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THE COORDINATION MECHANISM FOR THE  
GLOBAL TAXONOMY INITIATIVE

Eleventh meeting  
Montreal, 3-4 June 2011

**BUSINESS PLAN FOR THE PREPARATORY PHASE OF THE GLOBAL TAXONOMY  
PARTNERSHIP FUND**

*Note by the Executive Secretary*

**I. BACKGROUND**

1. The Conference of the Parties at its tenth meeting welcomed the progress on the establishment of a Special Trust Fund for the Global Taxonomy Initiative and requested the Executive Secretary, in accordance with decision IX/22, to propose the formal constitution of a steering committee reflecting regional balance and other appropriate expertise to facilitate identification of suitable funding sources and assist the operationalization of the Special Fund taking into account the suggestions included in the progress report (decision X/39, paragraph 14).
2. Taking into account the above, the Executive Secretary is circulating herewith, for the information of participants in the eleventh meeting of the Coordination Mechanism for Global Taxonomy Initiative, “Business plan for the preparatory phase of the global taxonomy partnership fund” as submitted by BioNET INTERNATIONAL®.
3. The proposal is circulated in the form and language in which it was received by the Secretariat.

In order to minimize the environmental impacts of the Secretariat's processes, and to contribute to the Secretary-General's initiative for a C-Neutral UN, this document is printed in limited numbers. Delegates are kindly requested to bring their copies to meetings and not to request additional copies.

# Business Plan for the Preparatory Phase of The Global Taxonomy Partnership Fund

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This version prepared for DG Environment of the European Community, 21.01.2011

Taxonomic competence and capacity  
to meet global challenges.

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## ACRONYMS

AusAID	Australian Agency for International Development
B&B	Business and Biodiversity
BioNET	BioNET-INTERNATIONAL
BMA	The Biodiversity Media Alliance
BPD	Building Partnerships for Development
CBD	Convention on Biological Diversity
CBIT	Centre for Biological Information Technology
CBOL	Consortium for the Barcode of Life
CEO	Chief Executive Officer
CEPF	Critical Ecosystem Partnership Fund
CETAF	Consortium of European Taxonomic Facilities
CGIAR	Consultative Group on International Agricultural Research
CI	Conservation International
COP	Conference of Parties
EC	European Commission
EDIT	European Distributed Institute of Taxonomy
EoL	Encyclopedia of Life
ESABII	East Asia and Southeast Asia Biodiversity Information Initiative
ETI	ETI BioInformatics
FAO	Food and Agriculture Organization of the United Nations
GBIF	Global Biodiversity Information Facility
GCDT	Global Crop Diversity Trust
GEF	Global Environment Facility
GISP	Global Invasive Species Programme
GTI	Global Taxonomy Initiative
GTPF	Global Taxonomy Partnership Fund
iBOL	International Barcode of Life project
ICRAN	International Coral Reef Action Network
IPBES	Intergovernmental Platform on Biodiversity and Ecosystem Services
IPPC	International Plant Protection Convention
ISTAP	Independent Scientific and Technical Advisory Panel
IUCN	International Union for Conservation of Nature
KBAs	Key Biodiversity Areas
LOOPs	Locally Owned and Operated Partnerships of BioNET
M&E	Monitoring and Evaluation
NGO	Non-governmental Organization
PEET	Partnerships for Enhancing Expertise in Taxonomy

PEST	Scan of the Political, Economic, Social, and Technological environment
PR	Public relations
PoW	Programme of work
Rio+20	UN Conference on Sustainable Development, Rio de Janeiro, 2012
RSPB	Royal Society for the Protection of Birds
SPS	Sanitary and Phytosanitary
SWOT	Analysis of the Strengths, Weaknesses, Opportunities, and Threats
TEEB	The Economics of Ecosystems and Biodiversity
TNC	The Nature Conservancy
TRIN	Australia Taxonomy Research and Information Network
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
USAID	United States Agency for International Development
WBCSD	World Business Council for Sustainable Development
WSSD	World Summit on Sustainable Development
WWF	The World Wide Fund for Nature

## PREFACE & ACKNOWLEDGEMENTS

This business plan describes the concept and framework for the establishment of a “Special Fund” for the Global Taxonomy Initiative (GTI) to support human and institutional taxonomic capacity particularly in developing countries.

At their eighth Conference of Parties (COP8) in 2006, Parties to the Convention on Biological Diversity (CBD) emphasized the need for finding new long-term sustainable funding options for taxonomy<sup>1</sup>, and asked BioNET-INTERNATIONAL (BioNET) – the global network for taxonomy – and others to establish a “Special Fund” with the support of an international interim steering committee<sup>2</sup> and in consultation with the GTI Coordination Mechanism.

During the Project Planning Phase from 2006 – 2008, the interim steering committee developed a White Paper and succeeded to secure support from the European Union for a two-year phase 2008 – 2010 conceptualizing the “Establishment of the Global Taxonomy Partnership and Fund”, led by the BioNET Secretariat, a programme of CABI, with guidance from the interim steering committee.

In 2008, COP 9 welcomed the progress made and emphasized the need to use the ‘Special Fund’ to mainstream the use of novel practices in taxonomy and address CBD priorities<sup>3</sup>.

The results of the Concept Phase from 2008 – 2010 are summarised in this business plan. It describes the Fund - from here on called Global Taxonomy Partnership Fund (GTPF) - in as far as it has been conceived to date. In parts, it presents options that need to be explored and tested in the next, Preparatory Phase. The objectives, management and resource requirements for the Preparatory Phase are described in detail.

A report on the Concept Phase of the GTPF project was submitted to COP 10 in Nagoya, Japan (October 2010), where Parties welcomed progress, acknowledged the work of “*BioNET-INTERNATIONAL and relevant networks and organizations and Parties contributing to the development and promotion of the sponsorship strategy and global campaign, as elaborated in the progress report*”, and invited “*Parties and other Governments and organizations to respond urgently to make the trust fund operational before the eleventh meeting of the Conference of the Parties*”<sup>4</sup>.

The principal sponsors of the Concept Phase were:

- The European Union
- The Swiss Agency for Development and Cooperation
- The TOTAL Foundation
- The European Distributed Institute of Taxonomy (EDIT)
- The German National Focal Point for the GTI
- Muséum National d’Histoire Naturelle, Paris
- The Foundation for a New Ethical Business
- CABI, hosts of the BioNET Secretariat.

This document has been produced with the financial assistance of the European Union. The contents of this document are the sole responsibility of BioNET (CABI) and can under no circumstances be regarded as reflecting the position of the European Union. We are grateful for helpful comments on earlier drafts by the BioNET Board, interim steering committee and several colleagues and external advisors.

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<sup>1</sup> COP Decision VIII/3

<sup>2</sup> Peter Bridgewater, Ahmed Djoghlaif, Christoph Haeuser, Leonard Hirsch, Alfred Oteng-Yeboah (Chair), Jorge Soberon, Stella Simiyu, and Richard Smith

<sup>3</sup> COP Decision IX/22, paragraph 2. Full text of the decisions: [www.cbd.int/gti/decisions.shtml](http://www.cbd.int/gti/decisions.shtml).

<sup>4</sup> [www.cbd.int/cop/cop-10/doc/...final.../advance-unedited-version-gti-en.doc](http://www.cbd.int/cop/cop-10/doc/...final.../advance-unedited-version-gti-en.doc)

# 1 Executive summary

## Taxonomy needs support

The well-being and maybe survival of humanity is intricately connected to the welfare of this planet and the vast biological diversity it shelters – of which, as yet, we only know and understand a fragment: at most 10% of all living species have been discovered to date. Today, faced with considerable biodiversity change, including substantial loss, we need more than ever to know what we have, what we are losing, and what is changing, in order to meet present and future global challenges, including environmental health, food security and economic well-being.

Taxonomy - the science of discovering, naming, and understanding our fellow travellers on Earth - not only produces fascinating knowledge on the characteristics of life, above all it delivers basic and indispensable knowledge for many fields of human interest and contributes in many ways to the sustainability of our planet.

It helps us pollinate our trees, manage pests, improve human, animal and plant health, facilitate trade, respond to climate change, conserve our environment, and more.

Despite this heritage, taxonomy is still widely treated as a “Cinderella” science, unpopular, with a rapidly aging workforce leading to growing knowledge gaps. Through the 193 Parties to the CBD, the governments of the world have acknowledged that the lack of taxonomic expertise, tools and services – the so-called *taxonomic impediment* - threatens the implementation of the Convention’s objectives and that options have to be explored for how sustainable funding can be provided to build the taxonomic capacity needed, and deliver demand driven outputs.

## The Global Taxonomy Partnership Fund

In 2006, BioNET and others were asked by Parties to the CBD to establish a “Special Fund” for taxonomy. This business plan is the result of work to date on conceptualizing the Global Taxonomy Partnership Fund (GTPF) as a financial instrument to build the taxonomic capacity, tools and skills where they are lacking and required to support biodiversity research, conservation and use (e.g. for agricultural productivity, water quality, trade), particularly in developing countries.

The GTPF is conceived as a public-private partnership that will unite global leaders from the taxonomy and biodiversity communities, the policy, and the private sectors under a common umbrella, allowing in-kind supporters and funders to pool resources and provide these to activities towards the GTPF’s objectives.

## The GTPF’s programme of work

The purpose of the GTPF is to assist the taxonomic community to respond to today’s societal challenges and deliver the data and knowledge needed to address issues in various fields, including other sciences, industries including agriculture, biodiversity research / conservation / management / use, food security and poverty reduction, and policy decision making. Funding will be allocated only to taxonomy, supporting taxonomists and institutions to i) increase capacity and productivity; ii) prioritize activities according to agreed agendas; and iii) enhance the sustainability of taxonomic efforts. In the early phases of the Fund, it is planned to disburse €1.25 million per year to support eligible activities including career incubation grants, collection management / curation, and generation of data in appropriate forms to meet decision maker, policy and regulatory needs. In the

### *GTPF - the vision*

*A world in which present and future global biodiversity challenges, including environmental health, food security and economic well-being, will be met because of strengthened and flourishing taxonomic science.*

### *GTPF - the mission*

*Mobilize new and sustainable funding for taxonomy and provide the financial instrument to build the taxonomic capacity, tools and skills where they are lacking and required to support sciences, industries including agriculture, policy and society.*

later stages the grant making programme will total €4.75 million per year and also support the detection/collection, identification/naming, description/publication, and classification of taxa.

### **Fund development**

A four-phased model is envisaged to build the required funding of the GTPF, employing various financial instruments to develop a permanent source of funding for taxonomy. The next, Preparatory Phase, will deliver the work needed to establish the Fund. For the following, Establishment Phase, the goal is to obtain commitments of c. €7.5 million for a sinking fund supporting the grant making scheme and operations. In parallel, an endowment fund will be built with €25 million for the beginning and at least €75 million for the later, Expansion and Diversification Phases of the Fund. Potential donors will include multi- and bilateral agencies, philanthropic private foundations and wealthy individuals, as well as businesses and financial institutions with a direct or indirect interest in taxonomy and/or biodiversity. During the later stages of the GTPF, income streams that will replenish or augment the capital of the fund are conceived to come from public fundraising through a Global Marketing Campaign, trading of commercial PR products (e.g. biodiversity related computer games), and the commercialization of taxonomic services and products brokered by the GTPF.

### **The Global Marketing Campaign**

The Global Market Campaign will use various PR vehicles, but principally focus on the internet as its communication platform, complemented by offline electronic media (software/CD-ROMs with free information, games and applications for computers and mobile phones). It will foster public excitement about species discovery, inspiring emotional connectedness with life on earth and highlighting the relevance of a taxonomic knowledge base for biodiversity conservation and human well-being. Based on the knowledge gained during the campaign, commercial PR vehicles such as computer and mobile games will be developed to generate greater long-term sustained support for the GTPF.

### **Fund architecture and organizational structure**

Governance of the GTPF will be light and agile with a small and functional Council as the highest decision-making body, a Forum including all stakeholders providing high level strategic guidance, an Independent Scientific and Technical Advisory Panel to review grant proposals, and a lean, permanent secretariat supporting the three for-mentioned bodies. Best practices and an efficient and transparent monitoring and evaluation system will be integrated from start to fulfil the needs of the various partners.

### **Deliverables and requirements of the next, Preparatory Phase**

With this business plan the project is now entering the next stage, seeking to engage in-kind, technical and funding partners to support the Preparatory Phase with at least €1.5 million, allowing delivery of work necessary to establish the GTPF within 1.5 years time. The key deliverables of the next phase will be to refine the grant-making scheme and strategy of the Fund, obtain the commitments of the first funder(s) for the sinking and endowment funds, and design the operational framework for the GTPF in close cooperation with the funders. The Preparatory Phase should lead to the approval of the GTPF Framework Document at the first GTPF Council Meeting, just preceding the GTPF Inaugural Meeting and launch of the GTPF.

As a public-private partnership the GTPF is open to all parties interested in supporting the development of this necessary financial instrument and helping to reduce the *taxonomic impediment*. The proposition is timely as, today, institutional collaborations and networks, web platforms, and new digital and molecular technologies are allowing taxonomists to scale and speed up their outputs and discover, describe and identify life in ways and places as never before. Provided with sufficient and targeted financial support to strengthen human and institutional capacity, the taxonomic workforce will be ready to address the biodiversity challenges ahead of us and contribute to preserving our planet's health – and our own social and economical well-being.



## 2 Case for support

### We depend on taxonomic knowledge

Humans have mapped the highest mountains and deepest ocean trenches, have explored the far side of the moon, and have deciphered the complete genomes of several organisms including our own – yet, it is estimated we know at most a tenth of the species we are sharing our planet with.

From our earliest beginning as species, knowledge on the life surrounding us was essential for our survival. We needed to discover and name the plants we could eat, identify the poisonous ones, and distinguish the harmful animals from those we benefit from.

Today, we still depend on our knowledge on the living world around us. It provides indispensable baseline data for many fields of human interest and contributes in many ways to the sustainability of our planet<sup>5</sup>. Taxonomy is the pivotal but hidden service behind sectors ranging from conserving and managing biodiversity<sup>6</sup> to food security, poverty reduction, health, biosecurity, new industrial product development, and eco-tourism. Trained taxonomists identify the known organisms we are dealing with in our daily life and describe, classify and name the unknown ones – and collectively discover on average 50 living species each day<sup>7</sup>! Taxonomists are needed for pest management in agriculture, identification of bio-control agents, control of disease vectors, quarantine services, biodiversity impact assessments, conservation planning, invasive alien species management, development of medicines, services in the human, animal and plant health sectors, and more.

In the biodiversity rich countries of the tropics, taxonomy is as central to the sustainable use of biological resources as it is to extending the frontiers of knowledge and providing resources and opportunities for increased benefit sharing of biodiversity and ecosystem services<sup>8</sup>. Particularly in these regions we find a disproportional high number of un-described species throughout all taxa, even mammals.

### Biodiversity loss is faster than ever in human history

We are experiencing a dramatic loss of biodiversity world-wide, which in itself is a major cause for concern, and also has serious implications for current and future human well-being. According to the UN Global Biodiversity Outlook<sup>9</sup> the abundance of vertebrate species, based on assessed populations, fell by nearly a third on average between 1970 and 2006, and continues

#### *Taxonomy*

*is the science of discovering, collecting, describing, classifying, identifying and naming taxa, i.e. groups of organisms which a taxonomist adjudges to be a unit. In this process, natural history collections are made, developed, maintained and comparatively studied so as to expand our knowledge of biodiversity.*

#### *Taxonomy*

*gives answers to many questions, for example:*

*Which pest is destroying your crops?*

*Can this insect pollinate your trees?*

*Is the epidemic strain spreading over Europe the same as before?*

*Will this insect ruin your construction site?*

*Which fungus infected your agricultural shipment and holds it at great cost?*

*... what is it?*

*.. what does it do?*

*.. where do I find it?*

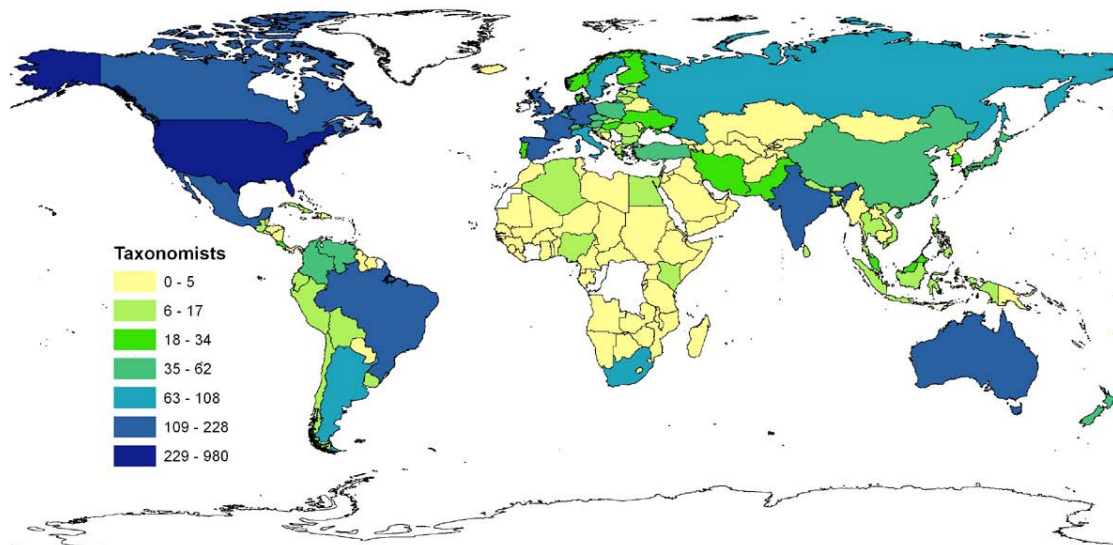
<sup>5</sup> See „Taxonomy - Understanding the world around us’ presentation: [www.bionet-intl.org/Outreach](http://www.bionet-intl.org/Outreach)

<sup>6</sup> Biodiversity is a broad term used to describe the number of genes, species, and ecosystems on Earth.

<sup>7</sup> The State of Observed Species (SOS) report 2008: <http://species.asu.edu/SOS>

<sup>8</sup> Ecosystem services are the benefits obtained by people from ecosystems including, e.g., food, regulation of climate, pollination of plants, soil formation, or aesthetic benefits.

<sup>9</sup> <http://gbo3.cbd.int/the-outlook/gbo3/foreword/foreword-by-the-united-nations-secretary-general.aspx>



**Figure 2.1:** World distribution of taxonomists according to ETI's World Taxonomist Database (Nov 2005)<sup>10</sup>. Even where the number of taxonomists is relatively high, there are often growing knowledge gaps because of a rapidly aging workforce.

### *Taxonomy and climate change*

*Models of potential climate change show strong impact on biological diversity—both in predicted increased extinctions, and in the shifting of habitat as species try to follow temperature and water changes. Understanding the specific conditions under which specific organisms live and thrive is part of taxonomic science. For instance, when taxonomists collect specimens they note down information on where they have been collected from. The global distributions of many species are expected to change as a result of climate change. Comparing information on the past and present distribution of a species can allow extinction, pest and disease risks to be predicted and the implementation of ecosystem adaptation measures.*

to fall globally. The unsettling final UN report from 'The Economics of Ecosystems and Biodiversity' (TEEB) study warns that the alarming rate of nature loss could harm food sources and industry, and exacerbate climate change<sup>11</sup>. And in many instances, we do not even know the names of the species we are losing, nor how many.

