Resource Mobilization Strategy and Action Plan for the National Biodiversity Platform of Ethiopia

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1. Background and overview

Ethiopia is among the pioneering countries engaged in biodiversity conservation issues since the signing of CBD in 1994. Since then, Ethiopia has been working towards the achievement of the objectives of the convention (i.e. conservation, sustainable utilization and equitable sharing of benefits from genetic resources). Eventually, Ethiopia has joined the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) as a result of which the Country has been contributing to the work program of IPBES including conducting a National Ecosystem Assessment (NEA), a remarkable accomplishment in the journey to realize the CBD objectives and related activities. The National Biodiversity Platform (NBP-Ethiopia) was established as one of the recommendations of the key findings of NEA. It was established to help achieve the overall objective of safeguarding the country's biodiversity through awareness raising, and building the implementation capacity of the science, policy and practice communities. It also helps to strengthen communication networks, and enable engagement of various stakeholders in biodiversity policy relevant research and decision making processes.

The platform consists of the plenary, executive committee, sub-committees, task forces and IPBES focal point through which it executes its roles and responsibilities. As a multi-stakeholder platform, it works towards achieving its biodiversity and ecosystem service-related activities in collaboration with local and international partners. Through this collaboration, the platform started to function by engaging in activities such as implementation of Biodiversity and Ecosystem Services Network (BES-Net)-Phase II and the Capacity Development for Biodiversity and Ecosystem Services (CABES) projects. As stipulated in the NBP-Ethiopia guideline, the platform needs to have a midterm strategy that provides a framework for ensuring its sustainability in order to achieve its objectives. Along with this, a resource mobilization strategy is mandatory in order to facilitate mobilization of resources required for the overall operation of the platform. The resource mobilization strategy will guide the secretariat including the capacity building and resource mobilization taskforce to solicit resources. Thus, this resource mobilization strategy is developed for the NBP-Ethiopia to serve as a road map in soliciting resources to support the implementation of its planned activities for the coming ten years. The platform intends to maximize the potential

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of implementation of its plan and strengthen its resources mobilization efforts by incorporating the resource mobilization strategy into its overall strategic plan. The platform currently is materially and technically supported by EBI, and recently has hired one platform officer that work under the supervision of the platform secretariat. However, the resources available are not enough to accomplish its long-term objective and, thus the resource mobilization strategy of the platform requires to scan and consider soliciting all the resources available internally and externally. The platform's capacity to achieve its goals and maintain its sustainability is guaranteed by the resources it has collected. Thus, the general and specific objectives of resource mobilization strategy are discussed below.

2. Objectives

2.1 General objective

To enable the NBP-Ethiopia to achieve its resource needs by providing guidelines, processes, structures, plans as well as monitoring and evaluation tools to be followed during its resource mobilization and implementation efforts.

2.2 Specific objectives

1. To avail a framework for resource mobilization

2. To broaden resource channels by exploring possible sources of funding

3. To develop and improve relations with resource partners

4. To mobilize resources for the platform's planned activities

5. To establish a decision making structure to facilitate resource management

3. Analysis of the roles and mandates of the three communities

The three communities of the NBP-Ethiopia (i.e. science, policy and practice) have their own institutional mandates related to the activities of the platform as described below.

The science community includes universities, training centers, the general education sector, research institutions and conservation sectors

The science community has the following roles:

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- Interventions to foster biodiversity conservation and sustainable use along with equitable sharing of benefits arising from biodiversity
- Biodiversity and ecosystem service related research
- Generation and adoption of biodiversity friendly technologies
- Assessment of the state and trend biodiversity and ecosystem services
- Dissemination of new knowledge and practice from findings such as NEA
- Awareness creation on biodiversity and ecosystem services

The Policy community includes the parliament, PM office and sector ministries.

The Policy community has the following roles:

- Decision making
- Policy formulation and implementation
- Engaging scientists, practitioners and local communities in decision making processes
- Enhance the role of indigenous and local knowledge in decision making

The practice community includes private sectors, communities, civil societies, development partners and media.

