

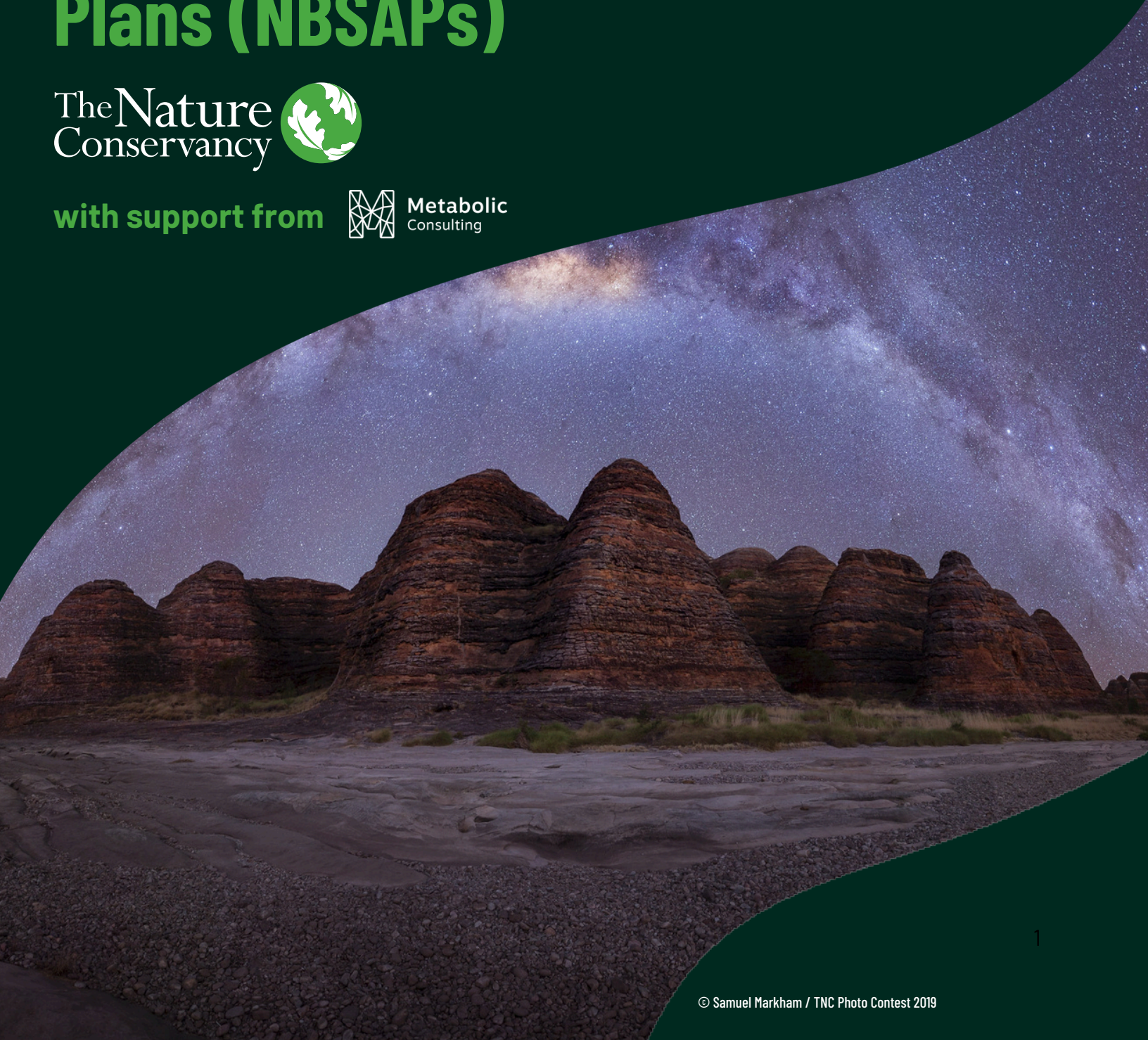
Aligning Corporate Action and Monitoring, Evaluation, and Learning with the National Biodiversity Strategies and Action Plans (NBSAPs)



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Marissa Balfour, Suzanne Ozment, Glenn Moncrieff, Peter Lichtenthal, Sasha Gennet, and Erin Poor.

