality of capacity building
	4	Level of **self-assessment** of **scientists, National implementing agency staff, policy makers and civil society** to apply new knowledge and skills

2. Strategic Objectives and Intermediate Results

The indicators per Strategic objective (SO) (outcome indicators) and Intermediate Result (R) (output indicators) are Listed in the following order:

a. Events/meetings/workshops (institutional, in projects, etc.)
b. Projects (mostly through calls)
c. Persons (adapted to SOs: scientists, National Implementing Agencies (NIAs), decision makers, synergy actors)
d. Outputs/products

When defining the SMART[7] Objectively Verifiable Indicators, we followed these principles:

- Avoidance of repetition of indicators or duplication and subsidiarity.

[7] SMART : Specific- Measurable- Achievable- Relevant- Time-bound

- Transversal (in the sense that it touches several target publics belonging to several SOs). Result IP is only mentioned in SO1 and SO2; CHM only in SO1, 2 and 3.
- Outcome indicators are more qualitative proxies to get a sense of our impact at the level of the beneficiaries (ie. deduce trends and infer causal links), while output indicators are more quantitative and act as checkbox for our various interventions according to our calls, workshops, and institutional cooperation.

Table 2[8]: List of outcome indicators and output indicators, per strategic objective and intermediate result

SO1

Intervention Logic	Nr.	OUTCOME Indicator
SO 1 : The scientists of the partner countries acquire knowledge, understand, apply and disseminate results useful for sustainable management, use and conservation of biodiversity and ecosystem services	5	Share of **alumni scientists** that remains active in biodiversity and BD-climate-water-health-food nexus after their individual support of the programme
	6	Number of **science-based indicators** developed by the IP projects that are used to feed into NBSAP or other strategies and plans
		OUTPUT Indicator
SO1-Result 1.1 (CB-1): The knowledge and understanding of biodiversity and ecosystem services by the **scientists** of partner countries of the Belgian Development Cooperation is enhanced and disseminated through **capacity building**	7	Number of group trainings of **scientists** (through GTI, MEP, inst. Coop. etc), using several modules, curricula, tools (e.g., GIS, IUCN tools)
	8	Number of **scientists** of which the capacities have been strengthened (through GTI, MEP, etc.)
	9	Scientific **output** with CEBioS support: 1. Scientific papers 2. Posters & abstracts 3. Databases/models 4. Ms theses 5. PhD-theses 6. AbcTaxa
	10	Number of scientific contributions (papers, abstracts, posters, conferences) **by CEBioS staff** about capacity building, IP, stakeholder engagement, conservation, etc.
SO1-Result 1.2 (CHM-1): **CHM and other IT tools** fed and in service of national research is functional and useful to **scientists**, their partners and decision makers	11	Number of **postings** of scientific outputs activity on CHM
	12	Number of **scientists** reached in national CHM trainings

[8] Important note concerning the part of the logframe represented in Table 2 : the acronym 'CB' means 'Capacity Building' and is one of the 4 'Results' defined by the Theory of Change and in the logframe, as explained in the strategy. The other 'Results' are AW (interchangeable with CEPA), meaning awareness raising, MRV, or 'Measuring-Reporting-Verification', interchangeable with IP (Indicators for Policy) and CHM (clearing house mechanism), being part of CHM-POL (see also 'design of CEBioS' at the beginning of the document).
The Result CB includes several scientific sub-programmes :
- GTI = Global Taxonomy Initiative, including AbcTaxa
- MEP = Monitoring of Ecosystems, their services of Protected Areas
MEP includes many interventions, such as habitat monitoring and lexica, marine modelling and remote sensing as well as other thematic trainings.

SO1-Result 1.3 (MRV-1): **Scientist** are able to **valorize research data** for feeding national and local indicators and formulating trends supporting improved biodiversity related strategies	13	Number of MEP and IP **workshops** facilitating exchanges between scientists, NIAs, and policy makers
	14	Number of **projects** on IP completed
	15	Number of **scientists** reached in MEP and IP workshops
	16	Number of **documents or tools** (e.g. Policy Briefs, manuals, official documents, etc.) published that facilitate the application of scientific knowledge to ensure the decision-making and monitoring of habitats and of ecosystem health
SO1-Result 1.4 (AW-1) : **Awareness** about biodiversity governance and on dissemination methodologies is raised among **scientists**	17	Number of awareness raising **meetings** with different target groups including **scientists**, organised by CEBioS partners
	18	Number of **projects** on awareness raising carried out
	19	Number of **scientists** reached by awareness raising
	20	Number of vulgarizing **documents/media** effectively published (videos, posters, flyers, or articles in popular media) by partners, with support of CEBioS

SO2

Intervention Logic	**Nr.**	**OUTCOME Indicator**
SO 2 : National implementing authorities (NIA) in the south and their partners improve sustainable management and use of ecosystem services to conserve biodiversity and support the livelihood of rural populations through the development of best practices and sustainable value chains	21	Number of strategic or management **plans or other official documents** of regional and local authorities, agencies (NIAs through our institutional cooperation), their local civil society partners taking into account results of CEBioS interventions (e.g., in policy or monitoring, BD-climate-water-health-food nexus)
		OUTPUT Indicator
SO2-R2.1. (CB-2) Monitoring, management and conservation of ecosystems and services, including development of related value chains by the **national implementing authorities (NIA)** is improved through **capacity building**	22	Number of **trainings** by/of/at NIA
	23	Number of **projects** by NIA (environmental agencies) or associated partners to promote value chains of ecosystem services for rural livelihoods or to monitor biodiversity
	24	Number of trained **persons** of national implementing authorities (NIA)
	25	Number of **databanks**, **tools** or publications with these data to point out the dynamics trend and to feed national reporting through MEP & institutional cooperation
	26	Number of **Lexica** and **derived products** as tool for management of protected areas
SO2-R2.2. (CHM-2) **CHM and other IT tools** in service of monitoring and management are functional and are fed and used by the **implementing authorities** and target publics	27	Number of **NIA contributors** to the national **CHMs** in partner countries and Belgium, showing the correct/effective functioning of the national focal point and the contributors' network, including possible awards
	28	Number of partner country NIA **staff** supported by CEBioS activities, **attending international policy conferences**
SO2-Result 2.3 (MRV-2) Reporting **by NIAs** to NBSAPs and other biodiversity related plans is based on **evidence-based data**	29	Number of **projects** on IP **awareness raising** involving NIA and policy makers (related to SO3) completed
	30	Number of **NIAs & decision makers (related to SO3)** reached in MRV workshops
SO2-R 2.4 (AW-2)	31	Number of awareness raising **meetings** with different target groups, **organised by NIAs**

Authorities or NIAs, competent for monitoring and managing ecosystem services **are aware** of policies and scientific results		
	32	Number of **projects** on awareness raising **carried / targeted to, by NIAs**
	33	Level of production of awareness **products** by the NIAs

SO3

Intervention Logic	Nr.	OUTCOME Indicator
SO 3 : The authorities, decision makers and policymakers develop and implement pertinent policies, strategies and action plans for a sustainable management of the national biodiversity in service of the livelihoods of the local populations in the South	34	Number of CEBioS **alumni/trainees, policy makers** participating in international bodies under the CBD (COP, SBSTTA, SBI, IACs, etc…) and related MEAs
	35	Number of **CEBioS mandates** in international advisory bodies and technical committees and COPs
	36	Number of **contributors** to CHM of partner countries
	37	Number of **official documents** of authorities, decision makers and policy makers effectively using MRV results for reporting to MEAs
		OUTPUT Indicator
SO3-Result 3.1 (CHM-3) **Policy makers** in North and South know how to contribute to national and international policy on biodiversity and development in the South	38	Number of **trainings** of policy makers (e.g., on GBF, Nagoya, governance, Ramsar, etc.)
	39	Number of **policy makers** of which the capacities have been strengthened
SO3-Result 3.2 (CHM-3) CHM and other IT based information and reporting tools for policies are functional and used by the **authorities** for the development of policy plans	40	Number of **CHM technical and Informal Advisory Committee meetings** participation attended by CEBioS staff
	41	Number of **regional trainings** organised by CEBioS or CHM trainees
	42	Number of **national trainings** organised by CEBioS or CHM trainees
	43	Number of CHM projects
	44	Number of **people** enabled to train contributors to the CHM in partner countries
	45	Number of **persons** reached in national trainings organised by CEBioS or trainees
	46	Number of **visitors** to CHM web sites
SO3- R 3.3 (AW-3) Awareness on biodiversity governance and available tools is raised amongst **authorities** and results in the formulation of policies and organization or participation to (inter)national policy events	47	Number of awareness raising **meetings** involving policy makers
	48	Number of **projects** on awareness raising with policy makers carried out
	49	Number of–**staff members** of authorities, decision makers and policymakers reached through awareness raising activities
	50	Number of **vulgarizing documents** effectively published (videos, posters, flyers, or articles in popular media) by policy makers

SO4

Intervention Logic	Nr.	OUTCOME Indicator
SO 4 : Enhanced synergy between the partners, civil society and the private sector to achieve sustainable development by mainstreaming biodiversity issues	51	Number of effective **synergies and complementarities** (collaborations, joint activities) on North-South, South-South, triangular regional and international cooperation or external projects

		to enhance access to science, technology and innovation and enhance knowledge sharing, including SECORES
SO4-R 4.1 (CB-4) Increased synergies of CEBIOS with ACNG's, DGD, ENABEL and private sector for mainstreaming of biodiversity	52	Number of **group trainings** in synergy projects
	53	Number of **persons** of which the capacities have been strengthened in synergy projects
SO4-R 4.2 (AW-4) The **awareness** about sustainable use and management of biodiversity is raised within the **partners of the Belgian development cooperation, civil society and private sector (=in synergy projects)**	54	Number of participants in awareness raising **meetings** IN SYNERGY PROJECTS (in South and BE)

Summary of indicators

Table 3: number of indicators per strategic objective

Objectives	Nr. of impact & outcome indic/SO	Results	Nr. of output indic./R	Totals/R
General objective	4			4
SO1	2	CB	4	16
		CHM	2	
		MRV	4	
		AW	4	
SO2	1	CB	5	13
		CHM	2	
		MRV	2	
		AW	3	
SO3	4	CHM	9	17
		AW	4	
SO4	1	CB	2	4
		AW	1	4
Total	**12**		**42**	**54**

5. THE SUB-PROGRAMMES & BUDGETS

The CEBioS programme consists of a portfolio of 6 sub-programmes (introduced in the strategy), already indicated in the scheme of the Theory of Change (Fig. 2, see the blue spheres):

1. **Global Taxonomy Initiative (1-GTI)**
2. **The Monitoring of Ecosystems, their services and Protected Areas (2-MEP)**
3. **Indicators for policy (3-IP)**
4. **Clearing House Mechanism & Policy Support (4-CHM-POL)**
5. **Communication, Education & Public Awareness (5-CEPA)**
6. **Synergies and complementarities, SECORES, external projects (6-SYN)**

The previous work programme (2018-2023) explicitly included the sub-programmes GTI, MRV, CHM, Awareness, Habitats and marine modelling, next to 'synergies'.

In this new 2024-2029 programme, we kept these sub-programmes, but re-ordered or re-named them into **6 clearly defined sub-programmes**. This is in the first place an internal process to better define the responsibilities of all staff members and their portfolios.

- GTI remains, but now more explicitly includes AbcTaxa in its portfolio.
- MRV becomes 'Indicators for Policy' or 'IP', as its main goal is to strengthen the science-policy interface, .
- Awareness becomes 'CEPA', which is the appropriate term used in the MEAs such as the CBD and Ramsar, indicating a broader array of activities than just awareness, such as education and communication (CEPA stands for Communication, Education and Public awareness).
- 'Habitats' becomes 'MEP' for 'Monitoring of ecosystems, their services, and protected areas'. MEP is the support for data acquisition, data management and use, and therefore includes the marine modelling components, the digitalization of archives and any remote sensing capacity building, or the use of IUCN tools and the Evamab Manual for Unesco Biosphere reserves within our capacity building. Since most of our institutional capacity building cooperation relates to research and monitoring, MEP now incorporates the institutional cooperation (the scientific research part) (previously 'homeless' without being in any specific programmatic 'package') with CSB, IRHOB, UAC, UP, OBPE, etc.
- CHM remains but is extended into 'CHM-POL', as the policy support should be more explicitly included. CHM was not explicitly a sub-programme in previous phases, although prominently present in our interventions and including the CHM technical support.
- SYN is now seen as a real sub-programme and includes all synergies and complementarities within the Joint Strategic Frameworks, including SECORES, but also any other project with external fundings or cooperation with ENABEL or other organisations not explicitly part of the CEBioS core funding and programme but fitting into our mandate. Naturally, all such activities are planned and reported within the steering group and the different project financial reports neatly distinct from the main core finance.

Working with these sub-programmes offers the following advantages:

- Construction of programme in workable functional units, based on portfolios of staff members of CEBioS;

- Easy to explain to different audiences and media;
- Linked to specific open and competitive calls (GTI, MEP, IP, CEPA, CHM-POL) or modes of interventions (MEP, SYN);
- Induces agility of (adaptive) management within the interactions between team members;
- Intuitive and evident links with the TOC and the logframe.

These sub-programmes have all specific operating modalities, but are interwoven to offer 'whole packages' of capacity building.

Our institutional cooperation in Benin, Burundi and DR Congo is mostly considered within the MEP sub-programme, when it concerns scientific research on ecosystems, their services and protected areas

In terms of intervention logics of the logical framework, the 6 sub-programmes can be considered as operational units at the level of the Results (= modalities to achieve them) under each of the 4 Strategic objectives (SO).

The sub-programmes IP, CEPA, CHM-POL and SYN overlap with the corresponding Results (same acronyms). For instance, the sub-programme CEPA refers to R1.4 (SO1), R2.4 (SO2), R3.3 (SO3) and R4.2. (SO4). The sub-programmes GTI and MEP are integral part of the Result 'Capacity Building' (CB). The links between the 6 sub-programmes and the logical framework is illustrated here below in Table 4.