The practice community has the following roles:

- Support the implementation of biodiversity and ecosystem service-related activities of NBP-Ethiopia
- Capacity building to science and policy communities to undertake research and development interventions, policy formulation and implementation

4. Resource acquisition

The primary purposes of resource acquisition are identifying an organization's needs, and acquiring the appropriate resources and tools needed to manage the task and achieve the goals of the platform. In this regard, overviewing the resource acquisition process of the NBP-Ethiopia is

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crucial for its success. It influences the transformation of resources into performance outcomes. Due to resource limitations, the important objective of the platform may fail to survive along their journey. Hence, acquiring the resources needed and managing the resources appropriately enables NBP-Ethiopia to achieve its objective sustainably. To identify the resource gap of NBP-Ethiopia, we undertook a quick assessment of the existing resources.

4.1 Existing financial and other resources

The resource need for the platform can be broadly categorized in to human resource, finance, and fixed assets. The human resource includes contract employees and consultants that will be hired based on rules set by the platform. The fixed assets of the platform include office facilities. Financially, the NBP-Ethiopia is currently supported by the Biodiversity and Ecosystem Services Network (BES-Net), which aims to build capacity and commitment for biodiversity action worldwide. The BES-Net project supported the establishment of the platform including the general assembly and other meetings. Likewise, the CABES project (Capacity Development for Biodiversity and Ecosystem Services Experts) which financially supported by the International Climate Initiative (IKI), grants a small amount of money. This project is expected to support the platform until the end of 2029. The Global Biodiversity Framework-Early Action Support (GBF-EAS) project of the United Nations Development Programme, aim to support to fast-track readiness and early actions to implement the post-2020 Global Biodiversity Framework have been supporting some of the activities of the platform. In addition, the board members of the platform, the secretariat and the three sub-committees are important non-financial resources to the platform.

4.2 Acquiring Resources

The resources for the platform can be received in cash/money deposited in its bank account or in kind and technical support can be given. The resources for the platform can be acquired through support from projects, competitive grants, members' contributions, and service fees (for example, research fund administration for individual researchers). The capacity building and resources mobilization task force should do a situational analysis of the organization's (NBP) internal and external environments to identify resources required to implement its strategy. Hence, it is essential

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to map the resource contributors at local and international level. To assist in mapping contributors and their financing interests, a well-developed database needs to be in place with background and contact information for past and current contributors. This will entail reviewing the existing donors and sources of income.

A communication plan should be developed for effective interaction with resource providers, and engage with donors which also help approach new potential donors. The major sources of funding are NBP member institutions that are expected to raise a reasonable amount of resources in terms of technical, financial and in-kind contributions for implementation of activities planned by the platform. Other sources include development partners, and other national and international institutions. The capacity building and resources mobilization committee is mandated to work in collaboration with local stakeholders and international partners. The source of the resource can be governmental and none governmental and or local or international organizations.

Local stakeholders that are expected to contribute resources include the parliaments, sector ministries, federal and regional government organizations, academic institutions, research and conservation institutions, the private sector, non-governmental organizations, religious forums, youth and women associations, local communities, and the media. Some of the major international institutions which can be donors of resources include the Global Environmental facility (GEF) which is the financial wing of the Convention on Biological Diversity (CBD), Intergovernmental Platform for Biodiversity and Ecosystem Services (IPBES), United Nations Environment Programme-World Conservation Monitoring Centre (UNEP-WCMC), United Nations Development Program (UNDP), United Nations Educational, Scientific and Cultural Organization (UNESCO), International Climate Initiative (IKI)- Germany, The Horn of Africa Regional Environment Center & Network (HoAREC&N), German Development Cooperation (GIZ) are identified as international partners which primarily can contribute resources. Other potential Funding institutions for NBP Ethiopia include the following:

- World Bank: Supports biodiversity projects through its various environmental and development programs

