



# UNITED NATIONS ENVIRONMENT PROGRAMME

Programme des Nations Unies pour l'environnement    Programa de las Naciones Unidas para el Medio Ambiente  
 Программа Организации Объединенных Наций по окружающей среде    برنامج الأمم المتحدة للبيئة

联合国环境规划署



## PROJECT DOCUMENT

### SECTION 1: PROJECT IDENTIFICATION

<b>1.1</b>	<b>Project title:</b>	Partnering For Natural Resource Management - Conservation Council of Nations (CCN)	
<b>1.2</b>	<b>Project number:</b>	GFL/1010 PMS: ADDIS ID 00716	
<b>1.3</b>	<b>Project type:</b>	MSP	
<b>1.4</b>	<b>Trust Fund:</b>	GEF	
<b>1.5</b>	<b>Strategic objectives:</b>	GEF-5 Cross Cutting Capacity Development Objectives 2 & 3	
<b>1.6</b>	<b>UNEP priority:</b>	Environmental Governance and Ecosystem Management	
<b>1.7</b>	<b>Geographical scope:</b>	Global	
<b>1.8</b>	<b>Mode of execution:</b>	External	
<b>1.9</b>	<b>Project executing organization:</b>	International Conservation Caucus Foundation	
<b>1.10</b>	<b>Duration of project:</b>	18 months Commencing: 07/2011 Completion: 12/2012	
<b>1.11</b>	<b>Cost of project</b>	<b>US\$</b>	<b>%</b>
	<b>Cost to the GEF Trust Fund</b>	<b>909,071</b>	<b>39%</b>
	<b>Co-financing</b>		
	<b>Cash</b>		
	ICCF	648,050	
	US Fish and Wildlife Service	50,000	
	Sub total	<b>698,050</b>	<b>30%</b>
	<b>In-kind</b>		
	ICCF	489,662	
	Hogan and Lovells	25,000	
	Advisory Council	205,000	
	UNEP-RONA	20,000	
	Sub total	<b>739,662</b>	<b>31%</b>

<b>Total</b>	<b>2,346,783</b>	<b>100%</b>
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### **1.12 Project summary/objective**

This project seeks to expand networks of policymakers and to build capacity and conservation caucuses in Conservation Council of Nations (CCN) member countries in order to facilitate better legislation, programs, policies, and practices. Maximizing the impact of the CCN requires: 1) an expansion of membership and engagement, in tandem with 2) an expansion in tackling both emerging and critical issues of natural resource management. The project will support a suite of activities to support these aims.

The project will provide global parliamentarians with knowledge, expertise, resources, and capacity to formulate and implement sound policies, programs, and practices for conservation and good natural resource management. The project will deliver education and capacity development at the parliamentary level for conservation and sound natural resource management.

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## ACRONYMS AND ABBREVIATIONS

CBD	Convention on Biological Biodiversity
CCN	Conservation Council of Nations
CD	Capacity Development
ELI	Environmental Law Institute
EOU	Evaluation and Oversight Unit
GBO-3	Global Biodiversity Outlook – 3
GEF	Global Environment Facility
GEI	Green Economy Initiative
GLOBE	Global Legislators Organisation for a Balance Environment
ICC	International Conservation Caucus
ICCF	International Conservation Caucus Foundation
IPBES	International Panel on Biodiversity and Ecosystem Services
M&E	Monitoring and Evaluation
MEA	Multilateral Environmental Agreements
NGOs	Non Governmental Organizations
PiC	Partners in Conservation
PES	Payment for Ecosystem Services
PC	Project Coordinator
PEI	Poverty and Environment Initiative
POC	Project Oversight Committee
SMART	Specific, Measurable, Accurate, Realistic and Timely
SNC	Sustaining Natural Capital
TEEB	The Economics of Ecosystems & Biodiversity
ToR	Terms of Reference
UN	United Nations
UNEP	United Nations Environment Programme
RONA	Regional Office for North America
WBICC	World Bank Institute's Climate Change Practice

## SECTION 2: BACKGROUND AND SITUATION ANALYSIS (BASELINE COURSE OF ACTION)

### 2.1. Background and context

The International Conservation Caucus Foundation (ICCF) is a 501(c)(3) educational foundation which has assembled a powerful collection of corporate and NGO leaders committed to achieving market-oriented solutions in conservation and sustainability worldwide, to educate the world's political and business leaders on the vital links between good natural resource management and sustainable economic development.

The ICCF brings together leaders at the highest level of government, business, and the NGO community. ICCF sets the conservation and environmental agenda by coordinating people with scientific expertise, organizations that support and manage programs on the ground, and policymakers who shape legislation. ICCF prioritizes water, forests, biodiversity, and food security.

ICCF Partners include:

Conservation International, The Nature Conservancy, Wildlife Conservation Society and World Wildlife Fund (members of the ICCF Advisory Council) as well as: 3M • Abbott Fund • African Wildlife Foundation

• American Forest & Paper Assn. • American Petroleum Institute • AREVA • Association of Zoos & Aquariums • Autodesk • Cheetah Conservation Fund • Corporate Council on Africa • El Paso Corporation • ExxonMobil

• Food & Agriculture Organization of the United Nations • Fort Worth Zoo • Friends of Conservation/(A&K Philanthropy) • Global Environment Facility • Hewlett-Packard • Honeywell • International Paper • JPMorgan Chase

• Kraft Foods • MPOB/APOC • Myriad Marketing • National Geographic Society • PG&E • Rare Conservation • Rare Species Fund • Rainforest Alliance • Ringling Bros. and Barnum & Bailey • SeaWorld Parks

& Entertainment • Starbucks • Tara Wildlife • The Coca-Cola Company • The WILD Foundation • Toyota

• Tudor Investment Corporation • Unilever • United Nations Foundation • Volkswagen Group of America • Walmart • Wilderness Foundation South Africa • William H. Donner Foundation

Examples of ICCF programs include:

***ICCF Task Forces*** – ICCF Task Forces enhance collaboration among Conservation Council members. These Task Forces are working groups of Council members with similar areas of expertise who tackle critical issues of natural resource management. They provide an opportunity for our partners with specific interests to work together to generate platforms for use in educating Members of Congress and other international policymakers. ICCF Task Forces which have taken place to date include the themes of Energy Security & Nature Conservation, Forestry & Agriculture, and Marine & Freshwater.

***Showcasing Public-Private Conservation Partnerships*** – To bring attention to private sector efforts leveraging public funds, the ICCF documents the exemplary successes of its Conservation Council members in the ICCF Partners in Conservation (PiC) publication of exemplary conservation partnership. Updated and utilized on a continuing basis, the Partners in Conservation booklet recognizes these partnerships in order to inspire others to emulate their actions and envision new ways NGOs, corporations, and government entities can work together for conservation progress.

The ICCF is extending its collaboration in by forming a “Conservation Council of Nations” (CCN) within its organizational structure which comprises membership of national governments. The Conservation Council of Nations provides a unique opportunity for all nations – both donor and developing – that believe in the critical importance of conservation and the link between good natural resource management and sustainable economic growth to join ICCF’s collaboration of like-minded and concerned corporate and NGO members to help forge bold new solutions.

The Conservation Council of Nations is not only creating a strong network for its members to establish, foster, and grow relationships with ICCF’s strong base of corporate and NGO partners, government leaders, and other partner nations, but will work to prioritize and build consensus on issues that affect natural resource management and its strong links to poverty alleviation, sustainable economic development, and conflict avoidance in the developing world. With the strength and diversity of ICCF’s NGO and corporate partner base, the Conservation Council of Nations has an unprecedented opportunity to become an active global force in conservation as a means of global development.

ICCF works with members of the Conservation Council of Nations to create or expand inter-parliamentary dialogue on these critical issues on a bilateral and multilateral basis between member nations and, where desired, assist Council nations in developing conservation caucuses within their governments. Conservation themes recently tackled at ICCF events include expert talks and presentations on Poverty Alleviation, Sustainable Economic Development, Natural Security, Food and Freshwater Security, Agriculture, and Global Health.

ICCF envisions the Conservation Council of Nations as a collaboration that will advance a “good stewardship” agenda, while also bringing nations together to build bonds between leaders that will transcend national and party politics to achieve goals together in this realm. These same bonds will serve nations on issues beyond conservation itself, extending to the greater good of the economy, peace progress, and many other realms.

Immediate activities to be undertaken by the Conservation Council of Nations include:

- Building the Conservation Council of Nations - ICCF is building a collaborative network of partners that can be developed into valuable bilateral and multilateral partnerships to address issues of good natural resource management and for a wide variety of other purposes.
- Fostering relationships and promote inter-parliamentary dialogue and consensus building
- Developing international conservation policy exchange forums – Integrate foreign leaders into ICCF field missions other policy leaders and high-level staff, and reciprocally help foreign leaders to participate in and inform policymakers through ICCF’s Congressional Briefing Series.
- Field conservation activities will be used as “living classrooms” from which participants will return to their countries in a strong position to discuss conservation problems and solutions with their legislative and executive branch colleagues. Furthermore, as these missions offer an opportunity for policymakers from different parties and regions to develop personal bonds, the educational field missions will promote constructive long-term relationships to generate important conservation benefits.
- The Conservation Council of Nations will target countries in developing nations to assist in forming conservation caucuses within their legislatures, guided by the model of the ICCs forming in other countries. The new ICCs will be encouraged to draw participants from all parties represented in the legislature.

To fuel the educational field mission component of mentoring, ICCF will partner with NGOs conducting conservation work on the ground in key countries.

- Expand reach and impact – Share the programs developed within the Conservation Council of Nations with foreign leaders through a variety of informational channels, especially timely electronic mechanisms.

The CCN member nations currently comprise: Angola, Argentina, Austria, Belize, Cameroon, Central African Republic, Chad, Chile, Costa Rica, Democratic Republic of Congo, Gabon, Guatemala, Honduras, Indonesia, Jordan, Kenya, Mexico, Monaco, Mongolia, Morocco, Namibia, Norway, Papua New Guinea, Paraguay Senegal, Sierra Leone, South Africa, Spain, Timor-Leste, United States of America.

The ICCF:

- Acts as an interlocutor between Conservation Council of Nations representatives, ICCF corporate and NGO partners, members of the International Conservation Caucuses.
- Fosters inter-parliamentary interaction to build consensus on conservation and sustainability issues.
- Coordinates educational field missions that lead policymakers to examine threats to parks and other protected areas and means of addressing community needs, and thereby fuel the creation and support of a comprehensive approach to conservation, education, and sustainable development across Africa, Asia, and Latin America.
- Host educational programs for parliamentary audiences based on Conservation Council of Nations prioritization of issues.
- Organize annual inter-parliamentary anchor events in alternating locations, at times scheduled around other relevant events (for example, international conservation summits).
- Assist Council nations in developing parliamentary conservation caucuses.
- Disseminate a regular, electronic newsletter with Council updates.

## **2.2. Global Significance**

Rapid biodiversity decline across all nations of the world is evidenced by extinction, loss of habitat, and dominance of invasive alien species. We are only just beginning to understand how altering nature's web of interdependent species will affect human life on earth. Climate change is believed to risk species survival on a grand scale. Scientists estimate that deforestation produces a fifth of all human-caused carbon emissions. Loss of forests and land desertification undermine ecosystem services provided by wilderness – clean water and air, nutrient-poor soil, plants and animals for food, wood for fuel and shelter, and other products of nature upon which human communities depend. Human conflict increasingly erupts in heightened competition over dwindling natural resources, with national and regional security implications.

## **2.3. Threats, root causes and barrier analysis**

Booming populations over the next several decades will exponentially increase the need for additional food production and agricultural advances; the challenge will be to meet this increased demand without destroying natural resources and habitat. The potential of agricultural methods to benefit or harm the environment is enormous, and a general consensus is required among nations, development agencies, private foundations, and multinational corporations that agricultural growth will not be attained at the cost of wildlife,

habitats, and precious natural resources. A new paradigm is needed to address our unpreparedness to deal with the increased demand for agricultural output in a sustainable manner, along with new technology and collaboration among nations.

The Global Biodiversity Outlook-3 (GBO-3) concludes that: "...action to implement the Convention on Biological Diversity has not been taken on a sufficient scale to address the pressures on biodiversity in most places. There has been insufficient integration of biodiversity issues into broader policies, strategies and programmes, and the underlying drivers of biodiversity loss have not been addressed significantly. "GBO-3 further notes that "Well-targeted policies focusing on critical areas, species and ecosystem services are essential to avoid the most dangerous impacts on people and societies. Preventing further human-induced biodiversity loss for the near term future will be extremely challenging, but biodiversity loss may be halted and in some aspects reversed in the longer term, if urgent, concerted and effective action is initiated now in support of an agreed long-term vision.... Better protection of biodiversity should be seen as a prudent and cost-effective investment in risk-avoidance for the global community."

A great need exists to establish an international network that includes nations with the knowledge and expertise to address these issues, to build consensus and capacity and to maximize policy impact. These nations need to guide developing nations to use natural resources in a sustainable fashion with the smallest environmental footprint in order to facilitate economic development.

#### **2.4. Institutional, sectoral and policy context**

Disparate conservation measures initiated by governments in many countries strive to address these problems, but leadership across borders and internationally is often uncoordinated. Natural resource management is not always the main concern for decision makers who are challenged by other priorities, including the pressures of exploding human populations. Increased knowledge and understanding of biodiversity and habitat loss and consequences for future generations, together with conservation measures options compatible with economic development can go far in changing this paradigm.

#### **2.5. Stakeholder mapping and analysis**

CCN Member Countries at Baseline include: Angola; Argentina; Austria; Belize; Cameroon; Central African Republic; Chad; Chile; Costa Rica; Democratic Republic of Congo; Gabon; Guatemala; Honduras; Indonesia; Jordan; Kenya; Mexico; Monaco; Mongolia; Morocco; Namibia; Norway; Papua New Guinea; Paraguay; Senegal; South Africa; Spain; Sierra Leone; Timor-Leste; and United States of America.