Design and editing by Darya Watnick.

Concept inspired by Linda Krueger and Christina Kennedy.

Supported by Metabolic Consulting

Alexandra Fox, Elise Eijs, Leonardo Marchetti, Anne de Valença



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1. The Case for Corporate Biodiversity Action

Businesses and their supply chains are highly dependent on natural resources, with over half of global GDP (> \$ 44 trillion) moderately or heavily relying on nature and its services (World Economic Forum, 2020). This dependence makes businesses extremely vulnerable to the risks posed by biodiversity loss, which is accelerating at an alarming rate due to a combination of drivers, including habitat destruction, a changing climate, pollution, and unsustainable resource consumption (KPMG Report).

The Taskforce on Nature-related Financial Disclosures describes three categories of

nature-related business risks - physical, transition, and systemic - and biodiversity is embedded within all three (TNFD, 2023). Ecosystem degradation threatens essential services such as clean air and water, pollination and pest management, disease risk reduction, and protection from natural disasters, all of which are critical for human health and economic prosperity. As the health of natural ecosystems continues to decline, industries with strong dependencies on natural resources and ecosystem functions - such as agriculture, forestry, fisheries, pharmaceutical companies developing novel medications, and tourism - face acute and chronic physical risks,



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including operational and supply chain disruptions and increased costs.

Moreover, companies face transition risks related to biodiversity, including shifting consumer preferences, evolving regulatory pressure, and societal demands for sustainability - especially when communities are affected by negative impacts. Habitat loss and species declines pose systemic risks due to the potential to disrupt entire ecosystems, economies, livelihoods, and social stability globally. And lastly, nature provides irreplaceable cultural, recreational, and spiritual benefits to society.

Business activities across sectors such as agriculture, forestry, fisheries, and energy drive biodiversity loss through both direct and indirect pressures. Industrial-scale agriculture, along with illegal timber harvesting, fuels widespread habitat loss linked to commodities such as beef, soy, palm oil, pulp, and paper. Mining and fossil fuel extraction lead to natural land conversion and degradation and contribute to pollution, while overfishing disrupts marine ecosystems. As these pressures accumulate, they trigger cascading effects on ecosystems and the essential services they provide to society.

As major drivers of biodiversity loss, corporate actors have a crucial responsibility - and opportunity - to drive positive change. Moreover, healthy ecosystems are essential for long-term business continuity, as many industries depend on biodiversity for resources, security, and stability in supply chains.

Aligning with international biodiversity strategies, in particular the Global Biodiversity Framework (GBF) and its translations into National Biodiversity Strategies and Action Plans (NBSAPs), offers companies a structured path toward mitigating risks while demonstrating the potential for the private sector to demonstrate leadership in ensuring planetary health. By integrating biodiversity considerations into their operations, companies not only contribute to global conservation efforts but also position themselves to meet evolving consumer and investor expectations, regulatory requirements, and societal calls for environmental responsibility. Taking proactive action now ensures compliance while strengthening a company's competitive edge in an increasingly eco-conscious market.

2. Introduction to global and national biodiversity action and reporting

The Kunming-Montreal Global Biodiversity Framework (GBF)

Adopted during the 15th meeting of the Conference of the Parties (COP 15) of the UN Convention on Biological Diversity (CBD) in December 2022, the Kunming-Montreal Global Biodiversity Framework (GBF) is a historic and ambitious framework designed to drive urgent action across governments, subnational and local authorities, businesses, and society as a whole to halt and reverse biodiversity loss. The GBF aligns with the concept of promoting development that ensures long-term prosperity for people through economic activities that promote the resilience of the ecosystem services on which the global economy depends.