- **European Union (EU):** Offers grants and funding through various programs and partnerships aimed at supporting biodiversity conservation in developing countries.
- **African Development Bank (AfDB):** Provides financial and technical support for projects aimed at preserving and enhancing biodiversity in Africa.
- **Conservation International:** Provides grants and support for biodiversity conservation projects, including those in Africa.
- **World Wildlife Fund (WWF):** Offers funding and technical support for biodiversity conservation projects, particularly in critical regions.
- **The Nature Conservancy:** Provides support for conservation projects and partnerships that help protect biodiversity.
- **The Packard Foundation:** Funds initiatives focused on environmental conservation, including biodiversity protection.
- **The Ford Foundation:** Supports various environmental and biodiversity initiatives through grants.
- **The MacArthur Foundation:** Funds projects that address global conservation issues, including biodiversity in African countries.

These agencies and foundations often collaborate with national governments, NGOs, and local communities to implement biodiversity conservation strategies and projects.

4.2.1 Government support

The NBP will be an essential entity to support the conservation of biodiversity and sustainable development. In this regard, the government ought to show a strong political commitment to the NBP by providing funding, policy support, and guaranteeing the continued success of the platform. To this end, involving policy and decision-makers in NBP guarantees that the initiative is actively promoted, highlighting its significance in accomplishing national biodiversity conservation goals and sustainable development objectives. The secretariat of the platform should promote the member government institutions to provide financial and/or material support to the platform.

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4.2.2 Support by projects

The Biodiversity and Ecosystem Services Network (BES-Net), which seeks to increase commitment and capacity for biodiversity action globally, is currently providing financial assistance for the NBP-Ethiopia. The BES-Net project assisted in the platform's creation and provided support for its general assembly and other gatherings. Similarly, the platform receives a small annual funding from the CABES project (Capacity Development for Biodiversity and Ecosystem Services Experts). Hence, the project secretariat should work to secure similar project-based funds, and the platform needs to create its partnership with international and national organizations by promoting itself and attracting project funds. To achieve these, NBP-Ethiopia need to be promoted at national and international conferences, on the platform's website, on other Medias.

4.2.3 Competitive Grant

Competitive grant can be one way of securing fund for the platform. It could be secured via a competitive application process. To win completive grants, NBP-Ethiopia will submit proposals that include extensive information on the platform or a project that the platform and its partners intend to carry out. The responsibility for creating such competitive grant proposals mainly relies on the capacity building and resource mobilization task force of the platform.

4.2.4 Payment for ecosystem services (PES)

Payment for ecosystem services (PES) is a type of market-based instrument that is increasingly used to finance nature conservation. Payment of ecosystem services programs allow for the translation of the ecosystem services that ecosystems provide for free into financial incentives for their conservation, targeted at the local actors who own or manage the natural resources. These programs have been increasingly established across the globe in the last few years. PES will be one of the instruments that support the NBP upon declaration of PES proclamation by the government of Ethiopia.

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4.2.5 Widening public-private partnerships

For the purpose of leveraging private financing for biodiversity conservation and to maintain ecosystem services, it is crucial to create innovative financial instruments. These may include engaging with businesses and private sector organizations for sponsorships, partnerships, or corporate social responsibility (CSR) contributions, approaching with foundations and philanthropic organizations, considering mechanisms like biodiversity credits, payment for ecosystem services, or green bonds.

4.2.6 Establishing biodiversity conservation fund

A multi-stakeholder initiative to drive investment toward a nature-positive and socially equitable future. This will receive funding from NBP member contributions and other stakeholders including the international community and the private sector. These activities can include the potential voluntary contribution. Private-sector businesses can be contacted in various ways until the PES declaration is implemented. To reach out more potential voluntary contributors, the resource mobilization and other task forces may provide concept notes, booklets, and brochures aimed at boosting awareness. The table below shows some potential supporters/ donors from the public, NGOs, and business sectors.