### **Today's taxonomic capacity is insufficient to meet the societal demands**

Scientific taxonomic capacity is unequally distributed (Figure 2.1), fragmented by taxa, declining because of under-recruitment of young scientists, and already insufficient to respond effectively to today's scientific and societal needs — a phenomenon known as the *taxonomic impediment*<sup>12</sup>. To some extent the lack of human capacity may be balanced by the integration of new molecular techniques and informatics, speeding up taxonomic work. Also, there are a significant number of amateur taxonomists in some countries that make valuable contributions to knowledge. However, particularly in the biodiversity-rich developing countries, home to most terrestrial species on Earth, there are often insufficient numbers of resident taxonomists. These countries typically lack expertise even for major and commercially important groups, as well as knowledge and facilities to adopt modern technologies.

<sup>10</sup> [www.gti-kontaktstelle.de/taxonomy\\_E.html](http://www.gti-kontaktstelle.de/taxonomy_E.html) (see also for complementing and contradicting data)

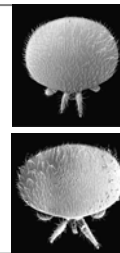
<sup>11</sup> The TEEB final report: [www.teebweb.info/](http://www.teebweb.info/)

<sup>12</sup> Waterhouse, D.F. 1978. Report and Recommendations made by the Interim Council of the Australian Biological Resources Study. p 11-48. In Australian Biological Resources Study 1973-78, Australian Government Publishing Service, Canberra. See also White Paper by K. Elaine Hoagland, 1996: <http://flyaqis.mov.vic.gov.au/chaec/taximp.html>

### Case study – Taxonomy and economics

Mites of the genus *Varroa* are major pests to the apiary and pollination industries. Taxonomic studies identified molecular markers for distinguishing the genotypes within and between species. This allowed for better biosecurity and incursion management strategies. The economic benefit is over AUD\$66.4 million.

*Varroa jacobsoni*



For example, Rodrigues *et al.* (2010)<sup>13</sup> find that taxonomic expertise for amphibians is insufficient on all continents, with the possible exception of Europe. They suspect that many amphibian species will be lost before they are even known to science, and long before their unique ecologies and roles in ecosystems will be understood. The authors call for a concerted global investment in taxonomic efforts, with an emphasis on the training and career development of local experts in biodiversity-rich regions.

#### The current funding landscape for taxonomy is fragmented

Taxonomy suffers severely from funding gaps. A recent analysis of existing resources and good practices in taxonomy finds that while numerous funding bodies exist that provide money for taxonomy-related activities and programmes are in place, the allocation of funding is fragmented, and lacking particularly for permanent positions in taxonomy and collection management<sup>14</sup>. Hence, paid taxonomic positions are still in decline, students favour fields offering more grants and jobs, resulting in a rapidly aging and under-recruited workforce, and the financial future of many natural history collections is unsure. Taxonomy seems like the “poor cousin” in science, unpopular and facing several challenges in securing financial support for its field:

- i) while being used as a tool by many sectors, it is generally taken for granted rather than strongly supported by these;
- ii) it has to be practiced internationally – species distributions and relationships do not follow political boundaries – but funding for international studies is difficult to secure;
- iii) it is cumulative, not prone to sudden breakthroughs, and seldomly receives crisis or “press release driven” new funding.
- iv) large funding bodies such as the Global Environment Facility (GEF), the financial body of the Convention on Biological Diversity (CBD) often only implicitly address the *taxonomic impediment* through financing of cross-cutting issues such as the ecosystem approach or protected areas.

#### A multi-pronged strategy to meet the global need for taxonomic expertise

Yet, in times of global change, taxonomy is more important than ever for understanding ecosystem services and making informed natural resource management decisions. While there is a clear indication that despite the ongoing *impediment* taxonomy delivers at an increased rate today – with c. 7200 species discoveries and descriptions per year over the past 250 years and about 20,000 per year in 2008<sup>15</sup> – it is evident that simply increasing conventional taxonomic efforts will never alone suffice to cope with the vast undescribed biodiversity on Earth. Hence, while most authors agree that increasing funds for educating and supporting taxonomists and

<sup>13</sup> Rodrigues *et al.* (2010). A Global Assessment of Amphibian Taxonomic Effort and Expertise. Vol. 60, No. 10, Pages 798–806.

<sup>14</sup> Research by Yves Samin, GTI Belgium, for the GTPF project: [Analysis phase I – scope and use of fund.](#)

<sup>15</sup> SOS report (2010) <http://species.asu.edu/SOS>

### Case study – Taxonomy and medicine

Taxonomy guides us to more opportunities for useful and necessary products. The ‘Bob Marley Sponge’ was described only in 2008, yet it is one of the most widely distributed species on the Great Barrier Reef – telling us how little we still know of the taxonomy of even our shallow coastal waters. New chemicals were discovered in this organism that are now in preclinical development for cancer treatment.

© John Hooper, [BioNET ‘Taxonomy in Action’ series](#).

*Pipestela candelabra*



their refined expertise has a high priority, several have suggested additional approaches to accelerate taxonomic productivity and meet society’s needs. These include

- 1) strategic investments to integrate innovative technologies into taxonomy that can add efficiencies and speed up the taxonomic process through a) greater automation in digital data gathering and analysis<sup>16</sup>, b) high-throughput molecular analyses (e.g. DNA barcoding), and c) integration of these activities with informatics infrastructures, like those of the Global Biodiversity Information Facility (GBIF), the Encyclopedia of Life (EoL), or ZooBank, thus increasing data accessibility and bringing together the vast global collections of natural history specimens, literature, and data.
- 2) building network infrastructures for collaboration and pooling capacity through partnerships (e.g. BioNET, CETAF, PEET, LifeWatch, Diversitas), a highly cost effective means of optimising the use of existing taxonomic resources and expertise.
- 3) identification of priorities at national, regional and global levels to focus taxonomic efforts and implement national agendas according to scientific knowledge gaps and user needs.

#### A ‘Special Fund’ for the Global Taxonomy Initiative

Through the CBD, more than 190 governments of the world have acknowledged that the *taxonomic impediment* seriously hinders the implementation of the Convention’s objectives.

With the establishment of the Global Taxonomy Initiative (GTI) in 1998, the CBD has tried to install a mechanism to promote taxonomic research and practice and increase human and institutional capacity. This has resulted in progress, however, there still remain serious funding gaps especially in, but not limited to, developing countries, where funding for taxonomic work and long-term positions remain scarce. This business plan for a UN mandated Fund illustrates a possible financial mechanism to sustainably support taxonomy in the future and thus deliver the knowledge base needed to achieve the anticipated Rio+20 goals<sup>17</sup>, advancing sciences, industries (e.g. agriculture, health), policy and society.

<sup>16</sup> La Salle *et al.* (2009). ZOOTAXA, 2217 : 43-55.

<sup>17</sup> to be agreed at the UN Conference on Sustainable Development, Rio de Janeiro, 2012, [www.earthsummit2012.org](http://www.earthsummit2012.org)



*Bactrocera invadens*

© Fabion Haas, [BioNET ‘Taxonomy in Action’ series](#).

### Case study – Taxonomy and invasive species

This fruit fly species entered East Africa in 2004 and quickly spread over the whole continent. It devastated mango crops to a degree that the fruits became unusable even for juice production. The species is considered a quarantine pest, destroying export opportunities for small scale farmers. Detailed taxonomic research and surveys identified this species as a problem and targeted management measures could be developed. Correct identification is paramount for border controls and export.

## 3 GTPF – the vision

### 3.1 Vision, mission and strategy

**The GTPF's vision** is a world in which present and future global biodiversity challenges, including environmental health, food security and economic well-being, will be met because of strengthened and flourishing taxonomic science.

**The mission of the GTPF** is to mobilize new and sustainable funding for taxonomy to help achieve its vision. The Fund will support activities particularly in the developing countries, underpinning the achievement of the anticipated Rio+20 goals and subsidiary and on-going policy-level priorities at national and international levels. The GTPF will be the financial instrument to build the taxonomic capacity, tools and skills where they are lacking and required to support biodiversity conservation, sustainable use and benefit sharing.

In fulfilling the mission, the multi-donor trust fund will allow funders to pool resources and provide these to activities towards the GTPF's programme of work. Various financial instruments will be employed to build a permanent source of funding for taxonomy, including revenues from the endowment fund, project specific funds, income streams from public fundraising through a Global Marketing Campaign, trading of commercial PR products (e.g. biodiversity related computer games), and the commercialization of taxonomic services and products brokered by the GTPF.

To reach its goal, the GTPF will follow a **long-term strategy** based on five goals (summarised in Figure 3.1)

**(1) Create strategic working alliances** among diverse stakeholder groups, combining expertise and capacity of the participating partners to coordinate activities that will build the taxonomic work force and enhance the delivery of taxonomic outputs. This multi-stakeholder approach offers many opportunities and is the basis for the successful implementation of all other GTPF strategies.

**(2) Achieve financial sustainability and long-term growth** for a new source of funding that can be delivered in a quick and agile manner by drawing on the financial and entrepreneurial expertise of its funding partners to build the endowment fund and develop successful business models. It will be the anchor for a financing strategy for three types of projects: i) those serving the purpose of the Fund, i.e. the disbursement of grants and awards to taxonomy; ii) marketing and communication projects promoting the societal value and use of taxonomy (Global Marketing Campaign); and iii) 'infusion projects' that will need resources in the beginning but are expected to generate funds in the long term (development of commercial PR products, commercialization of taxonomic services and products).

**(3) Build taxonomic capacity and competence** through a grant making scheme that will address both taxonomic user needs and knowledge gaps, bridging the need for taxonomic capacity and the demand for taxonomic services. The GTPF will become a key actor in furthering and shaping the practice and use of tomorrow's taxonomy by participating in priority-setting and providing a forum for stakeholder dialogue. Key elements of its work programme will meet the global, comparative, and infrastructural needs for taxonomists and taxonomic institutions worldwide, and create strategic changes in the discipline to scale up the science resulting in sustainable taxonomy and taxonomic outputs (e.g. supporting careers and collections, integrating new technologies, enhancing data delivery and access to taxonomic data and tools). The GTPF will be responsive to emerging agendas, aiming to use best practice examples to demonstrate the use and value of taxonomy for various user sectors.

**(4) Launch a Global Marketing Campaign** with input from the GTPF marketing and PR partners and backed by scientific expertise from the taxonomy community. The Campaign will promote public awareness on taxonomy as the key element in biodiversity and ecosystem services and motivate individual action and responsible consumer behaviour. It will be also directed towards taxonomy users (related sciences, policy, industry, environmental NGOs, educators, etc.) supporting the GTPF donor engagement and resource mobilization strategies and preparing the market for future commercial taxonomic services and products. Fundraising through web-based sponsorship schemes and commercial PR products marketed through the Global Marketing Campaign will be used to generate income in later phases of the GTPF and augment the capital of the Fund.

**(5) Expand the market for taxonomy and taxonomic products and services** that are brokered through the GTPF. The funding programme and the outreach to the taxonomy community will help develop a new generation of taxonomists, who will be more aware of end-user needs and recognize their own worth in meeting these. Accountability and performance measures will have to be implemented following or developing international standards and regulations with the aim to develop the GTPF into an authority on quality assurance and control in taxonomy.

### 3.2 Benefits and beneficiaries

The immediate beneficiaries of the GTPF will be **taxonomic institutions**, particularly in developing countries, gaining new capacity, applying appropriate technologies to modernize working practices and strengthening cooperation globally. Once the GTPF is in its later phase and grants increase, it might be useful to open it up more widely to enable effective partnerships and delivery.

**Taxonomy users** such as other scientific disciplines, capacity building (FAO, CG system) and technology partners (GBIF, CBOL), policy decision-makers, agricultural extension services, educators/museums, etc. will benefit through an enhanced taxonomy knowledge base and local capacity to meet local needs relating to CBD implementation, agricultural productivity, human, animal and plant health, and more.

End-users from the **corporate or financial sectors** with direct business interests in taxonomy may expect higher profits through increased knowledge and services facilitated by the GTPF (e.g. agriculture, pharmaceutical industry, international trade, etc.). Some may use this knowledge to adapt their practices and increase revenues by responding to an increased consumers' demand for responsible products and services (e.g. eco-tourism, bio-carbon). Others will gain from new methodologies developed with taxonomic input to assess their impact on species and biodiversity in order to reduce operational risks from unforeseen costs of unanticipated environmental issues and protect their brand and corporate image (e.g. extractive industries, insurance companies).

**The public** will gain an increased awareness of the value of taxonomy and biodiversity through the campaigns of the GTPF and individuals will experience greater emotional connectedness to the living world around them ("We are part of biodiversity").

Finally, **GTPF Partners** will benefit from the GTPF platform providing an opportunity for synergies and collaboration, streamlining and coordination of funding for taxonomy, achievement of common goals, and generating visibility.

**Figure 3.1: The GTPF model**

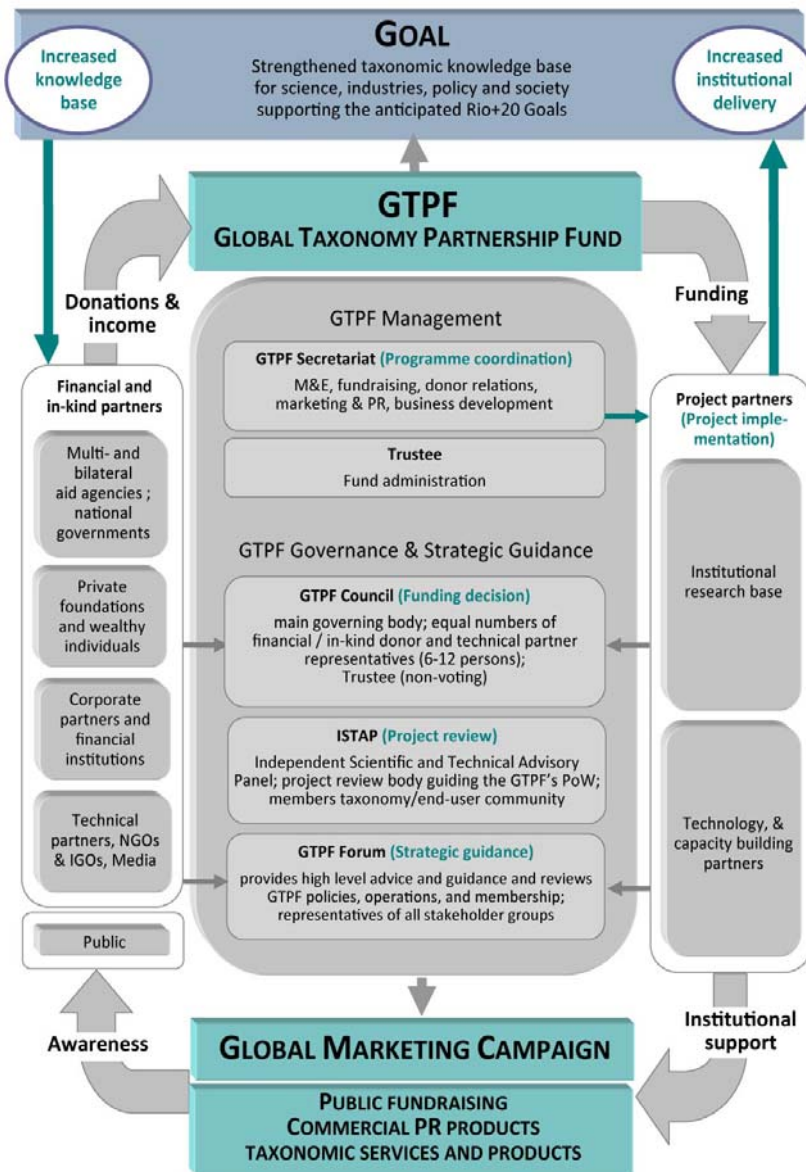
**Goal:** Increased funding will strengthen institutional delivery and lead to an improved science base providing indispensable knowledge for informed decision making, essential infrastructure to achieve the anticipated Rio+20 goals, a knowledge base for advancing ecological, molecular, and medical sciences, and increased services for industries (e.g. agriculture, health, trade).

**Project partners** are either grant recipients or project collaborators assisting to design or implement the GTPF programme of work, informing / promoting the Global Marketing Campaign, or generating sustainable income through taxonomic services and products.

**Financial and in-kind partners** include, for example, aid agencies, governments, philanthropic foundations or individuals, environmental NGOs, media agencies, or corporations. They will provide support in form of funding, expertise, advice or other services.

**The Global Campaign** will enhance the visibility of taxonomy in science, agriculture, conservation, health, etc. among potential funding sources and the public. It will use simple key messages and slogans, as well as innovative products (e.g. interactive websites, computer games) to attract new funding for taxonomy.

**Governance and Management:** the lean GTPF Council will govern the GTPF under strategic guidance of the GTPF Forum. An independent Scientific and Technical Advisory Panel (ISTAP) will act as the project reviewing body and the GTPF Council as funding decision body. The Secretariat supports the GTPF governance and advisory bodies and has various functions facilitating the GTPF marketing and business development projects, and particularly the grant making scheme implemented by the technical partners, leading to an enhanced taxonomic knowledge base.



## 4 Use of Fund

The GTPF will mobilize new funds aiming to build sustained taxonomic capacity and create a more effective knowledge base particularly in less developed countries, to support other sciences, industries including agriculture, biodiversity research, conservation and use, and policy decision making. It will be responsive to emerging agendas such as those defined by the TEEB initiative with its implications for policy makers and policy, businesses and citizens, and by the Rio+20 Earth Summit in 2012.

Funding will be **allocated only to taxonomy** (see section 4.2 for eligible activities) to institutions where appropriate taxonomic expertise exists (to fill knowledge gaps) or will be developed (to build taxonomic capacity). Other fields of research that have linkages with taxonomy (e.g. ecology, physiology, conservation biology) are eligible only when co-funding is sought for a distinct taxonomic subproject. Grants will support both the **taxonomic science base** needed to address existing taxonomic knowledge gaps impairing the response to priority user-needs, as well as the delivery of **demand-driven taxonomic outputs**.

### 4.1 Purpose of the Fund

The purpose of the GTPF is to assist the taxonomic community to respond to today's societal challenges and generate baseline data and knowledge to meet key end-user needs including the following areas

- sciences such as geospatial research (based on observations of species occurrence), ecological studies, physiology, medicine, etc.
- a wide range of biodiversity issues (e.g., management of ecosystems and protected areas, invasive alien species, monitoring and responses to climate change, etc.) and their implications for sustaining ecosystem services,
- agricultural productivity, food security and poverty reduction through improved plant and animal health and stored product management,
- policy decision making and the development of regional and national agendas,
- the identification of opportunities and risks for the business sector.

To address these issues and deliver appropriate services and outputs the GTPF will support the taxonomy sector to:

- i) increase its capacity and productivity,
- ii) prioritize its activities according to agreed agendas in order to allocate resources effectively, and
- iii) enhance the sustainability of its efforts.

