



Convention on
Biological Diversity



Regional Workshop for the Middle East and North Africa on Updating and Revising NBSAPs

Setting SMART Targets (revisited)

CBD Secretariat
27-30 August 2012





Letter	Major Term	Minor Terms
S	<u>Specific</u>	<u>Significant</u> , <u>Stretching</u> , <u>Simple</u>
M	<u>Measurable</u>	<u>Meaningful</u> , <u>Motivational</u> , <u>Manageable</u>
A	<u>Attainable</u>	<u>Appropriate</u> , <u>Achievable</u> , <u>Agreed</u> , <u>Assignable</u> , <u>Actionable</u> , <u>Ambitious</u> , <u>Aligned</u> , <u>Aspirational</u> , <u>Acceptable</u> , <u>Action-focused</u>
R	<u>Relevant</u>	<u>Result-Based</u> , <u>Results-oriented</u> , <u>Resourced</u> , <u>Resonant</u> , <u>Realistic</u>
T	Timely	Time-oriented, Time framed, Timed, Time-based, <u>Timeboxed</u> , Time-bound, Time-Specific, Timetabled, Time limited, Trackable, Tangible
E	Evaluate	Ethical, Excitable, Enjoyable, Engaging, Ecological
R	Reevaluate	Rewarded, Reassess, Revisit, Recordable, Rewarding, Reaching

The first known uses of the term occur in the November 1981 issue of *Management Review* by George T. Doran

Source: http://en.wikipedia.org/wiki/SMART_criteria



CBD use of the SMART acronym

Specific

Measurable

Achievable

Realistic

Time-bound

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Specific:



A **specific** target will usually result from consideration of the five "W" questions:

- **What:** What do I want to accomplish?
- **Why:** Specific reasons, purpose or benefits of accomplishing the goal associated with the target.
- **Who:** Who is involved?
- **Where:** Identify a location.
- **Which:** Identify requirements and constraints.

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Measurable:



A **measurable** target will usually result from consideration of questions such as:

- How much?
- How many?
- How will I know when it is achieved?



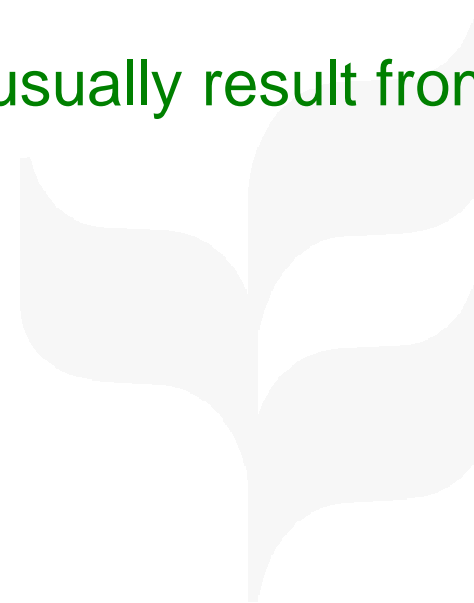
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Attainable (Achievable):

An **attainable (achievable)** goal will usually result from analysis of the question:

- **How** can the target be reached?



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Relevant (Realistic):



A **relevant** (realistic) target can answer yes to these questions:

- Does this seem worthwhile?
- Is this the right time?
- Does this match our other efforts/needs?
- Are you the right person?

A Bank Manager's goal to "Make 50 peanut butter and jelly sandwiches by 2:00pm." may be **Specific**, **Measurable**, **Attainable**, and **Time-Bound**, but perhaps lacks **Relevance**.

Timebound:



A **time-bound** target will results from consideration of the question:

- **By When?**
 - What can I do 6 months from now?
 - What can I do 6 weeks from now?
 - What can I do today?



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TARGET A:

By 2020, a management plan is implemented in a way to reduce biodiversity loss in marine wetlands in the Gulf by 30%.

TARGET B:

By 2014, all the threatened species in decline to be identified and maintenance programs prepared;

By 2018, 80% of the maintenance and rehabilitation programs are accomplished;

By 2020, the extinction of known threatened species has been prevented and their conservation status, particularly of their decline, has been improved and sustained.



TARGET C:

By 2020, all agricultural land in Lebanon will be subject to a sustainable agriculture management scheme.

TARGET D:

By 2015, completion of management and action plans with involvement of local communities and different stakeholders;

By 2020, integrated river basin management ensures water supply level to restore at least 75% of the marsh area.