Table 4: Links between the 6 sub-programmes and the logical framework

Strategic objectives	Intermediate Results	Sub-programmes
SO 1: The scientists of the partner countries acquire knowledge, understand, apply and disseminate results useful for sustainable management, use and conservation of biodiversity and ecosystem services	SO1-Result 1.1 (CB-1): The knowledge and understanding of biodiversity and ecosystem services by the **scientists** of partner countries of the Belgian Development Cooperation is enhanced and disseminated through **capacity building**	GTI, MEP
	SO1-Result 1.2 (CHM-IT-1): **CHM and other IT tools** fed and in service of national research is functional and useful to **scientists**, their partners and decision makers	CHM-POL
	SO1-Result 1.3 (MRV-1): **Scientist** are able to **valorize research data** for feeding national and local indicators and formulating trends supporting improved biodiversity related strategies	IP, MEP
	SO1-Result 1.4 (AW-1) : **Awareness** about biodiversity governance and on dissemination methodologies are raised among **scientists**	CEPA

SO 2 : National implementing authorities (NIA) in the south and their partners improve sustainable management and use of ecosystem services to conserve biodiversity and support the livelihood of rural populations through the development of best practices and value chains	SO2-R2.1. (CB-2) Monitoring, management and conservation of ecosystems and services, including development of related value chains by the **national implementing authorities (NIA)** is improved through **capacity building**	MEP
	SO2-R2.2. (CHM-2) **CHM and other IT tools** in service of monitoring and management are functional and are fed and used by the **implementing authorities** and target publics	CHM-POL
	SO2-Result 2.3 (MRV-2) Reporting **by NIAs** to NBSAPs and other biodiversity related plans is based on **evidence-based data**	IP
	SO2-R 2.4 (AW-2) **Authorities or NIAs**, competent for monitoring and managing ecosystem services **are aware** of policies and scientific results	CEPA
SO 3 : The authorities, decision makers and policymakers develop and implement pertinent policies, strategies and action plans for a sustainable management of the national biodiversity in service of the livelihoods of the local populations in the South	SO3-Result 3.1 (CB-3) **Policy makers** in North and South know how to contribute to national and international policy on biodiversity and development in the South	CHM-POL
	SO3-Result 3.2 (CHM-3) CHM and other IT based information and reporting tools for policies are functional and used by the **authorities** for the development of policy plans	CHM-POL
	SO3- R 3.3 (AW-3) Awareness on biodiversity governance and available tools is raised amongst **authorities** and results in the formulation of policies and organization or participation to (inter)national policy events	CEPA
SO 4 : Enhanced synergy between the partners, civil society and the private sector to achieve sustainable development by mainstreaming biodiversity issues	SO4-R 4.1 (CB-4) Increased synergies of CEBIOS with ACNG's, DGD, ENABEL and private sector for mainstreaming of biodiversity	SYN
	SO4-R 4.2 (AW-4) The **awareness** about sustainable use and management of biodiversity is raised within	SYN

	the **partners of the Belgian development cooperation, civil society and private sector (=in synergy projects)**	

The 6 sub-programmes are explained in the following pages for their interventions and budget (operations and missions). The budgets are excerpts from the general budget table (Annex 4).

1. GLOBAL TAXONOMY INITIATIVE (1-GTI)

CEBioS is the National Focal Point to the GTI in Belgium. It is one of the very few programmes worldwide to offer taxonomic training on a competitive basis to countries in the global South. This is done through two calls: (i) to select scholars to spend 5 weeks at RBINS, Botanical Garden Meise or another research institute in Belgium to work on its own samples, available collections, publications; (ii) to fund tutors from these institutes to organize a group field and/or lab training in the South on certain taxa.

A third related call (within 5-CEPA) allows for scholars to implement an awareness project regarding their research, in their home countries, targeting local stakeholders.

The GTI sub-programme includes also the production of AbcTaxa, a high-profile volume series about specific taxa in the global South, often co-realized by North and South authors (often being CEBioS alumni).

Interventions

GTI is a capacity building sub-programme to train researchers in taxonomic research.
Two calls are organized:

- External call: South researchers spend 5 weeks in Belgium to receive capacity building (around 5 per year)
- Internal call: Belgian researchers organize a taxonomic workshop in the South (4-6 projects every 2,5 years)

The following elements (activities, interventions) have been retained to construct the future GTI calls (*New elements compared to previous programmes are designated with '(New)'*):

Theme of calls:

- Keep thematic open, but offering list of 'available' expertise (North and South) (New)
- Balance between offer of expertise and demand by the South
- Include nexus (climate, water, health, food) for future eligibility and communication (New)

Mapping

- Map in local universities/countries current priorities in terms of taxonomic needs (New)
- Map the expertise in Belgium to extend the number of experts/tutors (New)
- To a lesser extent (due to the feasibility), map the expertise in African universities/countries to stimulate South-South mentoring (New)
- Include expertise pool in the calls (New)

- Keep GTI website updated with the latest GTI projects
- Contact actively new expertise in Belgium (New)

Close follow-up of trainees

- During training: increase opportunities for GTI trainees during their internship, by creating networking opportunities, and providing extra training opportunities during their stay in Belgium, e.g. on scientific writing, collection management…
- Tight the links amongst alumni, but also with CEBioS (New)
- After training: closer follow-up/ track record of careers and activities of alumni in cooperation with alumni initiatives by Belgian embassies (New)

South-South training

- A GTI in a South-South perspective will be organized as a pilot, with GTI alumni and labs having long term GTI experience (New)

Gender

- Existing funding for women is encouraged
- CEBioS seeks for gender specialists to increase gender impact (New) and learns from AfricaMuseum and VLIR-UOS gender report.
- Organize affirmative action within the calls to promote women (e.g., quotas, eligibility criteria, weighting of scores) (New)
- Seek for gradual increase of women/man balance (towards parity) (New)

Multi-annual format

- Have GTI internal project call using a multi-annual format (2-3 years) for recurring projects (New)

Varia

- Some GTI budget is included in the institutional cooperation budgets
- Liaison with the GBF's regional scientific and technical cooperation centers (New)
- Facilitate admin for tutors - add meetings with new tutors to explain admin, deadlines, etc.
- Appropriate organization of contacts between tutor and trainee before departure, preparations, etc.
- Call for 2 years participation renewable (every year) if positive evaluation by tutor
- Possibility of spending 3rd year in another lab within global South (to be explored) (New)
- Tutors who have already had 3-4 internal projects should include new countries or new partners (include this in the text of the call). (New)

AbcTaxa

- GTI alumni and their former tutors often publish in the AbcTaxa-series, financed by CEBioS. The three editors in chief are based at RBINS, Botanical Garden Meise and AfricaMuseum.

Table 5: Budget[9] table for the GTI sub- programme

Budget of GTI (EUR)

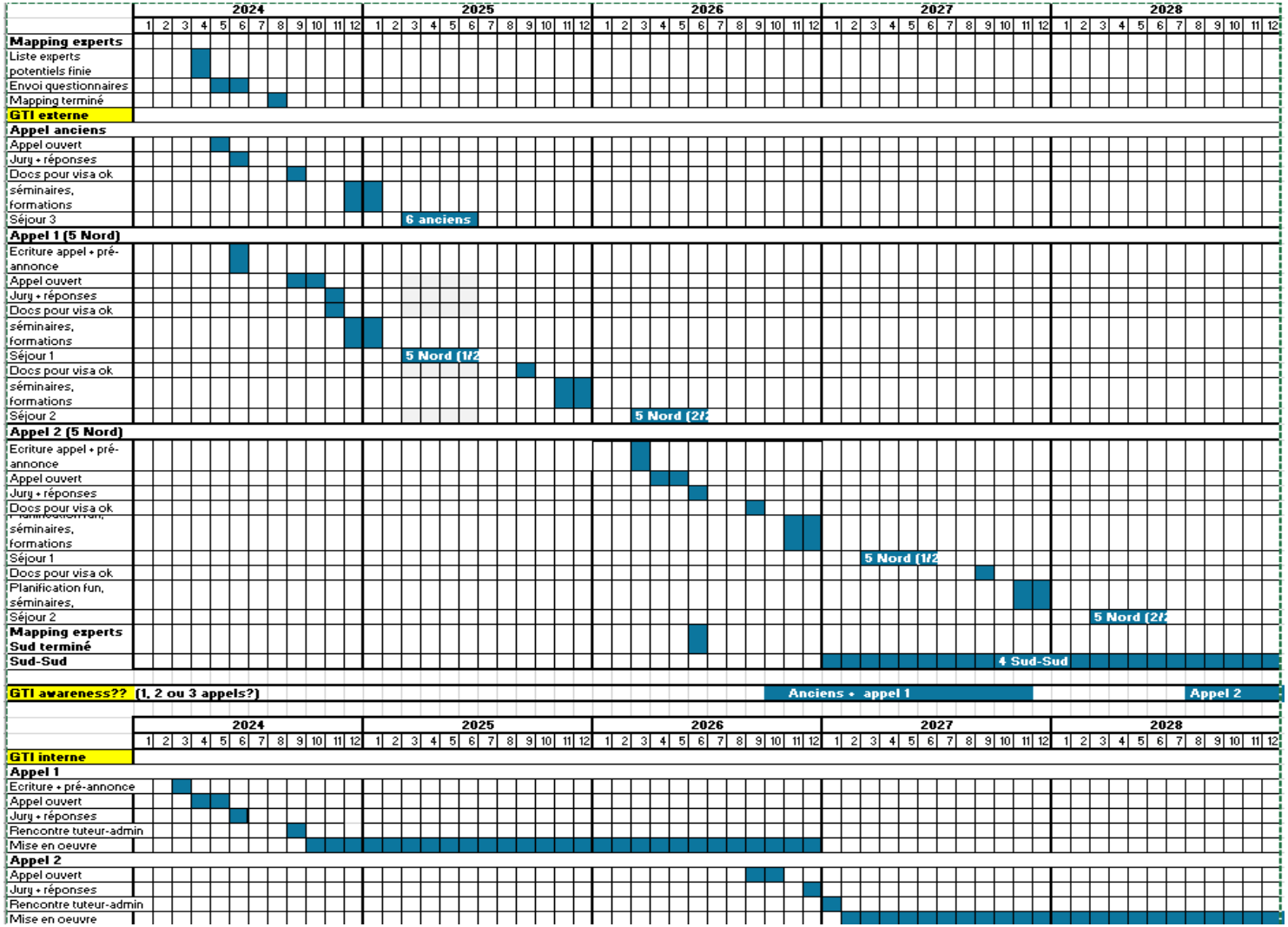
GTI-BUDGET		Year 1	Year 2	Year 3	Year 4	Year 5	Total
SO1							
4-R1.1-1-operation-CB-GTI for grantees from South	GTI for grantees from South	48000	54000	42000	42000	48000	234000
5-R1.1-2-operation-CB-GTI for RBINS researchers doing capacity building in the South	GTI for RBINS researchers doing capacity building in the South	60000	0	60000	0	30000	150000
20-R1.1-2-operation-AW-production of AbcTaxa	production of AbcTaxa	9000	9000	9000	9000	7000	43000
22-R1.1-2-missions-CB-GTI for RBINS researchers doing capacity building in the South	GTI for RBINS researchers doing capacity building in the South	36000	0	36000	0	18000	90000
Total GTI		**153000**	**63000**	**147000**	**51000**	**103000**	**517000**

Details of external GTI calls

GTI-BUDGET	Year 1	Year 2	Year 3	Year 4	Year 5
GTI for grantees from South	48000	54000	42000	42000	48000
Activité prevue (perspective pluri-annuelle)	Call pour les 6 qui doivent refaire un dernier stage	1 er appel- 5 stagiaires Nord (séjour 1)	1 er appel- 5 stagiaires Nord (séjour 2)	2eme appel – 5 stagiaires Nord (séjour 1) 2 stagiaires Sud-Sud	2eme appel – 5 stagiaires Nord (séjour 2) 2 stagiaires Sud-Sud

[9] Budget allocation new programme: all budgets were estimated during intense brain-storming and team building activities in 2023. They were based on a combination of factors, including (not ranked) (1) budget constraints according to budget scenarios (as a function of salaries, inflation, précompte professionnel), (2) recommendations of the external evaluation and alignment with the new strategy, (3) the identified demands by our partners of the global South during meeting In Belgium, video-conferences and missions in the South, as well as surveys. We constructed the new budget tables based on the previous budgets and adapted and added new budget post lines where needed. The basic structure of 4 SOs and the DGD budget table format and structure did not change.

GANNT chart for GTI



2. THE MONITORING OF ECOSYSTEMS, THEIR SERVICES AND PROTECTED AREAS (2-MEP)

Interventions

The "Monitoring of Ecosystems, their services and Protected Areas" (MEP) originally stems from 'IMAB', followed by 'Habitats'. With this new name, CEBioS would like to better emphasize the ecosystem perspectives, and the ecosystem services. Also, it includes as a follow-up of the BELSPO-funded EVAMAB[10] project and future possible trainings (budget 'thematic trainings') on the rapid assessment of ecosystem services in UNESCO Biosphere reserves in Africa by means of our manual in French and English.

The MEP sub-programme is data oriented. It aims to strengthen the quality of biodiversity data and their use, to ensure a long-term protection of Ecosystems and the living organisms within. The MEP works as a first step before the sub-programme 'Indicator for Policy' (IP), as it ensures a good quality of data (and their sampling/monitoring in the field), the harmonisation of methodology, their replicability and comparison to harness the indicators developed in IP (ex-MRV).

Further, MEP will cater for the institutional cooperation with CSB and ICCN in DR Congo on the inventories of fauna and flora in the institutional projects using classical transect methods, but also remote sensing and GIS (in cooperation with REMSEM of OD Nature, RBINS), as well as drone technology and camera traps. Special attention will be given to biodiversity which has potential to the local population for its services and value chains (e.g., pollinators, mushrooms, fish) and the transfer of the data to global databases such as GBIF.

The MEP approach will also be pursued through institutional cooperation in Benin (work with Université de Parakou, UAC) and Burundi (with OBPE, Université du Burundi). MEP is the most conservation-oriented sub-programme of CEBioS. It will develop training materials from existing IUCN tools (e.g., IUCN MOOCs and manuals), as well as integrate a landscape approach (e.g. connectivity, restoration, Key Biodiversity Areas, community forests, etc…).

Moreover, CEBioS regularly updates and maintains the "Archives des Parcs Nationaux du Congo Belge (APNCB)" website. It is a long-term digitalization project, with recently geo-localisation of all paper archives at RBINS. It will be integrated in the CANATHIST project for digitization of all the archives of RBINS, MRAC and the Botanical Garden of Meise on historical collections from Burundi, DR Congo and Rwanda. Open access of these archives to the South is a perfect example of decolonization exercise (which started 'avant la lettre').

