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South-South and Triangular Cooperation (SSC/TrC)

BIOFIN functions at as a platform for South-South/Triangular Cooperation, bringing together up to 45 prioritised countries but also sharing lessons learnt with additional CBD parties. Regional workshops and global conferences are the principal venues for face-to-face experience sharing, complemented by regional and global webinars, bi-lateral cooperation and utilising global knowledge management platforms. BIOFIN has demonstrated its ability to bring together multiple donors and attract contributions from the private sector. In the second phase, further contributions will be sought, in particular through national co-finance.

Digital Solutions

BIOFIN is committed to harnessing the power of digital technologies to amplify its impact. At the global level, the program will strategically integrate innovative digital solutions to streamline communication, data management, and collaboration among stakeholders. In line with this commitment, the online Finance Resource Database for Biodiversity (FIRE) launched by BIOFIN will be continuously strengthened as well as a Digital tool to map all biodiversity finance solutions implemented by BIOFIN countries. The Digital BIOFIN Community of Practice will continue to support the network while the BIOFIN Website and the Finance Solutions catalogue will remain the main portals for any stakeholders seeking for information and experiences related to Biodiversity Finance. This approach ensures a more connected and responsive global network, fostering the exchange of best practices, knowledge, and resources.

Moreover, BIOFIN remains dedicated to supporting the use of digital technologies at the national level for specific finance solutions. Notable examples include successful digital crowdfunding campaigns organized in Thailand, Costa Rica, Belize, Galapagos, and the Philippines. In India, BIOFIN supported the development of a collaborative digital public platform for consultations with organizations in the FinTech space, aimed at creating FinTech solutions for nature. In the Philippines, a partnership with fintech company GCASH resulted in the planting of over 1 million trees, and ongoing innovation includes the development of a gaming app generating revenues for nature financing. Explorations into the use of NFT solutions for Biodiversity Finance in the Philippines and in Rwanda showcase BIOFIN's commitment to cutting-edge approaches. South Africa has seen the launch of a government-owned digital platform for investment in the Biodiversity Sector. Many other examples can be found on the BIOFIN website.

Specific partnerships, such as those initiated with the Green Digital Finance Alliance (GDFA) and the UNDP Global Centre for Technology, Innovation and Sustainable Development, further support the development of innovative digital finance solutions. BIOFIN remains at the forefront of integrating digital technologies, ensuring a dynamic and impactful approach to biodiversity conservation at both global and national levels.

Knowledge

Knowledge Platforms: Knowledge Managing is a core function of BIOFIN, enhancing several global knowledge platforms and products. The BIOFIN website captures all main products, data and news stories emerging from countries. UNDP's Sustainable Development Finance Platform provides strategic guidance on the most relevant finance solutions. BES-NET and the NBSAP forum host a selection of resources related to biodiversity in cooperation with BIOFIN.

Knowledge Products: The BIOFIN Workbook will be updated once every two years, integrating further lessons learnt and country experiences. Dedicated manuals will be developed on results-based budgeting and repurposing subsidies. The Biodiversity Finance Catalogue will be continuously updated and delivered in a user-friendly format. The Biodiversity Expenditure Classification will undergo formal peer review and in its end form be developed as a booklet. BIOFIN Country Stories publications will be produced periodically along with ongoing web-articles, photo-stories, videos and other learning materials.

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Knowledge and lessons learned visibility will be shared through the bi-annual Global biodiversity finance conferences, annual Regional Dialogues on Biodiversity finance, regular sessions of the global BIOFIN Webinar series, Side Events at global conferences, Regional Thematic workshops/South-South Exchange, focused webinars and workshops presentations, as well as synergies and exchange of experience/learning events with other initiatives. UNDP-BIOFIN also works with BERA to connect to international media. Activities were already featured by Reuters, Deutsche Welle, New York Times, Economic times and many others.

Sustainability and Scaling Up

The BIOFIN Methodology is tailored to be fully embedded into national governing systems. Specific guidance to achieve this is provided in the 2018 BIOFIN Workbook (Chapter 3). The process is driven by strong government leadership, building partnerships between Ministries of Finance, Planning and Environment. Work on finance solutions will consist not only of developing required national legislation, but also include significant advocacy/awareness activities and dedicated capacity development activities to ensure adequate implementation. Strong national ownership will be ensured by working mainly with national teams and having representation of key actors in the national steering committee. An exit strategy will be developed for each country, including specific actions on the various component of the process, e.g. institutionalising the expenditure review, creating a biodiversity finance unit to continue BIOFIN work or converting the steering committee into a permanent government structure. A dedicated scorecard is developed to monitor progress. Actions with the potential for scaling will be included in a follow up finance solution.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

BIOFIN is a strategic intervention, requiring modest levels of financial resources in each country due to its central global management and technical support functions, parallel implementation in multiple countries, utilising centrally developed guidance and communications materials that can be adapted to the national context at little additional costs. The entire BIOFIN process is geared toward leveraging a small amount of funding through targeted financial information and analysis to generate substantial additional financing for sustainable biodiversity management. All finance solutions identified by the BIOFIN process are themselves potential leverage for additional resources or substantial cost savings for the countries.

Additional measures to operate cost-effectively is the wide use of global and regional webinars, e-learning modules, limited printing of materials and extensive cost analysis for the organisation of major workshops by comparing multiple countries, cities and venues.

In each country, a screening process is undertaken at the start of the BIOFIN process and when commencing work on a new finance solution to identify the most important partnership opportunities. A portfolio management approach with joint-programme modalities is in place in many countries (e.g., Philippines, Indonesia, Bhutan, Kyrgyzstan and Cuba) and will be explored in yet others. A wide range of global and national events is organised in a partnership modality (as described in earlier sections).

Implementation of country funds is fully delegated to the national level, overseen by national level steering committees, consisting of national level stakeholders only. Various stakeholders are involved in all aspects of implementation, including tailored technical working groups.