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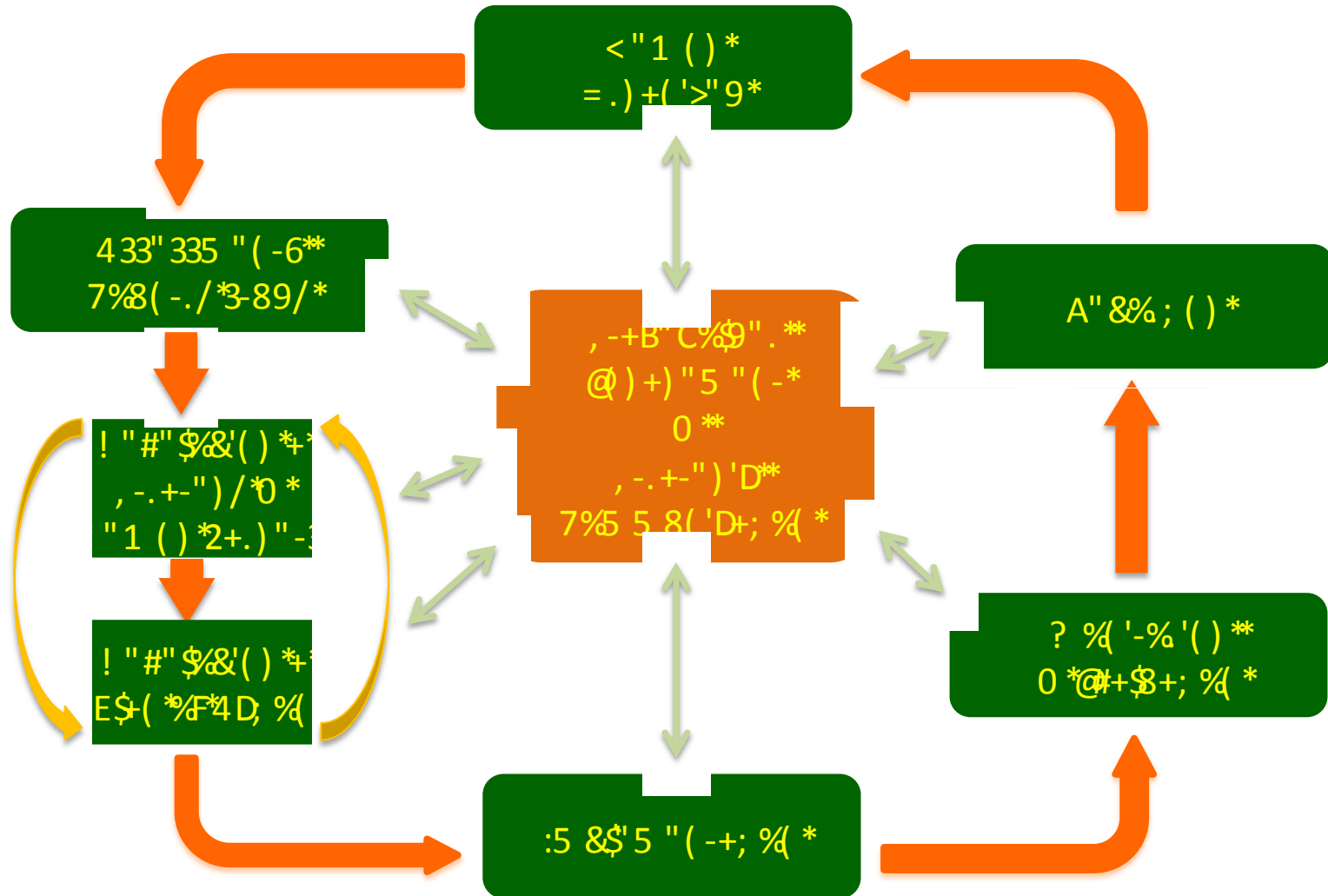


TARGET E:

By 2020, all pressures impacted by climate change, ocean acidification and anthropogenic factors are mitigated and minimized, so that coral reefs, fish spp., birds reptiles, plants and invertebrates of Socotra are maintained and functioning well.