And finally, within OD Nature of RBINS, CEBioS supports and is getting support of, the group ECOMOD to transfer modelling skills on the open-source model 'COHERENS' to model marine and freshwater currents and particles (sediments, larvae, plankton, pollution). This is essentially done within an institutional cooperation with IRHOB in Benin. A BELSPO-funded project CLIMate change and human induced DISasters using a marine modelling tool (CLIMDIS) does the same in Vietnam in the Halong Bay

[10] https://cebios.naturalsciences.be/partnerships/external-projects/evamab/

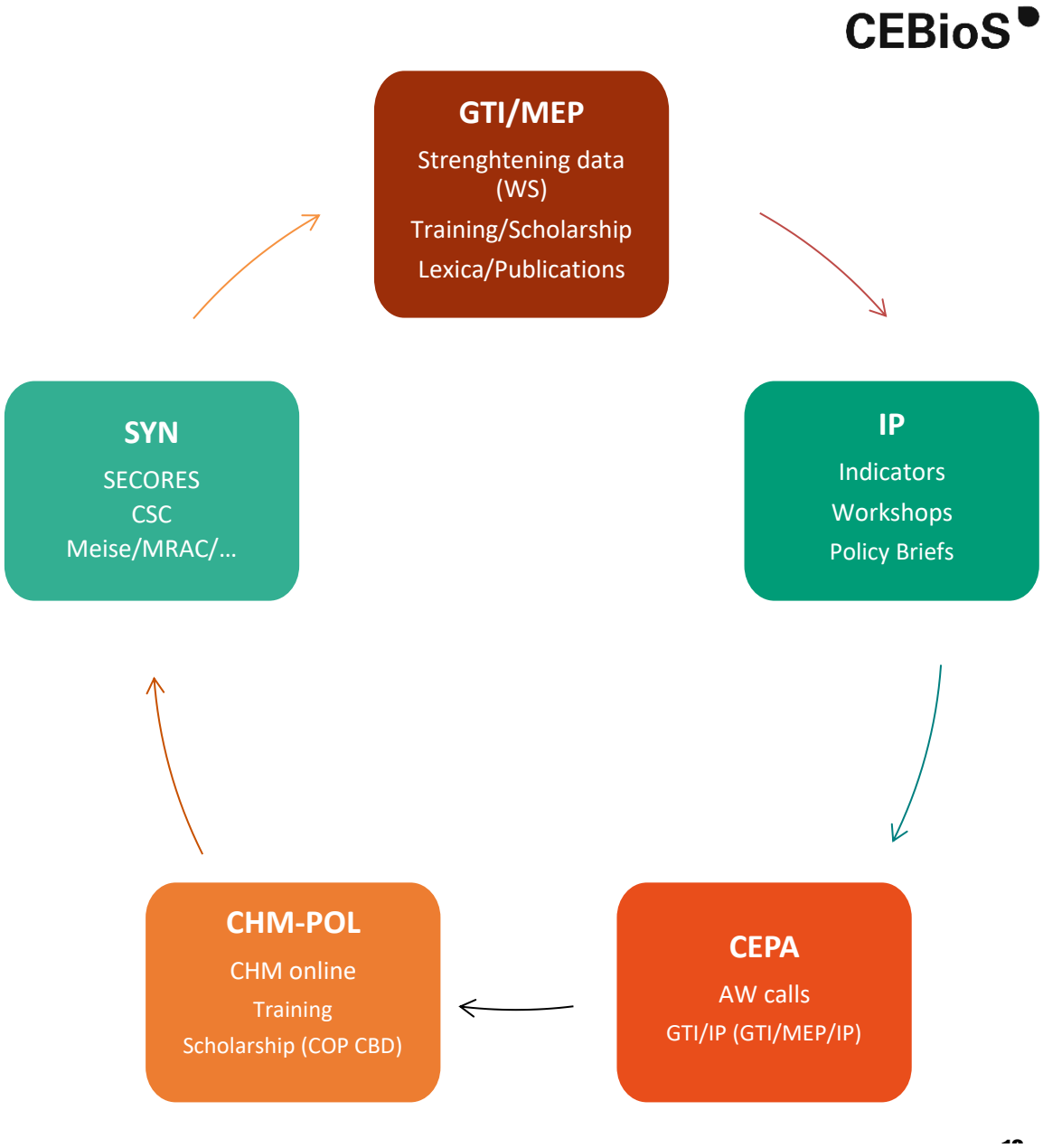
with the Institute of Marine Environment Research (IMER), as a spin-off of earlier CEBioS capacity building.

New elements

- As stated above and earlier, MEP is now a large sub-programme, including not only habitat monitoring of terrestrial ecosystems (previous programme), but also of freshwater, lacustrine and marine ecosystems (inclusion of marine modelling, remote sensing), digitalization of archives, use of Evamab manual and IUCN tools and all our institutional cooperation.
- One important new strategic orientation within MEP will be to co-produce with the global South practical manuals on fauna and flora, which can be used in the field by managers and eco-guards. One option is to make derivative simplified products of our existing lexica as was recommended by the Alesopi end-of-term evaluation of the previous phase 2019-2023.

With the objective of increasing the impact of our calls, the CEBioS team is thinking to combine efforts by proposing a MEP-IP-CEPA multi-annual call for projects. The idea behind this new approach would be to better support and strengthen capacities of the applicants in each of these three areas, which are: data collection and monitoring, defining trends indicators for policy, raising awareness to policy, the scientific community, local communities, youth, etc. By combining these three sub-programmes, we will be able to propose slightly increased budget per project, and more coherence for the actions proposed by the different sub-programs.

The following scheme explains the relationship between the sub-programmes in a perspective of value chain of data.



Budget of MEP (EUR)

Legend of Table 6

- Institutional cooperation Marine modelling,IRHOB (Benin)
- Institutional cooperation UAC & Parakou (Benin)
- Institutional Cooperation OBPE (Burundi)
- Institutional Cooperation CSB (DR Congo)
- Institutional Cooperation ICCN and universities (DR Congo)
- Varia (not marked): EVAMAB, other countries, Lomami, thematic trainings

Table 6: budget table for the MEP sub-programme

MEP-BUDGET		Year 1	Year 2	Year 3	Year 4	Year 5	Total
SO1							
2-R1.2-19-investments-CB-OBPE institutional cooperation for research : computers	OBPE institutional cooperation for research : computers	3000	3000	0	0	0	6000
3-R1.2-19-investments-CB-CSB/UNIKIS : institutional cooperation for research : computers	CSB/UNIKIS : institutional cooperation for research : computers	0	0	0	6000	0	6000
6-R1.1-3-operation-CB-RD Congo universities, ICCN : institutional cooperation for research	RD Congo universities, ICCN : institutional cooperation for research	12000	15000	15000	12000	10000	64000
11-R1.1-5-operation-CB-Thematic trainings	Thematic trainings	10500	10000	7000	10000	0	37500
12-R1.1-6-operation-CB-OBPE institutional cooperation for research	OBPE institutional cooperation for research	37000	42000	37000	37000	32000	185000
13-R1.1-7-operation-CB-Benin-institutional cooperation for research	Benin- institutional cooperation for research	24000	28000	36500	29000	22000	139500
14-R1.1-8-operation-CB-CSB/UNIKIS institutional cooperation for research	CSB/UNIKIS institutional cooperation for research	41000	46000	41000	41000	36000	205000
23-R1.1-3-missions-CB-RD Congo universities, ICCN : institutional cooperation for research	RD Congo universities, ICCN : institutional cooperation for research	4000	4000	4000	4000	0	16000
25-R1.1-7-missions-CB-OBPE institutional cooperation for research	OBPE institutional cooperation for research	4000	4000	4000	4000	4000	20000
26-R1.1-8-missions-CB-UAC institutional cooperation for research	UAC institutional cooperation for research	6000	6000	0	4000	0	16000
27-R1.1-9-missions-CB-CSB/UNIKIS institutional cooperation for research	CSB/UNIKIS institutional cooperation for research	8000	8000	8000	8000	8000	40000
15-R1.2-9-operation-CHM-Digitalisation	Digitalisation	0	0	5000	0	0	5000
21-R1.4-12-operation-AW-Summerschool for CEBioS alumni	Summerschool for CEBioS alumni	0	0	0	50000	0	50000

28-R1.4-12-missions-AW-Summerschool for CEBioS alumni	Summerschool for CEBioS alumni	0	0	0	12000	0	12000
1-R1.2-19-investments-CB-Marine Modelling in Benin : computers	Marine Modelling in Benin : computers	3000	0	0	0	0	3000
7-R1.1-4-operation-CB-Marine modeling	Marine modeling	0	0	0	0	0	0
8-R1.1-4-operation-CB-Marine modeling in Benin : data collection	Marine modeling in Benin : data collection	10000	5000	5000	5000	0	25000
9-R1.1-4-operation-CB-Marine modeling in Benin : study grants S-N	Marine modeling in Benin : study grants S-N	6000	6000	6000	6000	0	24000
10-R1.1-4-operation-CB-Marine modelling in Benin : meetings	Marine modelling in Benin : meetings	0	0	2000	0	2000	4000
19-R1.4-4-operation-AW-Marine modelling in Benin : dissemination	Marine modelling in Benin : dissemination	0	2500	3000	2000	4000	11500
24-R1.1-4-missions-CB-Marine modeling in Benin	Marine modeling in Benin	4000	4000	4000	4000	4000	20000
Total- Marine		**23000**	**17500**	**20000**	**17000**	**10000**	**87500**
TOTAL SO1		**172500**	**183500**	**177500**	**234000**	**122000**	**889500**
SO2							
31-R2.2-19-Investments-CB-training on habitat monitoring in Burundi : computers	training on habitat monitoring in Burundi : computers	0	0	3000	0	0	3000
32-R2.2-19-Investments-CB-training on habitat monitoring in Benin : computers	training on habitat monitoring in Benin : computers	3000	0	0	0	0	3000
33-R2.1-13-Operation-CB-training on habitat monitoring in Benin	training on habitat monitoring in Benin	12000	12000	10000	10000	8000	52000
38-R2.1-13-Operation-CB-regional workshop ecosystem monitoring in Benin	regional workshop ecosystem monitoring in Benin	0	0	0	0	20000	20000
34-R2.1-14-Operation-CB-training on habitat monitoring in Burundi	training on habitat monitoring in Burundi	19000	15000	19000	19000	13000	85000
37-R2.1-14-Operation-CB-regional workshop ecosystem monitoring in Burundi	regional workshop ecosystem monitoring in Burundi	0	0	20000	0	0	20000
35-R2.1-15-Operation-CB-training on habitat monitoring in RDC	training on habitat monitoring in RDC	2000	10000	10000	11000	10000	43000
43-R2.2-22-Operation-AW-punctual workshops, summer schools	punctual workshops, summer schools	0	0	0	10000	0	10000
44-R2.1-13-Mission-CB-training on habitat monitoring in Benin	training on habitat monitoring in Benin	4000	4000	4000	4000	4000	20000
45-R2.1-14-Mission-CB-training on habitat monitoring in Burundi	training on habitat monitoring in Burundi	4000	4000	4000	4000	4000	20000
46-R2.1-15-Mission-CB-training on habitat monitoring in RDC	training on habitat monitoring in RDC	4000	4000	0	0	0	8000

50-R2.2-22-Mission-AW-punctual workshops, summer schools	punctual workshops, summer schools	0	0	0	12000	0	12000
36-R2.1-16-Operation-CB-production of lexica, technical manuals	production of lexica, technical manuals	8000	3000	3000	0	3000	17000
Total SO2		**56000**	**52000**	**73000**	**70000**	**62000**	**313000**
Total - ICCN-Universities of RDC		**22000**	**33000**	**29000**	**27000**	**20000**	**131000**
Total CSB		**49000**	**54000**	**49000**	**55000**	**44000**	**251000**
Total OBPE Burundi		**67000**	**68000**	**87000**	**64000**	**53000**	**339000**
Total Bénin UAC & UP		**49000**	**50000**	**50500**	**47000**	**54000**	**250500**
Total - marine IRHOB		**23000**	**17500**	**20000**	**17000**	**10000**	**87500**
Total varia		**18500**	**13000**	**15000**	**94000**	**3000**	**143500**
Total MEP		**228500**	**235500**	**250500**	**304000**	**184000**	**1202500**

Legend of Table 6

- Institutional cooperation Marine modelling,IRHOB (Benin)
- Institutional cooperation UAC & Parakou (Benin)
- Institutional Cooperation OBPE (Burundi)
- Institutional Cooperation CSB (DR Congo)
- Institutional Cooperation ICCN and universities (DR Congo)
- Varia (not marked): EVAMAB, other countries, Lomami, thematic trainings

Table 7 summarizes the MEP-budgets (EUR) per country (without salaries), as these posts can be assigned to specific countries (no open calls, but institutional cooperation with earmarked budgets).

Table 7 : MEP-budgets (EUR) per country

Country	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Bénin-IRHOB	23000	17500	20000	17000	10000	87500
Bénin-UAC-UP*	49000	50000	50500	47000	54000	250500
Burundi-OBPE	67000	68000	87000	64000	53000	339000
DR Congo-CSB	49000	54000	49000	55000	44000	251000
DR Congo-ICCN-Univ.	22000	33000	29000	27000	20000	131000
Varia	18500	13000	15000	94000	3000	143500
Total of MEP	**228500**	**235500**	**250500**	**304000**	**184000**	**1202500**

*Note: UAC-UP includes budget which has to be ventilated for Université Abomey-Calavi and Université de Parakou during formulation missions in the first half of 2024.

3. INDICATORS FOR POLICY (3-IP)

The IP sub-programme stands for 'Indicators for Policy' or 'IP' (previously Measuring-Reporting-Verification). Indeed, 'Indicators for Policy' is essentially a concept to facilitate interactions between biodiversity researchers and their local and national authorities, decision-makers, policy-makers. These interactions have the objective to better promote the science-policy interface, and more specifically the use of biodiversity data (indicators) to inform and influence policy. 'Indicators for Policy' operates through dedicated workshops, summer schools and a dedicated call adapted for French-speaking and for English-speaking stakeholders.

One important aspect in this sub-programme is to harness the data that will feed the indicators for the NBSAPs and report on them in the national CBD reports of the respective countries to implement the GBF Monitoring Framework as part of the CBD. In that respect we see the 'Etats des lieux de la biodiversité' organised in 2022-2023 in DR Congo with the Centre de Surveillance de la Biodiversité as an interesting pilot exercise which can serve as an example for other countries.

More coherence between the sub-programs will be ensured by a closer relationship between them. A pipeline from data gathering (MEP, GTI) to indicator for Policy (IP) to sharing of the data (CHM) and awareness of civil society and policies (CEPA) will be the starting point for the calls and the workshops.

Important outputs of participative multi-stakeholders IP workshops are the **co-created Policy Briefs (PB)**. These tools serve the science-policy interface. CEBioS will give special attention to a better capitalization/dissemination/valorization/uptake of these PBs towards decision-makers.

New elements were incorporated in IP (ex-MRV):

- Incorporation of the GBF monitoring framework with an 'Etat des lieux' approach (cf. DR Congo). This pilot exercise will be repeated with our institutional cooperation partners (in DR Congo, Benin and Burundi) in order to better define the indicators on which the IP call could focus on.
- This 'Etat des lieux' approach will only be implemented for Burundi, Benin, DR Congo as there is less access to national level actors in English-speaking countries, and needs are lower there.
- Increase the budget and coherence per project, including for awareness-raising activities. This will be feasible thanks to the new merging calls approach (see MEP-IP-CEPA call).
- Closer remote follow-up of projects (content, reports, products, indicators, etc.).Online mid-term monitoring of projects to be organised, as well as an online session to explain financial reporting, 2 months before the end.
- A single contract (over 3-4 years) combining the classic MRV projects (call for mini-projects) and the subsequent awareness project, with staggered payments (1st instalment, balance).

General approach

French-speaking component:

- A preparatory workshop with potential candidates to work on data collection, data monitoring and indicators (to be explored). This as a pre-step before the 'Etat des lieux' exercises, and the launch of the 'MEP-IP-CEPA call for projects.
- GBF monitoring framework type 'Etat des lieux' workshop, to be organised before launching the call, in order to select together with decision makers the targets or

indicators to focus on in the call. This for the selected projects to better focus on key national indicators per country. ('NEW')
- IP projects with formulation/closing workshops and mid-term online workshop
- Awareness projects, as part of the last step of this new combined call for projects 'MEP-IP-CEPA'.