The project regularly monitors and compares the costs following UNDP best models, including comparison of procurement plans at Unit and higher levels. Analysis is performed to ensure best value for money in all procurement and budget by comparing information between different countries ensuring high quality of services.

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Cooperation with other projects has been successful by sharing costs and benefiting from cooperation with other sister initiatives in BIOFIN Phase I and this approach will continue to be explored in BIOFIN II.

Multi-Year Annual Work Plans are fully developed at global and country levels linking results, activities and inputs through a results–based and participatory process.

Through agreements and joint events, global and country teams will foster communication and cooperation links with other initiatives providing effective and coordinated assistance to countries.

The Global nature of the programme allows for extraction and sharing of best practices that assist all countries in project implementation.

Project Management

BIOFIN is overseen by the UNDP Nature Hub, Bureau for Programme and Policy Support (BPPS). Under the Nature Hub, the Global BIOFIN team, will continue to oversee the development of global and national work, centrally, and will function as the Coordination Office. The team will be responsible for designing and appraising the multi-country project document, consolidating individual country monitoring, and reporting, facilitating joint activities (regional and global workshops, global publications and website), and convening joint management arrangements/board meetings.

The main team will consist of at a minimum the Project Manager, Programme Analyst, Programme Associate. Further positions include a Programme Officer, a Communications Specialist, six technical advisors, and a gender expert. Short-term and ad-hoc admin, travel, IT and technical support will be engaged as needed. Existing Environment Cluster/UNDP-Nature Hub staff will provide additional technical and assurance inputs.

BIOFIN Phase I objective was to develop and pilot a new methodological framework to help countries design context driven Biodiversity Finance Plans. The very promising initial results and global momentum generated under the first Phase are expanded to further move towards a true global and national paradigm shift in the thinking and practise of biodiversity finance. As most finance solutions require engagement in long-term policy processes the follow up phase was designed to ensure the required support is provided to develop and adopt the necessary legislative frameworks and have adequate implementation mechanisms in place. Further support was needed to institutionalise results already achieved. Additional countries starting the process from the beginning benefit from an elaborate and updated methodology and implementation package. During the second phase, governance and management structures will be active at two levels. Globally, the Project Steering Committee will in the second phase consist of representatives from financing partners, beneficiary countries and UNDP Senior Management, meeting at minimum twice a year. Additionally, an advisory group will provide strategic guidance and advice to the Project Steering Committee and the global team. At national level, a National Steering Committee is usually complemented by a technical committee. The former is the formal national decision-making body, overseeing the results at the policy level, the latter providing in-depth technical inputs into the work. In countries with ongoing implementation, the composition may be re-calibrated to fit emerging strategic priorities.

At national level, UNDP Country Offices will be “Participating Offices”, led by the Resident Representatives. They will be responsible for the formulation of multi-year workplans, implementation of activities, delivery of allocated funds, reporting and convening national stakeholders under the Direct Implementation Modality (DIM). They will need to ensure a national steering committee is in place consisting of senior representatives from key finance stakeholders such as ministries of finance, central banks and development banks. In countries where government is taking a role in the implementation, the DIM with a Responsible Party Modality will be applied – making specific government agencies responsible for specific activities as identified during the scoping phase.

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Additional Responsible Parties at the global and country level can also be selected based on implementation needs. NRPs will be selected and assessed by the Country Offices following UNDP's policies and procedures, and approved by the Country Office's National Steering Committee. At global level, the Responsible Party Modality can also be applied for the implementation of global activities. Responsible Parties at global level will be selected and assessed by the BIOFIN Global Team, and approved by the Project Steering Committee. A complete list of ongoing and planned Responsible Parties Agreements at both national and global level is available in Annex 7.

In addition, the project may also engage low value grants (LVG) under COs. UNDP defines low-value grants (also known as micro-capital grants) as cash awards - selected via programmatic decisions - to civil society and non-governmental partners intended to generate and solicit development solutions for which no repayment is typically required. In this context, innovation challenges can also be organized to solicit innovative ideas and solutions to development challenges that might not be found through traditional avenues. The Country Office is responsible for assessing the grant-making institution to ensure it has the programmatic, financial and management capacities and systems to effectively undertake its roles. Alignment with the set of standards and requirements defined in the UNDP Operational Guide for Low Value Grants is recommended. In addition, an example for the establishment of eligibility can be found here.

The project will be audited as requested by donors in the relevant donor agreements where applicable or by the Office of Internal Audit if the project is selected for this purpose, according to UNDP's Financial Regulations and Rules and applicable audit policies on DIM implemented projects. UNDP's cost recovery policy will be applied in line with UNDP's Financial Regulations and Rules.

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V. RESULTS FRAMEWORK[5]

Intended Outcome as stated in the UNDP SP Results and Resource Framework: • Outcome 1: Structural transformation accelerated, particularly green, inclusive, and digital transitions • Primary Signature Solution: Environment - Promotion of nature-based solutions for a sustainable planet
Outcome indicators as stated in the UNDP SP Results and Resources Framework, including baseline and targets: NA
Applicable Output(s) from the UNDP Strategic Plan: **4.1 Natural resources protected and managed to enhance sustainable productivity and livelihoods** 4.1.1 Number of people directly benefitting from initiatives to protect nature and promote sustainable use of resources: **4.2 Public and private investment mechanisms mobilized for biodiversity, water, oceans, and climate solutions** 4.2.1 Number of people directly benefitting from mechanisms for biodiversity, water, oceans, and climate solutions funded by public and/or private sector resources
Project title and Quantum Project Number: The Biodiversity Finance Initiative – BIOFIN – Phase II - XXXXXX

Expected Outputs	Indicator	Means of verification (Data source)	Baseline year	Baseline value	Targets by year & actuals by year			Data collection methods and Risks
					Target for 2025-6	Target for 2027-9	Target for 2030	
INDICATORS								
Output 1 Effective advocacy and partnership strategy informs biodiversity finance practices	1.1 Number of unique website visitors www.biofin.org accessing new data and insights on biodiversity, finance,	Comms reports	2018	78,051	150,000 Per year	150,000 Per year	150,000 Per year	Website analytics

[5] Please refer to Annex 9 for the country Distribution of project results.