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NBSAP Development Process



Setting national targets

Australia national targets 1-5:

1. By 2015, achieve a 25% increase in the number of Australians and public and private organisations who participate in biodiversity conservation activities.
2. By 2015, achieve a 25% increase in employment and participation of Indigenous peoples in biodiversity conservation.
3. By 2015, achieve a doubling of the value of complementary markets for ecosystem services.
4. By 2015, achieve a national increase of 600,000 km² of native habitat managed primarily for biodiversity conservation across terrestrial, aquatic and marine environments.
5. By 2015, 1,000 km² of fragmented landscapes and aquatic systems are being restored to improve ecological connectivity.

Setting national targets

Australia national targets 6-10:

6. By 2015, four collaborative continental-scale linkages are established and managed to improve ecological connectivity.
7. By 2015, reduce by at least 10% the impacts of invasive species on threatened species and ecological communities in terrestrial, aquatic and marine environments.
8. By 2015, nationally agreed science and knowledge priorities for biodiversity conservation are guiding research activities.
9. By 2015, all jurisdictions will review relevant legislation, policies and programs to maximise alignment with Australia's Biodiversity Conservation Strategy.
10. By 2015, establish a national long-term biodiversity monitoring and reporting system.

Conservation Target Setting

SVANCARA, L. et al (2005) **Policy-driven versus Evidence-based Conservation: A Review of Political Targets and Biological Needs**. *BioScience*, 2005 vol. 55 (11) pp. 989-995

“How much is enough?” is a question that conservationists, scientists, and policymakers have struggled with for years in conservation planning. To answer this question, and to ensure the long-term protection of biodiversity, many have sought to establish quantitative targets or goals based on the percentage of area in a country or region that is conserved. In recent years, policy-driven targets have frequently been faulted for their lack of biological foundation. In this manuscript, **we reviewed 159 articles reporting or proposing 222 conservation targets and assessed differences between policy-driven and evidence-based approaches**. Our findings suggest that the average percentages of **area recommended for evidence-based targets were nearly three times as high as those recommended in policy-driven approaches**. Implementing a minimalist, policy-driven approach to conservation could result in unanticipated decreases in species numbers and increases in the number of endangered species.



Conservation Target Setting

- “the best way to predict a more uncertain future is to have the inventiveness and reflexivity to create it . . . visioning is about thinking in the future tense, appreciating that in a period of rapid and profound change it is less viable to deduce from the experienced present than to trace back from an imagined future”
- this scenario- approach is often theoretically located within the concept of ‘backcasting’, where desirable futures are defined and described and subsequently worked “backwards through time to identify retrospectively the various elements needed to bring that future about”

Conservation Target Setting

Bailey, R. et al (2012) **Exploring a city's potential low carbon futures using Delphi methods: some preliminary findings.** Journal of Environmental Planning and Management. Journal of Environmental Planning and Management, 2012 pp. 1-25.
URL: <http://dx.doi.org/10.1080/09640568.2011.635192>

This paper describes a Delphi methodology to generate a number of broadly consensual low carbon scenarios for 2050. This approach to “creating” the future, rather than predicting, is useful when dealing with profound and uncertain change over a long period of time and is therefore suited to carbon management. The methodology is described, and the first stage of the consultation process is discussed with reference to its application in the UK city region of Bristol. Findings from the first round have resulted in the identification of seven working scenarios and patterns in the responses of individuals from different backgrounds, suggesting that strong world-views and agendas are present within groups. Subsequent rounds of a questionnaire and a backcasting workshop will refine these working scenarios and identify pathways to achieve them.