English-speaking section:
- Classical IP approach by surveying the needs of key stakeholders, with South-South approach.
- IP projects with one online formulation workshop (for budgetary reasons) and one face-to-face closing workshop (summer school).
- Awareness projects

French-speaking section
Overview' workshop (early 2025)

Objective
- To share experiences from a similar exercise held in 2022 in the DR Congo.
- Bring together the key French-speaking partners (Burundi, Benin, DR Congo) in Burundi, as this is the easiest place to get an overview of the country, a kind of pilot country; it could be incorporated into the institutional budget so that they can go further.
- Present the GBF monitoring framework, the countries' new NBSAPs and their indicators
- Initiating the mapping of the players who have the data needed to report on the NBSAP various objectives (and focus on data 'flows'/pathways within the country).
- Formulate the data requirements for the IP call (priority themes/indicators) per country
- Implement IP projects that will help feeding NBSAP indicators related to the GBF monitoring framework

Organisation
In advance:
- consult the partners to determine who to invite to the stock-taking workshop
- decide which GBF targets to focus on, those to which we can make a contribution, a priori: A, 3, 4, 5, 6, 7, not 8, not 19-23, not harmful subsidies, not mainstreaming).

The 'Etat des lieux' workshop
- Bring together around thirty participants (including representatives working on NBSAP and reporting, local authorities, data managers) from the 3 countries in Burundi:
  a. DR Congo: 3-4 people active in the 'Etat des lieux' that will share their initial experience
  b. Benin: 10 partners (including representatives working on NBSAP and reporting, local authorities, data managers, researchers, NGOs)
  c. Burundi: 10-15 participants (including representatives working on NBSAP and reporting, local authorities, data managers, researchers, NGOs)
  d. 4-5 day workshop with country sessions, mixed sessions and plenary sessions

The projects
- A call for projects is launched, based on the outcome of the workshop

- Then the classical IP cycle begins: formulation workshop, implementation, closing workshop, followed by awareness projects to disseminate results of the project

English-language section

Objective

- Continue to support projects that require it
- Extend to new partners on the basis of pre-identified needs
- Leverage the expertise of IP high-level alumni by proposing them to share their experience with other partners in the South (in 'South-South' projects)
- Canvass the needs of our resource people in the countries concerned (themes, potential project leaders to contact)
- Targeted countries: Tanzania, Uganda, Palestine, Rwanda, (Kenya) (previous IP projects countries).

Organisation

- South-South calls: 2 projects submitted by Southern partners together (e.g. Palestine + Uganda)
- Objectives: a country that has already developed a given indicator or monitoring system at national level shares its experience with another country in the South.
- Online formulation workshop at the beginning of the projects; sharing of results during the summer school
- Budget for mobility projects between them

Timeline et budget of IP

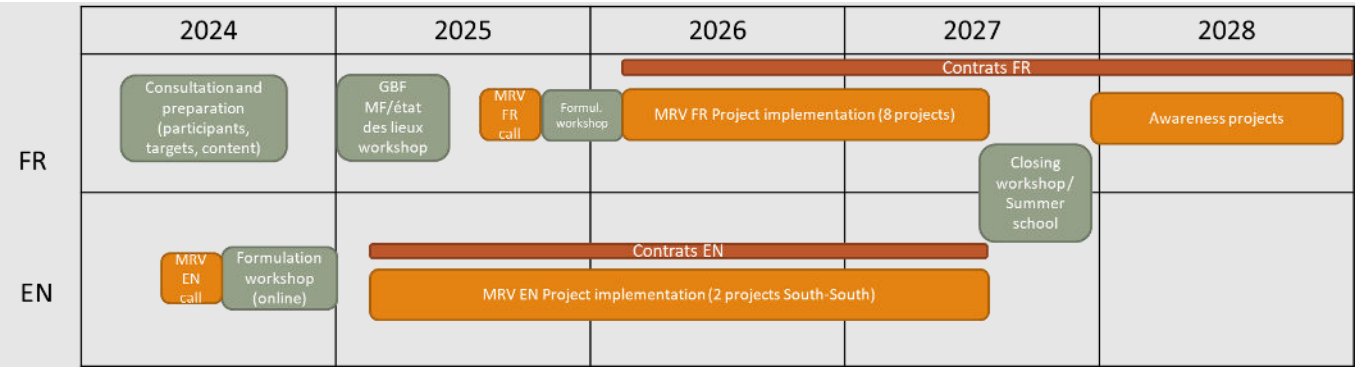


Figure 3: timeline of activities for the MRV sub-programme

Table 8: budget table for the IP sub-programme

MRV-BUDGET		Year 1	Year 2	Year 3	Year 4	Year 5	Total
SO1							
16-R1.3-10-operation-IP-IP projects	IP projects	39000	0	52500	0	0	91500
17-R1.3-11-operation-IP -IP training and formation workshops	IP training and formation workshops	0	39000	30000	0	0	69000
18-R1.3-11-operation-IP -IP closing workshop (in combination with training workshop ao, awareness raising for CEBioS alumni	IP closing workshop (in combination with training workshop ao, awareness raising for CEBioS alumni	0	0	0	10000	0	10000
Total SO1		**39000**	**39000**	**82500**	**10000**	**0**	**170500**
SO2							
41-R2.3-20-Operation-IP -awareness projects for alumni based on the MRV projects	awareness projects for alumni based on the IP projects	0	0	0	0	40000	40000
49-R2.3-21-Mission-IP -Coaching by CEBioS staff in dedicated IP -workshops and other MRV-related activities	Coaching by CEBioS staff in dedicated IP-workshops and other IP -related activities	0	8000	8000	8000	0	
Total SO2		**0**	**8000**	**8000**	**8000**	**40000**	**40000**
Total IP		**39000**	**47000**	**90500**	**18000**	**40000**	**210500**

4. POLICY SUPPORT & CLEARING HOUSE MECHANISM (4-CHM-POL)

RBINS-CEBioS is the national focal point to the Clearing House Mechanism (CHM) of the CBD. Annex 2 describes the level of involvement of CEBioS towards the targets of the Global Biodiversity Framework of the Convention of Biological Diversity (CBD).

The CHM-POL sub-programme is at the origin of the CEBioS programme and acts as a powerful flagship tool of capacity building by Belgium in the global South. We do not only support national CHM and CBD focal points to install, update/migrate, feed and maintain their national CHM websites through dedicated calls and workshops, but we do much more in terms of policy support to the South.

We organize regional meetings for training and information as well as exchanges of best practices and networking.

We support and coach selected national focal points in key preparatory CBD meetings and the Conferences of the Parties (COP) of the CBD.

We are part of the Belgian delegations to ad hoc technical expert groups, Informal Advisory Groups, SBI, SBSTTA and COP of the CBD and CEBioS staff is often a key negotiator for the EU. This sub-programme forms the lifeline between CEBioS and its African partners and the CBD. Staff members are also chair or involved in several Informal Advisory Committees/Groups of the CBD and in expert groups of the EU, following their nomination by Belgium.

CEBioS supports the national obligations of the parties to the CBD for Belgium and its partners countries. We work in cooperation with the Belgian National Focal Point to the CBD, also situated at RBINS (OD Nature, BIOPOLS). In that respect, RBINS/CEBioS and NFP CBD are part of an EU project called COOP4CBD, to promote science in the policy support to the CBD.

New elements:

- Increase the budget for each project[11], based on increase of cost of living, accommodation and transport. See also footnote 5 for the more general rationale behind the budget choices.
- National trainings mainly through South-South cooperation and annual project call, with only one training by Belgian teacher or participation included in the project proposals. It will be proposed to even limit this to online assistance training if internet allows for it.
- Participation to COP/SBSTTA to be increased taken into account additional CEBioS staffs, rise in prices and more meetings. The additional persons will also take up BE and EU dossiers on related agenda items such as MEP, MRV, CEPA.
- Participation in juries, IACs and other to be increased as raise in prices and more meetings
- Increase amount for regional workshops/training as raise in prices.

General approach

Training:

- There will be more training through e-learning, manuals and certification
- Train the trainers through regional workshops, empowered to submit CHM projects to organize in-country training
- Continuation of South-South training through CHM projects call, with possibility to have one separate national training

Regional workshops

- Used to give train the trainer training on Bioland, the website-building tool and template for all national CHMs, brought forward by CBD
- Introduction to subjects related to the GBF implementation as they evolve like technical and scientific cooperation, capacity building and development, knowledge management, communication and public awareness.
- Sharing of experiences

[11] See footnote 5 for the rationale behind the budget choices.

Table 9: budget table for the CHM-POL sub-programme

CHM-POL BUDGET		Year 1	Year 2	Year 3	Year 4	Year 5	Total
SO1 & total so1							
15-R1.2-9-operation-CHM-Digitalisation	Digitalisation	**0**	**0**	**5000**	**0**	**0**	**5000**
SO2							
39-R2.2-17-Operation-CHM-national workshop on CHM	national workshop on CHM	8000	8000	8000	8000	0	32000
40-R2.2-18-Operation-CHM-Regional networking CHM	Regional networking CHM	60000	30000	30000	30000	0	150000
47-R2.2-17-Mission-CHM-National workshop on CHM	National workshop on CHM	4000	4000	4000	4000	0	16000
48-R2.2-18-Mission-CHM-Regional networking CHM	Regional networking CHM	12000	6000	6000	6000	0	30000
Total SO2		**84000**	**48000**	**48000**	**48000**	**0**	**228000**
SO3							
52-R3.2.23-operations-CHM-CHM call	CHM call	47000	47000	52000	37000	0	183000
55-R3.2-26-missions-CHM-missions CEBios for policy (COP, SBSTTA, SBI)	missions CEBios for policy (COP, SBSTTA, SBI)	16000	7000	12000	7000	12000	54000
56-R3.2-27-missions-CHM-participation in IAC-IAG etc … on demand (5 x 1p)	participation in IAC-IAG etc … on demand (5 x 1p)	4000	4000	4000	4000	0	16000
Total SO3		**67000**	**58000**	**68000**	**48000**	**12000**	**253000**
Total CHM-POL		**151000**	**106000**	**121000**	**96000**	**12000**	**486000**

Timeline including major biodiversity governance events.

Table 10: timeline of activities of the CHM-POL sub-programme

2024		2025		2026		2027		2028-2029	
				Digitalization					
	CHM call		CHM call	CHM call		CHM call		CHM call	
	Reg. meet		Reg. meet		Reg. meet		Reg. meet		Reg. meet
SBSTTA26/SBI4	COP16		SBSTTA27	SBSTTA28/SBI5	COP17		SBSTTA29	SBSTTA30/SBI6	COP18

5. AWARENESS AND COMMUNICATION (5-CEPA)

Communication, Education & Public Awareness, in short CEPA, is seen by the CBD as essential in its global strategy (was Aichi target 1 and now T21 in the KM-GBF[12]). CEBioS takes CEPA at heart, and develops it in several ways:

- Development of a communication strategy;
- Annual awareness calls for national focal points and for local environmental NGOs. Target public of awareness campaigns may be schools, students, teachers, local authorities, conservation managers, decision makers, entrepreneurs, etc.;
- Awareness mini-projects within GTI and tcall for projects 'MEP-IP-CEPA' to disseminate projects results.
- CEPA training on specific issues such as policy briefs and other awareness products related to science and societal communication;
- Dissemination and visibility of CEBioS and partners through attendance to conferences and other events, with lectures, posters and stands;
- Dissemination of information through our websites. CEBioS will in the coming years focus on even better visibility of own results and projects in own platforms, but also in external ones, such as BESNET[13] or the IUCN[14] commissions CEESP (Commission on Environmental, Economic and Social Policy) or CEC (**Commission on Education and Communication)** and PANORAMA[15];
- Social media are used as well, also to create and promote the Alumni community (e.g., connect with the Belgian alumni initiative organised by the Belgian Embassy in Benin);
- Results of projects and trainings are also made available on national CHM sites of the countries where they have been implemented.

New elements:

- Increase the budget for each project under the different calls, based on increase of cost of living, accommodation and transport. See also footnote 5 for the more general rationale behind the budget choices.
- GTI awareness call separate budget line so more visible
- Add IRHOB awareness
- Awareness training module for
    - GTI students in Belgium
    - During regional CHM meetings
    - In the summer school
- Training on Policy Briefs (for instance at Africa Museum/RMCA) and other events

General approach

Training:

- There will be training through e-learning, manuals, recordings and certification
- Summer schools

[12] https://www.cbd.int/gbf/targets/21/
[13] https://www.besnet.world/
[14] https://www.iucn.org/fr/node/33249
[15] https://www.iucn.org/resources/conservation-tool/panorama-solutions-healthy-planet

- GTI-MEP-IP modules to prepare for the awareness projects

Regional CHM workshops

- Introduction to other subjects related to the GBF implementation as they evolve like, communication and public awareness (CEPA).
- Sharing of experiences

Summer school

- Awareness module
- Sharing of experiences

Table 11: budget table for the CEPA sub-programme (without salaries)

CEPA-BUDGET		Year 1	Year 2	Year 3	Year 4	Year 5	Total
SO1							
19-R1.4-4-operation-AW-Marine modelling in Benin : dissemination	Marine modelling in Benin : dissemination	0	2500	3000	2000	4000	11500
20-R1.1-2-operation-AW-production of AbcTaxa	production of AbcTaxa	9000	9000	9000	9000	7000	43000
21-R1.4-12-operation-AW-Summerschool for CEBioS alumni	Summerschool for CEBioS alumni	0	0	0	50000	0	50000
28-R1.4-12-missions-AW-Summerschool for CEBioS alumni	Summerschool for CEBioS alumni	0	0	0	12000	0	12000
Total SO1		**9000**	**11500**	**12000**	**73000**	**11000**	**116500**
SO2							
42-R2.4-21-Operation-AW-production and dissimenation of other material like brochures, policy briefs, posters, etc …	production and dissimenation of other material like brochures, policy briefs, posters, etc …	2500	2500	2500	2500	2500	12500
43-R2.2-22-Operation-AW-punctual workshops, summer schools	punctual workshops, summer schools	0	0	0	10000	0	10000
50-R2.2-22-Mission-AW-punctual workshops, summer schools	punctual workshops, summer schools	0	0	0	12000	0	12000
Total SO2		**2500**	**2500**	**2500**	**24500**	**2500**	**34500**
SO3							
53-R3.4-24-operations-AW-Awareness calls, including training on awareness, including baseline studies	Awareness calls, including training on awareness, including baseline studies	37000	47000	37000	37000	48000	206000
54-R3.4-25-operations-AW-Dissimination activities of south partners ad hoc events, in Belgium or abroad	Dissimination activities of south partners ad hoc events, in Belgium or abroad	4000	4000	4000	4000	4000	20000
Total SO3		**41000**	**51000**	**41000**	**41000**	**52000**	**226000**
SO4							

59-R4.4-29-operation-AW-increases awareness in North (CEBios) and South for the partners of the Belgian development cooperation, civil society, often back to back with attending SD-activities	increases awareness in North (CEBios) and South for the partners of the Belgian development cooperation, civil society, often back to back with attending SD-activities	0	0	0	0	10000	10000
Total SO4		**0**	**0**	**0**	**0**	**10000**	**10000**
Total CEPA		**52500**	**65000**	**55500**	**138500**	**75500**	**387000**

Table 12: Timeline of major CEBioS CEPA events

2024	2025	2026	2027	2028
Prod Lexica	Prod Lexica	Prod Lexica		Prod Lexica
			Summerschool	
AWAR-call	AWAR-call	AWAR-call	AWAR-call	AWAR-call
GTI-AWAR-call			GTI-AWAR-call	

6. SYNERGIES AND COMPLEMENTARITIES, SECORES, EXTERNAL PROJECTS (6-SYN)

a. *Joint Strategic Frameworks and SECORES*

Since 2017, CEBioS is actively participating to the Joint Strategic Frameworks (JSF) per country, initiated by DGD in order to find synergies and complementarities with other Institutional Actors (IA) and NGOs, both called 'ACNGs'.