### 4.2 Grant making criteria and eligibility

Allocation of grants will be determined by published priorities and grant criteria that include eligible themes, activities, geographic scope and co-finance requirements. Following the three objectives above, grants will be eligible if they facilitate:



## 1. Increased capacity and productivity

- Support capacity building activities at the national, regional as well as global levels, with a focus on less developed countries in the initial phases.
- Develop and enhance partnerships, alliances and collaborative research arrangements to address problems at a national and international scale.
- Promote the uptake and mainstreaming of new technologies (automation, digitization, molecular methods) into the taxonomic process to accelerate the outputs, tools and services.
- Promote innovative web-based systems to facilitate taxonomic delivery and dissemination of taxonomic outputs to end-users.
- Encourage network infrastructures for collaboration and pooling capacity through partnerships (e.g. for collaborative research, coordinated provision of identification services and tools, training, etc).
- Support the collection and exchange of specimens, tissues, DNA samples, as well as the infrastructure and management of the collections housing these.

## 2. Prioritised activities according to end-user needs

- Address priorities expressed by taxonomy end-user communities by delivering required outputs, products and services.
- Deliver results in appropriate formats and methodologies for the diversity of end user requirements.
- Build taxonomic capacity in critical subject areas currently lacking expertise.
- Significantly increase taxonomic knowledge of biological groups important to end-users.

## 3. Sustainability

- Have potential to further long-term taxonomic careers.
- Leverage co-finance to increase impact and sustainability.
- Develop or employ sustainable and long-term specimen, tissue or DNA-storage methods following international standards and/or quality assurance and control procedures, and support open access to and exchange of specimens.
- Provide widely and freely available web-based information, using innovative technologies and persistent data-stores to avoid the need to repeat data collection.

## 4.3 Types of activities funded

The types of activities the GTPF will fund include career incubation grants, detecting and collecting taxa, collection management and curation, identification / naming, description / publication, classification, and generation of data in appropriate forms to meet decision maker, policy and regulatory needs.

### 1. Career incubation grants

In order to retain newly qualified taxonomists in developing countries, the GTPF will fund their salaries for 3-5 years. This will allow young taxonomists to establish their reputation for taxonomic work through scientific publications, outputs of relevance to national policy needs and successful grant proposals.

## 2. Detecting and collecting taxa

All taxonomic research starts with the discovery of taxa which can be done in the field but also in existing natural history collections. In order for natural history collections to grow, specimens must be collected in the field. Appropriate equipment and supplies must be available to the collector. The GTPF will fund:

- Travel and sampling.
- Sampling and storage equipment and supplies.
- Transportation of collected material to relevant taxonomic institutions.
- Organization of expedition.
- First sorting of collected specimens.
- Organizing training workshops in sampling and sample-processing techniques.

## 3. Collection management and curation

Natural history collections, be it specimens, cultures or DNA samples, provide the vouchers for taxonomic research and education. They also provide the baseline for genetic and morphological variation and of species distributions at a given time and some, the type specimens, form the international standards on which scientific names are based. The GTPF will fund:

- Management, conservation and care of existing natural history collections.
- Activities that link existing natural history collections, e.g. through support of inter-institutional partnerships.
- Activities that provide better access to natural history specimens and derived collection such as DNA libraries and digital images.
- Training of collection managers, technical assistants and encoders.
- Long term positions for collection managers and technical assistants.
- Build up of new and derived collections.

## 4. Identification and naming

Natural history collections have their greatest value when the specimens are correctly identified and labelled with the accurate/valid scientific name. Identification is done through the usage of tools such as identification keys or barcodes, but also through the comparative study of voucher specimens and the literature describing them. The GTPF will fund:

- The digitization of existing and valued identification keys.
- The making of new identification keys; on paper and in electronic form.
- The making of local to regional field guides.
- The generation of barcodes or other identifiers.
- Exchange of duplicate vouchers.
- Travel grants to natural history collections, both to have senior taxonomists reliably identify specimens in reference collections and to have beginning taxonomists learn from reliably identified specimens as well as from types.
- Cleaning of nomenclatural databases.
- Training workshops in identification.
- Training workshops in nomenclature.

## 5. Description and publication

Identified material must be described and published so that others can recognize the taxon. For new (sub)species and higher taxa this is mandatory to make the scientific name available. The GTPF will fund:

- Training workshops in scientific writing, both via traditional means and via emerging e-tools (e.g. scratchpads) and e-platforms (e.g. Zookeys).
- Publishing taxonomic work best practice (e.g. for providing open access, etc.).

## 6. Classification

Once specimens are correctly identified, they have to be placed into a hierarchical classification system that reflects the evolution of the group. This means that the phylogenies must be deciphered. The GTPF will fund phylogenetic studies of biodiversity for the purpose of understanding character evolution, causal biogeography, co-evolution and natural classification of taxa.

## 7. Generation of data in appropriate forms to meet policy and regulatory user needs

The GTPF will fund the delivery of taxonomic outputs required for CBD implementation and for realising various agricultural and environmental management needs such as checklists, distribution maps, user friendly keys, inventories of particular locations, to mention just some examples.

## 4.4 Fund disbursement plan

The disbursement plan for the Establishment Phase and for later phases is summarized in Table 4.1. A total of €1.25 million / year will be available for the grant making programme of the Establishment Phase and €4.75 million / year in later phases.

### Disbursement scheme and objectives of the Establishment Phase

Disbursements during this pilot phase will be directed to three types of activities: Career incubation, collection management and meeting user data needs, which will be financially supported with about equal amounts of funding. At the end of the Establishment Phase, the GTPF will have:

- Created a set of newly established taxonomic professionals in the developing world, recognized for their world-class taxonomic work and equipped to compete effectively for grants;
- Significantly strengthened the management and conditions of important developing country collections, thereby transforming their usefulness for research and applications and establishing a series of good practice examples for training and management; and
- Supported the development of priority deliverables identified by parties to the CBD.

### Disbursement and objectives in later phases

Later phase disbursements will support all seven types of activities. Generation of data in forms to meet decision maker, policy and regulatory needs will continue to be a significant priority, accounting for ca. 25%-30% of funding disbursed. The majority of funds will be used to support taxonomic work and strengthen collections. Staff time and work supported will have a measurable impact on the ability of institutions in participating countries to meet CBD and other needs. Leveraged commitments will ensure the sustainability of capacity created and dissemination of outputs.

**Table 4.1: Fund disbursement plan**

Type of activity	Establishment phase disbursement / year	Later phases disbursement / year
1. Career incubation grants	400,000 €	1,000,000 €
2. Detecting and collecting taxa	0 €	500,000 €
3. Collection management and curation	450,000 €	800,000 €
4. Identification / naming	0 €	400,000 €
5. Description / publication	0 €	400,000 €
6. Classification	0 €	350,000 €
7. Generation of data in appropriate forms to meet decision maker, policy and regulatory needs	400,000 €	1,300,000 €
<b>TOTAL</b>	<b>1,250,000 €</b>	<b>4,750,000 €</b>

## 5 Proposed fund development strategy

The GTPF's long term vision and strategic plan will require funding from a variety of sources and a fund development strategy that ensures long term viability and builds capacity over time. A detailed Fund Development Plan will have to be developed during the Preparatory Phase in collaboration with the initial key partners to coordinate the various forms of fundraising, marketing, communications, as well as self-generated income streams.

Managing multiple sources of funding, the GTPF may have an umbrella structure that includes a core endowment supporting the basic recurrent grant making scheme and administration and management costs, as well as separate sub-accounts to allow donors to earmark their contributions that could be set up as:

- an endowment for supporting specific taxonomy projects;
- a sinking fund for contributions by donors whose regulations do not permit them to contribute to permanent endowments (which could be used for specific projects or the overall grant making scheme).
- a revolving fund which is annually financed by income from commercial products or services of the Partnership.

In seeking to work with large funders, the GTPF will need to be prepared for an extended timeline between donor engagement, agreements and final financing of the venture. Here we present a strategic framework outlining a fund development period of about 8 years. Initially, the GTPF aims to secure at least 25 million Euro in new commitments from donor partners for its endowment fund, as well as contributions of €7.5 million to a sinking fund, allowing it to give grants in the order of €1.25 million per year and support administration, management and project development. Ultimately, the vision for the GTPF would be to have more than €10 million annual revenues at disposal from investment and other income streams to allow implementation of a €4.75 million programme of work, as well as support large marketing and business development projects.

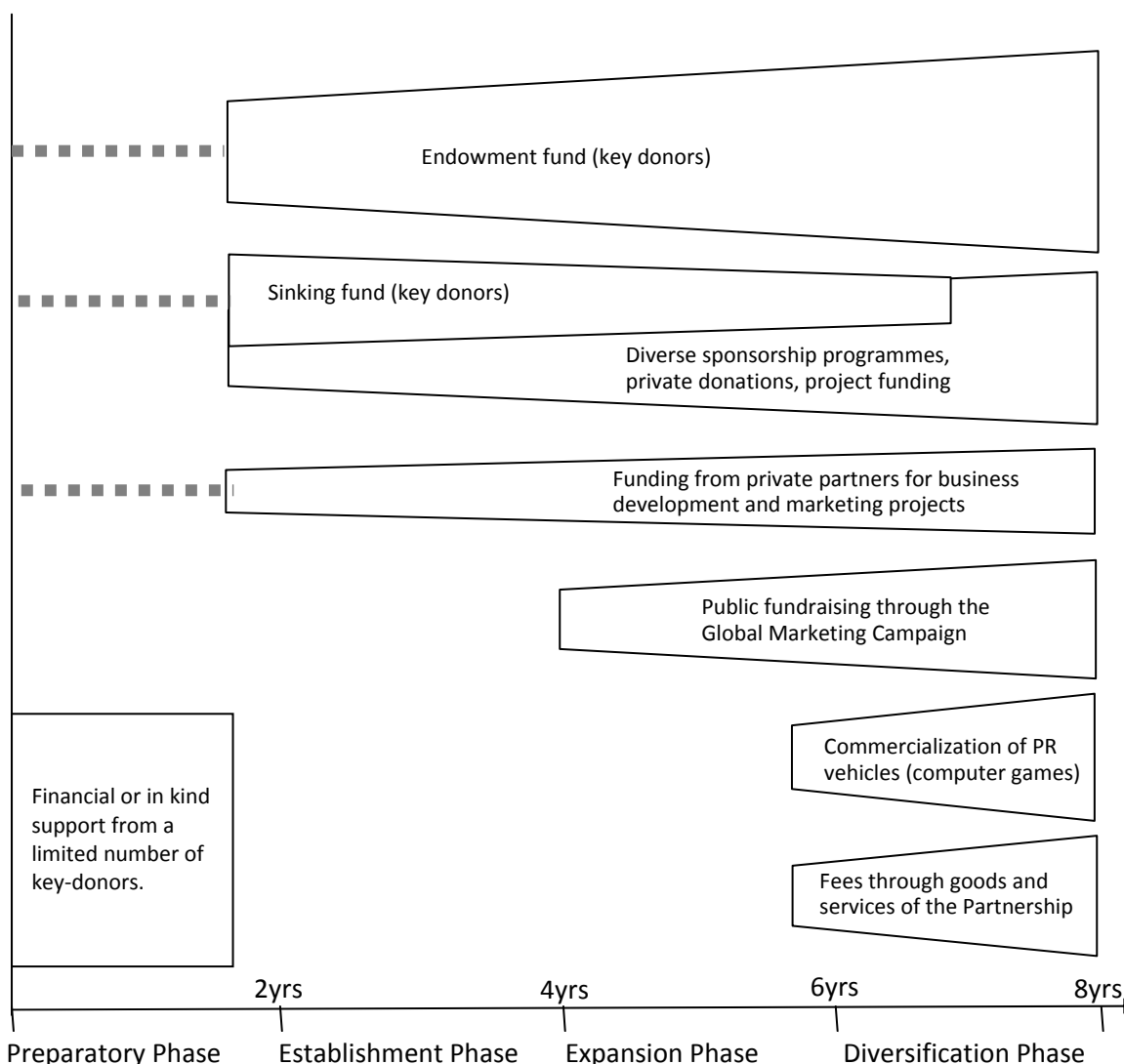
## 5.1 A multi-tiered funding model towards financial sustainability

A number of funders and income streams can be envisaged for the GTPF, which together will build the Fund and ensure its long-term sustainability. Income sources will vary over time as the GTPF appeals to different donors and financing mechanisms change. The following model will need further testing in the Preparatory Phase:

- Project development support for the Preparatory Phase: One or two large donors need to be engaged to support planning and develop the architecture and framework for the Fund. These could be multilateral or bilateral agencies, private foundations or individuals as well as, for example, global players from the business and financial sector. Ultimately, the source(s) will be determined by the leaders of the Preparatory Phase, depending on their experience and connections.
- Return from the endowment fund: Ideally, the financial supporter(s) of the Preparatory Phase and one or two additional partners will then underwrite the formation of the GTPF and support the first 3-5 years of the establishment of the GTPF and its initial endowment fund with at least €25 million (Establishment Phase). As the GTPF develops and appeals to further donors, the endowment fund is assumed to grow to at least €75 million in the later stages.
- Disbursements from the sinking fund and project specific funding: After establishment of the GTPF, the fundraising staff would work with various potential donors to diversify funding sources for the overall funding scheme as well as for specific taxonomy projects. A sinking fund with an initial value of €7.5 million is envisaged that – based on a simplified estimation – would support the GTPF with on average c. 1.5 million per year for the first five years. Fundraising activities and donor engagement targeted to national governments, multilateral or bilateral aid agencies, international NGOs, private foundations and major private donors (personal private philanthropy), and the corporate and financial sector, would continue after the sinking fund has been spent, leading to a continuous support of the GTPF's programme of work.
- Funding for marketing and business development projects will be secured from the private sector. Collaborations with various industry sectors are envisaged to support the development of the Global Marketing Campaign and of the 'infusion projects' including commercial PR products (e.g. computer and mobile phone games) and market-driven taxonomic services and products.
- Income through public fundraising: An internet-based public fundraising scheme will be implemented in the course of the Global Marketing Campaign, tapping the interest of people in species discovery and conservation.
- Income through trading of commercial PR products: Educational and entertaining mobile phone or computer games featuring the biodiversity theme will be developed together with industrial partners generating further income to the fund.
- Income through brokerage of goods and services via the GTPF: Revenues will also be derived from various services and products the Partnership will be able to offer, including technical consulting to different end-users, strategic advice to policy decision makers or commissioned taxonomy projects.

In summary, during its early phases the GTPF will be financed mainly through revenues from the investments of the endowment, the disbursements of the sinking fund, and the grants given for specific activities and projects, while at later stages self-sustained income through public fundraising, commercial PR products, and fees for taxonomic goods and services could replenish or augment the capital of the fund and provide a continuing source of funding.

**Figure 5.1: Diagram of the expected time schedules and trends in funding volumes of the different sources of income.**



## 5.2 Stepwise fund development

In the following we describe a **four-phase model** of attracting funders and partners and generating income to the Fund to achieve financial sustainability.

### 5.2.1 Preparatory Phase

The initial objective for establishing the Fund will centre on engaging a limited number of key funders and leading technical bodies from the taxonomy community, with the focus being the creation and branding of the GTPF, the development of its long term strategy and design of criteria for its grant making scheme.

One model is provided by the Critical Ecosystem Partnership Fund (CEPF)<sup>18</sup>, which was first conceived by Conservation International (CI) as lead technical agency and the World Bank. During 2000, CI developed the CEPF with a \$1.5 million planning grant from the World Bank to

<sup>18</sup> [www.CEFP.net](http://www.CEFP.net)

refine the goals and objectives of the Partnership and design the operational framework for the fund. CEPF was officially launched in August 2000, began operations in January 2001, and is now a long-term, multi-donor program with currently six different donors funding different time slices each with \$25 million. For the 5-year Strategic Framework 2008-2012 CEPF aims to secure at least \$100 million in new commitments from donor partners.

Similarly, the main goal for the GTPF during the Preparatory Phase will be to identify and motivate one or two key donors to express interest in the Fund and convert this into a binding commitment to the endowment or the sinking fund. This could be a multilateral partner as well a company or financial institution with marketing needs and interest in partnering with a biodiversity or environmental initiative, as they may depend on taxonomy because of their business area (e.g., agriculture, prospecting, shipping, trade), have a need for biodiversity impact and risk assessments, or wish to demonstrate social responsibility. The initial GTPF financial vehicles and architecture, as well as the legal and operational and governance structures will then be modelled according to the requirements of the key partner(s).

A further goal in this phase will be to define the long-term strategy of the Fund and the key elements of the GTPF work programme in close cooperation with the governing bodies (GTPF Council and Forum) and the Independent Scientific and Technical Advisory Panel (see section 9.2), and to set the initial target size and provisional financial targets for the later stages.

Finally, marketing and fundraising experts will be consulted to develop a detailed understanding of potential funding and income generation mechanisms for the GTPF and lay out a plan for a Global Marketing Campaign targeted to potential donors and the public to promote the relevance of taxonomy to different areas of human interest.

Hence, apart from obtaining the commitments of the first funder(s) and establishing the framework for the Fund, the GTPF will focus on two types of projects at this early stage – those serving the purpose of the Fund (setting funding targets and defining the grant making strategy), and marketing/lobbying projects (fundraising, Global Marketing Campaign).

### 5.2.2 Establishment Phase

With the first funder(s) on board the GTPF will be able to launch a pilot phase and demonstrate its effectiveness, reliability and transparency aiming to inspire other potential donors. The main goal of the Establishment Phase would be to realize the fundraising strategies developed in the Preparatory Phase and target these at various donors to build the endowment base and the sinking fund securing commitments from a further number of lead partners.

The initial capital would need to be large enough to generate the amount of income needed for yearly operations, provide re-investable money to preserve the value of the capital, and to allow a meaningful initial grant giving programme. In parallel, individual sponsorship models will have to be developed and tested, for example project based funding schemes or asking for prescribed minimum periodic contributions to the core fund.

These efforts should result in a grant making scheme provisionally targeted at €1.25 million per annum in this phase, though what can be achieved will depend upon the number of lead partners and their financial commitments to the Fund.

Further goals in this phase include setting up an efficient communication and Monitoring and Evaluation (M&E) system, as well as defining and testing the public fundraising strategies that will be implemented through the Global Marketing Campaign. Both will attract further sponsors, increase fundraising achievements, and ultimately generate greater long-term sustained funding for the GTPF and taxonomy.

Finally, the GTPF will embark on its first “infusion projects” – costing money but assumed to generate income at later stages: market research and negotiations with industrial partners will be needed to evaluate the potential for commercializing PR products and the Partnership’s services and products in the later phases of the GTPF.

### 5.2.3 Expansion Phase

The third phase will see significantly more grants being made while further expanding the fund through donations sought from various partners. The goal is to implement the GTPF fundraising strategies that were developed, tested and adapted in the previous phases and launch the Global Marketing Campaign to attract additional support through the enhanced visibility it will provide, now targeting also the public.

The Campaign will, on the one hand, serve as a vehicle to market a mix of public fundraising methods including web-based donations and sponsorships, contributing to the financial sustainability of the GTPF. Secondly, growing public awareness will increase the consumer demand for products from environmentally responsible companies. Businesses that are aware of both the relevance of biodiversity for human well-being and the intricate role taxonomy plays in discovering, describing, managing, using and protecting it, may wish to demonstrate their social responsibility by supporting the GTPF.

“Infusion projects” of the GTPF such as the development of commercial PR products (computer games) and commercializing the Partnership’s services will be progressed and tested during this phase.

### 5.2.4 Diversification Phase

Once the GTPF has gained visibility and has expanded in Phase 3, the Partnership could become a platform for community building, education, advocacy, outreach and service delivery. The strategies, logistics and legal framework to transform the Partnership into a service platform will have to be evaluated.