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	policy ,practices, expenditures and future needs							
	1.2 Rate of social media engagement (BOFIN x, BIOFIN Facebook, BIOFIN Linkedin)	Comms reports	2021	4.5%	3.5% Each year	3.5% Each year	3.5%	Social media analytics
Output 2 Knowledge management infrastructure in place to generate and share knowledge on biodiversity finance that capacitate practitioners and decision makers	2.1 Number of people directly supported by BIOFIN through networking and training to finance biodiversity	BIOFIN event reports (with participa nt lists)	2021	[tbc]	**2025** 4,000 **2026** 5,500	**2027** 7,000 **2028** 8,000 **2029** 9,000	10,000	BIOFIN event reports
	2.2 Percentage of BIOFIN event participants who rate the event as having been a significant learning experience	BIOFIN event reports (with participa nt lists)	2018	92%	85% Each year	85% Each year	85%	BIOFIN event records, specifically the post-event evaluation survey
	2.3 Number of individuals awarded the BIOFIN e-learning certificate	BIOFIN training reports	2018	0	**2025** 1,200 **2026** 1,400	**2027** 1,600 **2028** 1,800 **2029** 1,900	2000	BIOFIN training database
Output 3 Enhanced data and market intelligence database and index for biodiversity finance practitioners	3.1 Number of unique website visitors of biodiversity finance database “Financial Resources for Biodiversity” (FIRE) to ensure use and accessibility of enhanced data and market intelligence	Comms reports	2023	0	20,000 Each year	20,000 Each year	20,000 Each year	Website analytics

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Output 4 Prioritised biodiversity finance solutions create improved institutional and market frameworks to sustainably manage biodiversity at the national level	4.1 Number of Finance solutions (FS)specific pro-biodiversity finance policy documents and mechanisms adopted	Official government correspondence and/or related official documents	2018	0	**2025** 100 **2026** 125	**2027** 150 **2028** 170 **2029** 190	200	Country progress reports
Output 5 BIOFIN process implemented at the national level in additional new countries	5.1 Number of validated Biodiversity Finance Plans (BFPs)	BFP report with related proofs of validation (official meeting minutes, communication, etc.)	2018	25	**2025** 41 **2026** 47	**2027** 51 **2028** 54 **2029** 57	60	Country progress reports
Output 6 Technical capacities for biodiversity finance assessment and planning process strengthened (non BIOFIN countries)	6.1 Number of people directly supported by BIOFIN through networking and training to finance biodiversity	Event reports (with participant lists)	2018	0	**2025** 1000 **2026** 1250	**2027** 1500 **2028** 1700 **2029** 1900	2000	Participants list of webinars, trainings and workshops targeting countries not part of BIOFIN Phase II (including CBD Side events)

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VI. Monitoring And Evaluation

In accordance with UNDP's programming policies and procedures, the project will be monitored through the below monitoring and evaluation plans. Mid-term and final evaluations will be carried out as joint evaluations. The Global Coordination Office will take a lead role in the drafting of terms of reference, consulting with participating UNDP offices on the management structure, collaborating in drafting the TOR, selecting evaluators, reporting, dissemination, developing management responses, and following up and implementing. Please refer to Annex 8 for the M&E plan and budget part of the country package/funding.

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly	Slower than expected progress will be addressed by project management.		-
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		-
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Continuously	Regular updates of the BIOFIN Workbook, BIOFIN website and the development of specific knowledge products.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	Annually, and even more based on the activities	Performance data, risks, lessons and quality will be discussed by the Project Steering Committee and used to make course corrections.		
Project Report	A progress report will be presented to the Project Steering Committee and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
Project Review (Project Steering Committee)	At global level, the Project Steering Committee will regularly review progress and plans for global activities and partnership. A Technical Advisory Team will provide an in-depth review of the BIOFIN Methodology. The project's governance mechanism (i.e., Project Steering Committee) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Steering Committee shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	The Project Steering Committee will meet at least twice a year. National Steering Committees will meet at least twice a year.	Any quality concerns or slower than expected progress should be discussed by the Project Steering Committee and management actions agreed to address the issues identified.		-

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-term Evaluation (carried out as a joint evaluation between the coordination office and national offices)	Participating Offices/Country Offices	Outcome 1: Structural Transformation – Environment Signature solution - Outputs 4.1. and 4.2.	NA	October 2027	Finance, Environment Ministries, Country Offices	USD 60,000 From BIOFIN Budget
Terminal Evaluation (carried out as a joint evaluation between the coordination office and national offices)	Participating Offices/Country Offices	Outcome 1: Structural Transformation – Environment Signature solution - Outputs 4.1. and 4.2.	NA	October 2030	Finance, Environment Ministries, Country offices	USD 100,000 from BIOFIN Budget

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MULTI-YEAR WORKPLAN[6]