We have within our CEBioS budget a special 'synergy fund' for synergy projects with Belgian ACNGs and our and their local partners since 2019 on the demand of DGD. We intend to continue this fund as the ACNGs have now also included this type of funding in their yearly budgets and see the advantages to work together to include biodiversity in their work programmes.

The participation in the JSF has led in 2022 to the creation of SECORES[16]:

- Working group on social-ecological resilience (SER) tools and production of 4-pagers intended to explain resilience with some examples in the field;
- Workshop in Burundi (June 2022), Benin (October 2023) and Rwanda (March 2024) on SER
- Workshops on social-ecological resilience (SER) in DR Congo in March 2023;
- Strategic Dialogue in Belgium (December 2022);
- Belgian student of VUB in Burundi to test the SER tools, in tandem with a student from Université du Burundi (summer 2023).

[16] https://secores.org/

The involvement of CEBioS in the JSFs and SECORES gained (i) extra visibility, recognition and knowledge of CEBioS in civil society and (ii) extra knowledge of civil society amongst CEBioS staff and by extension, RBINS. It already resulted in a number of common projects with Join For Water and Louvain Coopération in Burundi and it strengthens the 'Team Belgium' approach of the Belgian Development Cooperation.

b. *External projects & partnerships*

CEBioS is currently involved in more than 10 so-called 'external projects', fitting well within its capacity building mandate. In many projects, CEBioS was asked to be a co-promoter or cooperation partner.

The projects are grouped under sub-programme SYN and can follow several concepts or modalities of functioning and funding, such as :

- Cooperation on a zero-budget basis in terms of missions with back-to-back participation in certain partner events, workshops, juries, panels, but also in terms of advice, and information sharing (e.g. ENABEL, AfricaMuseum/RMCA, Botanical Garden Meise, GEF, UNESCO, SECORES)
- Being a co-promotor of projects funded by VLIR-UOS and ARES (e.g. on Lake Manyara, Lake Tanganyika, Rusizi)
- Being promotor or associated partner in BELSPO-funded projects (e.g. network of mycologists, EVAMAB, CANATHIST, FED-tWIN)
- Being associated partner in other projects linked to EU and UN (e.g. PACECOR (with UNDP); Pascale-B in Burundi, COOP4CBD, Yangambi-UNESCO in DRC)
- Being part of Boards or steering committees.

Whenever possible, CEBioS tries to finance extra personnel on project funding, strengthening the CEBioS core business. All external projects will be mentioned and explained within the CEBioS annual reports as well. Of course, each externally funded project reports on separate bookkeeping.

Budget of SYN (EUR)

Table 13: budget table of the SYN sub-programme

BUDGET SYN		Year 1	Year 2	Year 3	Year 4	Year 5	Total
SO4							
58-R4.1-28-operation-CB-Synergy fund to promote specific synergy projects with civil society and private sector in agriculture and conservation (+ 15000 SECORES)	Synergy fund to promote specific synergy projects with civil society and private sector in agriculture and conservation (+ 15000 SECORES)	35000	25000	25000	25000	15000	125000
59-R4.4-29-operation-AW-increases awareness in North (CEBios) and South for the partners of the Belgian development cooperation, civil society, often back to back with attending SD-activities	increases awareness in North (CEBios) and South for the partners of the Belgian development cooperation, civil society, often back to back with attending SD-activities	0	0	0	0	10000	10000
60-R4.1-28-missions-CB-budget to attend SD in South	budget to attend SD in South	4000	4000	8000	4000	4000	24000
61-R4.1-29-missions-CB-Synergy fund to promote specific synergy projects with civil society and private sector in agriculture and conservation	Synergy fund to promote specific synergy projects with civil society and private sector in agriculture and conservation	4000	4000	4000	4000	4000	20000
Total of SYN		**43000**	**33000**	**37000**	**33000**	**33000**	**179000**

Table 14: List of external projects within the SYN sub-programme

Nr.	Project	Promoter	Involvement of CEBioS	Duration	Budget
1	ZACORES	CEBioS	Dr. Anne Laudisoit, scientific volunteer at RBINS-CEBioS will implement this project in Zanzibar. It is a tri-partite contract between Artelia (France), Association (civil society in Zanzibar) and CEBioS. CEBioS, through Anne, guarantees the scientific quality of coral reef restoration and awareness activities.	2023-2024	CEBioS received 15000,-EUR from Artelia (France), which is dispatched to the Association in Zanzibar.
2	C-URGE	KULeuven	Professor Katrien Pype (KULeuven) and Prof. Constanza Para (KULeuven) are promotors of a PhD-student from Canada who will spend 9 months in Bas-Congo (DRC) to investigate ethnographically the aftermath of a climate adaptation and poverty reduction project of UNDP. The student will spend in 2024 3 months as obligatory 'secondment' with CEBioS which is 'associated partner'. It is a EU Horizon Project. The place of study needs further confirmation.	2023-2025 Start in February 2024. Secondment by PhD-student most probably in 2024	No budget involved
3	SECORES	Join For Water	CEBioS is a founding member of SECORES, the network of the thematic joint strategic framework on resilience of social-ecological	From 2023 onwards	From 2023 onwards, CEBioS will contribute annually 15000,-EUR to

			systems, approved by DGD. Luc is chairman for 2023-2024. In 2023, a student, Ilya, went to Burundi to analyze resilience in cooperation with Uni4coop, OBPE and University of Burundi, and under the supervision of Prof. Jean Hugé (Open University The Netherlands), CEBioS and Prof. Jacques Nkengurutse (Un. du Burundi).		SECORES (contribution to Full Time Equivalent coordinator) as do the other members (JFW, WWF, Bos+, Uni4COOP and Via Don Bosco) (approved by steering committee of 09-11-2021)
4	PASCALE-B	Louvain Cooperation & Join For Water	This Horizon EU project aims at strengthening the civil society in Burundi for natural resources, biodiversity and WASH. CEBioS is associated to mainstream biodiversity. PASCALE-B IBIDUKIKIJE - Projet d'Appui à la Société Civile Active dans Les domaines de l'Environnement et la Biodiversité au Burundi	2023-2025	1 mission is set aside for CEBioS to be involved in a workshop with 2200 EUR from the project.
5	FED-tWIN	RBINS, Prof. Koen Martens, Isa Schön and UHasselt, Prof. Maarten Vanhove	CEBioS is associated to a newly approved FEDtWIN (Afrowetmab) mandate who should start in 2024. It concerns biodiversity of freshwater systems in Africa, e.g. Ramsar sites.	2024 onwards	No budgets involved
6	UNESCO Yangambi	UGent, Prof. Pascal Boeckx	DGD funds are used in a Unesco-UGent-CSB consortium to finance capacity building and maintenance of the flux tower and many capacity building support activities and logistics. CEBioS, through Hilde Keunen (ex-CEBioS, volunteer of RBINS) is involved as coach of the CSB.	2023	Via the UGent, CEBioS can access funds for missions, for monitoring, and coordination purposes, prolongation into 2024 under negotiation.
7	Training mushroom cultures in DRC	Via Don Bosco	In 2021-2022 CEBioS and VVOB organized training on mushroom culture in Technical Agricultural Schools in Kongo-Central. An adapted version of this successful project will be implemented by the NGO Via Don Bosco in its professional training centers for unemployed youngsters in Bukavu	2023 onwards	CEBioS contributes to the costs related to the work of the hired experts (Professors)
8	ARES	Several universities in Belgium, DRC and Rwanda	CEBioS is involved in coaching several PhDs on mushrooms in the Virunga region. This work is being finalized by Prof. Dr. François Muhashy (ex-CEBioS, now volunteer of RBINS)	2020 onwards	No funds, in kind scientific contribution by CEBioS
9	CO-OP4CBD	Fondation Biodiversité (France)	Biopols represents RBINS in this EU project. NFP and CEBioS coordinate this. 1 FTE was hired on the funds and facilitates the scientific base and CHM towards the CBD.	2022 onwards	Salary of 1FTE who works for Biopols, of which CEBios is a part.
10	Lomami in DRC	Cooperation RBINS-Senckenberg (Frankfurt)	This new initiative (research, management etc. in Lomami NP) is in the making for implementation in 2024, in the wake of fruitful discussions during the Kisangani Conference. CEBioS as part of RBINS is asked to participate. It might be linked to the Team Europe Initiative for Africa, promoted by BELSPO.	2024 onwards	MoU being drafted, possibilities through Biodiversa+ or other funding opportunities
11	PACECOR	EU/ENABEL/UNDP	CEBioS is mentioned as advising body. Biodiversity in Burundi with OBPE/ Projet d'Appui à la Conservation des ECOsystèmes du bassin hydrographique de la Rusizi (PACECOR et Dukindire ibidukikige) au Burundi \\datastorew\biodiv\2-CEBioS\2019-2023\SO4-DevActors-civSoc-privSect\R41-	2023 onwards	Contrat de partenariat, will be supportive for the MEP sub-programme in Burundi

			CB\4133-synergies-cebios\Burundi\PACECOR-euproject		
12	RUBICOM	UA	CEBioS is co-promotor with Université du Burundi and University of Antwerp in this VLIR-UOS South Initiative on research in Rusizi, Burundi, DRC with OBPE, Université du Burundi.	2024 onwards	70K for 2 years. Missions and workshops
13	CANATHIST	RBINS	CEBioS is associated in this BELSPO project to digitalize Belgian collections for access worldwide, including the global South	2024	No specific budget for CEBioS but participation in missions and training activities with OBPE and CSB on the use of the results.
14	BELSPO Vietnam	KBIN-Tervuren	Modelling Vietnam & Benin/ hotspots Vietnam	2024	Proposed to Ministry of Science and Technology (MOST) in June 2023, but still waiting for outcome.
15	Takiwama &LATAWAMA	ENABEL, EU	Support on policy and advice, research on biodiversity and Lake Tanganyika in collaboration with Belgian Universities.	2024	Not foreseen at this stage, but ad hoc exhanges with ENABEL during our missions

7. Overview budgets & Links between the sub-programmes and Results

Budget per sub-programmes

The core of CEBioS budget is situated into the MEP sub-programme, as it includes several components of institutional cooperation, followed by similar budgets for the sub-programmes GTI, CHM-POL and CEPA. IPand SYN have less budget due to the nature of these sub-programmes. External projects though will add to SYN (Table 14).

Table 15: overview of the budgets (without salaries) per sub-programme and per year

Sub-Programme	Year 1	Year 2	Year 3	Year 4	Year 5	Total	%
GTI	153000	63000	147000	51000	103000	517000	**17**
MEP	228500	235500	250500	304000	184000	1202500	**40**
MRV	39000	47000	90500	18000	40000	210500	**7**
CHM-POL	151000	106000	121000	96000	12000	486000	**16**
CEPA	52500	65000	55500	138500	75500	387000	**13**
SYN	43000	33000	37000	33000	33000	179000	**6**
Total	**667000**	**549500**	**701500**	**640500**	**447500**	**2982000**	**100**

Distribution of the budget categories and salaries

The CEBioS programme is implemented by 9 Full-time equivalents, comprising 3 administrative-technical staff , 5 scientific officers, and the coordinator.

The % of salaries remains over the years between 50 and 60 % of the total budget, which is 5-10% more compared to previous programme, because of the increase of the scientists' salaries of 20% due to the 'précompte professionnel'.

Table 16: Distribution of salaries and other budget categories per SO and year.

Category	yr-1	yr-2	yr-3	yr-4	yr-5	Total	%	
SO1 salaries	260549	281073	287256	304497	319721	1453095	**32%**	**of Salaries**
SO2 salaries	191049	200602	210632	224111	233142	1059535	**24%**	
SO3 salaries	106562	106414	107358	135923	142719	598976	**13%**	
SO4 salaries	109691	105726	111012	135970	203189	665588	**15%**	
MC salaries	161475	162055	178028	141327	80056	722941	**16%**	
Total salaries	**829327**	**855869**	**894286**	**941827**	**978827**	**4500135**	**100%**	
Total w/out salaries	**666000**	**546000**	**694500**	**553500**	**516500**	**2976500**		
Total Management Costs w/out salaries	**8000**	**8000**	**10000**	**8000**	**90000**	**124000**		
Total Management Costs	**169475**	**170055**	**188028**	**149327**	**170056**	**846941**	**11%**	**of total**
Structural costs	**104673**	**98131**	**111215**	**104673**	**104673**	**523364**	**7%**	**of total**
Total Budget	**1600000**	**1500000**	**1700000**	**1600000**	**1600000**	**8000000**		
Salaries as % of total	**52%**	**57%**	**53%**	**59%**	**61%**	**56%**		

Links between sub-programmes

The following table illustrates the links between the sub-programmes, to avoid silos between them and between staff members and to promote 'packaging' of capacity building measures across several domains and over several years (pluri-annual approach), going from scientific research on biodiversity, taxonomy and ecosystem services towards science-policy-development interface and CEPA. Hence, CEBioS alumni and their institutions will benefit from a holistic approach in their capacity building to fully valorise, capacitate and harness science for development and biodiversity conservation.

Table 17: Links between sub-programmes.

	GTI	MEP	IP (ex-MRV)	CHM-POL	CEPA	SYN	Inst. COOP.
GTI							
MEP	GTI alumni in MEP and vice versa						
MRV	GTI alumni involved in MRV	opportunities taken, esp. in PAs or about ESs					
CHM-POL	GTI post their results on CHM	MEP post their results on CHM	IP results on CHM, IPtrainings on POL (GBF etc)				
CEPA	GTI trained and implementing CEPA projects	CEPA in MEP is encouraged	IP has a CEPA component	CEPA events on CHM and in COPs, + CEPA projects about POL (e.g. GBF)			
SYN	Less links, but possibilities explored	Strong links between MEP and external monitoring projects	Less links	Encourage to put SYN results on CHM	Most SYN have a lot of awareness work		
Inst. COOP.	GTI funds set aside for IC	Strong MEP in IC	IC often organising or participating in MRV	Some IC are CHM focal points	Strong CEPA and extension activities in all IC	Facilitation to raise projects for inst. Coop. partners	

Links between the intervention logic and the sub-programmes

The transversality of the sub-programmes across the intermediate results of the logframe is illustrated in Table 18.

Table 18: Links between sub-programmes and the results.