Table 1. Potential voluntary contributors (finance and other resources)

No.	Government organizations	NGOs	Private sector
1	EBI	MELKA-Ethiopia	Resorts and Hotels,
2	HoAREC&N	NABU	Bottled Water Companies,
3	Universities	EFCC	Mining sectors,
4	EWCA	FARM AFRICA	Real estates
5	EPA	PELUM-Ethiopia	Airlines,
6	Ministry of Agriculture	Humundi	Fuel and petroleum companies.
7	Regional EPA	IUCN	

But, the secretariat needs to investigate other potential donors further and create a database. List of companies that benefit out of the ecosystem services can be included in this data base. The platform communicates the businesses that may be able to assist its operations through a variety of communication and awareness-raising strategies. The companies can provide financial or material supports.

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5. Capacity building for resources mobilization

Capacity building is a key in resource mobilization strategy to help approach and convince stakeholders in a coordinated and structured manner. Resource mobilization requires knowledge and skill for writing a convincing proposal to get grants and funding, approach and dialogue with donors and philanthropists, as well as creating donor database. Thus, it is mandatory to develop guiding manuals for proposal writing and creation of database as part of capacity building program. It is also helpful to carry out training and other capacity building activities like sharing best experiences from other institutions. The capacity building scheme should also include staffing the secretariat with volunteers and consultants. The recruitment procedures should be based on knowledge, skill, and behavior, so as to attract the most competent experts in to the secretariat. Training in grant proposal writing for volunteers and consultants on how to write successful grant proposals should be part of the capacity development scheme.

6. Implementation of the resource mobilization strategy

The implementation scheme includes planning the resource mobilization (Annex 1) and management by the key staffs including the volunteers, and consultants that undertake the task of managing the grants secured. Thus, continuous engagement with resource partners by developing a communication plan, concepts notes and project proposals are major activities to be carried out. Moreover, creating a communication strategy outlining the engagement strategy for each resource partner can be included. The communication plan will, among other things, involve creating request (fact sheets and brochures) to be distributed to partners, following up with specific letters or emails to prospective partners, creating promotional materials, and regularly updating the website to convey important projects and initiatives. Organizing face-to-face meetings to formally launch the resources mobilization plan is also important to create harmony with donors.

Implement relationship strategies for approaching resource partners which include designing action plans to engage with both former and new resource partners. The rationale for such an initiative is to build relationships with existing partners as well as to cultivate new relationships. Approaches may include contact resource partners through telephone, emails, and meetings,

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designing introductory letters to help seek appointments with current and new resource partners, sending funding proposals to partners for funding, develop, organize and implement special event to raise funds, and organizing annual donor meetings.

Further engagement with donors includes negotiation. After engaging resource providers, the capacity building and resources mobilization task force will negotiate with the resource funders. Finalizing agreements with the resource donors/funders and signing MoUs are also important millstones to mobilize resources (Annex 1).

Material, technical, or financial support could be provided by the donors for implementation of the platform's strategic plan. The estimated budget required for ten years is about ETB **202, 000,000** over a ten-year period is displayed in the table below.

Table 2. Budget estimate required for 10 years NBP planned activities

No	Major Expense Items	Total ETB
1	Salary and benefits two NBP officers 60, 000 ETB X 2 officers X 10years	14,4000,400
2	Support personnel (EBI employee Store keeper, procurement, communication officer) (par time) 50,000 ETB/year X 10years	500, 000
3	Office materials (computers, printers, photocopy machines	2,000,000
4	Consumable's office materials 50, 000 ETB/year X 10 years	500, 000
5	Vehicles 1	5,000,000
6	Vehicle electrical or diesel engine fuel and maintenance 100000/year X 10 years	1000,000
7	Meetings, advocacy, and workshop expenses (GA, EC, stakeholders' meetings) 2,000,000 ETB/year X 10 years	20, 000, 000
8	Other core technical activities related to biodiversity conservation, assessment, policy and legal frameworks (Annex 2)	50,000,000