EXPECTED OUTPUTS	PLANNED ACTIVITIES								RESPONSIBLE PARTY	PLANNED BUDGET		
		2024	2025	2026	2027	2028	2029	2030		Funding Source	Budget Description	Amount
Output 1:Effective advocacy and partnership strategy informs biodiversity finance practices	1.1 Leverage and collaborate with partners to improve global knowledge of biodiversity finance concepts and to ultimately increase available finance globally (FAO, UNEP FI, OECD, CFA, BCA, CBD, TNFD, UNDP Sustainable Finance Hub, etc.)	600,000	2,500,000	2,200,000	3,000,000	2,500,000	3,450,000	3,950,000	Global Team	Germany, NORAD, UK, EU, Switzerland, Canada	Staff, Contractual Services, Consultants, Workshops & Training, Travel, Communications & Audio Visual Equipment, Audio Visual&Print Prod Costs	$ 18,200,000
	1.2: Global conferences building capacities and raising awareness on biodiversity finance											
	1.3 Publications and communication toolkits to inform and influence decision makers											
Gender marker: 1	**Sub-Total for Output 1**											$ 18,200,000
Output 2: Knowledge management infrastructure in place to generate and share knowledge on biodiversity finance that capacitate practitioners and decision makers	2.1 Publications and digital tools to build technical capacities globally on biodiversity finance	1,000,000	2,500,000	2,500,000	2,500,000	2,500,000	3,250,000	3,578,889	Global Team	Germany, NORAD, UK, EU, Switzerland, Canada	Staff, Contractual Services, Consultants, Workshops & Training, Travel, Communications & Audio Visual Equipment, Audio Visual&Print Prod Costs	$ 17,828,889
	2.2 Regional workshops and specific technical events to build capacities in BIOFIN national teams and governments											
	2.3 E-learning modules to build technical capacities globally on biodiversity finance											
Gender marker: 1	**Sub-Total for Output 2**											$ 17,828,889
Output 3: Enhanced data and market intelligence database and index for biodiversity finance practitioners	3.1 Database on finance sources to inform and raise awareness of biodiversity finance available	200,000	500,000	300,000	300,000	300,000	350,000	350,000	Global Team	Germany, UK	Staff, Contractual Services, Consultants, Travel, Communications & Audio Visual Equipment, Information and Technology Equipment	$ 2,300,000
	3.2 Finance catalogue inventorying and detailing biodiversity finance solutions available											
Gender marker: 1	**Sub-Total for Output 3**											$ 2,300,000
Output 4: Prioritised Biodiversity finance solutions create improved institutional and market frameworks to sustainably manage biodiversity at the national level	4.1 Design high quality biodiversity finance solution proposals in all BIOFIN countries	3,600,000	9,050,000	11,450,000	11,800,000	15,250,000	18,550,000	19,300,000	Country Teams	Germany, NORAD, UK, EU, Switzerland, Canada	Staff, Contractual Services, Consultants, Workshops & Training, Travel	$ 89,000,000
	4.2 Implementation of biodiversity finance solution at national and sub-national level in all BIOFIN countries											
	4.3 Institutionalization of the BIOFIN process and results											
Gender marker: 2	**Sub-Total for Output 4**											$ 89,000,000

[6]Details of the country budget allocations are provided in Annex 10. Participating Offices will formulate detailed/disaggregated MYWPs for their respective projects.

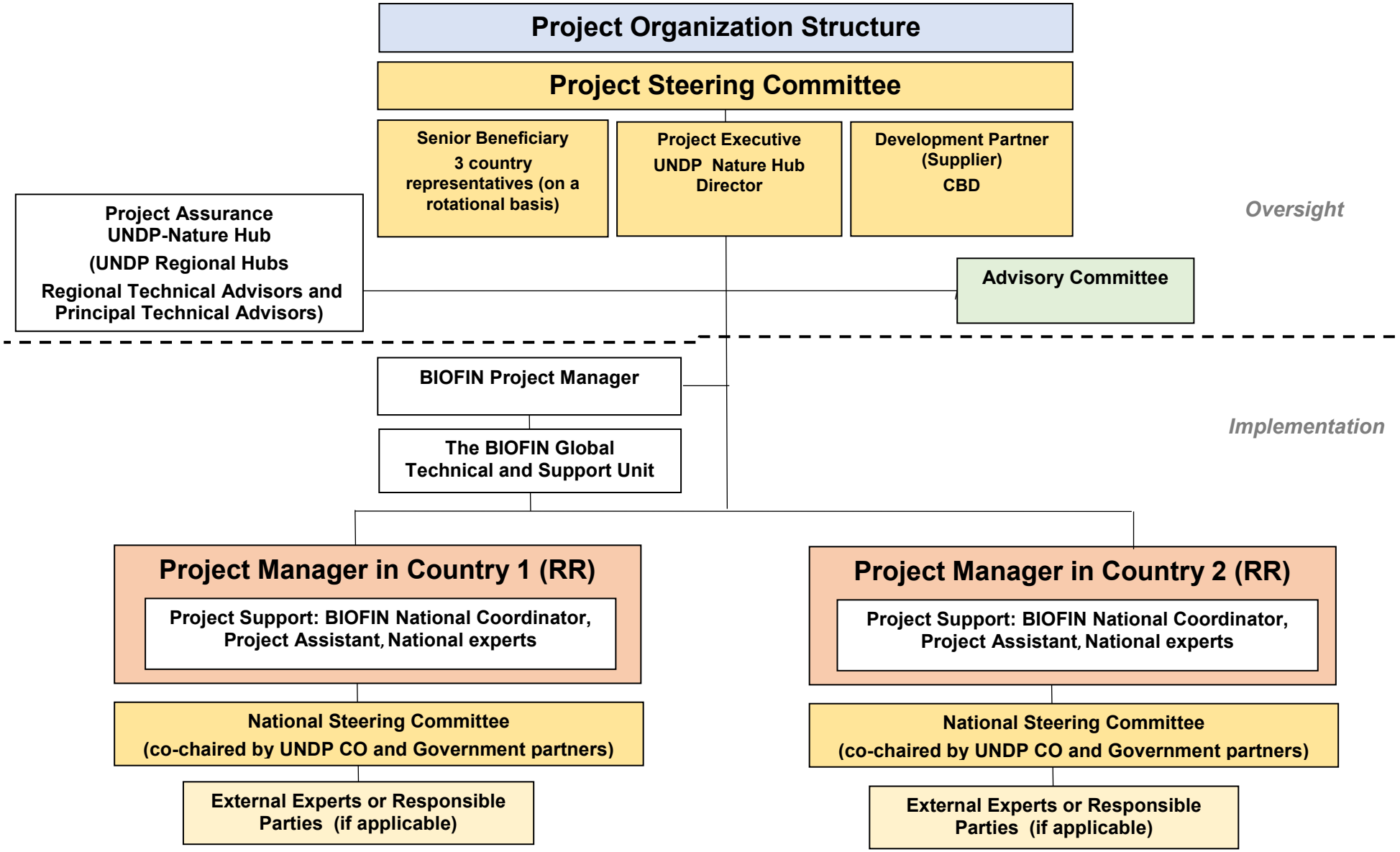
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Output 5: BIOFIN process implemented at the national level in additional new countries *Gender marker: 2*	5.1 Implement BIOFIN methodology to develop effective and impactful finance plans in countries recently joining BIOFIN 5.2 Early implementation of finance solutions during the development of Biodiversity Finance Plans	1,050,000	2,150,000	2,500,000	2,150,000	750,000	700,000	700,000	Country Teams	Germany, NORAD, UK, EU, Switzerland, Canada, Belgium, Flanders	Staff, Contractual Services, Consultants, Workshops & Training, Travel	$ 10,000,000
	Sub-Total for Output 5											$ 10,000,000
Output 6:Technical capacities for biodiversity finance assessment and planning process strengthened (non BIOFIN countries) *Gender marker: 1*	6.1 Countries not covered by UNDP BIOFIN are supported technically to design effective and impactful biodiversity finance plans 6.2 Knowledge products developed under BIOFIN available publicly in a user friendly manner	60,000	150,000	150,000	150,000	150,000	195,000	195,000	Global Team	Germany, NORAD, UK, EU, Switzerland, Canada, Belgium, Flanders	Staff, Consultants, Workshops & Training, Travel, Communications & Audio Visual Equipment	$ 1,050,000
	Sub-Total for Output 6											$ 1,050,000
Visibility, M&E, Evaluation, Audit	M&E	20,000	50,000	50,000	110,000	50,000	65,000	165,000		Germany, UK	Staff, Consultants, Travel	$ 510,000
	Sub-Total M & E											$ 510,000
General Management Support		522,400	1,352,000	1,532,000	1,600,800	1,720,000	2,124,800	2,259,111				$ 11,111,111
TOTAL		**7,052,400**	**18,252,000**	**20,682,000**	**21,610,800**	**23,220,000**	**28,684,800**	**30,498,000**				**$ 150,000,000**