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Signatory Parties to the GBF commit to playing their part in achieving a nature-positive world by 2030, guided by four overarching goals for 2050:

1. Maintaining, enhancing, or restoring ecosystem integrity, connectivity, and resilience
2. Promoting sustainable use of biodiversity and the valuation, maintenance, and enhancement of nature's contributions to people (ecosystem services)
3. Enabling fair and equitable sharing of genetic resources and associated traditional knowledge
4. Ensuring adequate means of implementation, including financial resources, to fully implement the GBF

To realize these goals, the GBF outlines 23 action-oriented targets for 2030, which will be implemented through a whole-of-society approach, recognizing that businesses, with governments and civil society, play a critical role ([CBD, 2024](#)). The private sector is expected to contribute significantly to many GBF targets, of which many are related to reducing operational and supply chain risks. Identifying these intersections and acknowledging how businesses and society stand to benefit can help align corporate strategies with global biodiversity goals.

Many targets have particular relevance for private sector resilience, human health, and long-term prosperity, including:

- Target 2: Restore 30% of degraded terrestrial, inland water, and marine and coastal ecosystems
- Target 3: Conserve 30% of global land, freshwater, and marine areas
- Target 5: Ensure sustainable, safe, and legal harvesting and trade of wild species
- Target 7: Reduce pollution to levels that are not harmful to biodiversity
- Target 10: Enhance biodiversity and sustainability in agriculture, aquaculture, fisheries, and forestry, contributing to resilience and long-term efficiency and productivity of production systems and to food security
- Target 11: Restore, maintain, and enhance Nature's Contributions to People, including ecosystem functions and services
- Target 15: Take measures to encourage and enable large and transnational companies and financial institutions to assess and disclose biodiversity-related risks, impacts, and dependencies to reduce biodiversity-related risks to business and finance
- Target 16: Enable sustainable consumption choices to reduce waste and overconsumption
- Target 18: Reduce harmful incentives in a proportionate and equitable way while scaling up economically and socially sound positive incentives
- Target 19: Mobilize at least \$200 billion annually from public and private sources

With 196 Parties agreeing to the GBF, the responsibility now lies in effective implementation. This requires a wave of new policies, regulations, incentives, and initiatives to meet the framework's ambitious targets. Success depends on strong support systems, accessible financial resources, enhanced capacity-building and technology transfer, and credible progress tracking through a strengthened monitoring framework (CBD, 2024).



National Biodiversity Strategies and Action Plans (NBSAPs)

Parties are responsible for developing National Biodiversity Strategy and Action Plans (NBSAPs) to contribute to achieving the goals and targets of the GBF. Each Party to the Convention on Biological Diversity has committed to updating their NBSAP to determine their national efforts accordingly. In an NBSAP, a Party sets national targets (ideally aligned with the 23 GBF targets), related actions, and indicators to track progress. They are then responsible for implementing their NBSAP, tracking progress, and submitting national reports on the effectiveness of its implementation. To ensure accountability and impact, these plans should include clear timelines, designated responsible parties, and allocated budgets for each target.