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Sum	202, 000,000

7. Resource Management Framework

Resource management is about all aspects of resource deployment. Resource management determines the best way to provide the necessary resources to the platform activities. It commences acquiring and mobilizing the resources and controlling the resources as needed. To mobilize resources efficiently, the NBP-Ethiopia has already established resource mobilization task force with the notion that the task force supports the platform in mobilizing resources (human, physical, financial, technical and informational resources). During the ten years strategic period, the platform can accumulate good amount of assets. Hence, it is crucial to have a good resource management framework. Planning for resource utilization, procurement, and distribution, storing, maintaining, and disposing are all crucial aspects of resource management. The resource management policies and practices of the platform will not be different from that of the government resource management strategies. Instead, it must adhere closely to the policies and guidelines set forth by the Ethiopian government. The Platform will have its own bank account for financial resources and managed based on the rules and regulation of the Government of Ethiopia.

The platform's capacity to achieve its goals and maintain its sustainability is guaranteed by the resources it has collected. The availability of resources in sufficient amounts directly enhances the platform's ability to maintain and improve its contribution to the conservation of biodiversity and enhancement of ecosystem services. Lists of the main tasks that require resources, both financial and human are indicated under Annex 2.

7.1 Resource management planning

The main goal of resource management ought to be a plan for managing resources. The plan directs the process of appropriately acquiring and employing resources to meet the platform's objectives. It deals with how financial resources are collected, allocated and managed in order to acquire supplies and services that are necessary for proper functions of the platform. It is in charge of

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managing the accounting and financial operations (acquisition and use of funds and other resources), purchases, fund-raising, and requests for donations, distribution, and disposal of outdated materials. Every year, the resource management plan must be developed in conjunction with the platform's financial plan in order to interact with supporters, contributors, and stakeholders.

7.2 Procurement and distribution physical resources

At this stage of the platform there is no much material to purchase and distribute. If materials could be donated to the platform, special modality can be arranged with EBI store house administrators. The platform can hire store keeper and procurement officer as needed and the distribution can be done through the platform's proper administrative structure. Procurement and storage procedures are strictly based on the rules and procedures of the government of Ethiopia.

7.3 Store keeping for physical resources

Store keeping is a process of setting and achieving goals through store management functions that utilize human, financial and material resources. The store keeping or storing function concerns holding and caring for physical resources and supplies pending distribution and/or disposition. In this regard, the storekeeper of EBI can be responsible for each type of physical resource through proper identification of material, efficient materials handling and protection of materials against spoilage in the warehouse. Together with the secretariat /officer of the platform, the store manager of EBI controls the activity of materials while receiving, issuing and controlling materials recorded in the ledger in a systematic manual or the board may seek other suitable ways.

7.4 Physical properties disposal

Obsolete items could be materials and equipment that are not damaged and have economic worth but are no longer useful for the platform. In such cases such materials need to be disposed based on the guideline and procedures of the government of Ethiopia.

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7.5 Maintenance of physical resources

Maintenance is the ongoing process of fixing and replacing items of property, such as cars and equipment, to bring them as close to their original state of completeness as feasible. This includes desktop computers, printers, laptops, copier machines, and other items. It also entails handling materials and equipment with care and in the right way. In this strategic period the platform can possess own fixed assets that may need maintenance. The maintenance policy of the platform should follow the rules and regulation of the government of Ethiopia.