Diversification of the fund will be further driven by the Marketing Campaign promoting taxonomy as well as the Partnership’s products and services, aiming to “harvest” unrestricted funds from novel sources of biodiversity science funding for the GTPF.

The goal for the GTPF at this stage would be to secure at least €75 million total commitments from donor partners for its endowment fund which, together with project income and self-generated income, would finance operations as well as a grant making scheme in the order of c. 4.75 million Euro per annum.

## 6 Partner participation and resource mobilization

In 2002, the UN World Summit on Sustainable Development (WSSD) recognized the importance of public-private partnerships in addressing developmental needs. These voluntary, multi-stakeholder initiatives provide an important complement to intergovernmental and national actions. They help marshal funds and expertise to address governance gaps and market imperfections. Examples for successful public-private partnerships in the environmental or development sector include, e.g., CEPF, the Global Crop Diversity Trust (GCDDT), the International Coral Reef Action Network (ICRAN) or Building Partnerships for Development (BPD). All of these raise contributions from diverse sources to establish funds that provide continuous financial support for advancing their mission.



## 6.1 The Partnership

To meet its goals – secure the funds required to significantly counteract the *taxonomic impediment* and allocate these to prioritized areas of societal need – the GTPF will have to unite experts and global players from several key sectors. The primary service of this Partnership will be the development, administration and management of its Fund, but in addition it will have to provide several other key functions. In order to raise the required funding, have a clear focus and develop and maintain a meaningful strategic framework, it needs to engage in outreach and community building to establish linkages to and among taxonomic institutions and societies, complement existing initiatives such as the Encyclopedia of Life (EoL) and LifeWatch, be active on the policy level, engage with the business sector speaking their language, and raise public awareness.

Therefore, from the beginning, the GTPF will need to balance between those partners providing technical expertise on taxonomy and biodiversity, on the one hand, and those who represent end-users of taxonomy and biodiversity, provide linkages to other scientific or policy sectors, represent public bodies, or have business interests. While making sure to give all of these stakeholders a voice, the size and structure of the Partnership has to remain manageable to allow harmonization among various requirements. It will need a clear architecture and clarified roles, responsibilities and decision-making processes enabling it to fulfil its mandate (see section 9).

Technical expertise and a deep understanding of the challenges biodiversity erosion evokes on society and the role taxonomy plays in conservation, management and use of biological diversity will come from the taxonomy community, represented at the GTPF for example through BioNET amongst others. BioNET – the global network for taxonomy - is an international initiative dedicated to promoting the science and use of taxonomy, especially in the economically poorer countries of the world. To date the network comprises ten regional networks, the 'Locally Owned and Operated Partnerships' (LOOPS) endorsed by the governments of 105 countries, and a Secretariat in the UK hosted by CABI, an international not-for-profit organisation. The network encompasses a wide variety of stakeholders, including taxonomist and taxonomy research institutions, university departments, biological repositories and research centres (e.g. national museums and reference collections), and applied research and service providing organisations (e.g. plant health laboratories, agricultural extension services and veterinary agencies).

BioNET's niche – to help bridging the gap between end-user needs and the taxonomic sector's ability to meet those needs – puts the initiative in an ideal position to represent the taxonomy/end-user interface in the GTPF. Speaking for a broad range of stakeholders, it will aim to harmonize their views and communicate these within the GTPF governing bodies - thus helping to keep GTPF governance as lean as possible.

Other potential founding members of the GTPF will provide financial and/or technical in-kind support such as scientific, operational-, marketing-, or entrepreneurial expertise; they could comprise

- major users of taxonomic products and services representing institutional or corporate stakeholders and their interests in taxonomic output in areas of societal and/or commercial interest including agriculture and biodiversity;
- funders and supporters, including bilateral agencies of national governments (e.g. USAID; AusAID), multilateral agencies (e.g., World Bank, EC), capacity building bodies (e.g. FAO, CG system), the private sector (foundations and wealthy individuals), and business companies, providing financial support, business knowhow and contacts, and potentially promoting the GTPF to other funders.

- policy partners creating an enabling environment for the GTPF, such as the CBD through its Global Taxonomy Initiative. UNEP, for example, could establish linkages to other biodiversity related conventions through the Joint Liaison Group for the Rio Conventions<sup>19</sup> and the Biodiversity Liaison Group<sup>20</sup>, and mediate cooperation between the GTPF and major scientific institutions through the CBD's Consortium of Scientific Partners.
- networks, NGOs and media organisations providing financial or in-kind expertise in capacity building, PR and public engagement;

Different relationship and/or resource mobilization strategies are required for each type of partner, some of which will be discussed in more detail below. For both types of supporters – funding or in-kind technical contributors – the GTPF will need to design clear cooperation contracts and/or agreements.

## 6.2 Key fundraising strategies

The focus in the initial phases of the GTPF will lie on engaging funders that are prepared to commit themselves to assure long-term funding. Partners may do this as they appreciate the opportunity, through their financial or in kind support, to strengthen their involvement in biodiversity related themes and be associated with enhancing high impact science communities concerned with the use and conservation of species in developing countries. Funders may also benefit indirectly from a positive image or visibility when associated with a global UN-mandated initiative that is supporting a central part of the biodiversity knowledge base.

The development of the GTPF will involve raising funds from diverse sources, which implies that the choice of fundraising methods will be determined by the desire to build sustainable relationships with diverse partners. Some of these fundraising strategies are more general and may apply to several types of potential donors:

- **Networking and relationship building:** the GTPF will have to present itself at diverse events and platforms (e.g., policy and regulatory meetings; industry events of the biodiversity and business initiatives), and will be active on several levels (e.g. by submitting unsolicited concept notes to potential private sector partners) in order to position itself in the field of vision, establish a number of informal relationships, and be seen as a meaningful programme partner over time.
- **New programme advantages:** the GTPF has strategic advantages in being able to present itself as a new initiative to the biodiversity landscape, with great capability to develop and grow, and hence as a novel approach where participating donors can still 'attach their names to'.
- **Association with high profile bodies and champions:** the Partnership will benefit from the support of governments, businesses, institutions and individuals acting as champions or door openers. Being mandated by the CBD may in itself give the GTPF weight in the eyes of some funders.
- **The role of the GTPF governing and policy bodies in fundraising:** the GTPF Council and the GTPF Forum (see Chapter 9.2) will play essential roles as fundraising instruments and the GTPF may expect the majority of its funding to come through connections of the respective members.

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<sup>19</sup> See [here](#)

<sup>20</sup> <http://www.cbd.int/cooperation/related-conventions/blg.shtml>

- **Responsiveness to emerging agendas:** through its multi-stakeholder policy body (GTPF Forum) the GTPF will try to remain responsive to donor objectives and to emerging agendas. From the beginning it will have to put high emphasis on collecting sufficient and diverse data to meet changing interests and monitoring and reporting requirements of its donors over time.
- **Project specific fundraising:** one of the cornerstones of garnering donor participation will be specificity, that is, relating funding to a specific purpose, project or programme and being able to assess the impact of the support and funding it is giving to these. Conceivable may be a grouping of the various projects the GTPF funds under broad themes related to 'taxonomic areas of impact' such as environmental health/climate change; species extinctions and discoveries; food security/nutrition; health; or wellness.

## 6.3 Donor engagement

### 6.3.1 Multi and bilateral agencies

Multilateral agencies are funded through governments working collaboratively to address global challenges. They typically have a great breadth of vision and access to a wide range of resources. The capacity and services to be strengthened by the GTPF will be of particular interest to agencies concerned with e.g. agriculture, water quality, and biodiversity conservation: the anticipated Rio+20 goals would benefit greatly if indirectly from taxonomic capacity and productivity gains.

The know-how of multilateral agencies could be provided in kind to support various aspects of the GTPF (legal, fund management, grant making). They may also be the preferred mechanisms through which national governments support the GTPF through development cooperation agencies. Several countries may be intrigued to act as financial contributors to the GTPF either for political reasons and previous engagement in the GTI to date (e.g. Australia, Belgium, France, Germany, Sweden, Switzerland, UK, Japan as presidency of CBD post 2010 and India as the hosts for CBD COP11), or because of their status as "mega diverse" countries with emerging economies, wishing to protect and use the wealth of their biodiversity (Brazil, China).

The Biodiversity Liaison Group – a body that coordinates actions between all biodiversity related conventions – would be a suitable body to facilitate the GTPF relationship with all biodiversity related multilateral agencies. In this role it may best be supported by UNEP because of its cross-cutting biodiversity mandates. Bilateral agencies of governments wanting to support the GTPF would channel their support through multilateral agencies with the guidance of the Biodiversity Liaison Group, which may be represented on the GTPF Council by UNEP.

The GTPF will build capacity critical for food security. It will therefore be of interest to the FAO and the CG system. One or both should be represented on the GTPF Council in order to steer use of funds the bilateral agencies may invest in the GTPF through them.

Governments may prefer to support the GTPF through the World Bank in order to support implementation of its forthcoming Environment Strategy. Such support would make the Bank eligible to serve as the Trustee or on the GTPF Council.

### 6.3.2 Private foundations and wealthy individuals

#### Foundations

A significant number of independent foundations exist which may have interest in the GTPF as suggested by their past support for taxonomy / biodiversity. Those with interests in agriculture

are more likely to want to support the GTPF only as a component of improved food security / plant health systems.

Biodiversity-related foundations may be interested to act as initial partners with the GTPF. Working with a foundation offers the advantage of relatively short decision making timelines. Foundations often are inclined towards new programs, engaging actively in their formation and development and supporting the process in-kind through their professional staff to foster a firm association with the new initiative and build their reputation. Exploring the interest of such foundations would be a priority for the Preparatory Phase and it will require a high level steering committee able to make introductions to target foundations.

### **Wealthy individuals**

Major private donors (personal private philanthropists), too, may find it attractive to get actively involved with a UN supported project in the biodiversity / agriculture field. Apart from having potential tax advantages as an incentive, they may feel intrigued simply by facilitating species discovery and conservation, as well as contributing to some of the overarching development goals including food security and poverty reduction that the GTPF is targeting. As with foundations, individuals are often attracted to support new, ambitious initiatives. Their support in the early stages of the GTPF would be targeted. Relevant expertise would be needed and opportunities for introducing the GTPF to wealthy individuals would have to be created in the Preparatory Phase with support of the steering committee.

### **6.3.3 Corporations and financial institutions**

Investing into taxonomy as a knowledge base needed to conserve, manage and use biodiversity and ecosystem services is not only a philanthropic venture – there is a strong business case, too. The recently released “TEEB for Business”<sup>21</sup> report demonstrates that there are both significant opportunities through ecosystem services, as well as serious risks to businesses associated with biodiversity loss and ecosystem degradation.

Conserving and managing biodiversity provides economies with many chances: markets for ecological products, such as certified wood, nature-related cosmetics or eco-tourism are all growth markets. The TEEB study suggests that the growing demand for ‘sustainable goods and services’, will generate business opportunities in natural resources (including energy, forestry, food and agriculture, water and metals) in the range of US\$ 2-6 trillion by 2050. Even businesses not directly involved in biodiversity related sectors may benefit from raising their corporate social responsibility in this sector, as public acceptance of biodiversity loss is declining and it can be argued that a high percentage of consumers will reward brands that adopt low-impact production and compensation for impacts on biodiversity and ecosystems.

This is opposed by an estimated negative impact of the world's top 3,000 listed companies totalling around US\$2.2 trillion annually, as calculated by the UK-based consultancy TruCost for the TEEB report. For example, a recent epidemic among pollinating bees is currently causing significant crop shortfalls in fruits and vegetables. It has been estimated that the deficit in production, due to pollinator bee insufficiencies, will result in close to US\$150 billion in losses yearly<sup>22</sup>.

### **Corporations**

Apart from the direct impact biodiversity loss may have on the monetary success of corporations, business risks may also involve increased regulatory regimes, reputational damage and reduced access to finance and insurance. The corporate sector thus has a major interest as

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<sup>21</sup> [www.teebweb.org/LinkClick.aspx?fileticket=ubcryE0OUbw%3d&tabid=1021&language=en-US](http://www.teebweb.org/LinkClick.aspx?fileticket=ubcryE0OUbw%3d&tabid=1021&language=en-US)

<sup>22</sup> <http://www.business-biodiversity.eu/default.asp?Menu=49&News=278>

well as a huge role to play in how we manage, safeguard and invest in our natural capital. Many international actors such as the CBD, the EC, the national governments Germany, UK, or Canada, and various international NGOs have recently started business and biodiversity (B&B) initiatives aiming to generate greater awareness on the relevance of biodiversity in the corporate sector and provide guidance on how to include biodiversity and ecosystem services into business practices and decision making. This B&B movement has gained further momentum at the CBD COP10 meeting in Nagoya in October 2010 and the CEO-led World Business Council for Sustainable Development (WBCSD) strongly supports and actively promotes the topic within its 'ecosystems focus area'<sup>23</sup>.

Corporate partnership programmes will be an important component of the GTPF's operational and fundraising strategy from the start. Corporate partners may benefit from both the brand association with the GTPF as well as have varying levels of access to the projects, products and services that the GTPF supports. Companies may support the GTPF as

- they have a direct interest in taxonomic knowledge and services that may improve the quality of their products and services, make their delivery more cost efficient, or open new business opportunities or (e.g., agriculture, trade, pharmaceutical industry, etc.);
- they may wish to obtain customized information on species that are either affected by their operations or are contributing to their practices to increase revenue by responding to an increased consumers' demand for responsible products and services, such as businesses selling ecosystem services or biodiversity-related products (e.g. eco-tourism, eco-agriculture, bio-carbon);
- they may need to quantify and assess their impact on / use of species and biodiversity and require reliable indicators based on taxonomic expertise in order to manage these risks, thus pre-empting regulations and public pressure or improving access to financial capital. Concerned would be especially businesses with direct impacts on ecosystems and biodiversity, such as mining, oil and gas, and infrastructure;
- they may want to take the opportunity to be associated with serious, impactful scientific work that is related to preserving the natural capital that biodiversity and ecosystem services offer in order to enhance their reputation and give visibility to their environmental practices to customers and partners; they may also see this as a chance to build relationships with other relevant organizations and stakeholders through the Partnership;
- they may wish to employ their involvement in a UN mandated global initiative as a valuing concept for their staff, increasing corporate identity through positive environmental credentials and values of companies, thus attracting and retaining talented people and motivating employees.

For businesses with specific taxonomic interest, the GTPF could offer programmes that allow project based funding or funding of a theme related to their taxonomic areas of impact. Other models may facilitate the engagement of a company's employees in the GTPF, delivering in-kind support to the Fund while benefiting from increased employee engagement, an approach used successfully for example by Earthwatch<sup>24</sup>.

### Financial institutions

Industry sectors that finance and underpin economic activity and growth such as banks, asset managers, pension funds and insurance companies, are just starting to address ecosystem services beyond the philanthropic and corporate social responsibility domain.

<sup>23</sup> See 'Focus area: ecosystems' at [www.wbcscd.org](http://www.wbcscd.org)

<sup>24</sup> See [Earthwatch webpage on the values of employee engagement](#)

Banks would be foremost interested in biodiversity and ecosystem service issues when these affect their own reputation or when it has an effect on a client's ability to repay a loan (credit default risk). Asset managers would be interested from the perspective on the return of investment of portfolio companies. Insurance companies – being universal risk carriers – may be concerned by risks to species survival or ecosystem health that may affect the underwriting profitability and investment returns.

Financial institutions are beginning to understand that in order to grow and survive in the next decades, they need to employ a more holistic approach to banking, insurance and investment integrating environmental, social and governance issues across the entire financial product and service lines. A deep understanding on biodiversity issues and their implications for financial, political or public impacts, such as the GTPF will offer through its expert panel, will help the financial sector to explore and better estimate physical, regulatory, legal, market, reputational and financing risks to their corporate partners.

During 2010, the International Year of Biodiversity, some of the world's largest companies have been working with the WBCSD to take informed measures towards a more responsible handling of biodiversity and ecosystem services issues. Many of these actions may go beyond meeting legal requirements, yet, all address civil society's concerns at local and global levels, and many will yield benefits for their businesses' bottom lines.

## 7 Marketing and communications

In recent years, 'biodiversity' has gained momentum in communications, education and public awareness, and particularly the 'International Year of Biodiversity 2010' declared by the UN and a major subject of the 65<sup>th</sup> UN General Assembly in 2010 saw a high number of world-wide PR events and media coverage. Already in March 2010, the Eurobarometer survey on the "Attitudes of Europeans towards the issue of biodiversity"<sup>25</sup> found that two-thirds of EU citizens were familiar with the term biodiversity, though only 38% knew its meaning, and 32% of respondents felt well informed about "biodiversity loss". Taxonomy is clearly "*the foundation for the biodiversity sciences, as advances are built upon the discovery and accurate identification of species*"<sup>26</sup>, yet, the term 'taxonomy' itself is not a powerful public notion yet, typically not even known, let alone understood.

On the positive side, market research<sup>27</sup> shows that people have a strong interest in and connection with certain species, and many care for environmental health. The World Wide Fund for Nature (WWF), for example, that centres its campaigns around individual species as well as environmental conservation, had an income of 441€ million in 2008, of which 60% (265€ million) were raised from individuals. Taxonomy – delivering the fundamental knowledge base on species and their roles, as well as for many sciences related to environmental health – thus seems to have a good basis for engaging people.

Communication on taxonomy may centre on species, yet, it will also have to convey real life relevance including, for example, climate change, health, nutrition. Such global challenges will need to be incorporated into the personal challenge. Rational arguments may help to shift

<sup>25</sup> See [http://ec.europa.eu/public\\_opinion/flash/fl\\_219\\_en.pdf](http://ec.europa.eu/public_opinion/flash/fl_219_en.pdf)

<sup>26</sup> Dr. Thomas E. Lovejoy, chair of an Expert Panel brought together by the Council of Canadian Academies in 2010 to assess the state and trends of taxonomy.

<sup>27</sup> [Market Research for the GTPF](#) – Summary report by the BioNET Secretariat.

paradigms, yet, numbers and intellectual values do not help people to “connect” to nature and taxonomy.

Overall, the GTPF will need to create a distinct image and identity, and communicate it through strong messages, internally and externally. This will start with the definition of a clear mission with explicit and convincing objectives, and result in the creation of a specific, easily recognizable brand (including a catchy logo and slogan). The process will be supported by identifying shared values based on neutrality, quality in research and generated products, objectivity and transparency, guiding the GTPF’s activities and purpose to support taxonomy as a global public good.

## 7.1 Key messages

A detailed marketing communications strategy will have to be elaborated during the Preparatory Phase, but it is already apparent that the GTPF needs to, i) clearly illustrate what taxonomy is, why it is needed, and how it intrinsically links to biodiversity as well as to other areas of human interest it directly supports such as agricultural productivity, human health, trade; and ii) establish the connection between biodiversity, environmental health (or related issues such as climate change) and human welfare (e.g. food security and poverty reduction).

The latter task will be facilitated by a multitude of allies from the political, media, or NGO sectors and their programmes – including the UN Convention on Biological Diversity’s new strategic plan adopted in Nagoya. Target 1 states that, by 2020 at the latest, all people should be aware of the values of biodiversity and the steps they can take to conserve and use it sustainably. The Biodiversity Media Alliance (BMA), launched only in October at COP10, has already created an online social network<sup>28</sup> joined by over 700 biodiversity experts within a few weeks time, to build a bridge between journalists and information sources. Thus the GTPF will benefit from the marketing and communication efforts of many other initiatives promoting the biodiversity theme, allowing it to focus much of its efforts on its primary goal: to demonstrate successfully to its various target audiences the benefits and values of taxonomy – that without taxonomy, people are not able to know, use, value, and protect its biodiversity – and that many other areas of human interest, too, depend intricately on the services taxonomy provides.