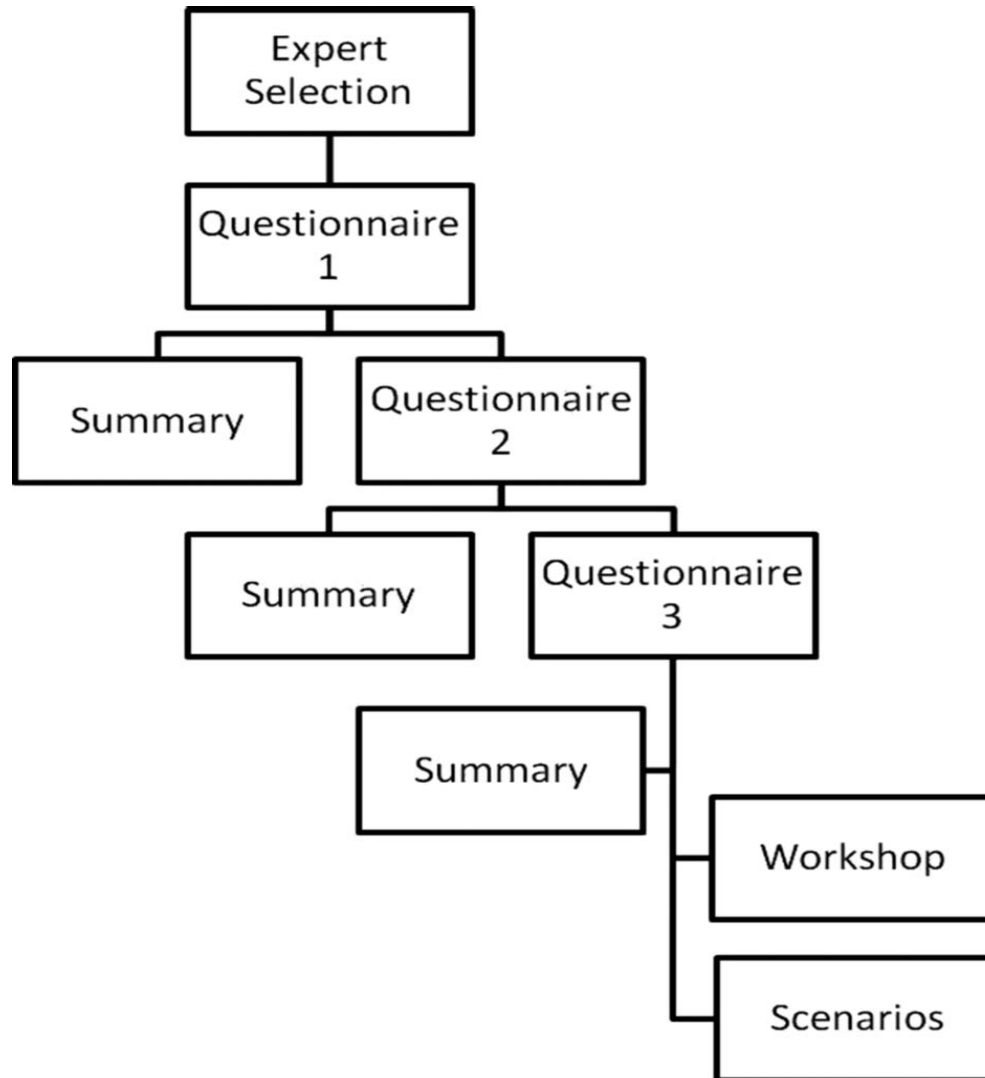


Conservation Target Setting

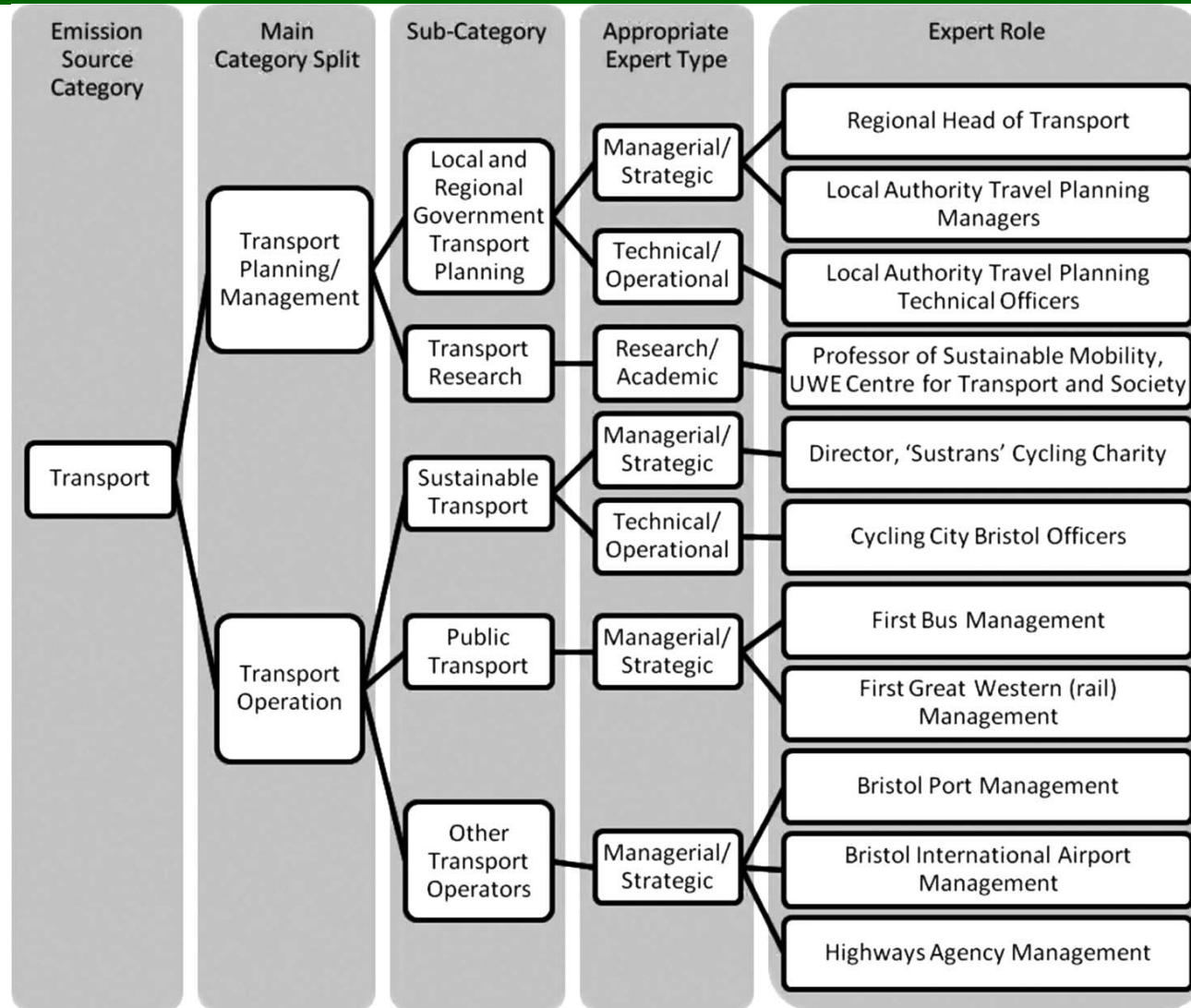
The Delphi method

- is “a type of brainstorming used for scenario building”.
- Originated in the 1950s from the RAND Corporation and “established itself as one of the standard techniques to accumulate, to pool, and to appraise expert opinions”.
- Delphi studies seek to obtain an expert panel estimation of probable futures on a topic that has many interpretations and is relatively unknown in scientific terms.
- An **iterative, remote**, consultative process, using a group of ‘experts’, where subsequent rounds of consultation are conducted in light of the group’s answers to the first, with the aim of achieving convergence on a consensus.

The Delphi technique



Conservation Target Setting



The Delphi expert selection process used to identify experts for the 'transport' category.