New targeted countries will be primarily those GEF beneficiary countries who offer the best opportunity for engagement to educate and demonstrate that good natural resource management is imperative to economic growth. They offer an outstanding opportunity to institutionalize principles for the long term--for future generations--of continued economic growth founded on the same natural wealth. These will most often be developing nations of Africa, Latin America, the Caribbean, Asia, and potentially Eastern Europe. Based on review of these criteria, leaders of existing Conservation Council of Nations will invite new members from GEF beneficiary countries.



ICCF corporate and NGO partners (listed fully in Section 2.1) serve as a brain trust and will be the faculty/educators for briefings, missions, and hub programs. NGO partners such as Conservation International, The Nature Conservancy, Wildlife Conservation Society, World Wildlife Fund, and Rainforest Alliance will contribute expert presenters and on-the-ground program access. Corporate partners will also provide expertise relating to the project themes, for example: Starbucks (agriculture), Unilever (agriculture), JPMorgan Chase (green financing, wealth management, economic development), Coca-Cola (water), Abbott (health/water), International Paper (forestry), American Forest & Paper Association (forestry), Corporate Council on Africa (regional expertise), Food and Agriculture Organization of the U.N. (agriculture), and U.N. Foundation (forests, cookstoves, health, gender issues).

ICCF is always seeking additional partners to join in collaborative efforts to build a better future. The benefits of partnership in the ICCF are:

- Recognition - numerous opportunities to showcase and scale up environmental efforts,
- Impact - ability to educate a far broader audience of policymakers and opinion leaders through participation in Briefings and the extended reach of ICCF website and e-updates, and
- Collaboration - membership in the most influential collection of corporate and NGO leaders committed to achieving market-oriented solutions in conservation and sustainability worldwide.

## **2.6. Baseline analysis and gaps**

The GEF supported GLOBE International Commission on Land Use Change Commission created a unique policy development model that involves legislators in direct dialogue with leading scientists, economists and policy experts as they jointly produce the Commission's policy positions. This has resulted in a set of high-level policy tools to support legislators in their efforts to address key drivers of ecosystems degradation in the marine environment and unsustainable land use change from deforestation that contribute to climate change and biodiversity loss. The three Commission meetings held to-date have facilitated cross-national and bi-partisan discourse on common legislative challenges and solutions for addressing problems of fisheries management, marine ecosystem degradation and tropical deforestation.

By providing the necessary technical support to scrutinize national and international policy processes, and facilitating cross-national and cross-party political discourse the International Commission has strengthened the role of parliamentarians in shaping national and international policy on ecosystems and land use change. Indeed it has strengthened the position that parliaments have a key role in addressing international environmental issues as well as governments.

This project proposed herein seeks to provide a framework for member nations to join together as partners in a formal collaboration in order to share knowledge and expertise about global conservation and biodiversity challenges and courses of action to address these issues. Building on some of the lessons from the GLOBE experience, the proposed CCN formal international collaboration of partner nations committed to working together at a bilateral and multilateral level within or among policymakers and their respective parliaments to share conservation successes, challenges, and expertise and to achieve conservation successes specific to their own policy formulation. Further, there is no organization committed to working with developing nations to develop conservation caucuses within their legislative bodies.

Additionally, this project seeks to encourage and assist partner nations to build international conservation caucuses within their legislative bodies in order to enhance capacity for policy and legislation development that includes conservation of biodiversity as a key component. The CCN will strive to educate policymakers in order to improve their understanding of the need to incorporate conservation considerations into the full range of domestic policy considerations.

Further, developing nations lack a prototype model on which to base their interparliamentary conservation caucuses and basic mentorship of legislators by policymakers of other nations in conservation policy formulation. This project will foster mentorship of legislators in developing nations by the successful U.S. International Conservation Caucus and caucuses of other nations, including Canada and Russia. A new paradigm of conservation caucuses will catalyze the actions needed to integrate biodiversity issues into broader policies, strategies and programmes of GEF beneficiary countries.

## **2.7. Linkages with other GEF and non-GEF interventions**

Lessons learned from the recently completed GEF-supported, GLOBE-executed “International Commission on Land Use Change and Ecosystems” have been taken on board. These would include maintaining efforts to increase interaction with legislators between forums, or in this case caucuses, and include efforts to link developing countries with assistance to develop domestic legislation, perhaps in partnership to be explored with the Environmental Law Institute (ELI).

A second GLOBE executed project entitled “The GLOBE Legislator Forest Initiative”, is under advanced development. This proposed GEF supported project aims to strengthen legislation and parliamentary scrutiny structures within key forested developing countries (Brazil, the Democratic Republic of Congo (DRC), Indonesia and Mexico) in support of national efforts to Reduce Emissions from Deforestation and forest Degradation (REDD+) and promote Sustainable Forest Management (SFM). The interface between ICCF and GLOBE efforts are fully complementary and any needful coordination will be facilitated through programmed project meetings and UNEP facilitated exchanges, particularly should ICCF plan activities in any of the four GLOBE project beneficiary countries.

The project will also learn from the World Bank’s Agriculture, Water and Natural Resources Management Program at the WBICC Practice learning package on Sustaining Natural Capital (SNC) for Growth and Poverty Reduction in Sub-Saharan Africa. The material includes sessions for face-to-face learning, and is structured around the following four modules: (i) Fundamentals of SNC; (ii) SNC in a Changing Socio-Demographic Context; (iii) Sustainable Land Management; and (iv) Economic Analytical Tools and Policy Instruments for SNC.

Bridging the science-policy gap, UNEP has unparalleled access to national governments who are UN member states through global platforms. UNEP also has a wide range of **staff** expertise and partners ranging from scientific and technical know-how to policy expertise. UNEP has access to high-quality and detailed data sets through the Division of Early Warning and Assessment as well as the UNEP World Conservation Monitoring Center, and internationally recognized Center of Excellence committed to the synthesis, analysis and dissemination of global biodiversity knowledge, providing authoritative, strategic and timely information for conventions, countries, organizations and companies to use in the development and implementation of their policies and practices.

Through **staff** and its multiple partners and programs, UNEP is a globally recognized source of credible science and policy advice. UNEP also brings expertise in bridging science to policy through its science-to-policy platforms such as the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) whose purpose is to provide a scientifically sound, uniform and consistent framework to enable emerging scientific knowledge to be translated into policy action at the appropriate levels as to contribute to more effective and sustainable decision making that secures human well-being. To do so, the platform harnesses existing networks of scientific networks as well as policy communities. The platform remains scientifically independent, and credibility, relevance and legitimacy are core objectives, but also provide knowledge on biodiversity and ecosystem services for collaboration and coordination for common and shared knowledge bases.

UNEP's Economics of Ecosystems and Biodiversity (TEEB) study calls for wider recognition of nature's contribution to human livelihoods, health, security, and culture by decision-makers at all levels (local to national and business to citizens). It promotes the demonstration, and where appropriate, the capture of the economic values of nature's services through an array of policy instruments and mechanisms. Some countries have already announced plans for implementing the economic valuation of their natural capital as well as the value of nature's services in decision-making.

UNEP's Green Economy Initiative (GEI) has been providing advisory services to more than 20 governments around the world, with an active engagement in 15 countries. Working in partnership with United Nations agencies, other international institutions and a network of leading policy research institutions and think tanks, UNEP seeks to lend support to countries' national initiatives to achieve a green economic transformation. Advisory services include providing platforms for national dialogue and consultations; analytical and research support through macro-economic and sectoral assessments of green economy opportunities and options; capacity enhancing activities; and sharing of international experiences and best practices.

The joint UNDP-UNEP Poverty-Environment Initiative (PEI) supports country-led efforts to mainstream poverty-environment linkages into national development planning and processes, from policymaking to budgeting, implementation and monitoring. The UNEP Division for Regional Cooperation through its Regional Offices is managing the Initiative on behalf of UNEP and through its Regional Support Programmes:

1. Offer guidance on strategic planning and information about poverty-environmental mainstreaming issues in the region;
2. Define a set of priority services, including trainings and knowledge management services for countries in the region;
3. Allocate funds for country programmes and provide advisory services, and support for the regional communities of practice; and

### **SECTION 3: INTERVENTION STRATEGY (ALTERNATIVE)**

#### **3.1. Project rationale, policy conformity and expected global environmental benefits**

The Conservation Council of Nations as a collaboration will advance a “good stewardship” agenda, while also bringing nations together to build bonds between leaders that will transcend nation and party politics to achieve goals together in this realm. These same bonds will serve nations in issues that generate global environmental benefits extending to the greater good of the economy, peace progress, and many other realms.

### 3.2 Project goal and objective

This project seeks to expand networks of policymakers and to build capacity and conservation caucuses in Conservation Council of Nations member countries in order to facilitate better legislation, programs, policies, and practices. Maximizing the impact of the CCN requires: 1) an expansion of membership and engagement, in tandem with 2) an expansion in tackling both emerging and critical issues of natural resource management.

The project's goal is to provide global parliamentarians with knowledge, expertise, resources, and capacity to formulate and implement sound policies, programs, and practices for conservation and good natural resource management. The project's objective is to provide education and capacity development at the parliamentary level for conservation and sound natural resource management.

### 3.3 Project components and expected results

The following activities are proposed under each of the three components:

#### **Component 1: Collaboration & Commitment**

**Outcome 1.1:** Increased commitment and collaboration of CCN Partners to address global biodiversity, habitat loss and natural resource management.

**Output 1.1.1:** Commitment to CCN increases by 25% from GEF beneficiary countries. 10 additional GEF beneficiary countries commit to the CCN, a partnership of member nations (currently 30) working together to establish relationships and achieve conservation solutions.

Country membership in CCN is comprised of a formal request on the part of a nation to partner with the CCN, and ICCF acceptance of that request. This partnership entails a commitment to engage with ICCF staff, partner organizations and other CCN nations on issues of interest to seek consensus and share ideas and expertise. Membership is usually formalized by a letter of commitment (not a legal document) on behalf of the partnering nation, which may be signed by an Ambassador, Minister, or Head of State. Membership is entered into on behalf of the nation as a whole, but participation may initially be at the Embassy level.

Activity 1.1.1.1 Arrange meeting with high-level representatives of GEF beneficiary countries that are not members of the CCN to introduce the CCN.

Activity 1.1.1.2 Provide high-level representatives with targeted CCN information and briefing packets.

Activity 1.1.1.3 Conduct follow-up, as needed, with high-level representatives to encourage them to join the CCN.

#### **Component 2: Capacity Building and Exchanges**

**Outcome 2.1:** Established transferable capacity building programs serving to inject science into policy formulation – linking conservation and development, water, forests

and biodiversity, health, agriculture, and security.

**Output 2.1.1:** Briefing materials developed and delivered at informative briefings and key anchor events. 18 educational briefings with subject-matter experts to teach member nations' participants about a range of conservation issues. Two events at the U.N. General Assembly in New York to bring together high-level policymakers in order for them to establish relationships with one another and with CCN's corporate, institutional, and NGO partners which possess subject-matter resources and expertise.

Activity 2.1.1.1 Consult and coordinate with CCN member nations to determine areas of interest for informative briefing and event topics.

Activity 2.1.1.2 Identify and coordinate with CCN partners and other subject-matter experts regarding their interest, expertise, and potential participation in informative briefings and events relating to topics identified by CCN member nations.

Activity 2.1.1.3 Arrange for all program logistics, resource persons/speakers/program participants, etc.

Activity 2.1.1.4 Track briefing and events, and follow up to ensure and expand participation as necessary.

Activity 2.1.1.5 Prepare all printed, video, PowerPoint, and other presentation materials.

Activity 2.1.1.6 Conduct briefing or event.

Activity 2.1.1.7 Conduct all briefing or event follow-up, and posting briefing or event footage and other information to the CCN website.

**Output 2.1.2:** Materials and Expert Advice delivered for replicable thematic programs and inter-parliamentary staff programs. Conservation-themed educational programs in 3 regions, which will bring together policymakers from within those regions in order to educate them about conservation issues surrounding a particular theme. Three additional programs that will bring together high-level staff members of international parliaments (including the U.S. International Conservation Caucus) to facilitate relationship building and to educate participants about conservation issues.

Activity 2.1.2.1 Identify program venues in 3 regions (Africa, Latin America, and Asia).

Activity 2.1.2.2 Identify and invite key participants, including parliamentarians/staff of CCN member nations, and leaders in the corporate, institutional, and NGO communities, to participate in thematic programs with subject-matter experts.

Activity 2.1.2.3 Coordinate all program logistics, including facilities, invitations and reminders, tables and seating, food and beverages (as applicable), transportation, lodging, presentation materials, etc.

Activity 2.1.2.4 Conduct thematic programs.

Activity 2.1.2.5 Conduct program follow-up, including posting program footage and materials to CCN website.

**Output 2.1.3:** Opportunities for linkages developed between individuals from corporations, NGOs, and institutions (North-South and South-South) and parliaments of member nations. 20 new cooperative relationships between individuals from corporations, NGOs, and institutions (North-South and South-South) and parliaments of member nations.

Through formal CCN activities, parliamentarians have an opportunity to meet and form relationships with other parliamentarians and with representatives of organizations (corporate, institutional, and NGO) that might provide them with conservation resources and expertise. Cooperative relationships between parliamentarians, refers to relationships where members have identified common goals and have developed individual and communal relationships that enable them to work constructively together to support policy development, domestically and potentially internationally. These are relationships between individuals where policymakers of member nations receive information and support from CCN partner corporations and NGOs to enhance their understanding and expertise as they pursue programs and policies within their governments.

Activity 2.1.3.1 Participants in CCN programs and events will include individuals from a wide variety of corporations, NGOs, and institutions, as well as parliamentarians of member nations.

Activity 2.1.3.2 Adequate time and opportunity will be allowed by program/event schedules to enable introductions and discussions by participants.

Activity 2.1.3.3 Introductions will be made in order to encourage and facilitate optimal relationship building among participants.

### **Component 3: International parliamentary conservation caucus building and mentoring**

#### **Outcome 3.1: Better policy through established mentorships.**

**Output 3.1.1:** New paradigm for national conservation caucuses developed and tested. 8 new national caucuses in GEF beneficiary countries. Creation of formal structures within the legislative bodies of 8 developing nations to promote incorporation of conservation into their policy development.