The key messages of the GTPF campaign may be positive or negative. Communicating the “Inconvenient Truth” of a world without taxonomy is one approach to building support for the GTPF, yet, “threat” scenarios may induce helplessness, a “flight response” instead of a “fight response”. A focus on the interesting aspects and benefits of taxonomy may therefore prove advantageous. Examples for such positive overarching messages of the GTPF may be

- *“90% of species on this Earth are not yet known to us – taxonomists discover more than 50 new species a day!”* employing the discovery theme and calling on people’s curiosity: Who is sharing this planet with us? Where and how do these organisms live? What do they do? Taxonomists are answering these questions.
- *“We are only one of maybe 50 million species on Earth and have a moral obligation to interact responsibly with the living world around us”* appealing to the ethical values of people. Taxonomy provides the knowledge base to understand and preserve biodiversity.

<sup>28</sup> <http://biodiversitymedia.ning.com/>

- *“Humans benefit tremendously from species knowledge – which is being created, accumulated and kept by taxonomists!”* addressing people’s (and businesses) ambition to improve their standard of living, lead a better or easier life, or increase their financial profit.

Clearly, a general message such as the latter will need tailoring to specific user groups and their needs, as any information will be more broadly adopted if it relates to the preferences of the recipient and is considered relevant, appropriate, and ready to use. Thus, depending on the target group, the communication on taxonomy and species knowledge will need to be linked to particular concerns such as agricultural productivity, health, humanitarian aid, development, or business profit. However, while benefits and uses may transport the importance of taxonomy to the respective audience, taxonomy as such must be kept in the spotlight and the focus and clear image of the GTPF needs to be based on the science itself to avoid “mission creep”. Specimens and associated taxonomic information held in museums and other biological collections have in itself a significant intrinsic value.

## 7.2 Target audiences

A major task of the Preparatory Phase will be to identify the primary potential funding base for the GTPF and develop a specific, initial communication and branding strategy according to the interests of this funding source. At later stages, the target audiences of the GTPF will be more diverse and the challenge will be to serve all of these, e.g. communicate the value of taxonomy to the different groups, if possible in individual “two minute sells”, while remaining both credible and focused on the overall strategy of the GTPF. Key target audiences will include

**The taxonomic research community** itself and potential grantees of the GTPF funding programme: scientists and institutions engaged in the discovery and documentation of biological diversity. Outreach activities will, on the one hand, aim to sensitize this group to the societal need for taxonomic outputs and responding to user-needs, which will benefit the reputation of the taxonomic community, and thus its sustainability. Communication will position the GTPF as a tool to generate long-term support for taxonomy (i.e. facilitating long-term positions, strengthened collections, etc.), and will emphasize the advantages of collaborative work and modern technologies, leading to an integrated taxonomy that will enhance taxonomic productivity.

**Scientists, institutions, initiatives using taxonomic knowledge and data:** those who are involved in applying data generated by taxonomy beyond the discipline of taxonomy, e.g. in ecology, evolution, computational biology, environmental management, monitoring, advising. Often, the taxonomic knowledge base is taken for granted, something that is available for free and does not need explicit consideration in research proposals or management plans. Communication to this group needs to raise awareness of the intrinsic nature and value of taxonomy to their work to enhance active integration of high quality taxonomic approaches into these disciplines.

**Capacity building and technology partners:** allies to the GTPF with similar overarching goals, including e.g. international environment, agriculture and development organisations with capacity building mandates (e.g., TNC, Birdlife International, Bioersity International, WWF, IUCN, GISP, CEPF), as well as initiatives that facilitate the use of technologies supporting taxonomic research and services (e.g., GBIF, LifeWatch, CBOL, etc.). The GTPF should aim to communicate the shared vision and how it can contribute to the goals of its partners. Communication should encourage integration of taxonomic capacity building into a broader perspective and offer to provide a bridge for collaborating organisations and initiatives to engage with partners in developing countries around the world and facilitate their cooperation.



**Policy makers:** governments and agencies on local, national, regional, level, as well as inter-governmental platforms (Ministries of Agriculture or Foreign Affairs, UNEP, CBD, IPPC, IPBES), that is, those who are responsible for developing strategies, policies or legislation that impact on the sustainability of taxonomic research in relation to biodiversity management, protection and conservation, as well as other areas of public interest including biosecurity, public, plant and animal health, agriculture and aquaculture, trade, etc.. The GTPF will have to create an understanding and recognition of the taxonomy needed to implement national agendas and Multilateral Environmental Agreements, to ultimately achieve the anticipated Rio+20 goals.

**Corporate and financial sector:** industries that are either directly dependent on taxonomic information (agriculture, aquaculture, forestry, plant health, and related sectors), as well as those benefiting indirectly through environmental services (e.g. eco-tourism, water industries) or are interested in environmental risk assessments and potential financial impacts or corporate social responsibility (mining, legal, insurance companies). The GTPF will need to show clearly that taxonomy has relevant offerings and monetary value to the business sector. Communication will have to focus on the risks and opportunities for specific industries as they relate to taxonomy and will need to use as much business-speak as possible. A good understanding of the respective sector and a clear purpose and agenda of what the GTPF can offer will help to define individual communication strategies.

**Public media, educators, universities, colleges, museums:** those who can play a role as multipliers of the GTPF's objectives, such as natural history museums, television and print media, internet platforms (e.g., Arkive<sup>29</sup>), and undergraduate or graduate programmes at universities (e.g. Open University). Apart from the universal key message that taxonomy not only produces fascinating knowledge on the characteristics of life on our planet, but also delivers basic and indispensable knowledge for many fields of human interest, the GTPF will engage this sector by communicating the need for new approaches in education and awareness raising for taxonomy and seek assistance in relating its key messages to different audiences. Already there is evidence that the public enjoy learning about the scientific work (often by taxonomists) behind nature documentaries.

**The interested public:** individuals influenced by but not employed as taxonomists or directly involved with taxonomic science, in particular amateur naturalists and taxonomists, gardeners, recreational fishermen, environmentalists, artists, etc.. The GTPF will implement a Global Marketing Campaign to educate, motivate and enable the general public to take individual action in support of taxonomy. The campaign will also be used to market web-based donations and sponsorships and promote biodiversity-related commercial products (computer games, mobile phone games, etc.). Such public fundraising and trading will provide an opportunity to generate unrestricted funds for the GTPF (see section 8.1).

Engaging the public will be a long-term process – perhaps with the first goal to entertain, then to educate – although the campaign and attractive PR products with a mass impact may accelerate it. It seems promising to link the communication messages to themes with real life relevance, for example, climate change, health, humanitarian aid, etc. A different approach may be to convince on an emotional level, relaying a different set of values (“We are all part of biodiversity – we need to take care of the living world around us!”), thus providing a more intuitive anchor to value nature, species discovery and diversity.

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<sup>29</sup> [www.arkive.org](http://www.arkive.org)

### 7.3 The Global Marketing Campaign

The Global Marketing Campaign will be a vehicle to engage the public, inform and attract potential funders, and enhance the visibility of taxonomy in conservation, biodiversity science, agriculture, health, and other sectors. It will highlight the use value of taxonomy for business actors, public bodies and other institutional actors, but also foster the appreciation of individual persons for the existence value of all living species, i.e., their beauty, the wonders of their characteristics, and the recognition of their uniqueness on earth. Simple key messages and slogans will be used, as well as innovative products (e.g. interactive websites, computer games) to communicate these.

The language for communication should build excitement around the initiative. "Taxonomy" may not (yet) be an attractive term for most funders and little understood by corporations and the public, hence, communication needs to be adapted to the respective audiences. In general, it needs to be evaluated to what extent the diverse target groups (and geographic / demographic groups) are sensitized to "biodiversity-language" and in how far language needs to be anchored on easily understood terms such as "life", "variety", "nature".

The Global Marketing Campaign, tentatively called "*Discovering, knowing and connecting with life on Earth*", will promote the excitement of species discovery and thereby stimulate a web-based grass-root movement. Through an interactive "connecting process", people will embark on an educative and creative journey where they will discover the importance, beauty, diversity and interconnection of species, illustrating that "we are all part of biodiversity". The Global Campaign can build on the impact and lessons learned from an EU wide communications campaign "Biodiversity – we are all in this together"<sup>30</sup> launched in 2010. However, it will focus on taxonomy as the baseline science providing indispensable knowledge and tools to understand, protect and use biodiversity.

#### PR vehicles

The PR vehicles of the campaign will be manifold. An EU wide scoping study<sup>31</sup> for the EU campaign on biodiversity and nature found that mass media are a key to reaching the general public – 52% of respondents named television as main source of information for biodiversity-related issues, 42% the Internet, and 33% newspapers and magazines. The Global Marketing Campaign will use TV and print media, but principally focus on the internet as communication platform for the GTPF, complemented by offline electronic media (software/CD-ROMs with free information, games and applications for computers and mobile phones). Online forums and social networking technologies such as facebook, blogs, twitter, global diaries, etc. will play a major role. The potential of educational products and activities for schools etc. will be explored, offering high potential to attract sponsors (in kind and financial), e.g. foundations and trusts with education goals.

Other PR means, too, will have potential as a wider PR application for the GTPF, for example "Bioblitz" community events. These could help to win children and grown ups over by linking professionals and amateurs to conduct an intensive one or two-day inventory of a public place, attempting to identify and record all species of living organisms in a given area.

In all cases, the target audiences must be able to respond and to feel they are contributing to the campaign purpose, and there should be built-in mechanisms to ensure two-way communication in the public awareness campaign.

<sup>30</sup> <http://ec.europa.eu/environment/biodiversity/campaign/>

<sup>31</sup> [http://ec.europa.eu/environment/pubs/pdf/biodiversity/biodiversity\\_scoping\\_study.pdf](http://ec.europa.eu/environment/pubs/pdf/biodiversity/biodiversity_scoping_study.pdf)

## 8 Sustainable income for the GTPF

The vision for the GTPF financial strategy would be to match – in the long term – its revenues from the endowment fund and project specific funding with other, innovative income streams. Three principal income generating mechanisms are envisaged: public fundraising, the commercialization of biodiversity/taxonomy related PR products, and the brokerage of taxonomic goods and services through the Partnership. The development of these “infusion projects” – assumed to generate money at later stages but creating considerable costs in the beginning – will largely depend on successful collaborations with, and entrepreneurial expertise and financial / in-kind resources from the private sector.

Such investments will have future payoffs to businesses. First, industries will benefit from demonstrating their environmental awareness and responsible behaviour to a customer base that increasingly demands 'biodiversity- or species-friendly' products. Examples for global companies that realized this strategy early on and established successful partnerships are, e.g., Unilever and the Marine Stewardship Council<sup>32</sup>; or Lafarge and the Wildlife Habitat Council<sup>33</sup>. Further, new partnerships and innovative approaches will produce innovative technologies and products with new market potential. Already, the markets for biodiversity and ecosystem services are growing<sup>34</sup>, and there will be an increasing demand for taxonomic products (e.g. taxonomic data bases, identification keys for economically relevant species such as pollinators or pests) and services (e.g. species identification services, biodiversity monitoring and risk assessments, ecological consultancies).

Yet, so far, most taxonomic services and products are still delivered by specialists who are associated with governmental agencies or not-for-profit institutions (universities, museums), and provide pro-bono services ancillary to the work they are actually being paid for. The cost of doing taxonomy is often not factored into biodiversity studies; ecological monitoring activities rarely include funds for the curation and care of voucher specimens; and businesses do not yet sufficiently account for the taxonomic knowledge base needed to respond to the significant growth in regulatory controls and biodiversity compensation regimes on projects with high impacts on biodiversity and ecosystems.

These externalized costs for taxonomy now must be internalized – we cannot continue to support taxonomy only by public funds to academia or museums. Expert advice and quality control of taxonomic data used for commercial uses has to be paid for; the costs for the development of products (such as high-throughput identification tools) need to be shared by industrial users. Revenues from such taxonomic enterprises should flow back to build the taxonomic workforce that, in its current state, would not be able to meet the growing demand. This will result in an infusion of new taxonomists and taxonomic institutions especially in developing countries. This new generation of taxonomists will be more aware of prioritized taxonomic user needs, recognize their own worth in responding to these, and demand payment for their services – thus further enhancing taxonomic capacity and output.

The GTPF is designed to provide a mechanism for the implementation of this scheme. It will insert taxonomy into the market which will give the taxonomy community an incentive to respond more directly to societal needs and this, in turn, will lead to a higher general recognition of its uses and values. Market driven taxonomy will improve performance and accountability

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<sup>32</sup> [www.unilever.com/sustainability/environment/agriculture/others/index.aspx](http://www.unilever.com/sustainability/environment/agriculture/others/index.aspx)

<sup>33</sup> [www.wildlifehc.org/membersites/lafarge.cfm](http://www.wildlifehc.org/membersites/lafarge.cfm)

<sup>34</sup> [www.teebweb.org/LinkClick.aspx?fileticket=ubcryE0OUbw%3d&tabid=1021&language=en-US](http://www.teebweb.org/LinkClick.aspx?fileticket=ubcryE0OUbw%3d&tabid=1021&language=en-US)

to collaborators and funders; and it will help building the workforce needed to respond to future global challenges<sup>35</sup>.

The following three sections outline ideas of how these goals may be achieved. They are, as yet, only conceptual models, acting as place holders for more advanced taxonomy business models which the Preparatory Phase will have to deliver on the basis of detailed research on marketing opportunities and potential target markets in collaboration with key partners from the marketing and business sectors. Whether all three approaches will be realized in the later stages of the GTPF will depend directly on the number and type of partnerships established during the formation of the Fund and the human and financial resources that can be secured.

## 8.1 Public fundraising

A widely-held perception is that corporations and foundations are the biggest sources to tap for grants and donations. The reality is that, according to the Giving USA report compiled annually by the American Association of Fundraising Counsel, 75 percent (c. \$230 billion) of \$304 billion philanthropic dollars given in the US in 2009 were contributed by individuals<sup>36</sup>. Hence, while individuals may be more of a challenge to reach and solicit, they seem to be by far the largest philanthropic resource, at least in the USA. According to the TEEB report, public acceptance of biodiversity loss is declining and the Giving USA report finds that between 2008 and 2009 there was a 5.5% increase of donations to environmental and animal-welfare issues, resulting from increased concerns over global warming and the impact the environment has on health. Thus, people seem to start connecting environmental and human health-related issues which may help garner support and draw donors also to the GTPF.

Web-based fundraising could involve providing a platform where individuals will be able to express their appreciation for the causes and work supported by the GTPF and the outcomes achieved (similar to membership organisations and campaigns like WWF, RSPB, Obama campaign). For example, public sponsors could become community “members” (for free), “friends” of a species (for a fixed fee), or a unique “champion” of a species through an auction mechanism. There might also be a “donor-choose” matching mechanism between sponsors and projects funded by the GTPF to connect interested individuals with taxonomists to fund particular work or necessary tools. For example, a scientist in Africa may be in need of a particular equipment, which a specific donor may sponsor. The person would be kept informed about the use of his support and may thus experience to some extent ownership and direct participation in projects ranging from species discovery, preservation of endangered species or ecosystems, to increasing agricultural productivity and food security.

Underpinned by the PR and communication efforts of the Global Marketing Campaign and assuming that both a marketing and fundraising staff is available at the GTPF Secretariat and works together with external experts, we assume that in its Diversification Phase the GTPF should be able to raise at least €1 million annually. This may provide a rather conservative estimate considering that the funds raised from individuals for species and environment protection by the WWF, for example, totalled about 265€ million in 2008.

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<sup>35</sup> See White Paper by K. Elaine Hoagland, 1996: <http://flyaqis.mov.vic.gov.au/chaec/taximp.html>

<sup>36</sup> See [Giving USA 2010 report – Executive Summary](#)

## 8.2 Commercial PR products

The Global Marketing Campaign will take advantage of a variety of different communication instruments, in particular internet based PR platforms. Guided by the lessons learned from the Campaign's communication projects, the GTPF will aim to develop effective commercial sponsorship vehicles that could comprise educational products for centres of learning such as schools, natural history museums, nature parks, and universities, as well as computer and mobile phone games for the interested public.

Preliminary research<sup>37</sup> indicates that there may be a market for computer games based on taxonomic knowledge and communicating the "inter-connectedness" of life on Earth. There are already numerous games that explore the themes biodiversity and ecosystems, but some games are not very user-friendly, many fail to be entertaining in the long run, and most do not provide comprehensive information on the subject – or even employ incorrect strategies or messages. The highly praised and successful strategy game 'Spore'<sup>38</sup>, for example, that allows the user to create and nurture a creature through five evolutionary stages, was reviewed with respect to its portrayal of evolution and other scientific concepts by experts, including the evolutionary biologists T. Ryan Gregory of the University of Guelph and Niles Eldredge of the American Museum of Natural History. According to their findings, themes like mutation, sexual selection, natural selection, genetics, and genetic drift were not depicted correctly and the game got very bad grades (F) in these areas<sup>39</sup>.

An entertaining as well as educational computer game that has high impact and is communicating the GTPF's messages correctly and widely thus should

- focus on scientific accuracy and high educational value through quality assurance by the scientific community and close collaboration with taxonomists;
- include various educational aspects, where the user may identify organisms, learn about species and taxonomy, explore species inter-relations in ecosystems, etc.;
- be played from the 'ego-perspective' following an ecosystem –approach, where, for example, the user creates sustainable ecosystems for 'their' species (winners) or experiences deprivation of the resulting habitat and biodiversity loss (losers);
- be a top level product that creates excitement and fun, integrating humorous aspects;
- adopt virtual reality techniques to create realism and enforce GTPF communication messages, connecting people to nature;
- build a large game community, employing also web2.0 tools such as youtube, twitter.

Free trial tools of such a computer game could be disseminated through the Global Marketing Campaign prior to the launch of the actual product, introducing the people to the new game and preparing the market. This strategy seems to have worked well for 'Spore', where a tiny piece of the software – the 'Creature Creator' – was published first by Electronic Arts, before the game itself was launched in 2008. Only a year after its market entry, 'Spore' was ranked under the Top 10 PC game software titles of 2009 in the US<sup>40</sup>.

If a GTPF product had similar impact, it might well be attractive to corporations or a large global environmental NGO who may wish to exploit its popularity for their own PR and com-

<sup>37</sup> [Market Research for the GTPF](#) – Summary report by the BioNET Secretariat; sections 3.4 and 3.5: Benchmarking study of nine web based services on biodiversity & species; Benchmarking of computer games on biodiversity and species.

<sup>38</sup> [http://en.wikipedia.org/wiki/Spore\\_%282008\\_video\\_game%29](http://en.wikipedia.org/wiki/Spore_%282008_video_game%29)

<sup>39</sup> <http://www.sciencemag.org/content/322/5901/531.3.full>

<sup>40</sup> [http://www.npd.com/press/releases/press\\_100114.html](http://www.npd.com/press/releases/press_100114.html)

munication strategy, while sharing the financial benefits with the GTPF. Again, ‘Spore’ might serve as role model: it was employed by the car manufacturer Audi as a virtual design laboratory to instigate a competition on how Audi cars might look like in 2025<sup>41</sup>. A GTPF computer game accurately depicting species discovery, distribution and interactions may be attractive to some sponsors or collaborators wishing to launch a campaign on how a particular environment (nature park, reserve, the world) and its inhabitants could look like in 2025! Users could be invited to join a (gaming) community of environmentally responsible citizens who care for this particular habitat, and could even be offered sponsorships for its real life management and conservation.