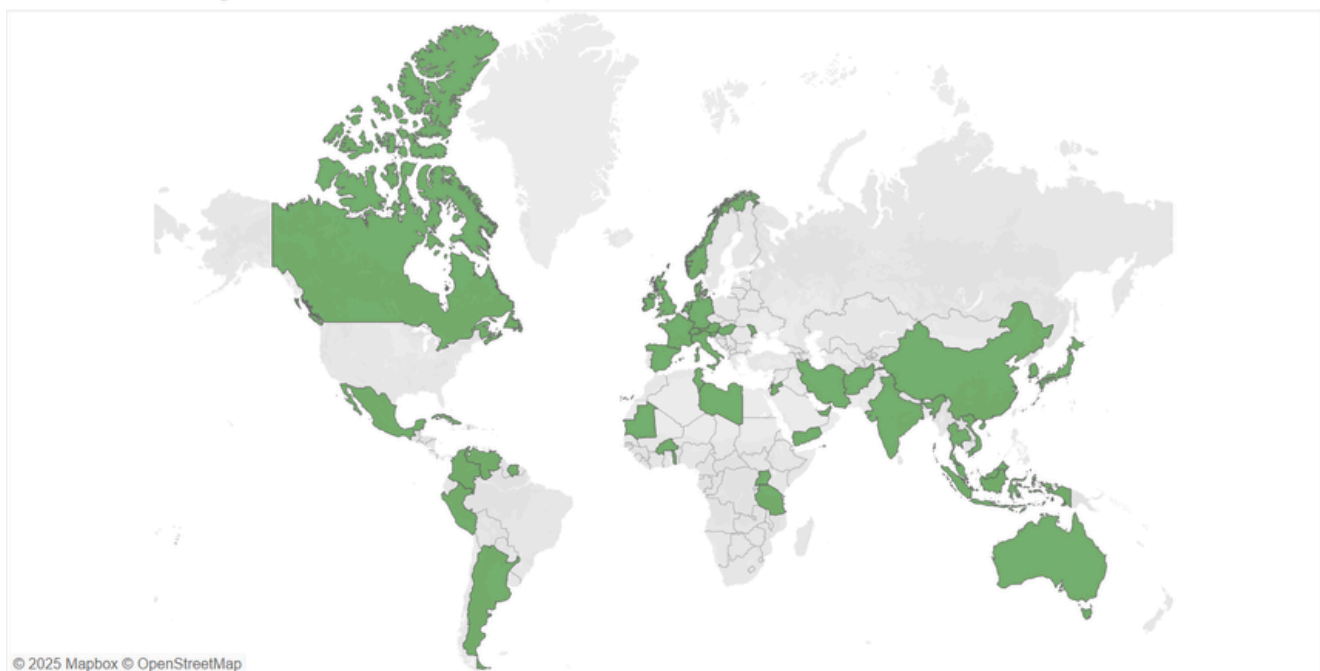
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Bottom: © Roberto Garcia Hidalgo / TNC Photo Contest 2021

To date, 50 Parties have officially submitted their NBSAP to the CBD ([CBD online reporting tool](#), consulted on April 21, 2025), of which 43 have been finalized or approved. This indicates that a significant majority of Parties are still updating their NBSAPs, with many expected to be submitted in 2025. A total of 128 Parties (including those who have submitted their NBSAPs) have reported their National Targets, which are essential steps toward developing comprehensive NBSAPs. These National Targets serve as preliminary commitments, outlining specific objectives that Parties aim to achieve in alignment with global biodiversity goals.