8. Monitoring and evaluation

The implementation of the resource mobilization approach and its effectiveness must be closely observed and evaluated through planned monitoring and evaluation scheme. The ability of the Secretariat to raise sufficient funds, and execute all of the planned tasks outlined in the strategy will be the primary metric used to determine success. The monitoring and evaluation will report on the successes and failures of the implementation efforts and provide information to help improve the resource mobilization strategy. These should be carried out based on established key performance indicators (KPIs) to track progress and measure the impact of financial investments. Hence, there is a need to have a regular review to set up adjustment of the financial resource plan based on performance and changing circumstances. Thus, the monitoring and evaluation scheme specifically carry out the following activities:

i) Report on the performance of donor funded projects

Reports on the effective and efficient use of resources received from funders will be used to know the management and accountability. In this instance, the secretariat of the NBP will guarantee that:

- ➢ all funded projects are registered and coded in the database created
- ➢ letters are written to funders to acknowledge funds
- ➢ progress reports are sent to funders
- ➢ completion reports are prepared for funded projects
- ➢ ensure reporting is conducted in a timely manner

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ii) Communicate implementation results:

This will involve the following sub-activities:

➢ develop mechanisms to communicate as widely as possible the success of funded projects

➢ set up regular communication channels to build relationship and trust with donors

➢ Prepare publications of the success stories for completed projects

➢ Highlight results of the projects on the website to capture the interest of donors

➢ Conduct information dissemination workshops

➢ Prepare end of project brochures and best practices to be distributed to donors

➢ Take videos of the successful outcomes of completed projects

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iii) Devise risk management strategy

Under monitoring and evaluation scheme, it is important to analyze potential risks that could affect financial stability, such as economic recessions or political instability. Hence, mitigation strategies should be developed to mitigate identified risks.

Annex 1. Action plan for resource mobilization

No.	Resource mobilization steps	Activities	Responsibility	Resource mobilization phase
1	**Planning of resource mobilization**			**Phase**
1.1	Identifying resource needs	Identifying resource needs using the resource needs analysis tools	Secretariat	Planning phase
1.2	Identifying and mapping donors	Identify where old and new resource partners are	Secretariat	Planning phase
1.3	Developing data base for resource providers	Creating a resource provider data base, designing training program to use it	IT	Planning phase
1.4	Develop concept note for funding	Writing concept notes for funding of priority needs	Secretariat	Planning phase
1.5	Develop proposal writing training manual	Design of proposal writing training manual to help the staffs/volunteers gain skills on writing winning grants	Consultant	Planning phase
1.6	Implementation of the resource mobilization strategy	Recruitment and selection of volunteers/staff to occupy positions at the resource mobilization unit	Human resource	Implementation phase
		Training of volunteers/staff recruited for grants management and proposal writing	Finance manager	Implementation phase

		Engage resource partners on how to write a proposal	Secretariat	Implementation phase
		Develop concept notes and projects proposals for funding	Secretariat	Implementation phase
		Organizing face-to-face meetings to formally launch the resource mobilization action plan	Secretariat	Implementation phase
		Develop a communication plan detailing how each resource partner identified will be engaged	Secretariat	Implementation phase
		Approaching resource partners through telephone, emails and meeting.	Staff	Implementation phase
		Designing introductory letters to help seek appointment with current and new resource partners.	Staff	Implementation phase
		Sending funding proposals for resource partners for funding.	Staff	Implementation
2	Negotiating with donors	Activities	Responsible	Planning phase
2.1		Liaise with relevant resource partners contacts to ensure that the resource partners will accept and offer the support agreed upon	Staff	Implementation phase

2.2		Finalizing agreements and MOUs with resource funders.	Secretariat	Implementation phase
2.3		Signing of MOUs with the resource funders.	Secretariat	Implementation phase
2.4		Managements of the reporting process of the project	Secretariat	Monitoring and evaluation
2.5		Ensure all the funded projects are registered, coded in the data base created.	Monitoring and evaluation team	Monitoring and evaluation
2.6		Ensure to write letters to funders for acknowledging for funds received	''	Monitoring and evaluation
2.7		Ensure to prepare progress reports to the funders	''	Monitoring and evaluation
2.8		Prepare completion of reports for the funded project	''	Monitoring and evaluation
2.9		Ensure reporting is conducted in a timelymanner following the reporting mechanism of the donors of the project	''	Monitoring and evaluation
3	Communicating implementation results	Activities	Responsible	Planning phase