A mobile cell phone game could be launched after the web based computer game and sold through the iPhone store or similar and promoted through blogs or twitter. As part of its license, Electronic Arts released ‘Spore Origins’, an arcade-style game for mobile devices, and ‘Spore Creatures’, a light role playing game for the Nintendo DS. Similar markets could be explored for the GTPF game.

Creating such a game would of course be very challenging, time consuming and expensive, but in cooperation with a partner from the gaming industry not impossible. The investment will depend on the quality of the game: a simple, superficial game can be done for €50.000 to €200.000 (browser-based flash games<sup>42</sup>); on the other hand, development costs for the game ‘Battlefield’ totalled 12 million Euro<sup>43</sup> and costs for a multi-platform game such as ‘Spore’ approached over \$35 million by 2008.

Thus, market opportunities and financial risks have to be considered very carefully during the Preparatory Phase, taking into consideration a portfolio of Campaign related product ideas, benchmarks studies on existing products, research on user and competitor profiles, and potential strategies and prospects for cooperating with leading game designers.

As a very crude working hypothesis we assume here that in its later stages the GTPF will have an annual income of at least €1 million through its share in licensing educational software and computer and/or mobile phone games, which seems rather conservative when compared to a worldwide PC gaming software revenue of \$13.1 billion in 2009 (up 3% from 2008)<sup>44</sup>.

### 8.3 Commercial services and products of the Partnership

With increasing political, public and corporate awareness of environmental issues and the risks and opportunities from biodiversity and ecosystem services, there will also be an increased demand for taxonomy – the underlying knowledge base for studying, conserving, managing and using biological diversity. Thus, the market for biodiversity related knowledge and taxonomic expertise is growing and the GTPF’s role will be to understand and employ the market forces that could increase the value of taxonomists’ work, drive the hiring of more taxonomists and innovations in their working practices, and generate sustainable revenues for taxonomy.

A business model placing taxonomy into the biodiversity and ecosystem service market would be provided through the institutional set-up of the GTPF: with worldwide access to experts from the taxonomy community (for example through network partners such as BioNET, CETAF

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<sup>41</sup> [http://www.presseportal.de/pm/6730/1388703/audi\\_ag](http://www.presseportal.de/pm/6730/1388703/audi_ag) (in German); <http://www.audi.de/spore>

<sup>42</sup> [www.miniclips.com](http://www.miniclips.com)

<sup>43</sup> Research of the Marketing Team - Notes from phone calls with product development director of Electronic Arts – unpublished.

<sup>44</sup> <http://thatstoday.com/a/1730116>

the Natural Science Collections Alliance<sup>45</sup>, the East Asia and Southeast Asia Biodiversity Information Initiative ESABII<sup>46</sup>, and the Australia Taxonomy Research and Information Network TRIN<sup>47</sup>) and a deep understanding of the taxonomy market, i.e., the needs of the different end-users of taxonomy through its multi-sectoral Partnership, the GTPF would be ideally positioned as a broker for demand driven, high end, quality assured taxonomy services and products.

In principle, taxonomic skills are needed in many public as well as private sectors. For example, the 5<sup>th</sup> report of the UK House of Lords Science and Technology (2008)<sup>48</sup> refers to ecological consultants who require properly qualified staff with taxonomic identification skills for making statutory environmental assessments on behalf of local authorities and commercial companies. Japan, the host of the 10<sup>th</sup> Conference of the Parties to the CBD, will promote under its Presidency in the coming 2 years the concept of '*Satoyama*<sup>49</sup>', an integrated approach to agricultural landscape management that creates a demand for inventorying all species groups in such systems. Taxonomic skills are needed for creating such inventories as well as for assessing the significance of habitat loss caused by new developments.

Taxonomic support is essential to support sanitary and phytosanitary (SPS) regulations. Without taxonomy, countries cannot meet the requirements of international trade, particularly in agricultural produce. Taxonomic tools and services are also needed in the human, animal and plant health markets to identify emerging diseases and disease surveillance. Globalization and climate change are altering the dynamics of diseases, and are changing the distribution patterns of disease vectors. Taxonomic expertise enables the development of robust transferable tools for these sectors.

Hence, the potential scope of the GTPF's taxonomic portfolio is wide, ranging from technical to consultancy and policy advisory services, as well as the development and/or trading of customized taxonomic products. Such products could originate from commissioned research and facilitate standardized, routine diagnoses and identifications of relevant species by staff not skilled in taxonomy, or comprise e.g. commissioned species check lists and identification keys, and more.

Primarily, the GTPF may act as an agent for technical expertise and ecological consultancy services: it will be able to source experts and broker contracts for commissioned research on specific goal-directed projects funded by the industry, governments or other clients (e.g. a routine diagnostic test to identify pest species in traded crops complying to SPS regulations). The GTPF may procure training for the environment and biodiversity managers in governmental, inter-governmental, non-governmental and corporate bodies. It will organize the provision of the required taxonomic skills for reliable environmental monitoring (e.g. water quality control) and ecosystem and biodiversity impact assessments (e.g. biodiversity checks in an offshore mining operation). GTPF-recognised experts will have quality assurance and control functions within larger monitoring projects; they will advise on the development of mechanisms and standards assuring taxonomic accuracy in international, long-term projects and will help to build reliable bio-monitoring and assessment frameworks and indices. While, on the one hand, a number of environmental consulting agencies already exist in the developed world that offer such services<sup>50</sup>, this is less so in less industrialized countries. More importantly, these bureaus may not always employ trained taxonomists and depend on hiring external expertise. Such agencies therefore should be seen as clients for GTPF brokered experts, rather than potential competitors.

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<sup>45</sup> [www.nscalliance.org/](http://www.nscalliance.org/)

<sup>46</sup> [www.esabii.org/](http://www.esabii.org/)

<sup>47</sup> [www.taxonomy.org.au/projects/knowledge.html](http://www.taxonomy.org.au/projects/knowledge.html)

<sup>48</sup> [www.publications.parliament.uk/pa/ld200708/ldselect/ldsctech/162/16205.htm#a15](http://www.publications.parliament.uk/pa/ld200708/ldselect/ldsctech/162/16205.htm#a15)

<sup>49</sup> [satoyama-initiative.org/en/](http://satoyama-initiative.org/en/)

<sup>50</sup> E.g. [www.naturebureau.co.uk/](http://www.naturebureau.co.uk/), [www.green-horizons.co.uk/services.php](http://www.green-horizons.co.uk/services.php)

The costs and legal considerations including all aspects of access and benefit sharing and intellectual property rights associated with commercializing taxonomic services and products, their commercial value and the diverse target markets for GTPF brokered goods and services will have to be researched exhaustively in the Establishment Phase. Also, it will have to be explored what extent of their limited and specialized resources the taxonomic community will be willing to sell through the GTPF. For the purpose of this preliminary business plan, we assume very crudely that fees for goods and services of the Partnership will result in revenues of at least €1 million per year in the later stages of the GTPF.

## 9 Fund architecture and organizational structure

The GTPF architecture – legal and operational structure, and financial instruments – will be defined in detail during the Preparatory Phase together with the initial key donors according to their requirements. The design should be light and flexible and allow for adjustments as the GTPF and its needs evolve. Below we provide a working model for the possible institutional set-up and framework of the GTPF, adapted from insights from other international multi-donor funds such as the CEPF or the newly established fund of the Consultative Group on International Agricultural Research, the CGIAR Fund<sup>51</sup>.

The GTPF resources will be managed by the GTPF Council, the main funding decision-making body composed of public and private sector representatives. The GTPF Council will approve thematic programs and project concepts put forward by a project review body (the Independent Scientific and Technical Advisory Panel, ISTAP) which will be set up to design and guide the GTPF programme of work. There will also be a policy forum (GTPF Forum) that provides strategic guidance to the long-term goals and vision of the GTPF. A Secretariat will service the above three bodies and a Trustee selected by the Council will administer the Fund. Best practices should be used and a monitoring and evaluation system be integrated from start.

### 9.1 Legal status

There are two principle options for establishing the GTPF; first, it could be launched as an independent non-profit organization operating as a separate entity. In this case, it should seek active networking and infrastructure support from partners and champions (e.g. UN bodies, foundations, international organisations and networks, international NGOs, business/financial institutions). Second, the GTPF could be housed and actively incubated by existing bodies for its nascent years benefitting from their experience, infrastructure and reputation; this could, for example, be a non-profit entity, a UN body, a foundation or a bank (e.g. World Bank) with an existing structure to host and administer the Fund. However, in this case, management arrangements and fund governance would require careful consideration. Advantages, disadvantages and options will have to be evaluated during the Preparatory Phase and the final set-up will have to be adapted to the specific requirements of the initial partners.

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<sup>51</sup> [www.cgiarfund.org](http://www.cgiarfund.org)



## 9.2 Governance and strategic guidance

### **GTPF Council**

The GTPF Council will be established as the decision-making body of the Fund to oversee its operations and activities. Apart from governance responsibilities, the GTPF Council members will have a major role in resource mobilization, e.g. as door openers to other potential funders and advisors of fundraising and donor engagement strategies.

Initially, the Council may include as voting members, representatives of the initial main financial and in-kind donors to the GTPF and an equal number of representatives from the taxonomy or taxonomy user communities. A representative of the Trustee could be included as non-voting member, and other non-voting members and/or observers may be invited as needed. A member of the GTPF Secretariat could serve as secretary to the Council to facilitate the role of the chair person in coordinating activities and record decisions. However, the Secretariat will not be involved in the decision-making or approval process. A chair will be chosen from among existing voting members by majority vote. Criteria for member selection, length of tenure, and responsibilities need to be clearly defined. A small Council (6-12 members) would be desirable implying less logistical effort and costs. As the number of donors increases, the Council will decide on its appropriate size and mechanisms for rotation, and the composition and selection process of voting and non-voting members may be adjusted to ensure adequate representation.

Meetings should initially be held twice yearly and decision-making will be by full consensus of the voting members. Following recommendations from the Scientific and Technical Advisory Panel, the Council will allocate available funds to grantees based on agreed eligibility and grant making criteria. All GTPF Council documents will be published for open access on the GTPF website.

### **Independent Scientific and Technical Advisory Panel (ISTAP)**

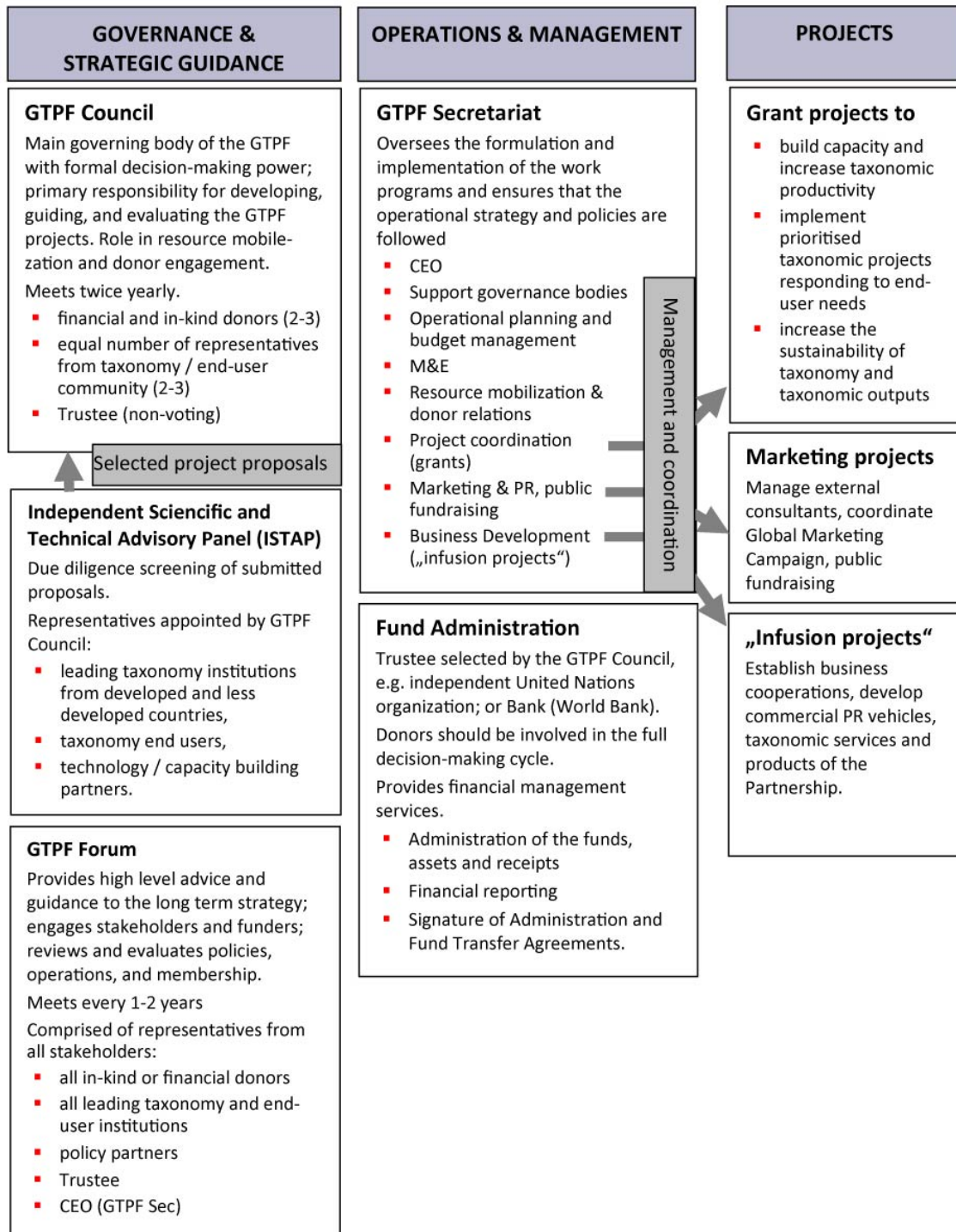
The ISTAP will include representatives from leading taxonomy institutions from developed and less developed countries, taxonomy end users (e.g. agricultural extension, environmental NGOs, businesses), and technology / capacity building organizations, appointed by the GTPF Council. The ISTAP will primarily provide the due diligence screening of submitted proposals as input for decisions to be taken by the GTPF Council. ISTAP members will need to have a high level of experience and technical expertise in taxonomy, its applications, and/or be familiar with capacity building for taxonomy particularly in less developed countries. The ISTAP is likely to start small, reflecting the size of the initial donor commitments, but its membership may increase as donor contributions grow. The number of members will be decided by the Council.

The GTPF Secretariat will support the ISTAP and a member will serve as secretary to the ISTAP to ensure effective liaison between the Secretariat and ISTAP, but will not be involved in evaluating or making any recommendations with respect to any of the proposals received.

### **GTPF Forum**

The GTPF Forum provides high level advice and guidance to the vision and long term strategy of the Fund, as well as relevant connections to potential partners. It will review and evaluate GTPF policies, operations, and membership. It is comprised of representatives of all stakeholders, i.e. of all in-kind or financial partners, leading taxonomy and end-user partner institutions, technology and capacity building partners, policy partners such as the GTI Coordination Mechanism, the Trustee, and the CEO of the GTPF Secretariat. The GTPF Forum may meet annually in the initial phases, and biannually or less frequent at later stages.

Figure 9.1: GTPF governance and management



### 9.3 Management, monitoring and evaluation, and fund administration

#### GTPF Secretariat

The GTPF Secretariat is headed by the CEO, who reports directly to the GTPF Council and to the GTPF Forum and carries out their decisions. The Secretariat oversees the formulation and implementation of the work programs and ensures that the GTPF operational strategy and policies are followed. It supports the work of the GTPF Council, the Forum, and the ISTAP. The GTPF Secretariat's responsibilities include

- Support of the GTPF governance and advisory bodies (Council, Forum, ISTAP).
- Operational planning and budget management.
- Resource mobilization and partner relations: donor engagement leading to substantial commitments; fostering of the network of institutional relations; community building and information exchange among institutional partners and sponsors.
- Coordination and management of the grant making programme: implementation of the decisions on the use of funds made by the GTPF Council.
- Marketing, public relations and public fundraising: coordination of the Global Marketing Campaign together with external consultants.
- Business Development: conceptualization and realization of "infusion projects" such as the commercialization of PR vehicles (computer games), as well as products and services of the Partnership.
- Implementation of an efficient M&E system based on extensive data collection to fulfil the needs of the various partners.

From the start, the Fund will set a high value on transparent reporting and active communication around programme accomplishments to the partners. The GTPF will aim to promote accountability and learning, and thereby improve project and programme effectiveness and results. It will implement a system that allows to integrate M&E into its projects from the planning stage, captures the contribution of its programmes to its overarching goals, is able to notice and respond to unexpected results, and involves all participating stakeholders.

#### Fund Administration / Trustee

The Fund Administrator or Trustee will be selected by the GTPF Council. If a bank is appointed as administrator, the financial donors should be involved in the full decision-making cycle of the funds. The Trustee will hold the Fund as a legal owner and administer the funds, assets and receipts, which constitute the GTPF, in accordance with the terms of the GTPF Administration Agreement(s) entered into with each donor. The duties will be to

- Submit regular reports to the GTPF Council on the financial status and arrange for the annual audit of the Fund.
- Compile periodic financial reports (including annual audited financial statements) received from the Secretariat, and in turn submit the compiled periodic financial reports (including an annual audited financial statement) to the GTPF Council.
- Sign Administration Agreements and Fund Transfer Agreements.

## 10 Provisional financial plan for the GTPF

The GTPF financing strategy proposes step-wise development of the fund over 8 years, anticipating growing income from multiple sources and a proportionally increasing expenditure and grant making scheme. Here we outline two provisional financial scenarios, one for the early Establishment Phase of the Fund, where resources will come mainly from large donations to the endowment and the sinking fund, project specific funding and/or in-kind work; and one for the later phases, where return of investment of the endowment fund should make up one third of revenues, matched in equal parts by funding from private sources to support marketing and business development projects, and by new sustainable income from public fundraising, commercialization of PR products and taxonomic services and products. These financial scenarios have to be considered working models for the Preparatory Phase and need to be revisited when more detailed market research is available at the next stage of the project and preferences and requirements of potential key donors can be incorporated into the fund development strategy.

For the endowment fund we assume a return of investment rate of 4.5% and calculate with 1.8% re-investment into capital to compensate for inflation, and 0.5% administration and asset management costs. These parameters are highly dependent on the economic climate and the architecture of the Fund – so the current calculations below should be seen only as a very preliminary model for the GTPF's potential financial strategy. To simplify the estimation in these provisional financial plans further, we do not account for management costs and inflation for the sinking fund, but also do not consider any income from its return of investment.