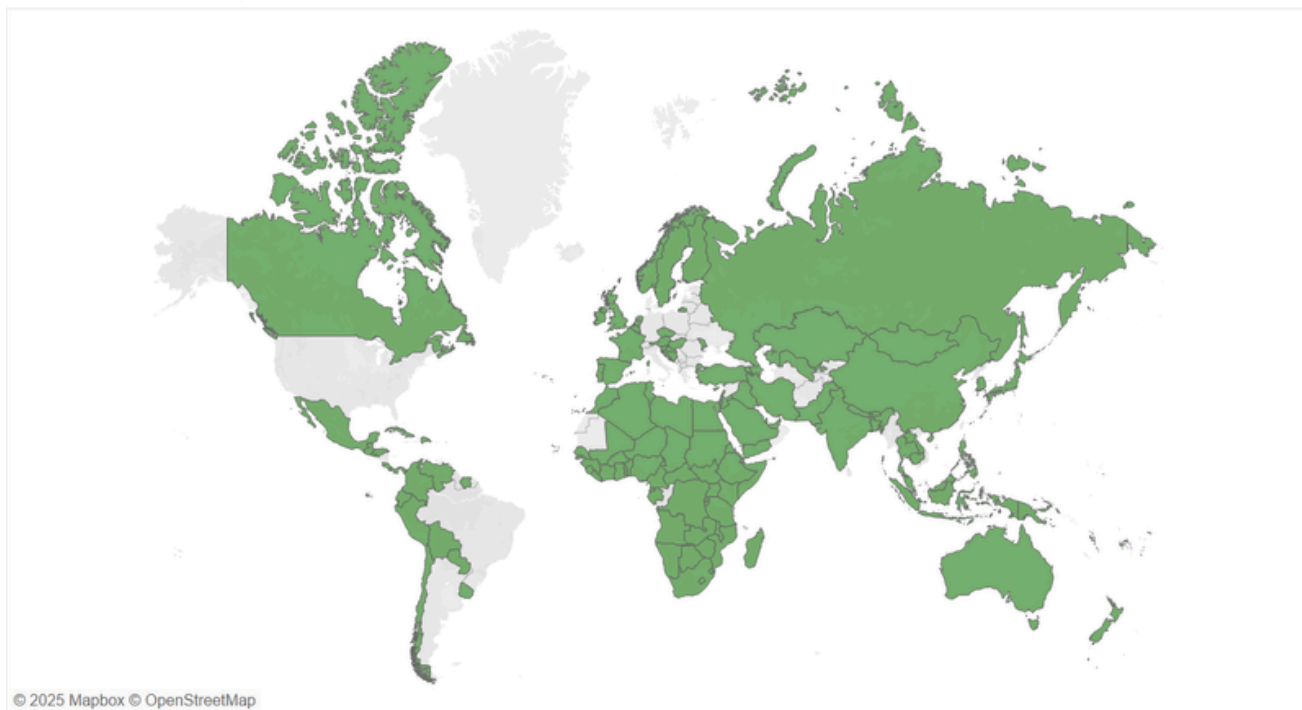
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National Biodiversity Strategies and Action Plans (NBSAPs)
Submitted and in alignment with the GBF as of 21 April 2025



National Targets

Submitted as of 21 April 2025



KPMG resource to align corporate action with the GBF

Other organizations are developing and providing resources for companies interested in engaging with the GBF and NBSAPs. As one example, in 2024, KPMG published the report [Enabling business contributions to the Global Biodiversity Framework](#) which summarizes challenges and opportunities for business engagement with the GBF and also includes a mapping document which lists activities by sector that businesses can take to support progress towards the GBF targets. The report emphasizes the importance of aligning transition plans and existing strategies with the GBF targets to streamline the process for companies.

3. Aligning corporate action and reporting with NBSAPs

Why should companies align with NBSAPs?

As businesses have significant biodiversity-related impacts, dependencies, risks, and opportunities, successful implementation of the GBF requires strong private sector involvement. Today, many companies recognize the importance of biodiversity for their bottom line now and in the future. More are taking voluntary action on nature, but most have not aligned planning and actions to the global goals and targets. Since NBSAPs are government-developed action plans designed to implement the GBF - and because biodiversity is non-fungible and highly localized - companies can achieve better outcomes more efficiently by aligning with the NBSAPs of the countries and territories that they operate in and source from, rather than attempting to align across the broader GBF.

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Parties to the CBD translate the GBF into nationally-specific targets, taking ecological and socio-economic conditions into account. Reviewing NBSAPs allows companies to better understand national priorities and tailor their biodiversity strategies accordingly to what is material to their operations and where their dependencies and impacts lie, and to contribute more effectively to nationally-determined priorities. Beyond the commitment to biodiversity action as an inherent responsibility, companies may choose to align with NBSAPs for both strategic and practical reasons. Doing so can help them to:

- **Multiply their impact:** Companies can design their interventions to contribute to broader efforts that national governments aim to achieve in their NBSAPs, achieving larger impacts than they would be able to through an isolated sustainability initiative.
- **Support progress tracking:** By aligning their monitoring and reporting with national systems, companies can ensure that their initiatives and contributions are tracked toward country- or territory-level and global outcomes.