*A good example of an effective and ongoing conservation caucus is that of the Canadian All Party International Conservation Caucus. The ICC is a group of Canadian parliamentarians dedicated to protecting critical habitat, reducing biodiversity loss, and championing sustainable development. The ICC was created in 2007 to connect Parliamentarians and public servants with environmental and conservation scientists and NGOs to ensure they have the information they need to tackle environmental challenges. The ICC works to establish relationships with Parliamentarians, scientists, and conservation experts, and then acts as a forum for all groups to work together to address urgent environmental challenges. The ICC helps to identify best practices in conservation and environmental stewardship. It also seeks to connect legislators around the world so that they can work together across borders to implement global conservation initiatives. Working with leading global experts Parliamentarian briefings and round tables have been held on topics including: biodiversity, the Congo Basin, ocean health, climate change, and marine protected areas.*

Activity 3.1.1.1 Work closely with parliamentarians from CCN member nations to determine and encourage interest in establishing conservation caucuses within their parliaments.

Activity 3.1.1.2 Work closely with parliamentarians, with support from CCN member-nation caucuses, to guide caucus formation.

Activity 3.1.1.3. Maintain frequent, in-depth communication with new member-nation caucuses to provide continued guidance and expertise.

**Output 3.1.2:** Parliamentary mentorship exchanges developed and expanded. 12 Parliamentary mentorship exchanges. 12 meetings between developing nations' parliamentarians and members of the U.S. International Conservation Caucus (ICC) so that ICC members might provide guidance and mentorship.

Activity 3.1.2.1 Parliamentarians visiting from CCN member nations will be engaged to participate in mentorship exchanges with members of the International Conservation Caucus, as well as other CCN partners (as appropriate).

Activity 3.1.2.2 Mentorship exchanges will be planned to optimize the interactions to address the issues of greatest relevance to the visiting parliamentarians.

Activity 3.1.2.3 Logistics of all mentorship exchanges will be arranged, including scheduling, locations, and other aspects as needed.

Activity 3.1.2.4 Exchange follow-up will be conducted.

All outputs will integrate reporting and awareness surveys to measure impact and success of individual ICCF actions.

### 3.4 Interventional logic and key assumptions

Policymakers in developing nations, on the whole, have not been sufficiently educated about the importance of conservation of biodiversity to all other areas of policy, including economic development, global health, and freshwater and food security. Many of these parliamentarians are expressing a growing interest in learning about conservation issues and ways that conservation might benefit their nations.

Education of policymakers on the wide range of benefits of biodiversity conservation, followed by mentorship by other nations' policymakers, are key to increasing commitment to addressing biodiversity and habitat loss and to injecting science into policy formulation in GEF beneficiary countries.

### 3.5 Risk analysis and risk management measures

Risk Statement	Risk Level	Risk Mitigation Strategy
Failure of buy-in from legislators	M	Ensure constant, valuable support from G-8 caucuses and legislators, extensive outreach to and education of legislators, and establishment of caucuses with the strength and numbers to ensure longevity despite election cycles.
Inability of legislators to form sufficient numbers for effective caucuses	M	
Turnover in legislatures due to election cycles	M	

Further, co-financing will be obtained over the span of this project to ensure its continuity following the conclusion of GEF funding.

### **3.6 Consistency with national priorities or plans**

The target audience of key decision makers at the national level paired will ensure that project approach is consistent with national priorities and plans. Country partners will specifically be supported in reviewing their country NBSAPs to inform their participation in project activities and in support of Convention of Biological Biodiversity (CBD) and other Multi-lateral Environmental Agreements (MEAs) and relevant conventions

### **3.7 Incremental Cost Reasoning**

In the absence of funding from GEF, parliamentarians would not have such an opportunity to both network, engage, share experiences and enhance their understanding and decision making capacity in the arena of biodiversity.

To date the ICCF Task Forces have brought together ICCF partners, including public and private sector representatives, NGOs and corporations and international policy makers to section needs to collaboratively engage on the topics of Energy Security and Nature Conservation, Forestry and Agriculture and Marine and Freshwater. This project seeks to expand networks of policymakers and to build capacity and conservation caucuses in Conservation Council of Nations member countries in order to facilitate better legislation, programs, policies, and practices. Maximizing the impact of the ICCF requires: 1) an expansion of membership and engagement, in tandem with 2) an expansion in tackling both emerging and critical issues of natural resource management.

### **3.8 Sustainability**

ICCF is a well established institution and while the CCN initiative is tailored to the needs of the global environment priorities under the GEF, ICCF will continue to sustainably underpin environmental objectives well beyond the life of this project.

Some of the caucuses formed may be sustainable on their own by the end of this project period because they are well established and have been met with sufficient receptivity and resources. Most, however, will not be self-sustaining without follow-up activities subsequent to the initial establishment. It is essential to ensure a global collaboration that will enable the majority of the caucuses to continue as viable working coalitions and to add others.

### **3.9 Replication**

Replication is a key consideration in ICCF campaigns. This tailored CCN initiative can only hope to directly reach a limited number of key decision makers. However these key stakeholders will carry back their newly gained capacity -- together with tools and methodologies made available to them through the CCN. All CCN educational briefings and programs will be captured electronically; videos will be made available online through the CCN website, and information about these programs, including how to access video footage, will be disseminated to ICCF's extensive network of email subscribers, including policymakers of CCN member nations.

### **3.10 Public awareness, communications and mainstreaming strategy**



To grow awareness and engender replication efforts, ICCF will broadly disseminate results of the project's approach together with the tools, and materials developed for its execution. Materials and modules on particular themes can be made available for key groups, including the conservation community. Through ICCF's website, interested parties will be able to access materials, information about the project, together with project progress reports. The project team will be complemented by ICCF communications experts who have a rich experience in awareness building through networks to maximize exposure of project products. The project team will be further supplemented by an electronic media/communications expert dedicated to this effort. ICCF's communications experts will electronically communicate project updates on a regular basis to its extensive network of email subscribers. ICCF will work broadly with the press and media channels at large.

A first order deliverable of the ICCF Communications team is a Project Wide Communications Strategy that will support the achievement of project objectives. The Strategy is to be delivered by ICCF staff one month after project inception (reflected in the Appendix 5 – Key Deliverables)

The Project Oversight Committee will have a substantive role in:

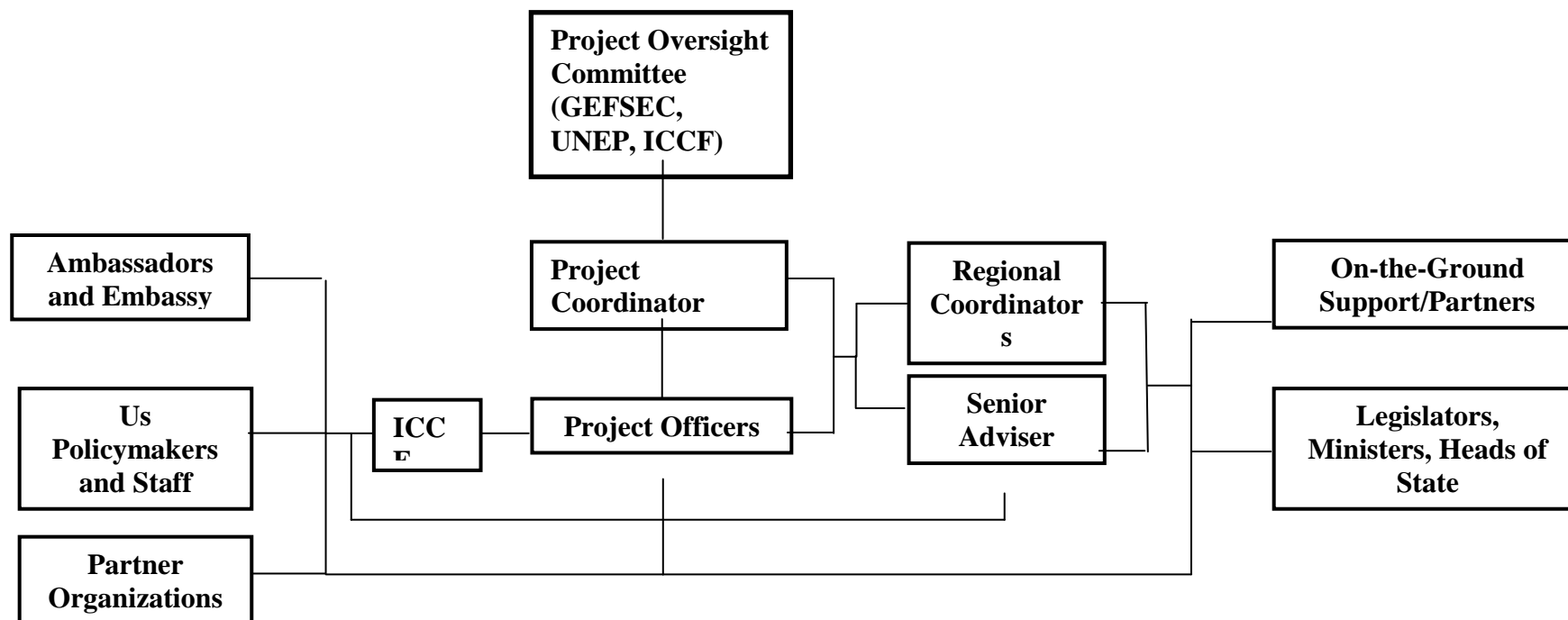
- design of communication strategies for the full project
- establishment and maintenance of a communications network to facilitate communication between CCN member nations' policymakers
- design and maintenance of electronic system to provide access to program videos and other resources

### **3.11 Environmental and social safeguards**

The project is not expected to create negative environmental and/or social impacts in the target countries. Furthermore, the project will ensure all norms regarding social and environmental safeguards including gender considerations by ensuring (i) inclusiveness of both men and women in project formulation and implementation (ii) check effects (negative and positive) of the project on both genders; and (iii) collect gender disaggregated data where necessary.

## **SECTION 4: INSTITUTIONAL FRAMEWORK AND IMPLEMENTATION ARRANGEMENTS**

UNEP is acting as the GEF Implementing Agency. ICCF will provide overall management and oversight of the Project from its headquarters in Washington, DC. A Project Oversight Committee comprised of representatives from: GEF Secretariat, UNEP-RONA, UNEP-GEF and ICCF will also be established. Terms of Reference for the Project Oversight Committee will be agreed at the Project Inception Workshop and will include a substantive role in selection of priority themes of emphasis and countries for action. ICCF's management role will be to administer, oversee, and implement all project activities; provide financial management; monitor project implementation and outcomes; and ensure that project is delivered on time and on budget.



ICCF staff, in travelling to GEF beneficiary countries or regions, will notify its extensive, diverse network of CCN and ICCF partner organizations to add value to country/regional initiatives. ICCF will make every effort to involve both local representatives on the ground and overall management of these organizations to ensure the highest quality programs. ICCF's strength is working at the very highest levels of government, engaging policymakers in a top-down approach.

The ICCF management team, whose resources will be availed to this project, has an extensive track record in the field, beginning in the 1970s. The Senior Adviser and Project Coordinator for this project have spent decades advising Heads of State, Prime Ministers, and other high-level Ministers on issues including investment, economic growth, multiparty collaboration, building democratic institutions, formulating market-based policy, etc.. Since 1989, these team members have brought policymakers from the U.S. together with leaders from other countries (including Botswana, Namibia, South Africa, Kenya, Tanzania, Central African Republic, Gabon, and both Congos), and we have played a role in working with delegations from China, the Philippines, Norway, Paraguay, Mexico, Canada, and Russia. ICCF also has extensive resources in terms of expertise, stemming from partnerships and relationships with some of the most influential NGOs and corporations working in conservation, as well as leading conservationists.

## **SECTION 5: STAKEHOLDER PARTICIPATION**

CCN unites policy makers, businesses, NGOs and governments – providing a vital link between natural resource management, and sustainable economic development. The project's design and planned implementation is premised on outreach to key stakeholders which together, can affect a difference.

## **SECTION 6: MONITORING AND EVALUATION PLAN**

The project will follow UNEP standard monitoring, reporting and evaluation processes and procedures. Substantive and financial project reporting requirements are summarized in section 32 of the Project Cooperation Agreement to which this document forms an Annex . Reporting requirements and templates are an integral part of the UNEP legal instrument to be signed by the executing agency and UNEP.

The project M&E plan is consistent with the GEF Monitoring and Evaluation policy. The Project Results Framework presented in Appendix 3 includes SMART indicators for each expected outcome as well as mid-term and end-of-project targets. These indicators along with the key deliverables and benchmarks included in Appendix 4 will be the main tools for assessing project implementation progress and whether project results are being achieved. The project will use an adapted version of the Project Level Capacity Development Scorecard (Monitoring Guidelines of Capacity Development in GEF Projects) for component 2 of the project. The means of verification and the costs associated with obtaining the information to track the indicators are summarized in Appendix 6. Other M&E related costs are also presented in the Costed M&E Plan and are fully integrated in the overall project budget.

The M&E plan will be reviewed and revised as necessary during the project inception workshop to ensure project stakeholders understand their roles and responsibilities vis-à-vis project monitoring and evaluation. Indicators and their means of verification may also be fine-tuned at the inception workshop. Day-to-day project monitoring is the responsibility of the project management team but other project

partners will have responsibilities to collect specific information to track the indicators. It is the responsibility of the Project Manager to inform UNEP of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely fashion.

The Project Oversight Committee will receive periodic reports on progress and will make recommendations to UNEP concerning the need to revise any aspects of the Results Framework or the M&E plan. Project oversight to ensure that the project meets UNEP and GEF policies and procedures is the responsibility of the Task Manager in UNEP-GEF. The Task Manager will also review the quality of draft project outputs, provide feedback to the project partners, and establish peer review procedures to ensure adequate quality of scientific and technical outputs and publications.

Project supervision will take an adaptive management approach. The Task Manager will develop a project supervision plan at the inception of the project which will be communicated to the project partners during the inception workshop. The emphasis of the Task Manager supervision will be on outcome monitoring but without neglecting project financial management and implementation monitoring. Progress vis-à-vis delivering the agreed project global environmental benefits will be assessed with the Project Oversight Committee at agreed intervals. Project risks and assumptions will be regularly monitored both by project partners and UNEP. Key financial parameters will be monitored quarterly to ensure cost-effective use of financial resources.