### 10.1 Establishment Phase

#### Expenses

The goal for the Establishment Phase would be to secure sufficient resources to support a meaningful programme of work with €1.25 million per year – which would constitute about 36% of the expected annual expenses in the early phases of the GTPF, totalling €3.4 million per year (see Table 10.1). Operational costs will make up about 23% (€800,000 per year) and include governance, management costs of the Secretariat (support of governing bodies, project coordination, M&E), as well as the implementation of fundraising and donor engagement strategies. To develop the Global Marketing Campaign and start conceptualizing first commercial PR products, marketing and business development staff has to be hired, consultants contracted, and/or in-kind expertise sourced (see Table 10.2). Marketing and business development may need c. €400,000 each per year, together 23% of the yearly budget. Fund administration is assumed to cost about €125,000 per year and, combined with the re-investment needed to compensate for inflation (€450,000 per year), this will come up to 17% of the yearly income.

#### Income

Revenues of €1.125 million per year in the Establishment Phase are expected to come from an endowment fund of €25 million donated by the initial key sponsor(s). Donations to a sinking fund with a total volume of 7.5 million will be another major source of income. Together with its investment revenues, the fund will be disbursed over five years, supporting the grant making project and project coordination costs with c. €1.5 million per year. It is hoped that partners from the industry or financial sector can be won over to contribute project funding for the Global Marketing Campaign and the first “infusion projects”, for example a PC gaming com-

pany, a big mining corporation, or a food and beverages company. We assume that in the early phases the GTPF will secure about €800,000 per year of such private funding for (co-)sponsoring marketing and business development costs of the GTPF.

## 10.2 Vision for the later phases

### Expenses

For the later stages of the GTPF it is envisaged that about €4.75 million per year can be disbursed to grant recipients, equalling 46% of the total income including project funding for marketing and business development projects, or 75% of the income not including such project funding. The proportion needed for operations including governance, management, donor relations and fundraising would go down to below 10% (€900,000 p.a.) of the yearly income, while investments for marketing and business development would be much higher with up to 30% of the total expenses (€3.0 million p.a.).

### Income

At present it is planned that most of the marketing and infusion project costs will be covered by project funding from the private sector providing either in-kind or financial support for the Campaign and business development projects (€3.0 million p.a.). About the same amount of income should be generated from the endowment fund. Assuming that successful fundraising and donor engagement has led to the anticipated fund volume of €75 million in the Diversification Phase of the GTPF, the annual return of invest will be about €3.4 million. The sinking fund will have been spent at this point of time, but fundraising activities should support specific themes or projects of the GTPF's programme of work with about €1.0 million per year. Finally, return is expected from the "infusion projects": public fundraising, trading of PR products, and commercialization of taxonomic products and services should result in revenues of at least €1.0 million each per year. Thus the endowment fund, funding for specific grant or "infusion projects", and commercial income will each make up about a third of the GTPF's yearly revenues.

Figure 10.1: Financial scenario for the Establishment Phase of the GTPF

<b>ANNUAL REQUIREMENTS</b>	
Grant making scheme	1.250.000 €
Governance	150.000 €
Project coordination & administration (GTPF Secretariat, Trustee) <sup>1</sup>	200.000 €
Fundraising team (donor engagement) <sup>1</sup>	350.000 €
M&E <sup>1</sup>	100.000 €
Marketing (Global Marketing Campaign, PR vehicles) <sup>1,2</sup>	400.000 €
Business Development (infusion projects) <sup>1,2</sup>	400.000 €
TF asset management costs <sup>3</sup>	125.000 €
Re-investment into capital to compensate for inflation <sup>3</sup>	450.000 €
<b>TOTAL EXPENSES</b>	<b>3.425.000 €</b>
<b>ANNUAL INCOME</b>	
Return from endowment fund <sup>3</sup>	1.125.000 €
Annual disbursements from sinking fund <sup>3</sup> (over 5 yrs; including funds secured for specific work programmes)	1.500.000 €
Project funding for marketing and business development projects <sup>1,2</sup>	800.000 €
<b>TOTAL INCOME</b>	<b>3.425.000 €</b>
<b>REQUIRED TRUST FUND CAPITAL<sup>3</sup></b>	<b>25.000.000 €</b>
<b>REQUIRED SINKING FUND CAPITAL<sup>3</sup></b>	<b>7.500.000 €</b>

1: potentially including in-kind; 2: project funding from private sources;  
3: assumptions: 4,5% return of investment; 1,8% inflation; 0,5% fund management costs

Figure 10.2: Annual operational, marketing and business development costs

Cost center	Establ. Phase	Later Phases
<b>Governance</b>		
Establishment Phase: GTPF Council / ISTAP / GTPF Policy Forum meetings, agreements, publications, etc	150.000 €	
Later phases: GTPF Council / ISTAP / GTPF Policy Forum meetings, agreements, publications, etc		100.000 €
<b>Project coordination &amp; administration (GTPF Secretariat)<sup>1</sup></b>		
Establishment Phase: 1 CEO, 1 programme officer, 1 assistant, operations	200.000 €	
Later phases: 1 CEO, 2 programme officers, 1 assistant, operations		250.000 €
<b>Fundraising (donor engagement)<sup>1</sup></b>		
Establishment Phase: 1 fundraiser/networker, consultants, operations	350.000 €	
Later phases: 2 fundraisers/networkers, 1 assistant, consultants, operations		350.000 €
<b>Monitoring and Evaluation (M&amp;E)<sup>1</sup></b>		
Establishment Phase: 1 M&E Officer, consultant, operations	100.000 €	
Later phases: 1 M&E Officer, 1 assistant, operations		200.000 €
<b>Marketing (Global Marketing Campaign, PR vehicles)<sup>1,2</sup></b>		
Establishment Phase: 1 market manager, consultants, project costs	400.000 €	
Later phases: 2 market managers, 1 assistant, project costs		500.000 €
<b>Business Development ('infusion projects')<sup>1,2</sup></b>		
Establishment Phase: 1 business developer, consultants, project costs	400.000 €	
Later phases: 2 business developers, 1 assistant, project costs		2.500.000 €
<b>Fund administration costs (Trustee)<sup>1,2</sup></b>		
Establishment Phase: 1 fund developer, 1 assistant, operational costs	125.000 €	
Later phases: 2 fund developers, assistants, consultants, operational costs		375.000 €
<b>TOTAL EXPENSES</b>	<b>1.725.000 €</b>	<b>4.275.000 €</b>

1: potentially including in-kind; 2: project funding from private sources;

**Figure 10.3: Summary of annual requirements**

	Establishment Phase		Later Phases	
Grant making scheme	1.250.000 €	36%	4.750.000 €	46%
Operational costs (governance & management, donor engagement, M&E)	800.000 €	23%	900.000 €	9%
Marketing & Business Development	800.000 €	23%	3.000.000 €	29%
Fund administration & re-investment	575.000 €	17%	1.725.000 €	17%
<b>TOTAL</b>	<b>3.425.000 €</b>	<b>100%</b>	<b>10.375.000 €</b>	<b>100%</b>

**Figure 10.4: Financial scenario for the later phases of the GTPF**

<b>ANNUAL REQUIREMENTS</b>	
Grant making scheme	<b>4.750.000 €</b>
Governance	100.000 €
Project coordination & administration (GTPF Secretariat) <sup>1</sup>	250.000 €
Fundraising team (donor engagement) <sup>1</sup>	350.000 €
M&E <sup>1</sup>	200.000 €
Marketing (Global Marketing Campaign, PR vehicles) <sup>1,2</sup>	500.000 €
Business Development (infusion projects) <sup>1,2</sup>	2.500.000 €
TF asset management costs (Trustee) <sup>3</sup>	375.000 €
Re-investment into capital to compensate for inflation <sup>3</sup>	1.350.000 €
<b>TOTAL EXPENSES</b>	<b>10.375.000 €</b>
<b>ANNUAL INCOME</b>	
Return from endowment fund <sup>3</sup>	3.375.000 €
Funds raised for specific work programmes	1.000.000 €
Project funding for marketing and business development projects <sup>1,2</sup>	3.000.000 €
Public fundraising through Marketing Campaign	1.000.000 €
Commercialization of PR products (e.g. computer games)	1.000.000 €
Fees through services & products of the Partnership (share for GTPF)	1.000.000 €
<b>TOTAL INCOME</b>	<b>10.375.000 €</b>
<b>REQUIRED TRUST FUND CAPITAL<sup>3</sup></b>	<b>75.000.000 €</b>

1: potentially including in-kind; 2: project funding from private sources;

3: assumptions: 4,5% return of investment; 1,8% inflation; 0,5% fund management costs

## 11 Deliverables and timeline of the Preparatory Phase

Using the concept and strategies described in this business plan as a starting point, the Preparatory Phase will deliver the work necessary to establish the GTPF. The main objectives will be to engage the key partners, refine the goals and strategy of the Fund, obtain the commitments of the first funder(s), and design the operational framework for the GTPF in close cooperation with the funders. The key outputs and outcomes of the Preparatory Phase include:

- Defined partner participation model; contracts signed with key partners.
- Defined long-term strategy and programme of work; agreed guidelines for grant proposal eligibility and selection criteria.
- Agreed donor engagement strategies, Fund Development Plan, and Financial Plan for the Establishment Phase.
- Donor commitments secured for the sinking fund (€7.5 million) and possibly the endowment fund (€25 million).
- Agreed Communications Plan for the Establishment Phase (with budget & targets) as a baseline for the Global Marketing Campaign.
- *Optional: Initial Marketing Plan for commercial PR products (depending on the engagement of a corporate partner from the gaming industry)*
- Legal, operational and financial architecture for the GTPF defined; Trustee identified and contracted.
- Governance set up (GTPF Council, Forum, ISTAP).
- Secretariat set up and Terms of References defined.
- Initial M&E plan set up.
- Fund Framework Document agreed at the first GTPF Council Meeting, providing a synopsis of the work of the Preparatory Phase
- GTPF Inaugural Meeting and launch of the GTPF.

Below we outline the key deliverables in more detail, defining four tracks of work (A-D), which will be aligned through the fifth track E; a timeline is indicated in Figure 11.1. This work plan may need adaptation following the requirements of potential partners / funders for the Preparatory Phase.

### **Track A – Strategy: purpose, use and positioning of the GTPF**

- Refine **vision & mission statements** for the GTPF
- Refine the **purpose and long-term strategy** of the GTPF
- Conduct an **environmental scan**, positioning the GTPF and its objectives within the taxonomy / biodiversity funding landscape and defining its niche.
- Refine the **GTPF Grant-Making Strategy** for the Establishment Phase and outline objectives for later stages.
  - Prioritise eligible themes, types of activities, countries and regions.
  - Define the types of sources that can be cited by applicants in demonstrating national / regional / global level needs.
  - Define the grant-making criteria
- Refine the **GTPF funding targets** assuming a phased growth of the Fund.



**Output:** GTPF Strategy Paper positioning the GTPF within the biodiversity / taxonomy funding sector, providing vision, mission, refined long-term strategy and objectives, and describing the scope of the programme of work with funding targets for the Establishment Phase and a vision for later stages.

GTPF Guidelines for Grant-Making.

**Outcome:** Steering committee and technical advisors develop a joint understanding of the purpose and use of the GTPF; steering committee agrees on the long-term strategy, key elements of work programme, and guidelines for grant proposal eligibility and selection criteria.

### **Track B – Fund development: initial partner participation and resource mobilization**

- Develop a **partner participation model** identifying key stakeholders (technical, in-kind and funding partners), clarifying their potential roles in the GTPF Council, Forum, ISTAP, and defining objectives and expected outputs/outcomes.
- Assess donor potential, define funder categories, identify promising targets, and define **individual donor strategies**.
- Create **engagement with potential partners and prospective donors** to get expressions of interest and commitments (meet informally, round tables, donor workshops).
- Guided by the initial funding partners, develop a detailed understanding of the potential funding landscape for the GTPF and develop the **Fund Development Plan**, describing specific donor engagement strategies, timeline, financial targets, and budgets for the Establishment Phase and in less detail for later phases of the GTPF.
- Develop **donor / cooperation agreements** in consultation with partners.

**Output:** GTPF partner participation model  
Fund Development Plan with funding targets for the Establishment Phase and a vision for later phases.

Draft partner / donor agreements.

**Outcomes:** Expressions of interest and commitments of technical, in-kind and funding partners as a basis for the establishment of the GTPF Council, Forum and ISTAP.

### **Track C – Communication strategy and public fundraising strategies**

- Develop an **identity, clear image and branding strategy** for the GTPF (logo, “two minute sell” to targeted audiences)
- Design the **communications strategy** for the Establishment Phase as a baseline for the Global Marketing Campaign.
  - Define the **values and themes** guiding the GTPF (what are attractive aspects that differentiate taxonomy from other causes? How can these aspects be used for a successful campaign?).
  - Identify **target audiences**, develop attractive individual key messages, and an overall slogan and name for the campaign.
  - Define the best **mix of PR vehicles** (website with information and interactive games, e-mailings, newsletters, media releases, advertising and awareness raising events, etc.)
- Identify **champions** and build a network of ambassadors assisting to promote the GTPF.
- Develop the **GTPF website** with key messages on taxonomy / the GTPF and interactive PR vehicles.

**Outputs:** GTPF brand

GTPF PR and Communications Plan for the Establishment Phase with descriptions of PR vehicles and a vision for the Global Marketing Campaign.

GTPF website and interactive communication platform.

**Outcomes:** All stakeholders (including champions) have developed a joint understanding of the integrated communication and fundraising strategies, agreed by the steering committee.

Champions are identified and help promoting the GTPF.

**Track C.1 – OPTIONAL - Commercialization of PR products**

*This deliverable is planned for the Establishment Phase, however, if a corporate partner from the gaming industry can be engaged early on and sufficient funding secured, it could be included in the Preparatory Phase.*

- Engage a corporate partner from the gaming industry and secure in-kind and/or financial support.
- Define the **market potential and feasibility of commercial PR products** (computer games, mobile games, etc.) through research and collaboration with corporate partners from the gaming industry. Research market needs, demands, trends and determine the business requirements of the commercial products including intellectual property rights.

**Outputs:** Marketing Plan for, e.g., a computer game, with provisional targets and budgets.

**Outcomes:** Cooperation with corporate partner formalised.

Provisional strategies, targets and budgets for the commercialization of PR vehicles defined.

**Track D – Fund design and organization**

- Consult with partners to define **governance structures** (GTPF Council, Forum, ISTAP).
- Design and agree **fund management and administration structures**.
  - Identify, contract the Trustee and agree the fiduciary responsibilities.
  - Set up the GTPF Secretariat; agree Terms of References.
- Define the **legal architecture** of the GTPF (ownership, place of incorporation, legal home for Secretariat, location of investments).
- Define and agree **GTPF financial vehicles and architecture** (asset management, investment strategy, capitalization) with funding partners and Trustee.
- Define and agree the GTPF **project cycle management and M&E framework**.
- Draft **guidelines, agreements, rules of procedures** (e.g., for governance, grant application process, decision mechanism for grant making, accountability structures).
- Estimate the **operational costs** of GTPF governance, management and administration.

**Outputs:** Draft GTPF rules of procedures, agreements, and guidelines.

Budget for operations (fund management, administration, governance) for the Establishment Phase.

**Outcomes:** Governance, administration, management and M&E structures set up.

Financial and operational processes in place.

**Track E – Overall alignment / GTPF Framework**

- Evaluate the **feasibility of the GTPF**
  - Capture the **intrinsic strengths and weaknesses** of the GTPF and analyse the environment in which the GTPF will operate – the ‘opportunities’ and ‘threats’ which will impact upon future development (SWOT analysis).
  - Highlight **external issues**, which may impact upon or could become opportunities for the GTPF looking at political, economic, social, and technical aspects (PEST analysis).
  - Evaluate and **assess the risks** anticipating how the GTPF might deal with them (in a matrix including risk, likelihood, impact, mitigation).
- Propose the **financial strategy** and define **financial scenarios** (bare minimum, target scenarios), based on estimates of capital, revenues, income, expenses, and grant making based on the outputs of Tracks A – D. and develop the **GTPF Financial Plan** (Synopsis of the outputs from Tracks A – D).
- Develop and agree with partners the **Fund Framework Document**, including GTPF strategy, the scope of the programme of work, governance and accountability, as well as agreements, guidelines and rules of procedure for financial, grant-making and project cycle management and M&E.
- **Formalise** partnerships, governance structures, and establish the GTPF.
- Conduct **stakeholder meetings**, e.g. the Steering Committee-, partner/donor consultation workshops, the first GTPF Council Meeting and the GTPF Inaugural Meeting.

**Outputs:** GTPF Feasibility Study with SWOT and PEST risk analysis.

GTPF Financial Plan

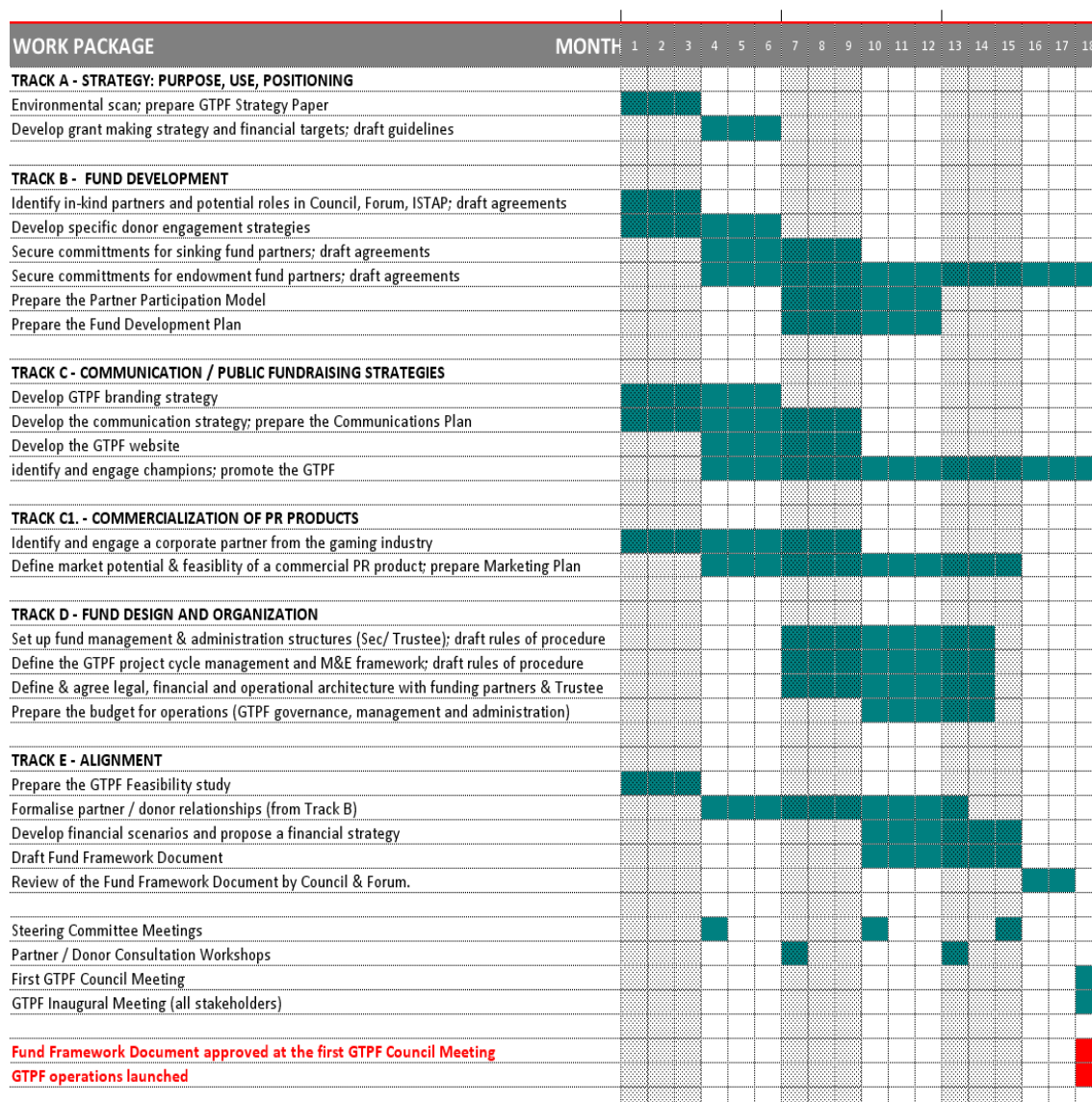
GTPF Framework Document, a synopsis of Tracks A-D.