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VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The BIOFIN programme and management arrangements comprise both global and national governance components.



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At the global level the BIOFIN Project Manager (P4) oversees the Global Technical and Support Unit composed of project staff. Both structures cooperate with the Regional Hubs and the UNDP Nature Hub Regional Technical Advisors and the Finance Sector Hub providing quality assurance and technical backstopping to participating countries.

Key roles at the Global Level:

The following roles at global level have an *oversight* function:

Project Steering Committee (Project Board)

The Project Steering Committee (PSC) will hold project reviews to assess the performance of the project and provide continuous guidance to steer the path of the project towards the achievement of the results. The Project Steering Committee will meet at a minimum twice a year to assess the progress report prepared by the team and the plans for the forthcoming period. In the Programme's final year, the Project Steering Committee will hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to highlight project results and lessons learned with relevant audiences. This final review meeting will also discuss the findings outlined in the project terminal evaluation report and the management response

Advisory Committee

The Project Manager will report twice a year to the Advisory Committee to collect advice on potential strategic partnerships and coordination opportunities. The meetings will also be used to provide updates on project progress and apprise donors of emerging technical assistance needs and gaps.

The **Project Assurance** role will be provided by the UNDP Nature Hub, including oversight and monitoring. Additional quality assurance will be provided by UNDP Regional Hubs Regional Technical Advisors and Principal Technical Advisors as needed.

The following roles at global level have an *implementation* function:

BIOFIN Project Manager

The Project Manager is responsible for the day-to-day project management and regular monitoring of global results and risks, including social and environmental risks. The Project Manager will ensure that all programme staff maintain high level of transparency, responsibility and accountability in implementation, M&E and reporting results. The Project Manager will inform the Project Steering Committee of any delays or difficulties as they arise during implementation so that appropriate support and corrective measures can be adopted.

The **BIOFIN Global Technical and Support Unit** is composed on BIOFIN Senior technical Advisors and Thematic Experts who provide dedicated support to countries based on regional or thematic needs.

Key Roles at National Level:

National Steering Committees (NSC)

At the national level, a National Steering Committee will be established and co-chaired by the UNDP Country Office and Government partners. The NSC will hold project reviews to assess

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the performance of the project and provide continuous guidance to steer the path of the project towards the achievement of the results at country level. The NSC will meet at a minimum twice a year to assess the progress report prepared by the country team and the work plans for the forthcoming period. In the Project's final year, the NSC will hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to highlight project results with relevant audiences. A key participant will be the Ministry of Finance.

UNDP Country Offices (CO)

The UNDP CO will act as participating offices at the country level. Led by the UNDP Resident Representative, they coordinate implementation and supervise the National Team. UNDP CO co-leads the National Steering Committee along with Government Counterparts, in particular the Ministry of Finance. UNDP CO will be responsible for project level administration, progress reporting, multi-year workplans, budget maintenance, and country-level communication and outreach. The UNDP Country Office is responsible for complying with all UNDP national project-level M&E requirements as outlined in the UNDP rules and procedures. This includes ensuring the UNDP Quality Assurance Assessment during implementation is undertaken annually; the updating of the UNDP gender marker on an annual basis. The CO will also support efforts to ensure donor visibility, encourage donor participation in national project events, and ensure that donors are updated regularly on national project progress.