GROUP EXERCISE 4



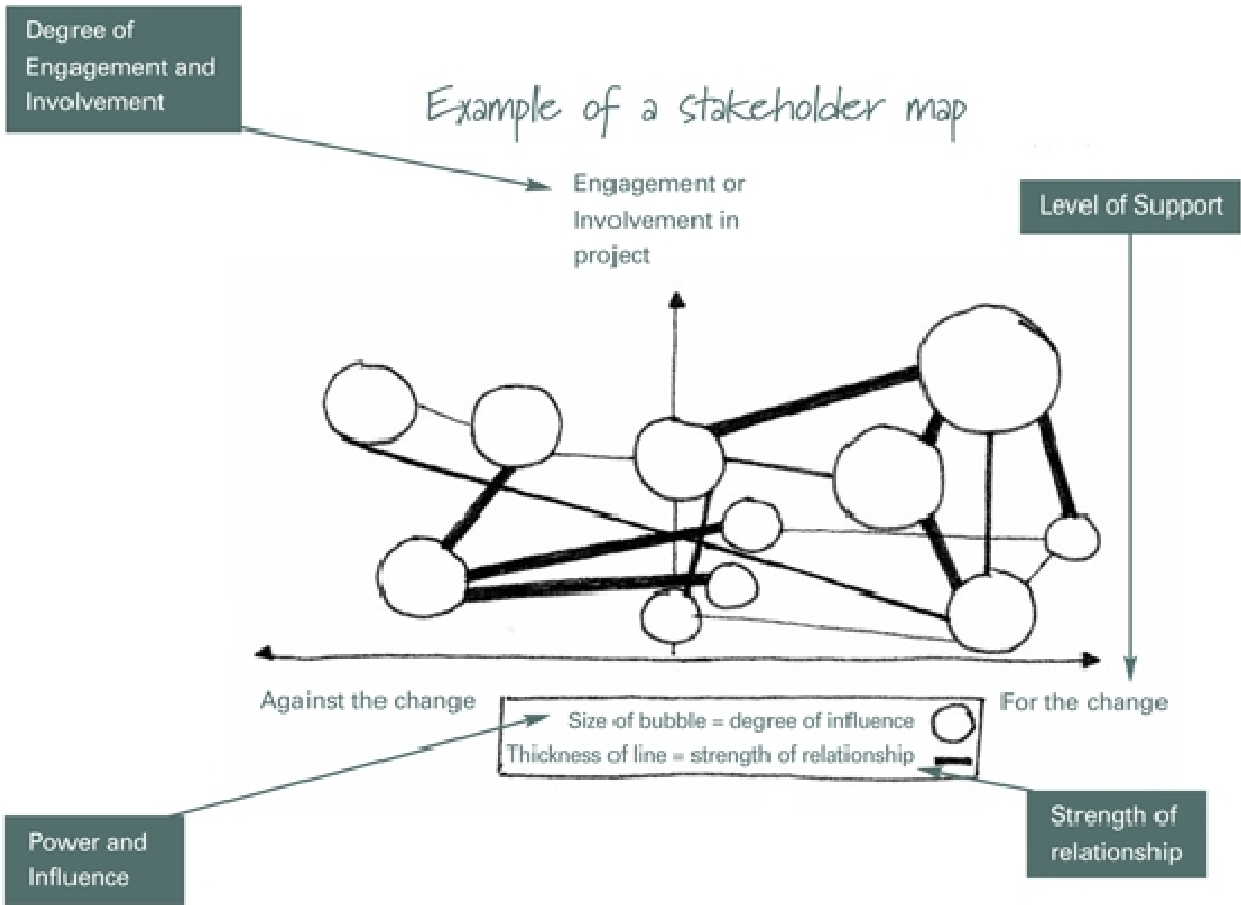
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Ex. 4: Mainstreaming at national level – stakeholder and rights-holder participation

In the same groups, and addressing the same sector/ issue and using the stakeholders, rights-holders and interested parties identified in Ex. 3, carry out a stakeholder analysis:

- 1) Determine the interests of the different stakeholders, rights-holders and interested parties;
- 2) Identify the convergence and divergence of their interests with the biodiversity agenda;
- 3) Determine what their level of influence/ power in the sector is;
- 4) Identify the links/ alliances between different groups.



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Group Exercise 2: Setting SMART targets

Specific

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Who remembers the NEMS?

- early 1990s –National Environmental Management Strategies;
- many parallels with NBSAPs;
- broader scope, but in essence very similar; and
- most countries had completed NEMS and environmental law reviews by 1994.

Old plans on dusty shelves

“There is no escaping the fact that much hard work lies ahead of the central players if these NEMS are not to win the fate of many other planning documents gathering dust on some forgotten shelf.”

Source: FSM Nationwide Environmental Management Strategy, 1993

How can revised NBSAPs avoid this fate?

- General principles:
 - **Ownership, ownership, ownership;**
 - High-level political commitment;
 - Broad stakeholder engagement – NGOs as mediating institutions are very often a key to success;
 - Consistency and coherence – careful focus on highest priorities rather than a grab-bag of actions;
 - Integration with related plans and strategies such as National Sustainable Development Plans, National Adaptation Plans of Action, sectoral plans etc., either by cross-reference or **actual integration.**

Examples of Specific Law and Policy

Mechanisms

- Complete revision of core environmental policies and laws in direct response to NBSAP;
- Reference NBSAP within key legislation, e.g. objectives or preamble of key environment legislation;
- Require decision-makers to ensure decisions are consistent with the NBSAP when determining , e.g. EIA approvals, foreign investment permits, fishing licenses, forestry concessions, etc.;
- Provide appeal or review mechanisms for 3rd parties to hold government to account for those decisions;
- Negotiate donor funding to be country-driven and linked directly to NBSAPs implementation.

Be bold – it's *your* NBSAP

“There is no ‘right or wrong’ way to produce an NBSAP, and no fixed criteria or ‘mandatory’ checklist that nations are required to follow. It is very much up to individual nation states what approach they feel best suits their needs and challenges.”

Source: COMSEC/SPREP Pacific
NBSAP Review 2007





Thank you for your attention!

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