**Outcomes:** Donor agreements signed; €7.5 million secured for sinking fund and operations; possibly €25 million secured for endowment fund.

Fund Framework Document formally approved at the first GTPF Council Meeting, back to back with the GTPF Inaugural Meeting.

GTPF launched.

**Figure 11.1: Timeline of deliverables of the Preparatory Phase**



## 12 Management in the Preparatory Phase

### The GTPF Steering Committee

At COP10 in Nagoya, Japan, Parties to the Convention on Biological Diversity have requested the Executive Secretary, ‘in accordance with decision IX/22, to formally constitute a steering committee reflecting regional balance and other appropriate expertise to facilitate identification of suitable funding sources and assist the operationalization of the Special Fund taking into account the suggestions included in the progress report (UNEP/CBD/CO/10/INF/35)’.

This international GTPF Steering Committee should include six to eight members representing different areas of influence / expertise: a) technical bodies contributing a thorough understanding of the actual situation of taxonomy, particularly in developing countries, and the needs of the taxonomy community and taxonomy end users (e.g. BioNET ); b) potential fund-

ing partners interested in the long-term objectives of the GTPF serving taxonomic science and user needs, for example, agricultural productivity, food security, health, biodiversity conservation etc. (e.g. international NGOs, private foundations, multilateral agencies); c) policy bodies that may help to create an enabling environment for the GTPF (e.g. CBD, UNEP, UNESCO); and d) ideally, it will also be possible to interest a business or financial partner early on in the project to join the Steering Committee, thus gaining from operational-, marketing-, or entrepreneurial expertise.

The Steering Committee will be the main decision making body during the Preparatory Phase of the GTPF. It is likely that most members of the Steering Committee will later also form part of the GTPF Council, while others who do not wish to stay as closely involved with the initiative and/or its decision-making process, for example some technical partners and policy bodies, may find their role in the GTPF Forum or ISTAP.

The Steering Committee will identify one or possibly two (co-)leading organization(s); these already are or will become members of the Steering Committee. At least one of the lead organizations needs to be a large internationally active body with previous experience in developing and managing environmental funds and/or large grant-making schemes.

### **Project Management Team**

During the Preparatory Phase the GTPF project can be implemented by a lean Management Team including the Project Leader, two Project Managers and two persons providing administrative support. The Project Leader should be employed by (one of) the lead organization(s) and should bring expertise in developing large scale ventures to the project; ideally the person will have a background in fund development to support developing countries / health / environment or similar. He/she will be supported by a Project Manager who will lead the work needed to refine the overall strategy of the Fund, develop the project cycle management and the legal, operational and financial architecture of the GTPF, as well as assist to align the different tracks of work. A second Project Manager will have fundraising and communications background preferably in biodiversity/taxonomy related fields and help to build the partner and donor strategies and relationships and the communication strategy. If a corporate partner and funder can be won already in this phase who is interested in collaborating to commercialize a GTPF PR vehicle (e.g. computer game), then a third Project Manager with marketing expertise will be employed working with the Fundraising/Communications Project Manager to support this track of work.

### **Task groups**

The Project Management Team will coordinate, evaluate and integrate the work of several task groups, consultants and agencies: a team of experts will be refining the overall strategy of the Fund and the grant-making eligibility criteria and application process (Track A); consultants and advisors will be commissioned to provide expertise on fund development and donor engagement (Track B); others will advise on fund design and organization (Track D); and the majority of resources will be allocated to consultants and/or agencies tasked with market research and PR work for developing the GTPF brand, the fundraising and communication strategy and the GTPF website as an interactive platform to engage potential partners, funders and the public.

## 13 Financial requirements for the Preparatory Phase

The total costs of the 18 months Preparatory Phase will be about €1.5 million (including 5% contingency), of which about half are staff costs for the Project Management Team (including overheads), a quarter are budgeted for external task groups / consultants / agencies, and c. 20% are operational costs (Table 13.1). If funding and cooperation of a corporate partner can be secured for Track C.1 (commercialization of a PR product), costs will increase to about €2.25 million, and c. 45% of the budget will be allocated to external collaborators, agencies or consultants (Table 13.2). About 70% of the budget will be used in the first year of the project, 30% in the final 6 months. Track C (Fundraising and Communication) is the most cost intensive area of work during the first year, whereas during the final six months most resources are needed for the overall alignment of the work of the Preparatory Phase and for meetings. If Track C.1 is included, this would be the cost centre with the highest expenses.

### Operational costs

Travel costs will constitute about 8% of the costs, budgeted fairly evenly over all tracks. Three Steering Committee meetings are planned, two in the first year and one in the final 6 months (each c. €10.000). Partner/donor consultation workshops should take place after 6 months, and after one year, each budgeted with c. €20.000, to inform about the GTPF, share views, clarify general issues, learn about the needs of the donor community, and discuss/agree procedures and formats of potential agreements. The first GTPF Council Meeting (c. €20.000) will take place at the end of the project and will serve to formally adopt the GTPF Framework Document with rules of procedures, guidelines and agreements. The GTPF Inaugural Meeting (€50.000) back to back with the Council Meeting will bring together all stakeholders (Council, pre-Forum, pre-ISTAP) and serve as a platform to nominate further Forum and ISTAP members and to communicate the GTPF to a wider audience, preparing its launch. Materials and publications together will take up about 5% of the budget, though costs for materials are likely to increase if the project includes Track C.1.

Figure 13.1: Budget for the Preparatory Phase (without Track C.1)

EUR		YEAR 1						YEAR 2						1.5 YRS
		TRACK A - STRATEGY (PURPOSE, USE, POSITIONING)	TRACK B - FUND DEVELOPMENT	TRACK C - COMMUNICATION / PUBLIC FUNDRAISING STRATEGIES	TRACK D - FUND DESIGN AND ORGANIZATION	TRACK E - ALIGNMENT	TOTAL YEAR 1	TRACK A - STRATEGY (PURPOSE, USE, POSITIONING)	TRACK B - FUND DEVELOPMENT	TRACK C - COMMUNICATION / PUBLIC FUNDRAISING STRATEGIES	TRACK D - FUND DESIGN AND ORGANIZATION	TRACK E - ALIGNMENT	TOTAL YEAR 2	TOTAL 1.5 YEARS
	<b>TOTAL (Tracks)</b>	<b>105.000</b>	<b>217.350</b>	<b>327.600</b>	<b>185.850</b>	<b>177.450</b>	<b>1.013.250</b>	<b>14.700</b>	<b>69.825</b>	<b>101.325</b>	<b>106.575</b>	<b>216.825</b>	<b>509.250</b>	<b>1.522.500</b>
	<b>HUMAN RESOURCES</b>	<b>95.000</b>	<b>172.000</b>	<b>267.000</b>	<b>152.000</b>	<b>114.000</b>	<b>800.000</b>	<b>14.000</b>	<b>54.000</b>	<b>64.000</b>	<b>99.000</b>	<b>89.000</b>	<b>320.000</b>	<b>1.120.000</b>
	<b>STAFF*</b>	<b>75.000</b>	<b>122.000</b>	<b>87.000</b>	<b>82.000</b>	<b>114.000</b>	<b>480.000</b>	<b>14.000</b>	<b>34.000</b>	<b>34.000</b>	<b>69.000</b>	<b>89.000</b>	<b>240.000</b>	<b>720.000</b>
	Project Leader	140.000	7.000	49.000	14.000	14.000	56.000	140.000			35.000	35.000	70.000	210.000
	PM Strategy / Fund Design / Alignment	100.000	40.000		40.000	20.000	100.000				20.000	30.000	50.000	150.000
	PM Fund Development / Communications	100.000	45.000	45.000		10.000	100.000	20.000	20.000			10.000	50.000	150.000
	Administrative support (1p each in 2 institutions)	140.000	28.000	28.000	28.000	28.000	140.000	14.000	14.000	14.000	14.000	14.000	70.000	210.000
	<b>EXTERNALS</b>	<b>20.000</b>	<b>50.000</b>	<b>180.000</b>	<b>70.000</b>		<b>320.000</b>	<b>20.000</b>	<b>30.000</b>	<b>30.000</b>			<b>80.000</b>	<b>400.000</b>
	Task Group / Consultants Track A	20.000					20.000							20.000
	Task Group / Consultants Track B		50.000				50.000	20.000					20.000	70.000
	Task Group / Consultants Track C			180.000			180.000		30.000				30.000	210.000
	Task Group / Consultants Track D				70.000		70.000				30.000		30.000	100.000
	<b>OPERATIONS</b>	<b>5.000</b>	<b>35.000</b>	<b>45.000</b>	<b>25.000</b>	<b>55.000</b>	<b>165.000</b>	<b>12.500</b>	<b>32.500</b>	<b>2.500</b>	<b>117.500</b>	<b>165.000</b>	<b>330.000</b>	
	Travel & subsistence	5.000	30.000	20.000	20.000	10.000	85.000	10.000	10.000		15.000	35.000	120.000	
	Meetings					40.000	40.000				100.000	100.000	140.000	
	Equipment & supplies		5.000	5.000	5.000	5.000	20.000	2.500	2.500	2.500	2.500	10.000	30.000	
	Publications			20.000			20.000		20.000			20.000	40.000	
	<b>CONTINGENCY</b>	<b>5%</b>	<b>5.000</b>	<b>10.350</b>	<b>15.600</b>	<b>8.850</b>	<b>8.450</b>	<b>700</b>	<b>3.325</b>	<b>4.825</b>	<b>5.075</b>	<b>10.325</b>	<b>24.250</b>	<b>72.500</b>

\* Annual gross salary plus institutional overhead

Figure 13.2: Budget for the Preparatory Phase (including Track C.1)

EUR	YEAR 1							YEAR 2							1.5 YRS
	TRACK A - STRATEGY (PURPOSE, USE, POSITIONING)	TRACK B - FUND DEVELOPMENT	TRACK C - COMMUNICATION / PUBLIC FUNDRAISING STRATEGIES	TRACK C1 - COMMERCIALIZATION OF PR PRODUCTS	TRACK D - FUND DESIGN AND ORGANIZATION	TRACK E - ALIGNMENT	TOTAL YEAR 1	TRACK A - STRATEGY (PURPOSE, USE, POSITIONING)	TRACK B - FUND DEVELOPMENT	TRACK C - COMMUNICATION / PUBLIC FUNDRAISING STRATEGIES	TRACK C1 - COMMERCIALIZATION OF PR PRODUCTS	TRACK D - FUND DESIGN AND ORGANIZATION	TRACK E - ALIGNMENT	TOTAL YEAR 2	TOTAL 1.5 YEARS
<b>TOTAL</b>	<b>105.000</b>	<b>217.350</b>	<b>327.600</b>	<b>493.500</b>	<b>185.850</b>	<b>187.950</b>	<b>1.517.250</b>	<b>14.700</b>	<b>69.825</b>	<b>101.325</b>	<b>246.750</b>	<b>106.575</b>	<b>222.075</b>	<b>761.250</b>	<b>2.278.500</b>
<b>HUMAN RESOURCES</b>	<b>95.000</b>	<b>172.000</b>	<b>267.000</b>	<b>400.000</b>	<b>152.000</b>	<b>124.000</b>	<b>1.210.000</b>	<b>14.000</b>	<b>54.000</b>	<b>64.000</b>	<b>200.000</b>	<b>99.000</b>	<b>94.000</b>	<b>525.000</b>	<b>1.735.000</b>
<b>STAFF*</b>	<b>75.000</b>	<b>122.000</b>	<b>87.000</b>		<b>82.000</b>	<b>124.000</b>	<b>490.000</b>	<b>14.000</b>	<b>34.000</b>	<b>34.000</b>		<b>69.000</b>	<b>94.000</b>	<b>245.000</b>	<b>735.000</b>
Project Leader	140.000	7.000	49.000	14.000		14.000	56.000	140.000				35.000	35.000	70.000	210.000
PM Strategy / Fund Design / Alignment	100.000	40.000			40.000	20.000	100.000					20.000	30.000	50.000	150.000
PM Fund Development / Communications	100.000	45.000	45.000			10.000	100.000	20.000	20.000				10.000	50.000	150.000
PM Marketing	100.000			90.000		10.000	100.000				45.000		5.000	50.000	150.000
Administrative support (1p each in 2 institutions)	140.000	28.000	28.000	28.000	28.000	28.000	140.000	14.000	14.000	14.000		14.000	14.000	70.000	210.000
<b>EXTERNALS</b>	<b>20.000</b>	<b>50.000</b>	<b>180.000</b>	<b>400.000</b>	<b>70.000</b>		<b>720.000</b>		<b>20.000</b>	<b>30.000</b>	<b>200.000</b>	<b>30.000</b>		<b>280.000</b>	<b>1.000.000</b>
Task Group / Consultants Track A	20.000						20.000								20.000
Task Group / Consultants Track B		50.000					50.000	20.000						20.000	70.000
Task Group / Consultants Track C			180.000				180.000		30.000					30.000	210.000
Task Group / Consultants Track C.1				400.000			400.000				200.000			200.000	600.000
Task Group / Consultants Track D					70.000		70.000					30.000		30.000	100.000
<b>OPERATIONS</b>	<b>5.000</b>	<b>35.000</b>	<b>45.000</b>	<b>70.000</b>	<b>25.000</b>	<b>55.000</b>	<b>235.000</b>		<b>12.500</b>	<b>32.500</b>	<b>35.000</b>	<b>2.500</b>	<b>117.500</b>	<b>200.000</b>	<b>435.000</b>
Travel & subsistence	5.000	30.000	20.000	20.000	20.000	10.000	105.000	10.000	10.000	10.000	10.000		15.000	45.000	150.000
Meetings						40.000	40.000						100.000	100.000	140.000
Equipment & supplies		5.000	5.000	50.000	5.000	5.000	70.000		2.500	2.500	25.000	2.500	2.500	35.000	105.000
Publications			20.000				20.000			20.000				20.000	40.000
<b>CONTINGENCY</b>	<b>5%</b>	<b>5.000</b>	<b>10.350</b>	<b>15.600</b>	<b>23.500</b>	<b>8.850</b>	<b>8.950</b>	<b>72.250</b>	<b>700</b>	<b>3.325</b>	<b>4.825</b>	<b>11.750</b>	<b>5.075</b>	<b>10.575</b>	<b>36.250</b>

\* Annual gross salary plus institutional overhead



## 14 Positioning and linkages of the GTPF

Taxonomy delivers the baseline data, tools and services for many areas of human interest, underpinning the key areas of work of other initiatives and funding bodies supporting biodiversity, agricultural, and/or sustainable development objectives. The biodiversity movement has gained momentum over the last years and several new funding bodies including partnership funds similar to the planned GTPF in approach – but distinct in purpose - have been established aiming to sustain and protect biological diversity, ecosystems and ecoagriculture landscapes, or enhance biodiversity, agricultural and other research to enhance food security and poverty reduction.

For example, the new CGIAR Fund – remodelled from the former CGIAR partnership and set up at the World Bank in 2010 – *“supports international agricultural research programs aimed at reducing poverty and hunger, improving human health and nutrition, and enhancing sustainable management of natural resources in the developing world”*<sup>52</sup>. CEPF, just celebrating its 10th anniversary at COP10 in 2010, has established its niche by adopting the concept of Key Biodiversity Areas as the guiding framework for its investments in conserving biodiversity hotspots. The ambitious goal is to *“equip civil society groups to conserve their environment and influence decisions that affect lives, livelihoods and, ultimately, the global environment for the benefit of all”*<sup>53</sup>. Since 2001, CEPF has implemented 19 hotspot strategies and committed grants in the order of \$129 million, leveraging another \$261 million.

Within the current global biodiversity and agriculture funding landscape, the GTPF’s objectives will be unique: to focus on taxonomy as a fundamental science delivering a knowledge base needed for biodiversity conservation, sustainable use and benefit sharing. By ensuring that appropriate scientific expertise is available for taxonomic data delivery, quality assurance and control required in other fields, the GTPF aims to be distinct, supportive and inclusive – not competitive – facilitating the objectives of others in the funding landscape.

Conversely, other models of funds may be important ‘role models’ for securing public / private resources and operating a multi-stakeholder fund like the GTPF. For example, the new, more businesslike structure of the CGIAR Fund was chosen to help the partnership emphasize clear lines of accountability, maintain the balance between those who conduct research and those who fund it, and open the system for stronger collaboration and partnership with other research and development actors<sup>54</sup>.

Similarly, while the GTPF ‘Fund’ itself will be the financial instrument through which the objectives of the GTPF will be accomplished, the GTPF ISTAP and Forum will be inclusive platforms to establish linkages among the diverse biodiversity/taxonomic networks (such as BioNET, CETAF, TRIN, Natural Science Collections Alliance, etc.) or technical organisations/initiatives (such as EOL, GBIF, iBOL<sup>55</sup>, CBIT, etc.), whose representatives will assist in defining and adapting the GTPF’s long term strategy.

BioNET in particular has unique features that will make it an indispensable part of the GTPF. Most strikingly, it is the most comprehensive network for taxonomy in terms of its geographic scope (active in ten regions and 150 countries), multi-disciplinary participation (unlike taxonomic societies that are organized by taxa), and embracing both taxonomy practitioners and

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<sup>52</sup> [www.cgiarfund.org/cgiarfund/](http://www.cgiarfund.org/cgiarfund/)

<sup>53</sup> [www.cepf.net/about\\_cepf/Pages/default.aspx](http://www.cepf.net/about_cepf/Pages/default.aspx)

<sup>54</sup> [www.cgiar.org/changemanagement/index.html](http://www.cgiar.org/changemanagement/index.html)

<sup>55</sup> [www.ibol.org](http://www.ibol.org)

users. Through its network, BioNET will provide the GTPF with valuable knowledge about the actual situation of taxonomy in developing countries and the potential benefits and gains from a strengthened financial support.

The BioNET communication platform could be used by the GTPF for outreach to stakeholders and engaging the taxonomic sector in PR and advocacy and to inform the GTPF Campaign. Being actively engaged with the CBD as a key implementer of the GTI, as well as with other policy and regulatory bodies, BioNET can help to create an enabling policy environment for the GTPF. Conversely, operating globally and nationally, it is uniquely able to communicate taxonomy-related needs of policy and regulatory bodies to taxonomists internationally, thereby mobilizing prioritised responses that contribute to the achievement of the GTPF's objectives.

This bridging function of BioNET between disciplines and sectors is one of its major potential contributions to the GTPF and qualifies the network as an ideal candidate to participate in the international GTPF Steering Committee during the Preparatory Phase and in the GTPF Council and/or Forum after the establishment of the Fund. In fact, BioNET's record of providing international and regional forums for stakeholders in taxonomy demonstrates its potential to assist in the formation of the future GTPF Forum.