- **Build relationships with governments:** Engage in policy discussions, offering insights and expertise on what is practical and ambitious to inform governmental focus.
- **Strengthen supply chain resilience:** Developing strategies aligned with national contexts better helps companies to mitigate risks and ensure long-term business alignment on action that benefits people and the environment in a localized context.
- **Be prepared:** Proactively aligning with national objectives helps companies stay ahead of evolving reporting and regulatory requirements and stakeholder expectations.

Moreover, aligning with NBSAPs contributes to an "ambition loop" between businesses and governments. By reviewing NBSAPs, companies can better understand the national priorities and adjust their strategies accordingly - potentially shifting their goals, approaches, and areas of focus. As they do so, they create favorable conditions for governments to succeed, enabling them to be more ambitious through incentives and policies.

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This, in turn, provides an advantage to companies with related activities, driving further corporate action, resulting in a loop that ratchets up levels of both private and public sector ambition.

In some cases, companies may find that key ecological risks affecting their business are not sufficiently addressed at the national level, presenting an opportunity to engage with governments to advocate for higher ambition or form partnerships to bridge those gaps. This continuous feedback cycle benefits both parties, giving sustainable businesses a competitive edge while advancing biodiversity goals (Business For Nature, n.d.).

How can companies align with NBSAPs?

Navigating the alignment process is complex. Businesses need clear steps to bridge existing guidance on identifying relevant regions of impact with a process to assess corresponding NBSAPs, prioritize key biodiversity issues and synergies, and develop a strategy, action plan, and monitoring, evaluation, and learning (MEL) framework. Additionally, companies must understand how to report their contributions to governments for integration into national and global impact monitoring and evaluation.

To support this, The Nature Conservancy, supported by Metabolic, developed this report and a complementary, easy-to-use resource entitled "Workbook to Support Alignment of Corporate Action and Monitoring, Evaluation, and Learning with the National Biodiversity Strategies and Action Plans (NBSAPs)."

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The workbook walks companies through the five key steps of NBSAP alignment:

Step 0: Prepare Your Business

Certain resources will be required to enable a company to take NBSAP-aligned actions. First, it should ensure that the right governance, resources, and capacities are in place to undertake this process. Then, a company should conduct a nature materiality assessment that includes biodiversity considerations in preparation for NBSAP alignment.

Step 1: Identify Relevant NBSAPs

A company completes a process to identify the priority Parties with whose NBSAPs they should align. The results of a materiality assessment are used to select countries and territories for action. A company then identifies available NBSAPs for its selected locations and completes an assessment of the NBSAP status for each.

Step 2: Select NBSAP Targets and Actions

Once a company has prioritized places for alignment, it takes a closer look at an NBSAP and compares it with its materiality to determine which of its targets and actions it can align with. This step helps companies translate NBSAP targets and objectives into a business context. It also supports strategic corporate decision-making by prioritizing actions in specific regions for biodiversity initiatives, facilitating effective implementation.

Step 3: Develop Your Action Plan

Next, a company will develop an action plan to operationalize its alignment with the NBSAP by first identifying and meaningfully engaging local rightsholders and stakeholders to better understand the priorities of key members of society within the prioritized country or territory. This is followed by a gap and feasibility assessment to identify a company's unique opportunities. Using this information, it develops a strategy and theory of change for the actions it will take, supplemented by a monitoring, evaluation, and learning (MEL) framework. The company can use recognized NBSAP indicators and metrics to enhance progress tracking and reporting. With an action plan and MEL framework, it can identify partners in the supply chain and industry peers that can help it achieve its objectives.

Step 4: Implement Your Action Plan

As a company implements its action plan, it should employ adaptive planning and management methods to continually review, learn from, and adapt its activities to maximize desired outcomes.