Results / Sub-programmes	Capacity Building (CB)	Clearing House Mechanism (CHM)	Monitoring Reporting & Verification (MRV)	Awareness Raising (AW)
GTI	GTI is core of CB	GTI alumni are encouraged to post their scientific results on CHM	GTI alumni are often participating in MRV	GTI alumni need to implement awareness project on their scientific results. CEBioS alumni are often co-authors of AbcTaxa, together with their Belgian tutor
MEP	MEP-budget is covering institutional cooperation, where CB is central.	MEP results on CHM	MEP actors might be involved on ad hoc basis, especially in Protected Areas and about Ecosystem Services	MEP interventions produce outputs such as lexica and derived products, tools for awareness, databases, models
IP (ex-MRV)	CB of scientists and authorities in IP projects and workshops	IP events and outputs on CHM	IP as a sub-programme is 100% aimed at Result MRV	IP produces policy briefs, part of CEPA tools, and have IP awareness projects
CHM-POL	CHM-related skills are trained as CB for scientists, NIAs, focal points of ministries	CHM-POL sub-programme aims at Result CHM	IP events and outputs on CHM, and IP training about biodiversity policy and governance	CEPA products to be displayed on / about CHM, such as brochures, posters, banners, videos, radio audios etc…
CEPA	CB training in CEPA instruments at AfricaMuseum, summer schools, IP workshops	CEPA products to be displayed on / about CHM such as brochures, posters, banners, videos, radio audios etc…	IP produces policy briefs, part of CEPA tools, and have IP awareness projects	CEPA sub-programme aims at Result AW
SYN	All SYN include CB elements	SYN events on CHM	No direct links	Part of SYN often related to AW

6. MANAGEMENT & COMMUNICATION

CEBioS also has an internal "tick-box" with about 30 activities, processes, indicators or sources of verification for a transparent and efficient coordination (including HR and gender), management, communication, visibility, monitoring & evaluation, knowledge management and permanent learning. CEBioS will report on these in the annual reports and in the steering committees.

Table 19: key performance indicators for the management and communication inside CEBioS

Management & Communication	**Nr.**	**Activities, processes, Indicators & sources of verification (key performance indicators- KPI)**
Multi-year Planning	1	Multi-year plans
		(Nr. 2 deleted)
	3	Brainstorming sessions
	4	Retreats and team building
Monitoring, Evaluation and Learning (MEL)	5	Budget monitoring sessions, updates of pense-bêtes
	6	Develop & implement better internal monitoring system
	7	Reporting sheet OD Nature
	8	Permanent learning & training of staff (PCM, Excell, conservation, management, gender, GBF, IUCN tools, etc.)
	9	Weekly team meetings
	10	Support to external evaluations and audits
Reporting	11	Annual reports
	12	Multi-year reports/ highlights
	13	Mission/ event/ meeting/ workshop reports
Governance	14	Steering Committees
	15	Strategic committees (not in control of CEBioS)
	16	Biopols, Business Reviews & link to RBINS
	17	SECORES steering committees and JSF strategic dialogues
Communication & visibility	18	Communication strategy, programme & implementation
	19	Visibility of CEBioS in other platforms (Besnet, etc.)
	20	Newsletters
	21	CEBioS websites (CEBioS, GTI, AbcTaxa, eventual projects like Evamab)
	22	Social media
	23	Brochures, stand-up, graphic design
	24	Videos
HR	25	Federal online systems Scope, Artio
	26	Recruitment of staff, Crescendo system
	27	Gender as transversal theme
Knowledge Management	28	Internal Share, ICT issues, cybersecurity
	29	Online training cybercriminality
	30	Inventories and classification of documents, literature, stocks of brochures, policy briefs, lexica, AbcTaxa (physical and online)
Administration	31	contract flow, accountancy system, vademecum, scholarships, logistics

Partnerships and projects	32	Institutional cooperation, MoUs and contracts, Project Cycle Management
	33	Fund raising for external projects & implementation

An operational plan for the Management is proposed in Annex 3 (excel file).

7. RISK ANALYSIS

The actual risk analysis is based on the one of previous 5-year programme (based on a participative PESTEL approach[17] - Political, Economic, Social, Technological, Environmental and Legal), updated to the current situation and aligns with the right column of the logframe ('assumptions and risks').

The risk factors were attributed a score of probability P (1-5) and impact I (1-4).
P*I=Risk factor between 1 and 20. Whenever possible risks were attributed some mitigation measures.

The following risk analyses have been executed:

- the CEBioS programme phase II in a workshop of theory of change with CEBioS staff, the RBINS direction, BELSPO, Belgian Biodiversity Platform and DGD;
- the cooperation with OBPE in Burundi with OBPE staff and stakeholders (NGOs, Belgian embassy), facilitated by 2 CEBioS-RBINS staff;
- the cooperation with CSB in DR Congo with CSB staff and stakeholders (NGOs, ministry, faculties of science and natural resource management), facilitated by 2 CEBioS-RBINS staff;
- the cooperation with UAC in Benin with scientific staff and stakeholders (NGOs, Belgian embassy), facilitated by 1 CEBioS-RBINS staff;
- the cooperation with IRHOB in Benin with their staff and stakeholders (NGOs, authorities), facilitated by 2 CEBioS-RBINS staff;
- the CHM national focal points, in a workshop held in Belgium, following their participation to a CHM workshop and the CEBioS colloquium on biodiversity and development, facilitated by 3 CEBioS-RBINS staff.

The top risks for the CEBioS programme is presented in Table 20 below, per cluster of external factors (PESTEL). Budget cuts or institutional reforms at the federal level obviously pose potentially considerable risks to the programme.

[17] https://blog.oxfordcollegeofmarketing.com/2016/06/30/pestel-analysis/

Table 20: Priority risks of the CEBioS programme and proposed mitigation measures. Legend: green = low risk; yellow = medium risk.

Risk	Risk score	Mitigation
POLITICAL		
1. Embassy or diplomatic rotation	4	Re-inform new embassy personnel about CEBioS programme, regular visits during missions, produce paper and digital documentation about CEBioS, country files, etc.
2. Conflicts, political instability, bad governance, corruption, hidden agendas, fraud	5	Only implement what is possible and allowed by Belgian policy of Foreign Affairs, remain transparent and proactive about values of good governance, decrease project volume or retract from cooperation if necessary, refer to and apply integrity charter of Belgian Development Cooperation, be vigilant with financial reports, implement monitoring locally, adaptive management. Scientific input into policy-making goes also hand in hand with increased good governance.
ECONOMIC		
3. Banking systems not well developed in the South, weak local financial resources, lack of alignment between bookkeeping systems, varying currency exchange	4	Ensure transparent financial management / Align whenever possible or be aware of different systems / add some capacity building about financial management in institutional cooperation, beware of substitution of local capacities, keep improving administrative processes internally and with partners
4. Accounting system at RBINS better aligned to CEBioS daily activities	4	Improve communication and develop common tools for improving workflow between CEBioS and RBINS accounting systems
SOCIAL		
5. Poor demand for synergies/cooperation from ACNGs, ENABEL, poor involvement in development of the Indicative Cooperation Programmes (ICP)s.	6	Be visible, communicative, be on the agenda of others, through proactivity in strategic dialogues, policy advice to DGD etc., add elements into the learning trajectories of the strategic dialogues, organize events promoting the science-policy-development interface in the framework of CEBioS and SECORES.
6. Lack of interest or low budgetary priority for biodiversity amongst actors in Development Cooperation and amongst authorities in the South	4	This is one of the reasons why CEBioS exists: raising awareness and sensibilisation for biodiversity in the South linked to development in order to promote the SDGs and the GBF.
7. Difficulty to find enough Belgian experts wanting to spend their time on capacity building in biodiversity research with South students. Lack of sufficient expertise on awareness and social science aspects.	4	Due to shrinking budgets for taxonomy and environmental studies in general, the number of Belgian taxonomic experts is decreasing on the one hand and the pressure on the remaining experts to work only for academically or financially rewarding projects, is increasing, both in the North and in the South. CEBioS will have to work hard to be convincing enough to mobilise expertise by stressing the win-win of such collaborations. For specific expertise touching on Payment for Ecosystem Services, Valuation of Ecosystem Services, agroecology and agroforestry, as well awareness and stakeholder engagement methodology, CEBioS might have to find external expertise (short term

		consultants). Working with a FED-tWIN candidate in that field helps mitigate this risk as well.
8. High turn-over of personnel with the South partners and gender issues	6	The paradox of capacity building in partner institutions, is that well-trained individuals might look for more rewarding jobs in the NGO or the private sector and hence may be leaving the institution. CEBioS always tries to receive some guarantees about a stable future position for the trained individuals. On the other hand, these individuals will use their expertise and services in other jobs in their country, in most cases for the cause of biodiversity, which can be perceived as useful for society. The strong bias towards male scientists and managers in the global South is a real concern. CEBioS should always encourage female candidates in the different subprogrammes and sometimes instore strict quotas as well.
9. Too high dependency from CEBioS	6	As pointed out by the evaluation, it is important to let the partners decide about their intervention, actions or strategy, and CEBioS can play an important role as a facilitator. The highest dependencies arise in the most fragile countries. There, capacity development means also the acquisition of autonomy. This may be the case in DR Congo and Burundi especially. Mitigation consists of clear communication of own constraints and encouragements towards other fund raising, also transparency about possibilities and opportunities.
10. Risk of internal tensions due to dedicated support to selected groups	6	Jealousies between colleagues or between research groups are difficult to avoid, since CEBioS can only support a selection of activities in institutions, linked to a selection of individuals. It is important to encourage our alumni to inform & train other colleagues (train the trainer), and let the institution be informed about our interventions which can be of used beyond the supported individuals or unit (whole institution approach). The risks are present in all countries, but especially in Benin and DR Congo.
11. Gender issues and leaving fragile groups behind.	6	Gender issues and LNOB are often culturally determined, both in N and S. Together with our partners, it is important to open a true dialogue space to be aware of, and to implement 'leaving no one behind', especially for women, youth and indigenous and local people and communities. Eligibility criteria and terms of references can support affirmative actions in that sense.
TECHNICAL		
12. Weak logistics, management, administrative and financial capacities / lack of infrastructure, equipment, consumables, internet with the South partners	6	Capacity building at project level/ Include small equipment in projects/ seek efficiency, digitalisation of processes, alternative energy sources such as solar, use of drones.
13. Ambitions of CEBioS not matched by existing expertise or field reality in the South	6	CEBioS has the ambition to further develop and to be recognized as an expert centre concerning the biodiversity-development interface within the group 'BIOPOLS' of the Operational Directorate 'Nature' of RBINS. However, this is

		only possible if its staff remains abreast and proactive, with regards to the latest developments in IT tools (e.g. CHM and other platforms), as well as for scientific skills in conservation, ecosystem services, rapid assessment, habitat monitoring and policy skills in UN conventions negotiation, IPBES and OECD working groups etc. Continuous learning is the key principle. Some external drives such as the BELSPO funded EVAMAB project, the ARES funded mycology project or the cooperation with KLIMOS greatly contributed to increased staff knowledge through extensive cooperation with academic colleagues. As explained under factor 7, CEBioS sometimes will be consulting for others (e.g. ENABEL) or will have to engage external expertise. Currently, SECORES acts also as an important driver for knowledge acquisition.
ENVIRONMENTAL		
10. The environmental risks for the CEBioS programme are rather situated in the risks for natural disasters such as flooding, drought, fire, damage by climate change, or other human induced degradation such as deforestation and poaching and hence changing/ impoverishing the protected areas and the management options.	2	Climate change or other human induced degradation of the environment are part of the habitat dynamics monitored by the CEBioS partners or studied by South scientists supported by CEBioS. So, it is rather an inherent element of the programme. Nevertheless, it is important that CEBioS remains up to date regarding possible techniques of monitoring, and conservation management as e.g. developed or promoted by IUCN, CBD and IPBES.
LEGAL		
11. Legal risks at the level of CEBioS are minimal, since it is embedded in a federal institute and is considered as a programme of the institute.	1	Produce legally sound or water tight contracts, MoUs, after fiat by the internal juridical service. Work toward leaner and more efficient administrative processes.
12. Legal risks in the South are perceived at the level of non-application of environmental laws by local population or beneficiaries of the programme, but also in a political economy context, such as corruption or fraud.	4	The mitigation possibilities are rather limited since it is up to the local authorities to cope with this problem. However, CEBioS can be of support to promote CBD directives and explain the Nagoya Protocol and its implementation measures. For fraud and corruption, see factor 2.

8. BUDGET

Detailed budget tables are provided in Annex 4 (excel file).

Table 21 represents a summary of the budgets explained in the present proposal for the 5-year programme.

Budget for 5 years : 8 Million EURO

Table 21: Budget summary for 8 M EUR for 5 years.

Strategic objectives	Results	Budget allocation EURO	Budget allocation % per SO	Budget allocation % of grand total
SO1	CB	1285000	42,41%	
	CHM	5000	0,17%	
	MRV	170500	5,63%	
	AW	116500	3,84%	
	Salaries	1453095	47,96%	
	Total	**3030095**		**38%**
SO2	CB	291000	17,35%	
	CHM	228000	13,60%	
	MRV	64000	3,82%	
	AW	34500	2,06%	
	Salaries	1059535	63,18%	
	Total	**1677035**		**21 %**
SO3	CHM	253000	23,47%	
	AW	226000	20,97%	
	Salaries	598976	55,56%	
	Total	**1077976**		**13%**
SO4	CB	169000	20,01%	
	AW	10000	1,18%	
	Salaries	665588	78,81%	
	Total	**844588**		**11%**
Management Costs	Op+miss	**124000**	14,64%	
	Salaries	**722941**	85,36%	
	Total	**846941**		**11**
Structural Cost 7%		**523364**		
Grand Total		**8000000**		

FTE estimations per SO can be adapted as a function of new opportunities/ activities arisen from external project funding in SYN and are necessary to ensure the proper functioning of CEBioS and its 6 sub-programmes.

This budget allows for

1. A dynamic and valorizing perspective towards the future in view of
    a. The overwhelming positive external evaluation and its recommendations (annex 1);
    b. The ever-increasing ecological crisis affecting biodiversity and its nexus with climate change, food security, water and health (see state of the art Part 1 of the strategy);
    c. The pivotal role Belgium is willing to play through its development cooperation to tackle climate change and biodiversity and comply with its obligations (CBDand other MEAs) in a unique capacity building approach and package.
2. More specifically, efficient funding for the institutional cooperation partners in Benin (UAC, University of Parakou UP, IRHOB), Burundi (OBPE) and RDC (CSB, ICCN, universities) with more emphasis on ecosystem services and sustainable value chains;
3. Possibility for capacity building and awareness for future interventions in the new national park Lomami in RDC in the framework of an MoU between RBINS, Botanical Garden Meise, RMCA and Senckenberg Institute (Germany), depending on funding opportunities by external projects;
4. Incorporating the latest tools and standards in our capacity building, such as IUCN tools, Key Biodiversity Area concept, GIS, drone technology, keeping CEBioS abreast of the latest science and technology innovations and linking this to the African partners;
5. TValorizing the EVAMAB Guide on the “Rapid Assessment of ecosystem services” in MAB biosphere reserves of UNESCO through dedicated trainings, depending on funding opportunities;
6. Sufficient incorporation of Train the trainers, South-South cooperation and awareness components in GTI, IP, CHM-POL and all other sub-programmes.