The following roles are envisaged at Country Office level:

Project Manager: represented by the Resident Representative, coordinates implementation and supervises the National Team.

BIOFIN National Coordinator: The National Project Coordinator will be responsible for the overall management of in-country activities, ensuring a proper workplan and budget is in place and implemented within set timelines, with an effective national team and strong partnerships. The Coordinator will ensure implementation mechanisms such as a National Steering Committee and technical working groups are established and meet regularly, that all planned workshops, technical studies and other activities are organised in a timely manner, and that they meet expected quality standards.

Project Assistants and National Experts might also be hired to support the project's additional administrative and technical needs.

Please refer to Annex 6 for the Project Steering Committee (Project Steering Committee) terms of reference and TORs of key management positions.

VIII. LEGAL CONTEXT

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAAs for the specific countries; or (ii) in the Supplemental Provisions to the Project Document attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

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This project will be implemented by UNDP ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

IX. RISK MANAGEMENT

UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS).

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]7 [UNDP funds received pursuant to the Project Document]8 are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:

    a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
        i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

7 To be used where UNDP is the Implementing Partner

8 To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

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ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

c. Each responsible party, subcontractor and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

(a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
(b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:
(i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
(ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;
(iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;
(iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
(v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including

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but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.

g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

h. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

j. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

   Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

   UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail

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any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

k. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud corruption, other financial irregularities or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

l. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

m. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

n. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

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X. ANNEXES

ANNEX 1: PROJECT QUALITY ASSURANCE REPORT

Please find below the Quality Assurance report for the initiation phase of the programme:

BIOFIN II - Quality Assurance Rating To

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ANNEX 2: SOCIAL AND ENVIRONMENTAL SCREENING, including the Management Plans as relevant.

Please find below the BIOFIN Social and Environmental Screening assessment for the initiation phase of the programme:

BIOFIN II - SEPS - 1 November 2017.DOC

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ANNEX 3: RISK ANALYSIS

Please find below the BIOFIN Risk Analysis and management response table

BIOFIN II_New Project Risk Register .docx

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ANNEX 4: THEORY OF CHANGE

BIOFIN Theory of Change - 8NOV017.(

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ANNEX 5: GENDER STRATEGY

The importance of the stewardship role of men and women in the protection of biodiversity and its values is well known. Forests, grasslands, farms, landscapes and marine ecosystems are not only home and a source of livelihoods to millions of people, but also vessels of social, cultural and spiritual values. The role of women in natural resources conservation and management is significant. From bearers of traditional conservation knowledge, seed selection and plant processing experts to community leaders and market negotiators, women's role is vital to their families, community and society in general. Nonetheless, evidence shows that women have limited rights, access, benefits and control over resources. The reasons differ from socio-cultural, political and geographical to legal constraints. Women and girls constitute half of the world's population, therefore ensuring women's equal participation as key stakeholders and beneficiaries is paramount to ensuring sustainable development, poverty reduction and biodiversity conservation. BIOFIN recognizes the importance of equal participation, access, benefit-sharing and control over resources of women and men as a catalyst for sustainable development results. In this light, BIOFIN promotes the integration of gender aspects in its work and results at local, national and global levels.

BIOFIN will continue its work to ensure a more thorough gender strategy mainstreamed in its activities and results along with knowledge management for capacity development. Gender considerations are mainstreamed in the Theory of Change, project outputs, results framework, activities, and budget. Documentation, case studies and knowledge generated by the Initiative will be gender-sensitive and inclusive of diverse groups among contributors and audiences. The gender strategy of this Programme is developed in line with the needs identified by the BIOFIN country teams and the scope and feasibility of support of this initiative.

The BIOFIN strategy has 3 key components: 1) Guidance for countries to mainstream gender issues in all aspects of implementation, including to ensure a gender balance in National Steering Committees, workshops, panels and national BIOFIN Teams; 2) Developing specific knowledge products and trainings that demonstrate the link between gender and biodiversity finance, including case studies. 3) Guidance how opportunities for better gender analysis and impact can be identified during each step in the BIOFIN methodology. This is most advanced at the stage of the Biodiversity Finance Plan, where the scoping, design and development of finance solutions are carefully weighed for gender considerations. Each country is recommended to select at least one finance solution in their plan with a specific additional impact on gender. The overall gender rating for the programme is 1 with some contribution to the gender equality; however, in many countries at least one Finance Solution will have a significant impact with regard to gender equality at national or local level therefore such solutions will have a scale of 2 to 3 (e.g., at a Protected Area).

BIOFIN recognizes the importance of gender considerations to the achievement of the Kunming-Montreal Global Biodiversity Framework and will give due consideration to the integration of gender into its work in line with the UNDP gender guidelines and the 2015-2020 CBD Gender Plan of Action. The programme will continue its efforts to promote gender equality and develop capacities contributing to the national gender equality agenda and SDG 5.