An independent terminal evaluation will take place at the end of project implementation. The Evaluation and Oversight Unit (EOU) of UNEP will manage the terminal evaluation process. A review of the quality of the evaluation report will be done by EOU and submitted along with the report to the GEF Evaluation Office not later than 6 months after the completion of the evaluation. The standard terms of reference for the terminal evaluation are included in Appendix 6. These will be adjusted to the special needs of the project.

## **SECTION 7: PROJECT FINANCING AND BUDGET**

### **7.1. Overall project budget**

The overall project budget of this project is US\$ 2,346,783 Costs to the GEF amount to US\$ 909,071 as presented in Appendix 1.

### **7.2. Project co-financing**

US\$ 1,437,712 is provided in the form of co-financing, as presented in Appendix 2.

### **7.3. Project cost-effectiveness**

Human capital empowerment is a critical component of cost effective capacity building. Alternative approaches would be costly country by country approaches or diffused training programs. Transferring and connecting existing capacity and knowledge directly to build human capital is a direct approach.

**APPENDICES**

**Appendix 1: GEF Budget and Co-Financing by project components and UNEP budget lines**

**Appendix 2: Co-financing by source and UNEP budget line**

**Appendix 3: Results Framework**

**Appendix 4: Workplan and timetable**

**Appendix 5: Key deliverables and benchmarks**

**Appendix 6: Costed M&E plan**

**Appendix 7: Standard Terminal Evaluation TOR**

**Appendix 8: Terms of Reference**

**Appendix 9: Draft Procurement Plan**

**Appendix 10: Co-financing commitment letters from project partners**

**Appendix 1:****RECONCILIATION BETWEEN GEF ACTIVITY BASED BUDGET AND UNEP BUDGET BY EXPENDITURE CODE (GEF FINANCE ONLY)**

<b>Project No:</b>
<b>Project Name:</b> Partnering for Biodiversity - Conservation Council of Nations (CCN)
<b>Executing Agency:</b> UNEP

Source of funding (noting whether cash or in-kind):

			BUDGET ALLOCATION BY PROJECT COMPONENT/ACTIVITY					ALLOCATION BY CALENDAR YEAR **			
			*								
			1	2	3	4	5	Total	2011	2012	Total
UNEP BUDGET LINE/OBJECT OF EXPENDITURE			US\$	US\$	US\$	US\$	US\$	US\$	US\$	US\$	US\$
10	PROJECT PERSONNEL COMPONENT										0
	1100	Project Personnel									0
		(Show title/grade)									0
	1101	Project Coordinator	6,750	29,250	9,000	45,090		90,090	29,730	60,360	90,090
	1102	Senior Adviser	21,164	91,708	28,218			141,090	46,560	94,530	141,090
	1103	Project Officer (2)	19,134	82,915	25,512			127,561	42,520	85,041	127,561
	1104	Regional Coordinator (2)		101,029	25,257			126,286	42,095	84,191	126,286
	1105	Electronic Media/Communications Expert	4,237	18,359	5,648			28,244	9,415	18,829	28,244
								0			0
		1199	Sub-Total	51,285	323,261	93,635	45,090	0	513,271	170,320	342,951
	1200	Consultants						0			0
	1201	Technical writer						0			0
	1202	Graphics artist/designer	1,000	25,000	1,000			27,000	7,000	20,000	27,000
	1203	Corporate and NGO liaison						0			0
	1299	Sub-Total	1,000	25,000	1,000	0	0	27,000	7,000	20,000	27,000

	<b>1600</b>	<b>Travel on official business (above staff)</b>									
	1601	Regional Hub Event international travel + accommodations (x2) for 4 staff (\$4,000 per person)		32000				32,000	16,000	16,000	32,000
	1602	Anchor Events domestic travel (x2) for 4 staff (\$750 each)		6000				6,000	3,000	3,000	6,000
	1603	Anchor Events international travel (x2) for 2 regional staff (\$3,000 each)		12000				12,000	6,000	6,000	12,000
	1604	Interparliamentary staff conferences (x3) international travel + accommodations for 4 staff		38000	10000			48,000	16,000	32,000	48,000
	1699	Sub-Total	0	88,000	10,000	0	0	98,000	41,000	57,000	98,000
	<b>1999</b>	<b>Component Total</b>	<b>52,285</b>	<b>436,261</b>	<b>104,635</b>	<b>45,090</b>	<b>0</b>	<b>638,271</b>	<b>218,320</b>	<b>419,951</b>	<b>638,271</b>
<b>20</b>	<b>SUB-CONTRACT COMPONENT</b>							0			0
	<b>2100</b>	<b>Sub-contracts (Advisory)</b>						0			0
	2101	Advisory Council (TNC, CI, WWF, WCS)						0			0
	2102	Conservation Council (expertise-corp. and NGO)						0			0
	2103	Legal Counsel						0			0
	2199	Sub-Total	0	0	0	0	0	0	0	0	0
	<b>2300</b>	<b>Sub-contracts (private)</b>									
	2301	Accounting/Auditing				45,000		45,000	15,000	30,000	45,000
	2399	Sub-Total	0	0	0	45,000	0	45,000	15,000	30,000	45,000
	<b>2999</b>	<b>Component Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>45,000</b>	<b>0</b>	<b>45,000</b>	<b>15,000</b>	<b>30,000</b>	<b>45,000</b>
<b>30</b>	<b>TRAINING COMPONENT</b>							0			0
	<b>3200</b>	<b>Group training (educational briefings)</b>						0			0
	3201	Priority thematic meetings (10)		10,000				10,000	4,000	6,000	10,000
	3202	Introductory meetings (8)		800				800	200	600	800
	3299	Sub-Total	0	10,800	0	0	0	10,800	4,200	6,600	10,800
	<b>3300</b>	<b>Meetings/conferences</b>						0	0	0	0
	3301	Regional conferences (3)		102000				102,000	34,000	68,000	102,000

	3302	Mentorship meetings			8,000			8,000		8,000	8,000
	3303	Annual event at UNGA (2)		40000				40,000	13,000	27,000	40,000
	3304	Interparliamentary staff programs (3)	0		15,000	0	0	15,000	5,000	10,000	15,000
	3399	Sub-Total	0	142,000	23,000	0	0	165,000	52,000	113,000	165,000
	<b>3999</b>	<b>Component Total</b>	0	152,800	23,000	0	0	175,800	56,200	119,600	175,800
<b>50</b>	<b>MISCELLANEOUS COMPONENT</b>							0			0
	<b>5200</b>	<b>Reporting costs</b>						0			0
	5201	Invitations, event/briefing materials/correspondence	1000	24000	5000			30,000	10,000	20,000	30,000
	5202	Final report						0	0		0
	5299	Sub-Total	1,000	24,000	5,000	0	0	30,000	10,000	20,000	30,000
	<b>5500</b>	<b>Evaluation (consultants fees/travel/</b>						0			0
		<b>DSA, admin support, etc. internal projects)</b>						0			0
	5581	Final evaluation					20,000	20,000		20,000	20,000
	5599	Sub-Total	0	0	0	0	20,000	20,000	0	20,000	20,000
	<b>5999</b>	<b>Component Total</b>	1,000	24,000	5,000	0	20,000	50,000	10,000	40,000	50,000
								0			0
	<b>TOTAL COSTS</b>		<b>53,285</b>	<b>613,061</b>	<b>132,635</b>	<b>90,090</b>	<b>20,000</b>	<b>909,071</b>	<b>299,520</b>	<b>609,551</b>	<b>909,071</b>

Component Key:

1 - Collaboration & Commitment

2 - Capacity Building & Exchange

3 - International Parliamentary Conservation Caucus Building & Mentoring

4 - Project Management

5 - Evaluation

**Budget line 1601** – Technical and coordination staff travel to 3 regional conferences.

**Budget line 3301** - Regional conferences involve travel + hosting of 8 MPs for 2-3 days (\$3,500 each) + \$6,000 for event to include local leaders from government, businesses, NGOs. All of this (34K) times 3 conferences.

Hosting of interparliamentary staff (\$5000) x 3 programs



**Appendix 2:****UNEP Budget by Expenditure Code (Total GEF and Co-finance Only)****Project No:****Project Name: Partnering for Biodiversity - Conservation Council of Nations (CCN)****Executing Agency:UNEP****Source of funding (noting whether cash or in-kind):**

			<b>GEF funding</b>	<b>Cofinance 1</b>	<b>Cofinance 2</b>	<b>Cofinance 3</b>	<b>Cofinance 4</b>	<b>Cofinance 5</b>	<b>Cofinance 6</b>	<b>Cofinance 7</b>	<b>Total Cash Cofinance</b>	<b>Total Inkind Co finance</b>
				<b>Cash (ICCF)</b>	<b>In-kind (ICCF)</b>	<b>Cash (USFWS)</b>	<b>In-kind (Advisory Council)</b>	<b>In-kind (Hogan &amp; Lovells)</b>	<b>In-kind UNEP</b>	<b>In-kind donors</b>		
<b>UNEP BUDGET LINE/OBJECT OF EXPENDITURE</b>			<b>US\$</b>	<b>US\$</b>	<b>US\$</b>	<b>US\$</b>	<b>US\$</b>	<b>US\$</b>	<b>US\$</b>	<b>US\$</b>	<b>0</b>	<b>US\$</b>
<b>10</b>	<b>PROJECT PERSONNEL COMPONENT</b>											
	<b>1100</b>	<b>Project Personnel w/m (Show title/grade)</b>										
	1101	Project coordinator	90,090						20,000		90,090	20,000
	1102	Senior advisers	141,090		166,062						141,090	166,062
	1103	Project officer (2)	127,561								127,561	0
	1104	Regional coordinator (2)	126,286								126,286	0
	1105	Electronic media/communications expert	28,244								28,244	0
	1199	Sub-Total	513,271	0	166,062	0	0	0	20,000	0	513,271	186,062
	<b>1200</b>	<b>Consultants w/m</b>									0	
		<b>(Give description of</b>									0	0

		activity/service)										
	1201	Technical writer			15750						0	15,750
	1202	Graphics artist/designer	27,000								27,000	0
	1203	Corporate and NGO liaison			25,000						0	25,000
	1299	Sub-Total	27,000	0	40,750	0	0	0	0	0	27,000	40,750
	<b>1300</b>	<b>Administrative support w/m</b>									0	0
		(Show title/grade)									0	0
	1301	Intern level 1 (2)			19,500						0	19,500
	1302	Intern level 2			23,400						0	23,400
	1399	Sub-Total	0	0	42,900	0	0	0	0	0	0	42,900
	<b>1600</b>	<b>Travel on official business (above staff)</b>									0	0
	1601	Regional Hub Event International Travel + Accommodations	32,000								32,000	0
	1602	Anchor Events Domestic Travel (x2) for 4 staff	6,000								6,000	0
	1603	Anchor Events International Travel (x2) for 2 regional staff	12,000								12,000	0
	1604	Interparliamentary staff conference (3) international travel + accommodations	48,000								48,000	0
											0	0
	1699	Sub-Total	98,000	0	0	0	0	0	0	0	98,000	0
	<b>1999</b>	<b>Component Total</b>	638,271	0	249,712	0	0	0	20,000	0	638,271	269,712
<b>20</b>	<b>SUB-CONTRACT COMPONENT</b>										0	0

	<b>2100</b>	<b>Sub-contracts (Advisory)</b>									0	0
	2101	Advisory Council (TNC, CI, WWF, WCS)					115,000				0	115,000
	2102	Conservation Council (expertise-corp. and NGO)									0	0
	2103	Legal Counsel						25,000			0	25,000
	<b>2199</b>	<b>Sub-Total</b>	0	0	0	0	115,000	25,000	0	0	0	140,000
	<b>2300</b>	<b>Sub-contracts (private)</b>									0	0
	2301	Accounting/Audit ing	45,000	17,500							62,500	0
	<b>2399</b>	<b>Sub-Total</b>	45,000	17,500	0	0	0	0	0	0	62,500	0
	<b>2999</b>	<b>Component Total</b>	45,000	17,500	0	0	115,000	25,000	0	0	62,500	140,000
<b>30</b>	<b>TRAINING COMPONENT</b>										0	0
	<b>3200</b>	<b>Group training (educational briefings)</b>									0	0
	3201	Primary thematic meetings (10)	10,000	30,000							40,000	0
	3202	Introductory meetings (8)	800	2,400							3,200	0
	<b>3299</b>	<b>Sub-Total</b>	10,800	32,400	0	0	0	0	0	0	43,200	0
	<b>3300</b>	<b>Meetings/conferences</b>									0	
	3301	Regional conference (3)	102,000	318,000	89,100						420,000	89,100
	3302	Mentorship meetings	8,000	16,000							24,000	0
	3303	Annual event at UNGA (2)	40,000	65,000	55,000						105,000	55,000
	3304	Interparliamentary staff conference (3)	15,000	66,000	89,100	50,000					131,000	89,100

	3399	Sub-Total	165,000	465,000	233,200	50,000	0	0	0	0	680,000	233,200
	<b>3999</b>	<b>Component Total</b>	175,800	497,400	233,200	50,000	0	0	0	0	723,200	233,200
<b>40</b>	<b>EQUIPMENT &amp; PREMISES COMPONENT</b>										0	0
	<b>4100</b>	<b>Expendable equipment (items under (\$1,500 each, for example))</b>									0	0
											0	0
	4101	Office supplies (7 computers)		3,500							3,500	0
	4102	Office furniture		3,000							3,000	0
	4103	Books/CDs		10,000			90,000				10,000	90,000
	4199	Total	0	16,500	0	0	90,000	0	0	0	16,500	90,000
	<b>4300</b>	<b>Premises (office rent, maintenance of premises, etc)</b>									0	0
											0	0
	4301	Office space		78,000							78,000	0
	4302	Cleaning and maintenance		5,400							5,400	0
	4399	Sub-Total	0	83,400	0	0	0	0	0	0	83,400	0
	<b>4999</b>	<b>Component Total</b>	0	99,900	0	0	90,000	0	0	0	99,900	90,000
<b>50</b>	<b>MISCELLANEOUS COMPONENT</b>										0	0
	<b>5200</b>	<b>Reporting costs (publications, maps, newsletters, printing, etc)</b>									0	0
											0	0
	5201	Invitations, event/briefing materials/correspondence	30,000								30,000	0
	5202	Final report									0	0
	5299	Sub-Total	30,000	0	0	0	0	0	0	0	30,000	0