3.1		Develop highlights sheets to widely communicate the success of funded programs and projects	Secretariat	Monitoring and evaluation
3.2		Set up regular communication channels with resource partners e.g. newsletters,emails, field visits etc, to foster relationship and build trust.	''	Monitoring and evaluation
3.3		Prepare the publication of the results that help to communicate the success stories for each completed project	''	Monitoring and evaluation
3.4		Post the results of the project conspicuously on the website to capture the interest of the resource partners andother stakeholders	''	Monitoring and evaluation
3.5		Conduct information dissemination workshops	''	Monitoring and evaluation
3.6		Prepare end of project brochures to bedistributed to resource partners.	''	Monitoring and evaluation
3.7		Take video clips including mainly the beneficiaries of the completed projects.	''	Monitoring and evaluation

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Annex 2. Key programs and projects that require budget

No.	Key programs/projects	Project Activity	Form of resources	Resources			
				Required	Available	Gaps/ needs	Resource donors
1	Networking and information sharing	Capacity building for stakeholders, Women and Youths	Financial resources, technical resources	Money, projector, flip charts, writing materials, consultant	-	Money,	
2	Create space for policymakers, scientists, and practitioners to jointly design and implement transformative biodiversity and ecosystem services undertakings	Facilitation	Financial resources, technical resources	Money, consultant	-	Money, consultant	
3	Facilitate synergy among multi-stakeholders vis-à-vis efforts targeting conservation outcomes	Facilitation	Financial resources, technical resources	Money, consultant	-	Money, consultant	
4	Promote the generation of biodiversity-related data and also the recognition and integration of local community knowledge	Capacity building for researchers	Financial resources, technical resources	Money, consultant	-	Money, consultant	
5	Influence the formulation of biodiversity-related policies, strategies, and other relevant legal frameworks as well as the putting in	Facilitation and capacity building	Financial resources, technical resources	Money, consultant	-	Money, consultant	

	place of appropriate institutional structures						
6	Raise awareness, build the capacity of science and policy communities, and strengthen communication networks for information and knowledge sharing around biodiversity and ecosystem services	Capacity building for concerned stakeholders	Financial resources, technical resources	Money, consultant	-	Money, consultant	
7	Enable engagement of experts and other knowledge holders in undertaking biodiversity policy relevant research	Capacity building for concerned stakeholders	Financial resources, technical resources	Money, consultant	-	Money, consultant	
8	Enable engagement of scientists, practitioners and local communities in decision making processes	Capacity building for concerned stakeholders	Financial resources, technical resources	Money, consultant	-	Money, consultant	
9	Enhance the recognition and use of indigenous and local knowledge in decision making and intervention programs,	Capacity building for concerned stakeholders	Financial resources, technical resources	Money, consultant	-	Money, consultant	
10	Encourage the mainstreaming of biodiversity conservation issues into sectoral plans,	Capacity building for concerned stakeholders	Financial resources, technical resources	Money, consultant	-	Money, consultant	
11	Disseminate and use the findings from Ethiopia's national ecosystem assessment and other similar ventures,	Information dissemination	Financial resources,	Money, consultant	-	Money,	

			technical resources			consul tant	
12	Support and connect the national implementation processes with the international context and conventions	Capacity building for concerned stakeholders	Financial resources, technical resources	Money, consultant	-	Money, consul tant	
13	Monitoring andevaluation	Develop and adoptmanagement information systemfor all projects	Technical resources	Staffs, computers, consultant	Computers, Staffs	Consul tant	
14	Advocacy	Advocacy	Financial resources, technical resources	Money, staffs	Staffs	Money	
15	Capacity Building	Train staffs on IT and documentation basics	Technical resources	Money, consultants		Money, consul tants	
16	Promoting Genderprogramming	Train staffs on gender programming	Technical assistance,	Training materials, consultant,	Training materials	consul tants	
17	Community Empowerment	Engage community households on vocational skills	Financial resources, human resources	Money, facilitators, Start-up kits		Money, facilita tors,	