1) As part of Outputs 1 and 3: The following activates will contribute to mainstreaming and capacity building for gender equality contribution at all stages of the project. Activities include:

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- Guidance materials and workshop sessions to ensure that all team members at global and national levels have sufficient understanding of gender issues and mainstreaming process, raise awareness, inform on UNDP or CBD guidelines and increase commitment to and self-monitoring of gender mainstreaming among the members (e.g., self – monitoring of mainstreaming in TORs, decision making, budgeting, planning, inclusion). Guidance materials and resources will be published periodically in the BIOFIN website along with other related articles. Workshop sessions will be organized as part of the regional workshops (participants include BIOFIN Country Teams, country Government and Partner organizations working directly in BIOFIN)
- Gender focal point appointed ensuring action and monitoring on the promote/ensure a Gender team balance, support to monitoring and evaluation, ensure Gender sensitive/responsive language/approach in documents, reports, TORs, AWP Indicators, guide the teams on the mainstreaming process and technical support, donor reports and distilling lessons learned and best practices for learning and replication purposes. A gender digest of information and resources will be sent periodically via email; and a compilation of case studies and articles will be published annually. Documentation, case studies and knowledge generated by the Initiative will be gender-sensitive and inclusive of diverse groups among contributors and audiences.
- Ensure an enabling environment for men and women progress, open communication, capitalization on the talents and contributions of both within the project/teams
- Incorporate a gender perspective from designing and implementing to evaluating phases of the project, including gender-sensitive criteria and indicators (Global AWP and Budget, and Country AWP/Budgets)
- Ensure substantial reporting as part of the BIOFIN Quarterly Reports and UNDP Quality Assurance exercises with provision by all national teams of qualitative and quantitative information on gender mainstreaming and results
- Capacity development activities, the biodiversity capacity Index, and the methodology itself will be informed and tailored to national and local context and take into consideration women and men needs and interest at local level. BIOFIN will explore ways of cooperation and synergies with other similar initiatives and mechanisms.
- The BIOFIN global and country teams will continue to encourage and create enabling environments for women and men to actively engage in all decision-making processes from design to evaluation of activities and capacity development events. Set targets for female participation in activities, capacity development, representation and decision making.
- Using champions and publications to promote gender equality and women empowerment as part of major events of BIOFIN at country level.

2) **As part of Output 2: Knowledge management infrastructure in place to generate and share knowledge on biodiversity finance that capacitates practitioners and decision makers the following activities will be carried out contributing to gender equality and women empowerment:**

  - *Advocacy and capacity building activities: Side Events at global conferences, Regional Thematic workshops/South-South Exchange, Training for the BIOFIN Country Gender Focal Points/Specialists, etc.*
  - Guidance was included in the main methodology tool of the project, the 2016 BIOFIN Workbook, further developed in the 2018 Workbook to be aligned with the new UNDP Gender Strategy under development and BIOFIN Phase I lessons learned
  - Community of practice - COP (Yammer, BesNet) to ensure fast dissemination of information, resources, and a platform for discussion.
  - Focused webinars and workshop presentations will be organized on specific topics, BIOFIN Regional Workshops (participants include BIOFIN Country

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Teams, country Government and Partner organizations working directly in BIOFIN)
- Ensure synergies and exchange of experience/learning events with other initiatives (UNDP Country offices Gender Focal Points, Gender Gov. Specialized agencies, similar projects such as SGP, I/NGOs) to organize joint learning events, brown bag learning hours, webinars, publications of positive practices, photo-stories, etc.

3) As part of Outputs 4, 5 and 6, the following activities will be carried out:
Gender Expert to support gender equality integration to Biodiversity planning mechanisms, NBSAP, other planning and implementation instruments; to support capacity building activities and advocacy round tables, distill lessons learned and stories for publication and support knowledge management.

- *Capacity building and guidance provided to national and local authorities by the national Gender expert based on demand*
- *Multi-disciplinary team/NGO/Research Institute to conduct, in line with BER/PIR/FNA, analysis based on country needs on gender trends, budgeting, legislation, and policies and provision of recommendations for change and action.*
- *Advocacy and Capacity Building to enable gender - responsive legislation/strategies/policies and develop capacities among women and men leaders to address gender and biodiversity related issues.*
- Capacity building activities will be closely monitored and all efforts will be made to ensure an equal participation of women and men to benefit from the BIOFIN activities
- Guidance how opportunities for better gender analysis and impact will be identified during each step in the BIOFIN methodology. This is most advanced at the stage of the Biodiversity Finance Plan, where the scoping, design and development of finance solutions are carefully weighed for gender considerations. Each country is recommended to select at least one finance solution in their plan with a specific additional impact on gender.
- The screening process for finance solutions already includes gender related criteria. Where needed (e.g., if a finance solution is identified for possible implementation in a Protected Area or community – managed territory) a gender analysis will be part of the implementation package of the solution.
- Small Grants for the implementation of finance solutions at local level:
  - *Small grants for finance solutions contributing to women empowerment; indigenous communities, youth, other vulnerable groups*
  - *SGP:* Parallel collaboration in identifying and implementing finance solutions through small grants to NGOs (number and type to be confirmed)
- Using a Participatory Approach (e.g., composition and participation of the BIOFIN National Steering Committee; other decision – making processes) is standard in BIOFIN especially as part of the localization process (e.g., Local Authorities, local experts, Indigenous communities, women representation are part of the decision making body in Mindoro, Philippines).
- Knowledge products, webinars and workshop sessions on gender related topics will be available to non-BIOFIN member countries as well as participation and contribution from these countries with positive practices, case studies and expertise.

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Note: the programme ensures the majority of the activities are carried out with the resources, capacities and partnerships created; while fundraising efforts will continue to ensure the resources for the activities marked in *italics*.