	<b>5300</b>	<b>Sundry (communication s, postage, freight, clearance charges, etc)</b>									0	0
											0	0
	5301	Communication, postage, freight, etc.		13,500							13,500	0
	5302	Utilities, phone, internet		19,750							19,750	0
	5303	Subscriptions/list fees			6,750						0	6,750
	5399	Sub-Total	0	33,250	6,750	0	0	0	0	0	33,250	6,750
	<b>5500</b>	<b>Evaluation (consultants fees/travel/ DSA, admin support, etc. internal projects)</b>									0	0
											0	0
	5581	Final evaluation	20,000								20,000	0
	5599	Sub-Total	20,000	0	0	0	0	0	0	0	20,000	0
	<b>5999</b>	<b>Component Total</b>	50,000	33,250	6,750	0	0	0	0	0	83,250	6,750
	<b>TOTAL COSTS</b>		<b>909,071</b>	<b>648,050</b>	<b>489,662</b>	<b>50,000</b>	<b>205,000</b>	<b>25,000</b>	<b>20,000</b>	<b>0</b>	<b>1,607,121</b>	<b>739,662</b>

### Appendix 3: Project Results Framework

<b>STRATEGIC OBJECTIVE:</b> To provide global parliamentarians with knowledge, expertise, resources, and capacity to formulate and implement sound policies, programs, and practices for conservation and good natural resource management.					
	OBJECTIVELY VERIFIABLE INDICATORS			VERIFICATION METHODS	ASSUMPTIONS
<b><u>PROJECT OBJECTIVE</u></b> Education and capacity development at the parliamentary level for conservation and sound natural resource management.	<ul style="list-style-type: none"> <li>Interaction between international parliamentarians as well as corporate, NGO, and institutional leaders.</li> <li>International network of legislators working together on issues of international conservation.</li> <li>New international conservation caucuses in parliaments of foreign nations.</li> </ul>			<ul style="list-style-type: none"> <li>Annual monitoring and evaluation reports detailing membership in ICCF Conservation Council of Nations, as well as meetings, briefings, and related events.</li> <li>Annual review of progress toward establishment of international conservation caucuses.</li> </ul>	<ul style="list-style-type: none"> <li>International conservation remains a priority internationally.</li> <li>Political will is available for caucus development.</li> <li>Sufficient stability of partner nations to allow for project continuity.</li> </ul>
<b><u>Component 1: Collaboration &amp; Commitment.</u></b>  <b>Outcomes:</b> 1.1 Increased commitment and collaboration of CCN Partners to address global biodiversity, habitat loss and natural resource management.  <i>Outputs/milestones</i> 1.1.1 Commitment to CCN increases by 25% from GEF beneficiary countries.	<ul style="list-style-type: none"> <li>CCN commitment/membership numbers.</li> </ul>	<ul style="list-style-type: none"> <li>30 member nations.</li> </ul>	<ul style="list-style-type: none"> <li>40 member nations.</li> </ul>	<ul style="list-style-type: none"> <li>Semi-annual reports detailing CCN membership, including number of participating nations.</li> </ul>	<ul style="list-style-type: none"> <li>Interest and cooperation of foreign nations.</li> </ul>

OUTCOMES AND OUTPUTS	OBJECTIVELY VERIFIABLE INDICATORS			VERIFICATION METHODS	ASSUMPTIONS
	INDICATOR	BASELINE	TARGET		
<u>Component 2: Capacity Building and Exchanges.</u>					
<b>Outcomes:</b>					
2.1 Established transferable capacity building programs serving to inject science into policy formulation – linking conservation and development, water, forests and biodiversity, health, agriculture, and security.	<ul style="list-style-type: none"><li>• Number of informative briefings and events.</li></ul>	<ul style="list-style-type: none"><li>• No informative briefings or events.</li></ul>	<ul style="list-style-type: none"><li>• 18 informative briefings and 2 anchor events.</li></ul>	<ul style="list-style-type: none"><li>• Semi-annual reports detailing informative briefings and events, replicable thematic programs, and new relationships between individuals from corporations, NGOs, and institutions.</li></ul>	<ul style="list-style-type: none"><li>• Interest and participation of briefing and event invitees.</li></ul>
<i>Outputs/milestones</i>	<ul style="list-style-type: none"><li>• Number of replicable thematic programs.</li></ul>	<ul style="list-style-type: none"><li>• No replicable thematic programs.</li></ul>	<ul style="list-style-type: none"><li>• 3 regional replicable thematic programs and 3 interparliamentary staff programs.</li></ul>		<ul style="list-style-type: none"><li>• Participation in replicable thematic programs.</li></ul>
2.1.1 Briefing materials developed and delivered at informative briefings and key anchor events.					
2.1.2 Materials and Expert Advice delivered for replicable thematic programs and inter-parliamentary staff programs.	<ul style="list-style-type: none"><li>• Number of new relationships between individuals from corporations, NGOs, and institutions (North-South and South-South) and parliaments of member nations.</li></ul>	<ul style="list-style-type: none"><li>• No new relationships between individuals from corporations, NGOs, and institutions (North-South and South-South) and parliaments of member nations.</li></ul>			
2.1.3 Opportunities for linkages developed between individuals from corporations, NGOs, and institutions (North-South and South-South) and parliaments of member nations.			<ul style="list-style-type: none"><li>• New relationships between individuals from 20 corporations, NGOs, and institutions (North-South and South-South) and parliaments of member nations.</li></ul>		

<p><u>Component 3: International parliamentary conservation caucus building and mentoring</u></p> <p><b>Outcomes:</b> 3.1 Better policy through established mentorships.</p> <p><i>Outputs/milestones</i> 3.1.1 New paradigm for national conservation caucuses developed and tested. 3.1.2 Parliamentary mentorship exchanges developed and expanded.</p>	<ul style="list-style-type: none"> <li>• Number of new national caucuses.</li> <li>• Number of Parliamentary mentorship exchanges.</li> </ul>	<ul style="list-style-type: none"> <li>• No new national caucuses</li> <li>• No Parliamentary mentorship exchanges.</li> </ul>	<ul style="list-style-type: none"> <li>• 8 new national caucuses in GEF beneficiary countries.</li> <li>• 12 Parliamentary mentorship exchanges.</li> </ul>	<ul style="list-style-type: none"> <li>• Semi-annual reports detailing progress toward establishment of new national caucuses and Parliamentary mentorship exchanges.</li> </ul>	<ul style="list-style-type: none"> <li>• Will and cooperation of International parliamentarians to form caucuses within their parliaments.</li> <li>• Willingness of parliamentarians to participate in mentorship exchanges.</li> </ul>
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## Appendix 4 – Provisional Workplan and Timetable (18 months)

Tasks	Year 1				Year 2			
	QTR1	QTR2	QTR3	QTR4	QTR1	QTR2	QTR3	QTR4
<b>Management and M &amp; E</b>								
Recruitment and Staffing	X							
Project Inception Workshop	X							
Project Oversight Committee Meetings		X		X		X		
Baseline Report & Project Level Capacity Development Score Card & Survey Design	X							
Communications Strategy	X							
Progress Reports			X		X		X	
Terminal Report							X	
Independent Evaluation								X
<b>Project Components</b>								
<b>Component 1: Collaboration &amp; Commitment</b>								
Outcome 1.1: Increased commitment and collaboration of CCN Partners to address global biodiversity, habitat loss and natural resource management.								
Output 1.1.1: Commitment to CCN increases by 25% from GEF beneficiary countries.	X	X	X	X	X			
<b>Component 2: Capacity Building and Exchanges</b>								
Outcome 2.1: Established transferable capacity building programs serving to inject science into policy formulation – linking conservation and development, water, forests and biodiversity, health, agriculture, and security.								
Output 2.1.1: Briefing Materials developed and delivered at informative briefings and key anchor events.	X	X	X	X	X			
Output 2.1.2: Materials and Expert Advice delivered for regional replicable thematic programs (including materials and expert advice) and 3 interparliamentary staff programs.	X	X	X	X	X			
Output 2.1.3: Opportunities for linkages developed between individuals from corporations, NGOs, and institutions (North-South and South-South) and parliaments of member nations.	X	X	X	X	X	X		
<b>Component 3: International parliamentary</b>								

<b>conservation caucus building and mentoring</b>								
Outcome 3.1: Better policy through established mentorships.								
Output 3.1.1: New paradigm for national conservation caucuses developed and tested	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>			
Output 3.1.2: 12 Parliamentarian mentorship exchanges developed and expanded.	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>		

## Appendix 5 - Key Deliverables and Benchmarks

Set of indicators and baseline CD report	July 2011
Project Level Capacity Development Score Card & Survey templates	July 2011
Project Wide Communications Strategy	August 2011
Thematic Briefing Packets/Briefing Materials	September 2011
Event #1	September 2011
Event #2	September 2012
Regional Program #1	August 2011
Regional Program #2	April 2012
Regional Program #3	August 2012
12 Mentorship Exchanges	Monthly: Sept.-Nov. 2011, Jan.-July 2012; Sept.-Oct. 2012
Establishment of 8 National Caucuses	4 <sup>th</sup> Quarter 2011 (2); 1 <sup>st</sup> Quarter 2012 (2); 2 <sup>nd</sup> Quarter 2012 (2); 3 <sup>rd</sup> Quarter 2012 (2)
Terminal Report	February 2013

## **Appendix 6: Costed M&E plan**

The project will consider an adaptive management approach on the basis of a Monitoring and Evaluation Plan (M&E Plan) to monitor and evaluate progress, performance and achievements of the project to enable timely identification of deviations, implementation of corresponding modifications, and the continuous improvement of strategies and activities. The M&E Plan is aligned with the standard monitoring and evaluation procedures of GEF and UNEP.

The M&E Plan is composed of two elements: (a) monitoring of progress; and (b) evaluation of performance and achievement. Both elements will be applied to the project and subprojects using comparable sets of indicators. ICCF's Project Management will be in charge of monitoring the performance and progress of project execution and the CCN Project Coordinator will be responsible for monitoring progress against agreed benchmarks, and assessing the continued viability of the Project. The M&E process will include the following reports: (i) Half yearly progress reports; (ii) Half Yearly financial reports; (iii) financial audit at project completion; (iv) co-financing report one month after the end of the project; and (v) project completion report and terminal evaluation.

The Terminal Evaluation will take place within six months of closing of all project activities. The evaluation will assess: (i) degree of attainment of project objectives in relation to plans and reasons for any variances; (ii) the organization established for project execution; (iii) implementation and acceptance of procedures and systems developed through the project; (iv) sustainability of the activities funded under the project; and (v) lessons learned that could be applied to future public sector reform projects.

UNEP will receive periodic reports on project progress, and will make recommendations concerning any need to revise any aspects of the Results Framework. Project oversight to ensure the project meets UNEP and GEF policies and procedures is the responsibility of the Task Manager in UNEP-GEF. The Task Manager will also review the quality of draft project outputs, provide feedback to project partners, and establish peer review procedures to ensure adequate quality of scientific and technical outputs and publications.

Project supervision will take an adaptive management approach. The Task Manager will develop a project supervision plan at the inception of the project, which will be communicated to the project partners. The emphasis of the Task Manager supervision will be on monitoring outcomes, but without neglecting project financial management and monitoring of project implementation. Key financial parameters will be monitored quarterly to ensure cost-effective use of financial resources.

An independent terminal evaluation will take place at the completion of project implementation. The Evaluation and Oversight Unit of UNEP will manage the terminal evaluation process.

**TABLE 1: COSTED M&E PLAN**

<b>Report and Content</b>	<b>Timing</b>	<b>Responsibility</b>	<b>Budget (US \$)</b>
<b>Project Inception</b>			
<ul style="list-style-type: none"> <li>- Inception Workshop</li> <li>- Inception Report</li> </ul>	w/in 1 month of project start	CCN Project Coordinator and ICCF Project Team in consultation with UNEP.	From project staff funding & co-financing
<b>Half Yearly Progress Report</b>			
<ul style="list-style-type: none"> <li>- Progress and activities completed;</li> <li>- Progress against annual work plan;</li> <li>- Summary of problems and adaptive management;</li> <li>- Project outputs for review</li> <li>- Annual and updated work plans</li> </ul>	31 January 2012, 31 July 2012	CCN Project Coordinator and ICCF Project Team in consultation with UNEP.	From project staff funding
<b>Half Yearly Financial report</b>			
<ul style="list-style-type: none"> <li>- Project expenditures according to established project budget and allocations;</li> <li>- Budgetary plans for the next quarter;</li> <li>- Requests further cash transfers;</li> <li>- Requests budget revision as necessary; and</li> <li>- Inventory of non-expendable equipment procured for project, if applicable</li> </ul>	31 January 2012, 31 July 2012	CCN Project Coordinator for UNEP clearance	From project staff funding
<b>Financial Audit</b>			
<ul style="list-style-type: none"> <li>- Audit reports of project accounts and records</li> </ul>	At project completion	Independent auditor	None
<b>Co-financing report</b>			
<ul style="list-style-type: none"> <li>- Co-financing provided to the project; and</li> <li>- Co-financing inputs against GEF approved financing plan</li> </ul>	Within 1 month after project completion.	CCN Project Coordinator in consultation with UNEP.	From project staff funding
<b>Project Terminal Report</b>			
<ul style="list-style-type: none"> <li>- Reviews effectiveness against implementation plan</li> <li>- Highlights technical outputs</li> <li>- Identifies lessons learned and likely design approaches for future projects, assesses likelihood of achieving design outcomes</li> </ul>	At project completion	CCN Project Coordinator and ICCF Project Team	From project staff funding
<b>Terminal Evaluation</b>			

Report and Content	Timing	Responsibility	Budget (US \$)
<ul style="list-style-type: none"> <li>- Independent evaluation of project management, actions, outputs and impacts;</li> <li>- Sustainability analysis</li> <li>- Project effectiveness;</li> <li>- Technical outputs;</li> <li>- Lessons learned;</li> <li>- Progress towards outcomes</li> </ul>	At project completion	Independent Evaluator	20,000
<b>TOTAL INDICATIVE GEF COST</b>			<b>US\$ 20,000</b>

The Results Framework is the logical framework that was developed to define the structure of the project, the relationship between the components, and connects components with activity-specific indicators to track process and achievements. Building on the Results Framework, the M&E Plan is the tool to be used for quarterly, mid-term, and end-of-project monitoring and evaluation.