Annex 1: Recommendations from the Evaluation & management response

The positive parts of the conclusions by the external evaluation from the executive summary are presented here below:

Relevance The CEBioS programme has demonstrated **considerable relevance** in aligning its goals with the needs of its beneficiaries and partner institutions. It has excelled particularly in individual capacity support activities and has shown significant relevance to biodiversity-related Sustainable Development Goals (SDGs) and Convention on Biological Diversity (CBD) objectives.

Coherence The CEBioS programme exhibits a **strong degree** of internal coherence, aligning well with the Royal Belgian Institute of Natural Sciences (RBINS) activities and the Belgian Biodiversity Policy Support Group (BIOPOLS).

Efficiency The CEBioS programme displays **commendable efficiency**, achieving notable results with a lean team, modest budget increases, and operations across various countries. Its economic efficiency is evidenced by a high output of work, including manuals, policy briefs, and training with limited resources. Furthermore, despite the significant budget allocated to human resources, CEBioS has been successful in converting inputs such as funds and expertise into outputs.

Effectiveness The CEBioS programme demonstrates **strong effectiveness**, surpassing annual targets for most outputs and intermediate outcomes, and maintaining alignment with strategic objectives. Despite challenges such as the caretaker government period and the COVID crisis, the programme has displayed resilience and flexibility, delivering high-quality outputs. The effectiveness of the programme is evident in its progress between phase I and phase II, the appreciated contributions to capacity development activities, the contribution to Belgian CBD commitment in supporting CHM focal points of partner countries and the successful partnerships established in its concentration countries.

Impact The CEBioS programme has made **significant contributions** to biodiversity conservation and knowledge building, exhibiting potential for transformative impacts on social, environmental, and economic outcomes.

Sustainability The CEBioS programme has **demonstrated progress** towards sustainability, with robust environmental and institutional practices. Amongst others, it ensures access to and longevity of its physical outputs, enhancing environmental sustainability. It also fosters institutional sustainability through strategic partnerships and capacity development initiatives, which promote South-South capacity building.

The parts which can be improved are listed in the following table in 51 recommendations.

Table 21: The recommendations by the Alesopi Evaluation Bureau

This summary is taken from the executive summary of the evaluation (June, 2023). The right column formulates the management response of CEBioS, worked out in the strategy and the present 5-year programme.

Nr.	**Recommendations**	**Management Response by CEBioS**
	On moving to a more strategic role	
1	Aligning with Country Needs: Develop a strategic vision for CEBioS to better align with country needs and priorities. Transform from an offer-driven to a demand-driven process, and identify collaboration opportunities with ANGCs to enhance developmental impact	Being implemented, through online meetings and identification missions. Demand-driven process will always be limited by our resources and the available expertise on offer though. The topics of calls as GTI and MRV will remain open enough to guarantee local relevance. Countries will express their capacity building needs in the update of their NBSAPs towards the end of 2024. We will evaluate at that moment their demands and try to integrate these for 2025 – 2029 programme years. Collaboration opportunities with ACNGs are in the centre of our efforts within the Joint Strategic Frameworks and SECORES in particular.
2	Institutional Capacity Building: Create a comprehensive strategy for institutional capacity development. Establish stages to guide partner support and allow for thematic and geographic evolution, ensuring dynamic portfolio management.	The dynamic portfolio management is an interesting concept to be implemented as much as possible within the existing available resources. Institutional capacity development is indeed a comprehensive package, within the constraints of our capacities to create training contents or mobilize expertise for training.
3	Strategic Role with Other Actors: Amplify CEBioS' strategic role with other ANGCs actors, BELSPO, and DGD at both country and Belgian levels. Capitalise on CEBioS' credibility and network to foster intersectoral collaborations and enhance biodiversity impact.	CEBioS' credibility will be further developed and capitalized within Belgian strategic discussions at federal level and within the context of the JSF, as well as in our partner countries at the level of the embassies and the development actor platforms such as FOBAC.
4	Promoting Intersectionality: Move beyond silos and pre-set boxes, and actively seek development relevance through intersectionality. Amplify efforts in linking biodiversity with other sectors such as agriculture and health to optimise impact	Intersectionality is further promoted through the concepts of 'nexus' for biodiversity, climate change, water, health and food. This will be part of our general narrative, linked to ecosystem services and appear in terms of references and eligibility criteria within our calls for projects.
5	Addressing Taxonomic Impediment: Advocate for the importance of taxonomy across various sectors. Highlight its role in biodiversity knowledge, sustainable resource use, and implications for sectors like agriculture, climate change adaptation strategies, and more.	CEBioS is in a worldwide context a quite unique capacity building programme for taxonomy. Linking taxonomy to climate change, agriculture, water and health is part of the nexus approach promoted in this programme and strategy. It enhances the perceived utility of taxonomic

		research and justifies it within a sustainable development perspective.
	On strategic collaborations and increasing synergies (SO4)	
6	Collaborative Activities with Belgian Development Actors: Implement joint activities with Belgian development actors to assess country needs and priorities related to biodiversity. Develop a comprehensive problem analysis for each country considering the interactions of various sectors.	CEBioS is observing member of several geographical JSFs and active founding member of the thematic JSF and its network SECORES. Through these channels, it is informed by and eventually contributes to problem analysis for each country, which is certainly a much larger scope than what CEBioS is able to do, considering the interactions of various sectors. Nevertheless, within its scope, CEBioS is collecting country needs through partners and stakeholders to finetune and adapt its offer as best as possible to demand and needs from the South.
7	Collaboration with ENABEL: Explore potential benefits of collaboration with ENABEL beyond scientific validation. Identify possible support CEBioS could receive from ENABEL, such as the possibility to benefit from the junior assistance programme (based on the Act of 23 November 2017 amending the name and missions of the Belgian Development Agency).	Collaboration with ENABEL is certainly welcome. It remains a balance act to remain within the CEBioS' mandate, not to be a 'study bureau' for implementation of some elements of country programmes. Dialogue with ENABEL is going on and CEBioS is always available for advice on biodiversity related issues. The idea of junior assistance programme is interesting and will be explored.
8	Synergies with RMCA: Increase collaboration and align strategies with the RMCA to enhance impact. Map common activities and partners for improved information sharing and potentially organise joint planning missions in concentration countries to enhance best practices and country relevance	CEBioS sees RMCA as a key Belgian partner. We align on administrative scholarship matters, and inform and exchange about our work in Yangambi Biosphere Reserve (DR Congo) and CSB (RDC). Further, we provide training on the elaboration of policy briefs and organise joint trainings on scientific publishing. Mapping common activities and partners will be considered.
	On further empowering institutional partners (SO2)	
9	Institutional Partnership Development: Foster a broader approach to institutional partnerships, considering rotation between countries, departments, and focus areas. Promote whole-institution approach (WIA) to mitigate dependency externalities and create synergy with other development actors such as satellite internet, and ensure the mitigation of the digital gap.	WIA is indeed a noble endeavour and will be promoted through involvement of all institutional hierarchy and transparent information. Rotation is of rather limited use, given the long-term partnerships and the limited resources. CEBioS is well aware of dependency dynamics and being aware of that risk, will further promote empowerment and responsibility of partners, also through South-South cooperation and training, as well as train the trainer approach.

10	Collaboration Scope Widening: Extend collaboration within partner institutions to identify new areas of relevance. Use the WIA to assess partner needs and explore collaborations with other Global North partners to address areas beyond CEBioS' mandate.	Our partners come themselves with new avenues of cooperation during our identification missions. We discuss with them what is possible and define the cooperation axes, which will be the basis for their future logframes. CEBioS can indeed facilitate other collaborations with other experts with our institutional partners to cover other areas beyond its mandate, such as ICT, library, infrastructure, governance, accountancy, management, leadership, vision, strategy etc.
11	Sustainability Strategy for Capacity Development: Establish a clear strategy for sustainable institutional capacity development, aiming for autonomy. Implement sustainability indicators and adjust focus areas over time to enhance biodiversity mainstreaming activities.	Autonomy is definitely the ultimate objective. We believe our impact and outcome indicators contribute to assess the sustainability of our interventions. Biodiversity mainstreaming is our main objective in e.g., our SYN sub-programme. We will continue to work on mainstreaming in Burundi with OBPE and explore ways for the other institutional cooperations.
12	Promotion of Strategic Planning Autonomy: Support the autonomy of partner institutions in strategic planning, especially for CSB. Facilitate self-reflection processes to allow partners to develop their own vision and strategy.	We completely agree with the suggestion to promote more self-reflection at CSB for more strategic decisions with highest possible ownership of their vision and mission within their strategy. The CSB is experiencing its position between UNIKIS hierarchy and autonomy, which can be a healthy process. Given its lack of internal resources, its strategy will very much be adapted towards the possible external resources. Keeping this in good balance is a challenge.
13	Investment in Internet and Energy Autonomy: Prioritise investments in improving internet and energy infrastructures for partners, crucial for institutional capacity and sustainability. Explore emerging affordable solutions;	One of the results of CEBioS is CHM, as well as marine modelling within MEP. That indeed requires a functioning internet and computers and associated energy supply, preferably green. Within our capacities, we look together with our partners for solutions (e.g., solar panels at OBPE).
14	Equipment Support for Taxonomic Studies: Support partners in acquiring necessary equipment for taxonomic studies. Coordinated investments and maintenance training could enhance sustainability and efficiency of equipment use.	This especially applies to our GTI sub-programme. Some budget is set aside for exactly such small lab equipment. Larger lab equipment is envisaged for long-term partners. However, it remains constrained by our available resources. Procuration is a tiresome and administrative heavy process and CEBioS seeks to keep a balance not to be purely a logistic hub.
	On activating the alumni network as potential CEBioS task force	

15	"Train the Trainers" Approach: Increase focus on training local trainers to transition CEBioS team from implementation to supervision, freeing up time for strategic work and empowering local experts.	CEBioS agrees with this approach and will implement this within CHM, MRV and GTI, by promoting South-South trainings and projects.
16	Engage CEBioS Alumni: Implement regular activities with CEBioS alumni. These individuals are a valuable resource and can contribute to developing future GTI and MRV programmes.	CEBioS will further develop and animate its alumni network, agreeing that these individuals are the best ambassadors and have great capacities as 'change agents' in service of their country. They will also be mobilized for specific future trainings and projects, to share expertise and experience.
17	Encourage South-South Knowledge Exchanges: Encourage exchanges of knowledge and practices between southern partners. This will foster a regional community of trainers and SPI experts for biodiversity.	CEBioS agrees with this approach and will continue to implement this within CHM, GTI, IP and MEP.
	To improve efficiency	
18	Expand Team Expertise: Broaden the CEBioS team with professionals from advocacy and development backgrounds to provide insights into African development challenges.	Expand team expertise requires additional FTE and resources. We have attracted a professional with these qualities within our MEP sub-programme.
19	Implement Timely Processes: Ensure that delays in call processes and money transfers do not impact partners. Adequate time should be provided for partners to complete activities.	This is a recurrent problem, based in a complex set of factors. CEBioS does its utmost possible to be highly responsive, reactive and keep the deadlines within its administrative processes. We believe that many exchanges with concerned administrations within RBINS, as well as steady improvements of internal processes, have substantially improved these processes. Further improvements will be made on a continuous basis.
20	Improve Budget Monitoring Tool: Expand the "pense-bête" (i.e. a budget reminder tool) to provide a comprehensive "dashboard" view that includes as well the overall execution compared to the total multi-annual budget, aiding better activity and expenditure planning and monitoring.	This is indeed a very useful suggestion. We will consider the building-up of such a dashboard with our IT services and consider its development as a function of costs.
21	Leverage Technology for Efficiency: Use virtual machines for efficient support of partner institutions, overcoming hardware limitations and addressing expenditure eligibility criteria	Again, an interesting suggestion. Virtual machines use will be explored for feasibility and relevance.
	On Gender sensitivity	
22	Gender Affirmative Actions in Calls: Implement gender affirmative actions in all CEBioS calls to	CEBioS incorporates gender and "leaving no one behind" in its strategy and indicators. Moreover, an affirmative gender approach will be gradually

	actively address gender inequalities and enhance women's participation;	developed in order to reach a more equitable gender balance amongst our beneficiaries, despite ingrained cultural, institutional and structural barriers. MRAC will be contacted to share their experience with affirmative gender actions, and a 'gender focal point' was designed in among CEBioS colleagues.
	On scientific capacity development (SO1)	
23	Explore GTI Tutor Partnerships: Encourage collaboration with other institutions and universities to share the responsibilities of GTI tutoring, bringing additional competencies to the table.	This has been e.g., demanded during our identification mission to Bénin in August 2023. We will incorporate such concept within GTI and test pilots first.
24	Map Belgian Expertise: Work with the Belgian Biodiversity Platform to identify additional experts/tutors, supporting broader collaborations.	GTI will indeed map taxonomic expertise in Belgium and in our partner countries to ensure a better needs analysis and matchmaking.
25	Map African Expertise: Identify and engage experts in African universities/countries to encourage South-South mentoring.	See 24
26	Implement GTI Internal Project Multi-Annual Calls: Consider long-term internal project calls for recurring projects with a "train the trainers" aspect and optional awareness activities.	A multi-year approach will certainly considerably diminish our administrative handling. This suggestion is most welcome and will be applied. Train the Trainer and awareness are integral part of GTI.
27	Wider Impact of GTI Internal Projects: Promote the opportunity of GTI internal projects to relevant organisations in eligible countries, ensuring a broader reach and increased impact.	The need for taxonomic capacity building is huge and worldwide. CEBioS contributes to it by mobilizing Belgian expertise to that effect. Looking for new beneficiaries is part of the call process, within the given resources.
28	Include Needs Assessment in Abc Taxa: Perform comprehensive country needs assessments across various sectors to identify taxonomy gaps and priorities, increasing relevance of Abc Taxa publications.	Finding authors willing to spend their time and efforts in making an Abc Taxa is a challenge in itself. This is done by the 3 editors-in-chief and CEBioS. Matchmaking with taxonomy gaps and priorities is part of that process.
29	Keep GTI External Grants Open: Maintain open topics for GTI external grants to ensure local relevance. Explore potential co-financing opportunities to expand the grant duration or number.	Open themes/topics is indeed one of the characteristics of the GTI-calls. The experts know better what to do to match the local relevance. Co-financing is an interesting track to explore. We e.g. think about the UNDP-EU-ENABEL project PACECOR and TAKIWAMA in Burundi or the VLIR-UOS South Initiative RUBICOM on the Rusizi plains in Burundi.
30	Explore Co-Financing for GTI Grants: Consider out-of-the-box funding options to extend GTI training duration or increase the number of	Yes, see 29.

	grants, given the high demand and limited sources of funding for taxonomy	
	On science policy interface activities including MRV, Policy support and awareness raising (SO3)	
31	Co-Build Monitoring Priorities with Local Stakeholders: Involve local stakeholders and scientists in the development of habitat monitoring priorities and relevant lexica. Expand the content to include fauna, which is of interest to eco-guards and tourists.	MEP has been reshaped or redefined in that respect. Producing derived products of existing lexica is now part of this 5-yr programme.
32	Align Science-Policy Activities with Strategic Vision: Improve the relevance of the science-policy interface by aligning MRV calls with the strategic vision of CEBioS and country needs.	The CHM sub-programme now explicitly includes the SPI component of CEBioS. IP (ex-MRV) will continue seeking alignment with the GBF and its Monitoring Framework (see strategy).
33	Leverage Connections for Funding and Project Amplification: Explore potential funding sources and leverage connections with international biodiversity organisations for project expansion	External projects, fund raising are now explicit parts of the SYN sub-programme.
	On monitoring for biodiversity (outcomes) and development (impact) results.	
34	Revisit Initial Results Chain: Use the more coherent results chain from the phase II 2019 programme for improved results monitoring and strategic programme steering.	Results have now been ventilated per Strategic objective, with corresponding indicators, see logframe.
35	Reorient Monitoring System for Management Purposes: Transition the monitoring system from purely reporting to management-oriented. A comprehensive framework monitoring activities, outputs, and outcomes will address budget allocation and result mapping.	See remark 20 on dashboard.
36	Develop a MEL System: Create a Monitoring, Evaluation and Learning (MEL) system including a work programme and tools for constant monitoring of implementation from the planning phase.	The MEL is explained in the strategy.
37	Create 'Capacity and Sustainability Grids and Index': Inspired by good practices developed by Belgian actors in the Congo basin, create similar tools for monitoring capacity development.	This concept is new to CEBioS. We will explore this possibility and eventually implement according to effort/real added value ratio.
38	Provide Up-to-date Monitoring Results on the Website: Use the website to display monitoring results in an appealing format for a wider audience.	CEBioS acknowledges this idea. Implementation can be linked to creation of dashboard, but will depend on costs and available expertise at RBINS. Communication will be adapted to emphasize more key results and numbers.