Step 5: Report on Progress

A prerequisite to reporting is identifying the appropriate type of claim that a company can make relating to an outcome. Annual public reporting using best practice claims is necessary to transparently communicate progress being made, both for internal performance evaluation and for external audiences. Although using existing NBSAP indicators is preferred, if none are directly applicable, a company can contextualize science-driven metrics, such as those recommended through the corporate disclosure standards and frameworks, to aggregate individual contributions in the context of NBSAP objectives. Being able to use national monitoring data can also help address data gaps and improve corporate materiality assessments. Lastly, a company that chooses to align with the NBSAPs is encouraged to complete non-state actor reporting using the guidance from the Convention on Biological Diversity to ensure that its contributions are captured in national-level monitoring.

The workbook is complemented by case studies and best practice examples throughout, along with templates and checklists to guide a business through the process. Whether already taking action for nature or just getting started, this resource will help companies align with national plans and maximize the benefits of doing so.

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4. Key Challenges and How to Address Them

The process of aligning with NBSAPs comes with certain challenges that companies may need to overcome while also offering significant opportunities. The following section introduces these common challenges and opportunities, while the workbook provides solutions to many of the challenges.

Inconsistency in NBSAPs

The development of NBSAPs occurs at the national level, resulting in a range of objectives. This diversity stems from the flexibility afforded to Parties in their approach to implementing the GBF. While some Parties may choose to closely adhere to the structure of the GBF, others may opt to prioritize specific aspects of biodiversity. Furthermore, the timeline for NBSAP development varies, with some Parties having already established comprehensive plans while others are still in the early stages or have not yet initiated the process. This creates additional challenges for alignment, particularly for multinational companies operating across multiple jurisdictions.

To navigate this complexity, companies need to adopt a flexible and adaptable approach to NBSAP alignment. This includes recognizing the diverse range of NBSAPs and tailoring their strategies accordingly. Step 1.3 of the workbook offers guidance on how to accommodate varying levels of NBSAP maturity, ensuring that companies can effectively align their operations with national biodiversity goals regardless of the specific context.

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Competing reporting requirements

Many companies are already required to report against certain guidelines, such as the EU Corporate Sustainability Reporting Directive (CSRD). In addition, a growing number of companies are choosing to engage with voluntary frameworks such as the Taskforce on Nature-related Financial Disclosures (TNFD) and the Science Based Targets Network (SBTN) science-based targets for nature. Other standards and benchmarks, including GRI and CDP, include updated biodiversity components as well. Aligning with NBSAPs on top of these may appear to be an additional burden on companies.

However, since NBSAPs are generally not prescriptive on how companies should engage with them, corporates can leverage the work they are doing through other frameworks to do so. Some resources, such as the [TNFD guidance on nature transition plans](#), explicitly encourage companies to link to NBSAPs and related policies in the development of their action plans. The workbook provides guidance on what this might look like, including, for example, the use of SBTN and TNFD methods and approaches in the prioritization of geographies and activities for nature action.

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Companies who do pursue alignment with NBSAPs are also encouraged to share their experiences with standard-setters and framework developers to support greater harmonization of these processes.

Lack of supply chain transparency

Many companies struggle to pinpoint where their business activities interface with biodiversity and where they may be exposed to greater nature-related risks. This is generally due to complex global supply chains that cannot be traced to the primary production stage. In the context of NBSAPs, this also means that companies will have difficulty determining which Parties to align with and how to drive meaningful action on the ground. While global data can help estimate likely sourcing regions, companies should work towards gathering primary data for their supply chain in order to improve transparency. Engaging with suppliers can help shed light on national and subnational sourcing regions, even if field-level traceability is not possible today.



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5. Conclusion

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NBSAPs can help guide meaningful corporate action

Complex global supply chains and the far-reaching effects of business operations can create significant challenges for companies when determining how to prioritize their efforts and resources. NBSAPs can play a crucial role in guiding this decision-making process as they specifically describe the environmental priorities of each Party.

As NBSAPs are developed through a collaborative process involving various stakeholder groups, they ideally represent

diverse constituent needs and concerns.

This collaborative approach ensures that NBSAPs are not only government-mandated but also reflect the priorities of civil society, businesses, rightsholders, and local communities. As a result, NBSAPs can serve as a valuable resource for companies seeking to align their environmental initiatives with the specific needs and concerns of the regions in which they operate.