Responsibilities for monitoring and evaluation are assigned to the various participating institutions, which are identified above, and to different project officers, according to their management functions and responsibilities. Day-to-day management and monitoring of project activities, and any consultants and subcontractors recruited to undertake them, will be the responsibility of the CCN Project Coordinator. The timely preparation and submission of mandatory reports forms an integral part of the monitoring process.

The ICCF Project Management Team will be responsible for developing the system based on the Capacity Development Scorecard outlined in the Monitoring Guidelines of Capacity Development in GEF projects and for gathering and maintaining the data related to the different indicators included in the Results Framework.

In order to also evaluate effective operations of the project, the M&E plan will be used simultaneously with the Project Agreement Document signed by UNEP and ICCF which includes indicators related to timeliness of progress reports; achievement of performance targets, outputs and outcomes; promptly implementation of corrective actions when required; timely disbursements; and evidence of sound financial practices in audits reports.

## **Appendix 7: Standard Terminal Evaluation Terms of Reference**

### **TERMS OF REFERENCE**

**Terminal Evaluation of the UNEP GEF project ...**

**Project Number GF/...**

#### **1. PROJECT BACKGROUND AND OVERVIEW**

##### **Project rationale from the project document**

##### **Relevance to GEF Programmes**

##### **Executing Arrangements**

##### **Project Activities**

##### **Budget**

### **TERMS OF REFERENCE FOR THE EVALUATION**

#### **1. Objective and Scope of the Evaluation**

The objective of this terminal evaluation is to examine the extent and magnitude of any project impacts to date and determine the likelihood of future impacts. The evaluation will also assess project performance and the implementation of planned project activities and planned outputs against actual results.

The evaluation will focus on the following main questions: ...

#### **2. Methods**

This terminal evaluation will be conducted as an in-depth evaluation using a participatory approach whereby the UNEP/DGEF Task Manager, key representatives of the executing agencies and other relevant staff are kept informed and regularly consulted throughout the evaluation. The consultant will liaise with the UNEP/EOU and the UNEP/DGEF Task Manager on any logistic and/or methodological issues to properly conduct the review in as independent a way as possible, given the circumstances and resources offered. The draft report will be circulated to UNEP/DGEF Task Manager, key representatives of the executing agencies and the UNEP/EOU. Any comments or responses to the draft report will be sent to UNEP / EOU for collation and the consultant will be advised of any necessary revisions.

The findings of the evaluation will be based on the following:

1. A desk review of project documents including, but not limited to:

- (a) The project documents, outputs, monitoring reports (such as progress and financial reports to UNEP and GEF annual Project Implementation Review reports) and relevant correspondence.
  - (b) Review of specific products including the final reports from country executing agencies, workshop proceedings, etc
  - (c) Notes from the Steering Group meetings.
  - (d) Other project-related material produced by the project staff or partners.
2. Interviews with project management and technical support staff.
  3. Interviews with intended users for the project outputs and other stakeholders involved with this project, including in the participating countries and international bodies. As appropriate, these interviews could be combined with an email questionnaire.
  4. The Consultant shall seek additional information and opinions by e-mail, through telephone communication, or by actual meetings.
  5. Interviews with the UNEP/DGEF project task manager and Fund Management Officer, and other relevant staff in UNEP dealing with IW related activities as necessary. The Consultant shall also gain broader perspectives from discussions with relevant GEF Secretariat staff.

### **Key Evaluation principles.**

In attempting to evaluate any outcomes and impacts that the project may have achieved, evaluators should remember that the project's performance should be assessed by considering the difference between the answers to two simple questions "*what happened?*" and "*what would have happened anyway?*". These questions imply that there should be consideration of the baseline conditions and trends in relation to the intended project outcomes and impacts. In addition it implies that there should be plausible evidence to attribute such outcomes and impacts to the actions of the project.

Sometimes, adequate information on baseline conditions and trends is lacking. In such cases this should be clearly highlighted by the evaluator, along with any simplifying assumptions that were taken to enable the evaluator to make informed judgements about project performance.

## **3. Project Evaluation Parameters**

### **A. Attainment of objectives and planned results:**

The assessment of project results seeks to determine the extent to which the project objectives were achieved, or are expected to be achieved, and assess if the project has led to any other positive or negative consequences. While assessing a project's outcomes the evaluation will seek to determine the extent of achievement and shortcomings in reaching the project's objectives as stated in the project document and also indicate if there were any changes and whether those changes were approved. As the project did not establish an elaborate baseline (initial conditions), the evaluator should seek to estimate the baseline condition so that achievements and results can be properly established (or simplifying assumptions used). Since most GEF projects can be expected to achieve the anticipated outcomes by project closing, assessment of project outcomes should be a priority. Outcomes are the likely or achieved short-term and medium-term effects of an



intervention's outputs. Examples of outcomes could include, but are not restricted to, stronger institutional capacities, higher public awareness (when leading to changes of behaviour), and transformed policy frameworks or markets. The evaluation should assess the extent to which the project's major relevant objectives were effectively and efficiently achieved or are expected to be achieved and their relevance.

- *Effectiveness*: Evaluate how, and to what extent, the stated project objectives have been met, taking into account the “achievement indicators” specified in the project document and logical framework<sup>1</sup>.
- *Relevance*: In retrospect, were the project's outcomes consistent with the focal areas/operational program strategies and country priorities? The evaluation should also assess whether the outcomes specified in the project document and or logical framework are actually outcomes and not outputs or inputs.
- *Efficiency*: Cost-effectiveness assesses the achievement of the environmental and developmental objectives as well as the project's outputs in relation to the inputs, costs, and implementing time. Include an assessment of outcomes in relation to inputs, costs, and implementation times based on the following questions: Was the project cost-effective? Was the project the least cost option? Was the project implementation delayed and if it was then did that affect cost-effectiveness? The evaluation should assess the contribution of cash and in-kind co-financing to project implementation and to what extent the project leveraged additional resources. Comparisons of the cost-time vs. outcomes relationship of the project with that of other similar projects should be made if feasible.

#### **B. Assessment of Sustainability of project outcomes:**

Sustainability is understood as the probability of continued long-term project-derived outcomes and impacts after the GEF project funding ends. The evaluation will identify and assess the key conditions or factors that are likely to contribute to or undermine the persistence of benefits after the project ends. Some of these factors might be outcomes of the project, e.g. stronger institutional capacities or better informed decision-making. Other factors will include contextual circumstances or developments that are not outcomes of the project but that are relevant to the sustainability of outcomes. The evaluation should ascertain to what extent follow-up work has been initiated and how project outcomes will be sustained and enhanced over time. In this case, sustainability will be linked to the continued use and influence of scientific models and scientific findings, produced by the project.

Four aspects of sustainability should be addressed: financial, socio-political, institutional frameworks and governance, and ecological (if applicable). The following questions provide guidance on the assessment of these aspects:

- *Financial resources*. To what extent are the outcomes of the project dependent on continued financial support? What is the likelihood that any required financial resources will be available to sustain the project outcomes/benefits once the GEF assistance ends (resources can be from multiple sources, such as the public and private sectors, income generating activities, and market trends that support the project's objectives)? Was the project successful in identifying and leveraging co-financing?

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<sup>1</sup> In case the original or modified expected outcomes are merely outputs/inputs then the evaluators should assess if there were any real outcomes of the project and if yes then whether these are commensurate with the realistic expectations from such projects.

- *Socio-political:* To what extent are the outcomes of the project dependent on socio-political factors? What is the likelihood that the level of stakeholder ownership will allow for the project outcomes/benefits to be sustained? Is there sufficient public / stakeholder awareness in support of the long term objectives of the project?
- *Institutional framework and governance.* To what extent are the outcomes of the project dependent on issues relating to institutional frameworks and governance? What is the likelihood that institutional and technical achievements, legal frameworks, policies and governance structures and processes will allow for the project outcomes/benefits to be sustained? While responding to these questions consider if the required systems for accountability and transparency and the required technical know-how are in place.
- *Ecological.* Are there any environmental risks that can undermine the future flow of project environmental benefits? The TE should assess whether certain activities in the project area will pose a threat to the sustainability of the project outcomes.<sup>2</sup>

As far as possible, also assess the potential longer-term impacts considering that the evaluation is taking place upon completion of the project and that longer term impact is expected to be seen in a few years time. Frame any recommendations to enhance future project impact in this context. Which will be the major ‘channels’ for longer term impact from the project at the national and international scales? The evaluation should formulate recommendations that outline possible approaches and necessary actions to facilitate an impact assessment study in a few years time.

### C. Catalytic role

The terminal evaluation will also describe any catalytic or replication effect of the project. What examples are there of replication and catalytic outcomes that suggest increased likelihood of sustainability? Replication approach, in the context of GEF projects, is defined as lessons and experiences coming out of the project that are replicated or scaled up in the design and implementation of other projects. Replication can have two aspects, replication proper (lessons and experiences are replicated in different geographic area) or scaling up (lessons and experiences are replicated within the same geographic area but funded by other sources). If no effects are identified, the evaluation will describe the catalytic or replication actions that the project carried out. No ratings are requested for the catalytic role.

### D. Achievement of outputs and activities:

- Delivered outputs: Assessment of the project’s success in producing each of the programmed outputs, both in quantity and quality as well as usefulness and timeliness.
- Assess the soundness and effectiveness of the methods and approaches used by the project.

### E. Assessment of Monitoring and Evaluation Systems:

- **M&E design.** Did the project have a sound M&E plan to monitor results and track progress towards achieving project objectives? The Terminal Evaluation will assess whether the project met the minimum requirements for project design of M&E and the application of the Project M&E plan (Minimum requirements are specified in

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<sup>2</sup> For example, construction of dam in a protected area could inundate a sizable area and thereby neutralizing the biodiversity related gains made by the project or, a newly established pulp mill might jeopardise the viability of nearby protected forest areas by increasing logging pressures.

Annex 4). The evaluation shall include an assessment of the quality, application and effectiveness of project monitoring and evaluation plans and tools, including an assessment of risk management based on the assumptions and risks identified in the project document. The M&E plan should include a baseline (including data, methodology, etc.), SMART (see Annex 4) indicators and data analysis systems, and evaluation studies at specific times to assess results. The time frame for various M&E activities and standards for outputs should have been specified.

- **M&E plan implementation.** Was an M&E system in place and did it facilitate tracking of results and progress towards projects objectives throughout the project implementation period. Were Annual project reports complete, accurate and with well justified ratings? Was the information provided by the M&E system used during the project to improve project performance and to adapt to changing needs? Did the Projects have an M&E system in place with proper training for parties responsible for M&E activities to ensure data will continue to be collected and used after project closure?
- **Budgeting and Funding for M&E activities.** Were adequate budget provisions made for M&E made and were such resources made available in a timely fashion during implementation?
- **Long-term Monitoring.** Is long-term monitoring envisaged as an outcome of the project? If so, comment specifically on the relevance of such monitoring systems to sustaining project outcomes and how the monitoring effort will be sustained.

#### **F. Assessment of processes that affected attainment of project results.**

The evaluation will consider, but need not be limited to, consideration of the following issues that may have affected project implementation and attainment of project results:

- i. **Preparation and readiness.** Were the project's objectives and components clear, practicable and feasible within its timeframe? Were capacities of the executing institutions and counterparts properly considered when the project was designed? Were lessons from other relevant projects properly incorporated in design? Were the partnership arrangements properly identified and the roles and responsibilities negotiated prior to implementation? Was availability of counterpart resources (funding, staff, and facilities), passage of enabling legislation, and adequate project management arrangements in place at project entry?
  - Ascertain to what extent the project implementation mechanisms outlined in the project document have been closely followed. In particular, assess the role of the various committees established and whether the project document was clear and realistic to enable effective and efficient implementation, whether the project was executed according to the plan and how well the management was able to adapt to changes during the life of the project to enable the implementation of the project.
  - Evaluate the effectiveness and efficiency and adaptability of project management and the supervision of project activities/project execution arrangements at all levels (1) policy decisions: Steering Group; (2) day to day project management; (3) GEF guidance: UNEP DGEF.
- ii. **Country ownership/Drivenness.** This is the relevance of the project to national development and environmental agendas, recipient country commitment, and regional and international agreements. Examples of possible evaluative questions include: Was the project design in-line with the national sectoral and development priorities and plans? Are project outcomes contributing to national development priorities and plans? Were the relevant country representatives, from government and civil society,

- involved in the project? Did the recipient government maintain its financial commitment to the project? Have the government approved policies or regulatory frameworks been in-line with the project's objectives?
- iii. **Stakeholder involvement.** Did the project involve the relevant stakeholders through information sharing, consultation and by seeking their participation in project's design, implementation, and monitoring and evaluation? For example, did the project implement appropriate outreach and public awareness campaigns? Did the project consult and make use of the skills, experience and knowledge of the appropriate government entities, NGOs, community groups, private sector, local governments and academic institutions in the design, implementation and evaluation of project activities? Were perspectives of those that would be affected by decisions, those that could affect the outcomes and those that could contribute information or other resources to the process taken into account while taking decisions? Were the relevant vulnerable groups and the powerful, the supporters and the opponents, of the processes properly involved? Specifically the evaluation will:
- Assess the mechanisms put in place by the project for identification and engagement of stakeholders in each participating country and establish, in consultation with the stakeholders, whether this mechanism was successful, and identify its strengths and weaknesses.
  - Assess the degree and effectiveness of collaboration/interactions between the various project partners and institutions during the course of implementation of the project.
  - Assess the degree and effectiveness of any various public awareness activities that were undertaken during the course of implementation of the project.
- iv. **Financial planning.** Did the project have the appropriate financial controls, including reporting and planning, that allowed management to make informed decisions regarding the budget and allowed for timely flow of funds. Specifically, the evaluation should:
- Assess the strength and utility of financial controls, including reporting, and planning to allow the project management to make informed decisions regarding the budget and allow for a proper and timely flow of funds for the payment of satisfactory project deliverables throughout the project's lifetime.
  - Present the major findings from the financial audit if one has been conducted.
  - Did promised co-financing materialize? Identify and verify the sources of co-financing as well as leveraged and associated financing (in co-operation with the IA and EA).
  - Assess whether the project has applied appropriate standards of due diligence in the management of funds and financial audits.
  - The evaluation should also include a breakdown of final actual project costs by activities compared to budget (variances), financial management (including disbursement issues), and co- financing. This information will be prepared by the relevant DGEF Fund Management Officer of the project for scrutiny by the evaluator (table attached in Annex 1 Co-financing and leveraged resources).
- v. **UNEP Supervision and backstopping.** Did UNEP Agency staff identify problems in a timely fashion and accurately estimate its seriousness? Did UNEP staff provide quality support and advice to the project, approved modifications in time and restructure the project when needed? Did UNEP and Executing Agencies provide the right staffing levels, continuity, skill mix, frequency of field visits?
- vi. **Co-financing and Project Outcomes & Sustainability.** If there was a difference in the level of expected co-financing and actual co-financing, then what were the

- reasons for this? Did the extent of materialization of co-financing affect the project's outcomes and/or sustainability, and if it did affect outcomes and sustainability then in what ways and through what causal linkages?
- vii. **Delays and Project Outcomes & Sustainability.** If there were delays in project implementation and completion, the evaluation will summarise the reasons for them. Did delays affect the project's outcomes and/or sustainability, and if so in what ways and through what causal linkages?