39	Monitor Use and Impact of Policy Support Products: Track the usage of policy support tools and measure their impact on users and processes.	Policy Support Products, such as Policy Briefs, are only useful if used by policy-makers. It is a real challenge and reflection with the policy-makers will be launched to include the 'post-production' aspect and dissemination strategy of such products in our trainings and calls criteria. CEBioS will offer and explain the PBs as much as possible. Current CEBioS Policy Brief Trainings are providing advice for scientists on how to reach policymakers and keep track of policy efforts.
40	Refocus Social Impact of the ToC: Shift focus towards more targeted and achievable social impact, connecting with value chains and implementation by stakeholders to amplify results.	ToC has been adapted accordingly.
41	Conduct Regular Impact Study: Commission a study every five years to explore CEBioS activities' impacts on environmental issues and support the development of streamlined tools	. We believe that an external evaluation and audit every 5 year are the only options to appreciate the efficiency and impact of CEBioS taking into account the available budget according to the 1% rule for the evaluation. We suggest that this idea could be included in the terms of references of the next external evaluation. Moreover, a definition of 'streamlined tools' is warranted.
Included are the recommendations to DGD, BELSPO, the Protocol steering committee, the partner institutions and the alumni, so that the reader of this 5-year programme can appreciate the evaluation. However, CEBioS cannot provide a management response on this.		
	Recommendations to DGD and BELSPO	
42	Maintain existing support to CEBioS and substantially increase its funding: CEBioS is a credible and successful programme, a future strategic programme can deploy even more development impact.	
43	Strategically Implement the 10y Programme: Implement the 10-year programme in two phases, with the second phase building strategically on Phase I.	
44	Align CEBioS and Belgian ANGC Programming Cycles: This alignment can enhance synergies between CEBioS and Joint Strategic Framework stakeholders or allow for open funding for collaborations.	
	Recommendations to Protocol Steering Committee	
45	Focus on Value Chains and Multiplier Effects: Rather than proving impact on poverty and	

	hunger reduction, focus on value chains and capturing multiplier effects for implementation by other actors.	
46	Make Internet and Energy Autonomy Investment Eligible: Recognise the digital and energy gap in the Global South and develop policies to address these issues.	
	Recommendations to CEBioS partner institutions	
47	Express Needs Freely with CEBioS: Foster a trusting relationship with CEBioS and freely express needs while understanding CEBioS' mandate limitations.	
48	Link CEBioS with Other Departments of your institution: Ensure communication and coordination with other departments of your institution to inform and amplify impact of CEBioS' activities.	
49	As part of a larger institution, ensure the link with other departments of your institution and play a role of hub to engage other departments in strategic assessments of needs and priorities to orient CEBioS activities.	
	Recommendations to CEBioS Alumni	
50	Develop Local Capacity: Work with CEBioS to develop a community of practice and local task forces to enhance local scientific and stakeholder training capacities.	
	Recommendations to JSF members	
51	Assess Country Development Priorities: Collaborate with CEBioS to evaluate country development priorities and develop joint activities that integrate CEBioS' biodiversity competency. Use concepts such as Nature-based solutions to broaden perspectives on biodiversity and identify collaboration opportunities.	

Annex 2: The GBF and CEBioS

Table 22: Contributions of CEBioS to the targets are estimated on a Likert scale of 1-2-3-4-5

Target	*Contents*	*CEBioS, score*
1	Ensure that all areas are **under participatory, integrated and biodiversity inclusive spatial planning and/or effective management processes** addressing land- and sea-use change, to bring the loss of areas of high biodiversity importance, including ecosystems of high ecological integrity, close to zero by 2030, while respecting the rights of indigenous peoples and local communities.	*2*
2	Ensure that by 2030 at **least 30 per cent of areas of degraded terrestrial, inland water, and marine and coastal ecosystems are under effective restoration**, in order to enhance biodiversity and ecosystem functions and services, ecological integrity and connectivity.	*2*
3	Ensure and enable that by 2030 **at least 30 per cent of terrestrial and inland water areas**, and of marine and coastal areas, especially areas of particular importance for biodiversity and ecosystem functions and services, are effectively conserved and managed through ecologically representative, well-connected and equitably governed systems of protected areas and other effective area-based conservation measures, recognizing indigenous and traditional territories, where applicable, and integrated into wider landscapes, seascapes and the ocean, while ensuring that any sustainable use, where appropriate in such areas, is fully consistent with conservation outcomes, recognizing and respecting the rights of indigenous peoples and local communities, including over their traditional territories.	*2*
4	Ensure urgent management actions to halt **human induced extinction of known threatened species** and for the recovery and conservation of species, in particular threatened species, to significantly reduce extinction risk, as well as to maintain and restore the genetic diversity within and between populations of native, wild and domesticated species to maintain their adaptive potential, including through in situ and ex situ conservation and sustainable management practices, and effectively manage human-wildlife interactions to minimize human-wildlife conflict for coexistence.	*3*
5	Ensure that **the use, harvesting and trade of wild species** is sustainable, safe and legal, preventing overexploitation, minimizing impacts on non-target species and ecosystems, and reducing the risk of pathogen spillover, applying the ecosystem approach, while respecting and protecting customary sustainable use by indigenous peoples and local communities	*3*
6	Eliminate, minimize, reduce and or mitigate the **impacts of invasive alien species** on biodiversity and ecosystem services by identifying and managing pathways of the introduction of alien species, preventing the introduction and establishment of priority invasive alien species, reducing the rates of introduction and establishment of other known or potential invasive alien species by at least 50 per cent by 2030, and eradicating or controlling invasive alien species, especially in priority sites, such as islands.	*2*
7	**Reduce pollution risks** and the negative impact of pollution from all sources by 2030, to levels that are not harmful to biodiversity and ecosystem functions and services, considering cumulative effects, including: (a) by reducing excess nutrients lost to the environment by at least half, including through more efficient nutrient cycling and use; (b) by reducing the overall risk from pesticides and highly hazardous chemicals by at least half, including through integrated pest management, based on science, taking into account food security and livelihoods; and (c) by preventing, reducing, and working towards eliminating plastic pollution.	*1*
8	**Minimize the impact of climate change and ocean acidification on biodiversity and increase its resilience** through mitigation, adaptation, and disaster risk reduction actions, including through nature-based solutions and/or ecosystem-based approaches, while minimizing negative and fostering positive impacts of climate action on biodiversity.	*3*
9	Ensure that the **management and use of wild** species are sustainable, thereby providing social, economic and environmental benefits for people, especially those in vulnerable situations and those most dependent on biodiversity, including through sustainable biodiversity-based activities, products and services that enhance biodiversity, and protecting and encouraging customary sustainable use by indigenous peoples and local communities.	*4*
10	Ensure that **areas under agriculture, aquaculture, fisheries and forestry are managed sustainably**, in particular through the sustainable use of biodiversity, including through a substantial increase of the application of biodiversity friendly practices, such as sustainable intensification, agroecological and other innovative approaches, contributing to the resilience and long-term efficiency and	*3*

	productivity of these production systems, and to food security, conserving and restoring biodiversity and maintaining nature's contributions to people, including ecosystem functions and services.	
11	Restore, maintain and enhance **nature's contributions to people, including ecosystem functions and services**, such as the regulation of air, water and climate, soil health, pollination and reduction of disease risk, as well as protection from natural hazards and disasters, through nature-based solutions and/or ecosystem-based approaches for the benefit of all people and nature.	*4*
12	Significantly increase **the area and quality, and connectivity of, access to, and benefits from green and blue spaces in urban and densely populated areas sustainably**, by mainstreaming the conservation and sustainable use of biodiversity, and ensure biodiversity-inclusive urban planning, enhancing native biodiversity, ecological connectivity and integrity, and improving human health and well-being and connection to nature, and contributing to inclusive and sustainable urbanization and to the provision of ecosystem functions and services.	*2*
13	Take **effective legal, policy, administrative and capacity-building measures at all levels, as appropriate, to ensure the fair and equitable sharing of benefits that arise from the utilization of genetic resources and from digital sequence information on genetic resources**, as well as traditional knowledge associated with genetic resources, and facilitating appropriate access to genetic resources, and by 2030, facilitating a significant increase of the benefits shared, in accordance with applicable international access and benefit-sharing instruments.	*5*
14	Ensure the full **integration of biodiversity and its multiple values into policies, regulations, planning and development processes, poverty eradication strategies, strategic environmental assessments, environmental impact assessments and, as appropriate, national accounting**, within and across all levels of government and across all sectors, in particular those with significant impacts on biodiversity, progressively aligning all relevant public and private activities, and fiscal and financial flows with the goals and targets of this framework.	*5*
15	Take **legal, administrative or policy measures to encourage and enable business, and in particular to ensure that large and transnational companies and financial institutions**: (a) Regularly monitor, assess, and transparently disclose their risks, dependencies and impacts on biodiversity, including with requirements for all large as well as transnational companies and financial institutions along their operations, supply and value chains, and portfolios; (b) Provide information needed to consumers to promote sustainable consumption patterns; (c) Report on compliance with access and benefit-sharing regulations and measures, as applicable; in order to progressively reduce negative impacts on biodiversity, increase positive impacts, reduce biodiversity-related risks to business and financial institutions, and promote actions to ensure sustainable patterns of production.	*1*
16	Ensure **that people are encouraged and enabled to make sustainable consumption choices**, including by establishing supportive policy, legislative or regulatory frameworks, improving education and access to relevant and accurate information and alternatives, and by 2030, reduce the global footprint of consumption in an equitable manner, including through halving global food waste, significantly reducing overconsumption and substantially reducing waste generation, in order for all people to live well in harmony with Mother Earth.	*2*
17	**Establish, strengthen capacity for, and implement in all countries, biosafety measures** as set out in Article 8(g) of the Convention on Biological Diversity and measures for the handling of biotechnology and distribution of its benefits as set out in Article 19 of the Convention.	*2*
18	Identify by 2025, and eliminate, phase out or **reform incentives, including subsidies, harmful for biodiversity**, in a proportionate, just, fair, effective and equitable way, while substantially and progressively reducing them by at least $500 billion per year by 2030, starting with the most harmful incentives, and scale up positive incentives for the conservation and sustainable use of biodiversity.	*1*
19	Substantially and progressively **increase the level of financial resources from all sources**, in an effective, timely and easily accessible manner, including domestic, international, public and private resources, in accordance with Article 20 of the Convention, to implement national biodiversity strategies and action plans, mobilizing at least $200 billion per year by 2030, including by: (a) Increasing total biodiversity related international financial resources from developed countries, including official development assistance, and from countries that voluntarily assume obligations of developed country Parties, to developing countries, in particular the least developed countries and small island developing States, as well as countries with economies in transition, to at least $20 billion per year by 2025, and to at least $30 billion per year by 2030; (b) Significantly increasing domestic resource mobilization, facilitated by the preparation and implementation of national biodiversity finance plans or similar instruments according to national needs, priorities and circumstances; (c) Leveraging private finance, promoting blended finance, implementing strategies	*3*

	for raising new and additional resources, and encouraging the private sector to invest in biodiversity, including through impact funds and other instruments; (d) Stimulating innovative schemes such as payment for ecosystem services, green bonds, biodiversity offsets and credits, and benefit-sharing mechanisms, with environmental and social safeguards; (e) Optimizing co-benefits and synergies of finance targeting the biodiversity and climate crises; (f) Enhancing the role of collective actions, including by indigenous peoples and local communities, Mother Earth centric actions13 and non-market-based approaches including community based natural resource management and civil society cooperation and solidarity aimed at the conservation of biodiversity; (g) Enhancing the effectiveness, efficiency and transparency of resource provision and use.	
20	**Strengthen capacity-building and development, access to and transfer of technology, and promote development of and access to innovation and technical and scientific cooperation**, including through South-South, North-South and triangular cooperation, to meet the needs for effective implementation, particularly in developing countries, fostering joint technology development and joint scientific research programmes for the conservation and sustainable use of biodiversity and strengthening scientific research and monitoring capacities, commensurate with the ambition of the goals and targets of the Framework.	*5*
21	Ensure that **the best available data, information and knowledge are accessible to decision makers, practitioners and the public to guide effective and equitable governance, integrated and participatory management of biodiversity, and to strengthen communication, awareness-raising, education, monitoring, research and knowledge management** and, also in this context, traditional knowledge, innovations, practices and technologies of indigenous peoples and local communities should only be accessed with their free, prior and informed consent, 14 in accordance with national legislation.	*5*
22	Ensure the **full, equitable, inclusive, effective and gender-responsive representation and participation in decision-making, and access to justice and information** related to biodiversity by indigenous peoples and local communities, respecting their cultures and their rights over lands, territories, resources, and traditional knowledge, as well as by women and girls, children and youth, and persons with disabilities and ensure the full protection of environmental human rights defenders.	*4*
23	Ensure **gender equality** in the implementation of the Framework through a gender-responsive approach, where all women and girls have equal opportunity and capacity to contribute to the three objectives of the Convention, including by recognizing their equal rights and access to land and natural resources and their full, equitable, meaningful and informed participation and leadership at all levels of action, engagement, policy and decision-making related to biodiversity.	*5*

Annex 3: Logical Framework & operational plan 2024-2029

See EXCEL file, several tabs

Annex 4: Budget

See EXCEL file

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