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Since NBSAPs set out a Party's biodiversity strategy and action plan, it is likely that they may be linked to existing or emerging binding laws and regulation. By anticipating and integrating the forthcoming regulatory landscape, companies can avoid future costly disruptions and potential legal liabilities. In cases where an updated NBSAP is still under development, businesses have a unique opportunity to engage in the development process and contribute their expertise. By actively participating in the creation of the NBSAP, companies gain valuable insights into the future direction of biodiversity policy and can ensure that their solutions and perspectives are considered. As a result, these companies are better equipped to anticipate and adapt to the forthcoming

changes in the regulatory environment, thereby mitigating risks and capitalizing on emerging opportunities.

Companies that choose to align with NBSAPs are empowered to make informed decisions about how to address the biodiversity-related risks, dependencies, impacts, and opportunities. This targeted approach can lead to more effective environmental initiatives, as companies can prioritize actions that are most relevant to the specific places with which they intersect. Ultimately, NBSAPs can play a crucial role in helping companies navigate the complexities of implementing a place-based approach to biodiversity-related business resilience efforts.

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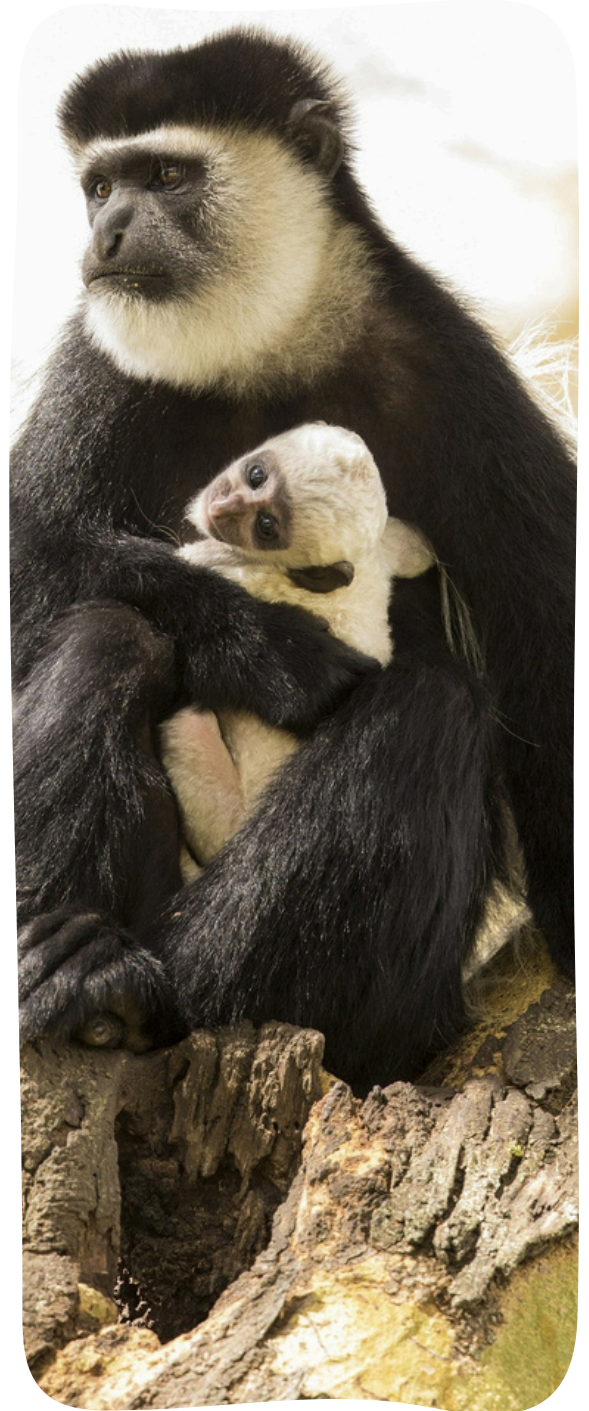
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