The *ratings will be presented in the form of a table* with each of the categories rated separately and with **brief justifications for the rating** based on the findings of the main analysis. An overall rating for the project should also be given. The rating system to be applied is specified in Annex 1:

#### **4. Evaluation report format and review procedures**

The report should be brief, to the point and easy to understand. It must explain; the purpose of the evaluation, exactly what was evaluated and the methods used. The report must highlight any methodological limitations, identify key concerns and present evidence-based findings, consequent conclusions, recommendations and lessons. The report should provide information on when the evaluation took place, the places visited, who was involved and be presented in a way that makes the information accessible and comprehensible. The report should include an executive summary that encapsulates the essence of the information contained in the report to facilitate dissemination and distillation of lessons.

Evidence, findings, conclusions and recommendations should be presented in a complete and balanced manner. The evaluation report shall be written in English, be of no more than 50 pages (excluding annexes), use numbered paragraphs and include:

- i) An **executive summary** (no more than 3 pages) providing a brief overview of the main conclusions and recommendations of the evaluation;
- ii) **Introduction and background** giving a brief overview of the evaluated project, for example, the objective and status of activities;
- iii) **Scope, objective and methods** presenting the evaluation's purpose, the evaluation criteria used and questions to be addressed;
- iv) **Project Performance and Impact** providing factual evidence relevant to the questions asked by the evaluator and interpretations of such evidence. This is the main substantive section of the report and should provide a commentary on all evaluation aspects (A – F above).
- v) **Conclusions and rating** of project implementation success giving the evaluator's concluding assessments and ratings of the project against given evaluation criteria and standards of performance. The conclusions should provide answers to questions about whether the project is considered good or bad, and whether the results are considered positive or negative;
- vi) **Lessons learned** presenting general conclusions, based on established good practices that have the potential for wider application and use. Lessons may also be derived from problems and mistakes. The context in which lessons may be applied should be clearly specified, and lessons should always state or imply some prescriptive action. A lesson should be written such that experiences derived from the project could be applied in other projects or at portfolio level;
- vii) **Recommendations** suggesting *actionable* proposals for stakeholders to rectify poor existing situations as well as recommendations concerning projects of similar nature.

In general, Terminal Evaluations are likely to have very few (only two or three) actionable recommendations;

- viii) **Annexes** include Terms of Reference, list of interviewees, documents reviewed, brief summary of the expertise of the evaluator / evaluation team, a summary of co-finance information etc. Dissident views or management responses to the evaluation findings may later be appended in an annex.

Examples of UNEP GEF Terminal Evaluation Reports are available at [www.unep.org/eou](http://www.unep.org/eou)

### **Review of the Draft Evaluation Report**

Draft reports submitted to UNEP EOU are shared with the corresponding Programme or Project Officer and his or her supervisor for initial review and consultation. The DGEF staff and senior Executing Agency staff are allowed to comment on the draft evaluation report. They may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions. The consultation also seeks agreement on the findings and recommendations. UNEP EOU collates the review comments and provides them to the evaluators for their consideration in preparing the final version of the report.

All UNEP GEF Evaluation Reports are subject to quality assessments by UNEP EOU. These incorporate GEF Office of Evaluation quality assessment criteria and are used as a tool for providing structured feedback to the evaluator (see Annex 3).

### **5. Submission of Final Terminal Evaluation Reports.**

The final report shall be submitted in electronic form in MS Word format and should be sent to the following persons:

...

With a copy to:

...

The final evaluation report will be printed in hard copy and published on the Evaluation and Oversight Unit's web-site [www.unep.org/eou](http://www.unep.org/eou). Subsequently, the report will be sent to the GEF Office of Evaluation for their review, appraisal and inclusion on the GEF website.

### **6. Resources and schedule of the evaluation**

This final evaluation will be undertaken by an international evaluator contracted by the Evaluation and Oversight Unit, UNEP. The contract for the evaluator will begin on... The evaluator will submit a draft report on ... to UNEP/EOU, the UNEP/DGEF Task Manager, and key representatives of the executing agencies. Any comments or responses to the draft report will be sent to UNEP / EOU for collation and the consultant will be advised of any necessary revisions. Comments to the final draft report will be sent to the consultant by ... after which, the consultant will submit the final report no later than ...

In accordance with UNEP/GEF policy, all GEF projects are evaluated by independent evaluators contracted as consultants by the EOU. The evaluators should have the following qualifications:

The evaluator should not have been associated with the design and implementation of the project. The evaluator will work under the overall supervision of the Chief, Evaluation and Oversight Unit, UNEP. Knowledge of UNEP programmes and GEF activities is desirable. Fluency in oral and written English is a must.



**ANNEX 1. OVERALL RATINGS TABLE**

<b>Criterion</b>	<b>Evaluator's Summary Comments</b>	<b>Evaluator's Rating</b>
<b>Attainment of project objectives and results (overall rating)</b>		
<b>Sub criteria (below)</b>		
Effectiveness		
Relevance		
Efficiency		
<b>Sustainability of Project outcomes (overall rating)</b>		
<b>Sub criteria (below)</b>		
Financial		
Socio Political		
Institutional framework and governance		
Ecological		
<b>Achievement of outputs and activities</b>		
<b>Monitoring and Evaluation (overall rating)</b>		
<b>Sub criteria (below)</b>		
M&E Design		
M&E Plan Implementation (use for adaptive management)		
Budgeting and Funding for M&E activities		
<b>Catalytic Role</b>		
<b>Preparation and readiness</b>		
<b>Country ownership / drivenness</b>		
<b>Stakeholders involvement</b>		
<b>Financial planning</b>		
<b>UNEP Supervision and backstopping</b>		
<b>Overall Rating</b>		



## RATING OF PROJECT OBJECTIVES AND RESULTS

Highly Satisfactory (HS): The project had no shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Satisfactory (S): The project had minor shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Moderately Satisfactory (MS): The project had moderate shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Moderately Unsatisfactory (MU): The project had significant shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Unsatisfactory (U) The project had major shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Highly Unsatisfactory (HU): The project had severe shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

**Please note:** Relevance and effectiveness will be considered as critical criteria. The overall rating of the project for achievement of objectives and results **may not be higher** than the lowest rating on either of these two criteria. Thus, to have an overall satisfactory rating for outcomes a project must have at least satisfactory ratings on both relevance and effectiveness.

## RATINGS ON SUSTAINABILITY

- A. Sustainability will be understood as the probability of continued long-term outcomes and impacts after the GEF project funding ends. The Terminal evaluation will identify and assess the key conditions or factors that are likely to contribute or undermine the persistence of benefits after the project ends. Some of these factors might be outcomes of the project, i.e. stronger institutional capacities, legal frameworks, socio-economic incentives /or public awareness. Other factors will include contextual circumstances or developments that are not outcomes of the project but that are relevant to the sustainability of outcomes..

### Rating system for sustainability sub-criteria

On each of the dimensions of sustainability of the project outcomes will be rated as follows.

Likely (L): There are no risks affecting this dimension of sustainability.

Moderately Likely (ML). There are moderate risks that affect this dimension of sustainability.

Moderately Unlikely (MU): There are significant risks that affect this dimension of sustainability

Unlikely (U): There are severe risks that affect this dimension of sustainability.

All the risk dimensions of sustainability are critical. Therefore, overall rating for sustainability will not be higher than the rating of the dimension with lowest ratings. For example, if a project has an Unlikely rating in either of the dimensions then its overall rating cannot be

higher than Unlikely, regardless of whether higher ratings in other dimensions of sustainability produce a higher average.

### **RATINGS OF PROJECT M&E**

Monitoring is a continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing project with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds. Evaluation is the systematic and objective assessment of an on-going or completed project, its design, implementation and results. Project evaluation may involve the definition of appropriate standards, the examination of performance against those standards, and an assessment of actual and expected results.

The Project monitoring and evaluation system will be rated on ‘M&E Design’, ‘M&E Plan Implementation’ and ‘Budgeting and Funding for M&E activities’ as follows:

Highly Satisfactory (HS): There were no shortcomings in the project M&E system.

Satisfactory(S): There were minor shortcomings in the project M&E system.

Moderately Satisfactory (MS): There were moderate shortcomings in the project M&E system.

Moderately Unsatisfactory (MU): There were significant shortcomings in the project M&E system.

Unsatisfactory (U): There were major shortcomings in the project M&E system.

Highly Unsatisfactory (HU): The Project had no M&E system.

“M&E plan implementation” will be considered a critical parameter for the overall assessment of the M&E system. The overall rating for the M&E systems will not be higher than the rating on “M&E plan implementation.”

All other ratings will be on the GEF six point scale.

GEF Performance Description	Alternative description on the same scale
HS = Highly Satisfactory	Excellent
S = Satisfactory	Well above average
MS = Moderately Satisfactory	Average
MU = Moderately Unsatisfactory	Below Average
U = Unsatisfactory	Poor
HU = Highly Unsatisfactory	Very poor (Appalling)

## **Appendix 8 – Terms of Reference**

### **TOR for Regional Coordinator**

**The Position:** Regional Coordinator for the Partnering for Biodiversity – Conservation Council of Nations (CCN) Project (Executing Agency – UNEP)

The Regional Coordinator will be responsible for in-the-field activities in a particular, assigned region (for example, Asia, Africa, or the Americas).

The Regional Coordinator will carry out the following activities:

#### **1. Expertise and Guidance**

- Provide Project Coordinator (PC) and Project Officers (PO) with guidance on region of responsibility
- Provide expertise and guidance to nations as they prepare proposed conservation policy initiatives and form caucuses, at the direction of Senior Adviser (SA)/PC

#### **2. Relationship Building**

- Foster and strengthen relationships with and between foreign policymakers, corporate & NGO partners, subject-matter experts, potential caucus mentors, etc.
- Work with SA to assist partner nations' representatives in building relationships within the CCN and with CCN partners, subject-matter experts, and mentors
- Serve as CCN point of contact with regional partners

#### **3. Project implementation**

- Interact with legislators within region of responsibility to expand the CCN partner nation base
- Facilitate regional programs and events, including regional hub events
- Play an active role in international caucus-building activities

#### **4. Management and reporting**

- Provide detailed input for project reporting

### **TOR for Senior Advisor**

**The Position: Senior Advisor for the Partnering for Biodiversity – Conservation Council of Nations (CCN) Project (Executing Agency – UNEP)**

The Senior Advisor, who has already been identified, will be responsible for lending decades of experience and expertise to the Project Coordinator and Project Officers and will utilize extensive relationships to advance the project and ensure maximum buy-in from nations in the developing world, subject-matter experts, corporate & NGO partners, potential project supporters, and project mentors.

The Senior Advisor will carry out the following activities:

#### 1. Expertise and Guidance

- Provide Project Coordinator (PC) and Project Officers (PO) with expert guidance on best means of building the CCN, designing and preparing programs that will have the optimal impact, and building caucuses
- Provide country-specific guidance and expertise
- Provide expertise and guidance to nations as they prepare proposed conservation policy initiatives and form caucuses
- Provide relevant information and guidance to caucus mentors

#### 2. Relationship Building

- Assist PC and PO in building/expanding a network of relationships with foreign policymakers, corporate & NGO partners, subject-matter experts, potential caucus mentors, etc.
- Assist partner nations' representatives in building relationships within the CCN and with CCN partners, subject-matter experts, and mentors
- Guide and assist PC and PO in identifying, selecting, and securing subject-matter experts for program briefings and events
- Oversee the hiring and direct the activities of regional coordinators

#### 3. Project implementation

- Lend expertise to activities to expand the CCN partner nation base
- Lend expertise to project programs and events, including educational briefings, anchor events, regional hub events, interparliamentary staff events, and mentorship exchanges
- Play an active role in international caucus-building activities
- Assist PC and PO in identifying mentorship opportunities

#### 4. Management and reporting

- Provide detailed input for project reporting

### **TOR for Project Officer**

**The Position:** Project Officer (PO) for the Partnering for Biodiversity – Conservation Council of Nations (CCN) Project (Executing Agency – UNEP)

The project officers will be responsible for conducting the day-to-day project activities, including the following.

#### 1. Building the Conservation Council of Nations

- Schedule and conduct meetings with representatives of targeted nations that have not already joined the CCN, then conduct follow-up activities as appropriate
- Ensure that representatives of targeted nations are invited and encouraged to participate in CCN briefings and programs

#### 2. Event Planning, Preparation, Implementation, and Follow-up

- Liaise with project partners to facilitate their involvement in project activities, including subject-matter expertise and resources
- Perform activities relating to the scheduling, preparation, implementation, and follow-up for all project briefings and events, under the direction of the Project Officer and Senior Advisor
- Liaise with appropriate GEF/UNEP representatives during the process of program development and implementation

#### 3. Caucus Building Activities

- Assist in planning and preparation of all caucus-building activities, as directed by the Project Coordinator and Senior Advisor

#### 4. Monitoring and evaluation

- At outset of Project, develop a Project Level Capacity Development Score Card drawing from “Monitoring Guidelines of Capacity Development in GEF Projects”(UNDP, September 2010)
- Assist the Project Coordinator in tracking programs and activities, financial transactions, and progress/measurable impact in accordance with the Monitoring and Evaluation (M&E) component for the project
- Provide detailed input for all project reporting
- Assist Project Coordinator in budget tracking

#### 5. Information and communication strategy

- Provide updates and relevant information to the electronic media and communications expert to enable optimal use of the communications network

#### 6. Liaison with Team Members

- Provide direction to and oversight of project interns
- Liaise with Graphics Artist on all printed products, including invitations, briefing materials, programs, etc.
- Liaise with technical writer on all printed/web-based products to coordinate writing support, as necessary, and to ensure that products are properly edited/proofread before printing or disseminating electronically

#### 7. Travel Planning

- Conduct all activities related to travel planning for CCN project team members and others, as directed by Project Coordinator

8. Reporting

- **Report all activities and financial transactions for incorporation into project reports and budget reports**
- **Track and report hours worked**

### **TOR for Project Coordinator**

**The Position:** Project Coordinator (PC) for the Partnering for Biodiversity – Conservation Council of Nations (CCN) Project (Executing Agency – UNEP)

The project coordinator will be responsible for the overall project implementation, project planning and management, monitoring of project implementation and outcomes, technical components, managing the project budget, and ensuring that the project is delivered on time and on budget.

The PC will, in collaboration with national and international partners, carry out the following activities:

#### 1. Project Oversight Committee (POC) Formation

- Work with UNEP to establish a POC
- Facilitate POC meetings by preparing draft agendas and draft minutes of all meetings
- Act as *ex officio* secretary of POC and maintain regular communication with the responsible officer of the UNEP Division for GEF coordination, the project partners in the participating countries, and the international partners

#### 2. Partnership management

- Liaise with project partners to arrange their support for and participation in project activities, including subject-matter expertise and resources
- Ensure that contact with appropriate GEF/UNEP representatives in partner countries is maintained during the process of project development and implementation
- Liaise with national and international representatives of CCN partner nations during project development and implementation
- Facilitate and support communication between and among CCN partner nations
- Arrange for relationship building between policymakers of CCN partner nations and members of the U.S. Congressional International Conservation Caucus, as well as mentorship of partner nations in the area of conservation policy development

#### 3. Project implementation

- Provide oversight for all activities to expand the CCN partner nation base
- Oversee the planning, implementation, and follow-up activities related to all project programs and events, including educational briefings, anchor events, regional hub events, interparliamentary staff events, and mentorship exchanges
- Oversee all international caucus-building activities
- Regularly review implementation to ensure that all activities will result in measurable impact in line with the project proposal M&E plan and provide maximum benefit to GEF beneficiaries and stakeholders

#### 5. Monitoring and evaluation

- Assist in the design of the Monitoring and Evaluation (M&E) component for the full project including agreement on quantitative baseline indicators to be used to monitor full project implementation and achievement of project objectives

#### 6. Information and communication strategy

- Review the progresses made in the implementation of the work plan through the evaluation of reports, records of meetings and other relevant documents

- Assist in the design of communication strategies for the full project
- Oversee establishment and maintenance of a communications network to facilitate communication between CCN member nations' policymakers
- Oversee design and maintenance of electronic system to provide access to program videos and other resources

8. Management and reporting

- **Manage the project and project staff to perform their duties effectively and efficiently**
- **Manage the budget consistently with implementation of the approved work plan**
- Provide timely progress and financial reports to UNEP/GEF



## **Appendix 9 – Procurement Plan**

### **Key Procurement Requirements:**

The following areas have been identified by the Conservation Council of Nations (CCN) as the main procurement requirements. All other activities will be internally procured.

- Project Staff
- Direct program costs, including travel, program materials, venues, meals, accommodations, etc.

### **Procurement Plan:**

#### **Project Personnel**

Upon confirmation of project approval, advertisements will be placed in appropriate media seeking applications for those positions not filled by current CCN or ICCF staff. Candidates will be required to submit resumes to be reviewed by the CCN project senior advisor. A short list will be drawn up and interviewed by the ICCF President and/or the CCN Senior Advisor, who will make the hiring determination. Any personnel changes during the course of the project will be determined by the Project Coordinator in consultation with the Senior Advisor.

#### **Direct Program Costs**

“Direct program costs” refers to all direct expenses incurred with the planning, implementation, and follow-up of project programs, briefings, and events. These costs will include necessary travel, program materials, venues, meals, accommodations, printing expenses, etc. CCN is committed to ensuring that the most cost-effective solutions are sought for its activities that are appropriate to the participants and the event requirements. The project manager will review and approve any expenses in excess of \$5,000.

## Appendix 10 – Co-financing commitment letters from project partners



Working Together.

*Achieving conservation solutions by uniting  
Corporate Leaders • NGOs • Policymakers*

25786 Georgetown Station  
Washington, DC 20027 | USA  
202.471.4222 iccfoundation.us

March 31, 2011

Maryam Niamir-Fuller  
Director, GEF Coordination Office  
Block 2, North Wing, Ground Floor  
UNEP  
PO Box 30552 Nairobi, Kenya

Dear Dr. Niamir-Fuller,

The International Conservation Caucus Foundation (ICCF) commits that it will provide co-financing to the Partnering for Biodiversity - Conservation Council of Nations (CCN) project in the amount of US\$648,050. Additionally, we commit to provide in-kind services to support the project with a value of not less than US\$489,662.

This financial and in-kind support will be provided over a period of 18 months, beginning at the date set forth by GEF/UNEP as the project start date.

Sincerely,

John B. Gantt, Jr.  
President

Advisory Council

CONSERVATION  
INTERNATIONAL



The Nature  
Conservancy  
*Restoring nature. Preserving life.*



Conservation Council



2011 Crystal Drive, Suite 500, Arlington, VA 22202, USA  
Tel: +1 703 341 2400  
Fax: +1 703 553 4817  
www.conservation.org




April 4, 2011

Maryam Niamir-Fuller  
Director, GEF Coordination Office  
Block 2, North Wing, Ground Floor  
UNEP  
PO Box 30552  
Nairobi, Kenya

Dear Dr. Niamir-Fuller,

Conservation International will be supporting the International Conservation Caucus Foundation's Conservation Council of Nations with an in-kind contribution in the amount of \$57,500. This funding will be spent on participation in international and field missions along with the development of and participation in U.S.-based programs.

Sincerely,

  
Jill Sigal  
Vice President  
U.S. Government Policy  
Conservation International



March 31, 2011

John Basil Gantt, Jr.  
President  
International Conservation Caucus Foundation  
25786 Georgetown Station  
Washington, D.C. 20027-8786

Dear Mr. Gantt:

The Wildlife Conservation Society supports ICCF's application to obtain funding for the Conservation Council of Nations (CCN) project. As a member of the ICCF Advisory Council and a participating organization in the CCN project, the Wildlife Conservation Society intends to contribute in-kind co-financing in the amount of at least US\$47,500.00 over the grant's 18-month cycle.

The in-kind contribution of time, overhead, transportation, scientific expertise, policy expertise could include a variety of activities, including but not limited to the following type of efforts: attendance of high-level staff at select U.S. based events that could include efforts to help foreign dignitaries establish relationships and programs with NGOs in their countries; attendance of high-level staff and/or the CEO in international events or missions; participation of field personnel in international missions to allow U.S. policymakers to witness and learn from programs in the field; participation of expert staff in conservation-themed regional educational programs; or involvement of staff in the planning and strategic development of U.S.-based programs.

The Wildlife Conservation Society looks forward to continuing a relationship with the ICCF and appreciates the opportunity to be an active partner in the CCN project.

Sincerely,

A handwritten signature in black ink, appearing to read "John F. Calvelli".

John F. Calvelli  
Executive Vice President, Public Affairs  
Wildlife Conservation Society



**World Wildlife Fund**

1250 24<sup>th</sup> St. NW  
Washington, DC 20037-1193

Phone: 202-293-4800  
Fax: 202-293-9211

[www.worldwildlife.org](http://www.worldwildlife.org)

Maryam Niamir-Fuller  
Director, GEF Coordination Office  
Block 2, North Wing, Ground Floor  
UNEP  
PO Box 30552  
Nairobi, Kenya

April 5, 2011

Dear Director Niamir-Fuller,

Thank you for your message of March 23, regarding the activities of your new Conservation Council of Nations.

The World Wildlife Fund supports this initiative, which can be very useful in rallying support outside the United States for assistance to conservation in the developing countries.

We are willing to assist the new Council, through our help for planning, development, and participation in events.

If the Council's activities are as frequent as envisioned, the value of our staff time dedicated to this initiative might rise to as much as \$50,000 over the next eighteen months, although of course we cannot guarantee any particular level of staff time until the actual activities of the Council have become a reality.

With best wishes,

A handwritten signature in black ink, appearing to read "William M. Eichbaum".

William M. Eichbaum  
Acting Vice President, US Government Relations  
World Wildlife Fund

Cc: The International Conservation Caucus Foundation



March 31, 2011

Maryam Niamir-Fuller  
Director, GEF Coordination Office  
Block 2, North Wing, Ground Floor  
UNEP  
PO Box 30552  
Nairobi, Kenya

Dear Ms. Niamir-Fuller,

This letter is to confirm support from the US Fish and Wildlife Division of International Conservation's Latin America and Caribbean branch for 2 projects with the International Conservation Caucus Foundation that will support ICCF's Conservation Council of Nations, valuing \$50,000 total.

Should you need any further information, please do not hesitate to contact me.

Sincerely,

Sincerely,

A handwritten signature in black ink, appearing to read "Megan Hill".

Megan Hill  
Chief, Latin America and Caribbean Program  
Division of International Conservation  
U.S. Fish & Wildlife Service  
4401 N. Fairfax Drive, Suite 100  
Arlington, VA 22203



Worldwide Office  
6245 North Fairfax Drive, Suite 100  
Arlington, VA 22203-1506

Tel: (703) 841-5300  
Fax: (703) 841-1283

[nature.org](http://nature.org)

**March 31, 2011**

**To: The International Conservation Caucus Foundation**

Dear Sirs,

Thank you for your message of March 23, regarding the activities of your new Conservation Council of Nations.

The Nature Conservancy supports this initiative, which can be very useful in rallying support outside the United States for assistance to conservation in the developing countries.

We are willing to assist the new Council, through our help for planning, development, and participation in events.

If the Council's activities are as frequent as envisioned, the value of our staff time dedicated to this initiative might rise to as much as \$50,000 over the next eighteen months, although of course we cannot guarantee any particular level of staff time until the actual activities of the Council have become a reality.

With best wishes,

William Millan

Senior Policy Advisor for International Conservation



April 7, 2011

Dr. Maryam Niamir-Fuller  
Director, GEF Coordination Office  
Block 2, North Wing, Ground Floor  
UNEP  
PO Box 30552 Nairobi, Kenya

**RE: Estimate of Hogan Lovells US LLP Fees for the Fiscal Year Ending Dec-31, 2011 in  
Connection with Legal Services Provided to the Conservation Council of Nations**

Dear Dr. Maryam Niamir-Fuller,

This letter is being provided to you at the request of Conservation Council of Nations ("CCN") (EIN 27-3152104) to provide an estimate of Hogan Lovells US LLP's fees for the fiscal year ending December 31, 2011 in connection with legal services already provided and expected to be provided to CCN. Since January 2009, Hogan Lovells US LLP has provided legal services on a pro bono basis to CCN in connection with the organization's Application for Recognition of Exemption under Section 501(c)(3) of the Internal Revenue Code and related matters. The legal services provided to CCN from the period beginning on January 9, 2009 through December 31, 2010 would have resulted in fees totalling approximately \$82,000. Taking into consideration legal services already provided to CCN in the fiscal year ending December 31, 2011 and noting that any future legal services will depend on many factors, including what CCN asks Hogan Lovells US LLP to do going forward, we estimate the fees for work performed in 2011 would total approximately \$25,000. Please feel free to call me at (202) 637-5763 with any questions.

Regards,

A handwritten signature in dark ink, appearing to read "AF", written over a horizontal line.

Adam Feuerstein





## United Nations Environment Programme

برنامج الأمم المتحدة للبيئة - 環境計画機構  
PROGRAMME DES NATIONS UNIES POUR L'ENVIRONNEMENT - PROGRAMA DE LAS NACIONES UNIDAS PARA EL MEDIO AMBIENTE  
ПРОГРАММА ОРГАНИЗАЦИИ ОБЪЕДИНЕННЫХ НАЦИЙ ПО ОКРУЖАЮЩЕЙ СРЕДЕ

April 7, 2011

Maryam Niamir-Fuller,  
Director, GEF Coordination Office  
Block 2, North Wing, Ground Floor  
UNEP PO Box 30552  
Nairobi, Kenya

Dear Dr. Niamir-Fuller,

The UNEP Regional Office for North America (UNEP/RONA) commits that it will provide co-financing to the Partnering for Biodiversity - Conservation Council of Nations (CCN) project in the form of in-kind services to support the project with a value of not less than US\$20,000. This in-kind support will be provided over a period of 18 months, beginning at the date set forth by GEF/UNEP as the project start date.

Sincerely,

Amy Frachkel  
Director

---

### Regional Office for North America

900 17<sup>th</sup> Street, NW, Suite 506, Washington, DC, 20006  
Tel: (202) 785-0465 · Fax: (202) 785-2096  
[www.rona.unep.org](http://www.rona.unep.org)