ANNEX 6: PROJECT STEERING COMMITTEE TERMS OF REFERENCE AND TORS OF KEY MANAGEMENT POSITIONS

Please find below the BIOFIN Project Steering Committee Terms of Reference



Terms of Reference_Project Boa

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Please find below the BIOFIN Core staff members Terms of Reference



BIOFIN II - TORs Global BIOFIN Team

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ANNEX 7: CAPACITY ASSESSMENT

Level	Status	Country name	RP name	Amount	HACT / PCAT
National	Planned	Belize	Ministry of Sustainable Development Climate Change and Disaster Risk Management	$50,000	HACT Belize.pdf
National	Valid	Rwanda	Rwanda Environment Management Authority (REMA)	$ 291,494	HACT Rwanda.pdf
National	Planned	South Africa	Department of Forestry, Fisheries and the Environment (DFFE)	TBC	TBC

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National	Valid	India	Telangana State Biodiversity Board	$ 25,640	The total LOA amount was below the HACT/MA threshold; therefore, CO did not conduct MA for this RP. Once the expenditures are liquidated, an assurance visit can be conducted.
National	Valid	Mexico	Plataforma Nuup A.C.	$149.000	Informe MicroEvaluación NUU
National	Valid	Cambodia	Ministry of Environment, Department of Biodiversity.	$151,400	Final Micro Assessment Report - I
National	Valid	Thailand	Raks Thai Foundation	Up to 9,032,957 Thai Baht	UNICEF_Raks Thai_Final Micro Asse
National	Planned	Costa Rica	Impact Hub SJO (Comunidad Impactico) National Indigenous Board of Costa Rica (MNICR)	IHSJ $300.000 MNICR $25.000[9]	Planned
Global	Planned	NA	CFA / WCS	TBC	WCS - 2021-3109 - Micro-assessment.pdf
Global	Planned	NA	Global Canopy	TBC	Global Canopy - Micro Assessment Fin
TBC	Planned	TBC	Bankers Without Boundaries	TBC	Planned

[9] Potentially to be delivered as a Low Value Agreement

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ANNEX 8: M&E PLAN AND BUDGET PART OF THE COUNTRY PACKAGE/FUNDING

M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget[1] (US$)		Time frame
		Grant	Co-financing	
Inception Workshop	UNDP Country Office	USD 11,000		Within two months of project document signature
Inception Report	Project Manager	None	None	Within two weeks of inception workshop
Standard UNDP monitoring and reporting requirements as outlined in the UNDP POPP	UNDP Country Office	None	None	Quarterly, annually
Monitoring of indicators in project results framework	Project Manager	Per year: USD 4,000		Annually
Bi-annual reports and Indicator Tracking Tool	Project Manager and UNDP Country Office and UNDP Nature Hub team	None	None	Annually
Audit as per UNDP audit policies	UNDP Country Office	Per year: USD 3,000 – 5,000		Annually or other frequency as per UNDP Audit policies
Lessons learned and knowledge generation	Project Manager			Annually
Monitoring of environmental and social risks, and corresponding management plans as relevant	Project Manager UNDP CO	None		On-going
Addressing environmental and social grievances	Project Manager UNDP Country Office BPPS as needed	None for time of project manager, and UNDP CO		
Project Steering Committee meetings	Project Steering Committee UNDP Country Office Project Manager			At minimum annually
Supervision missions	UNDP Country Office	None		Annually
Oversight missions	UNDP-GEF team	None		Troubleshooting as needed
Knowledge management	Project Manager			On-going
Donor learning missions/site visits	UNDP Country Office and Project Manager and UNDP Nature Hub team	None		To be determined.

[1] Excluding project team staff time and UNDP staff time and travel expenses.

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M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget[1] (US$)		Time frame
		Grant	Co-financing	
Independent Mid-term Review (MTR) and management response (organised at central level)	Global Coordination Office/nature Hub with participating offices/UNDP Country Offices	USD 10,000		2024
Independent Terminal Evaluation (TE) included in UNDP evaluation plan, and management response (organised at central level)	lobal Coordination Office/nature Hub with participating offices/UNDP Country Offices	USD 10,000		At least three months before operational closure
TOTAL indicative COST Excluding project team staff time, and UNDP staff and travel expenses				

ANNEX 9: DISTRIBUTION OF PROJECT RESULTS

Distribution of project results_March

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ANNEX 10: COUNTRY BUDGET ALLOCATION

ANNEX 10: Country Budget Allocation

Country	Output	Allocation per Year							Total Programmable Funds	GMS (8%)1	TOTAL
		2024	2025	2026	2027	2028	2029	2030			
Argentina	Output 4					$100,000	$100,000	$100,000	$300,000	$24,000	$324,000
	Output 5	$75,000	$100,000	$125,000	$100,000				$400,000	$32,000	$432,000
Belize	Output 4	$100,000	$200,000	$250,000	$250,000	$350,000	$450,000	$400,000	$2,000,000	$160,000	$2,160,000
Bhutan	Output 4	$100,000	$150,000	$200,000	$200,000	$250,000	$300,000	$300,000	$1,500,000	$120,000	$1,620,000
Botswana	Output 4	$100,000	$150,000	$200,000	$200,000	$250,000	$350,000	$350,000	$1,600,000	$128,000	$1,728,000
Brazil	Output 4	$50,000	$100,000	$150,000	$150,000	$200,000	$250,000	$200,000	$1,100,000	$88,000	$1,188,000
Cambodia	Output 4	$50,000	$100,000	$100,000	$100,000	$100,000	$200,000	$150,000	$800,000	$64,000	$864,000
China	Output 4	$50,000	$100,000	$150,000	$150,000	$200,000	$300,000	$250,000	$1,200,000	$96,000	$1,296,000
	Output 5	$75,000	$100,000	$125,000	$100,000				$400,000	$32,000	$432,000
Colombia	Output 4	$200,000	$300,000	$350,000	$350,000	$400,000	$450,000	$450,000	$2,500,000	$200,000	$2,700,000
Comoros	Output 4					$100,000	$100,000	$100,000	$300,000	$24,000	$324,000
	Output 5	$75,000	$100,000	$125,000	$100,000				$400,000	$32,000	$432,000
Costa Rica	Output 4	$400,000	$600,000	$700,000	$800,000	$900,000	$1,000,000	$1,100,000	$5,500,000	$440,000	$5,940,000
Cuba	Output 4	$50,000	$100,000	$150,000	$150,000	$200,000	$250,000	$200,000	$1,100,000	$88,000	$1,188,000
Dem. Rep of Congo	Output 4					$100,000	$100,000	$100,000	$300,000	$24,000	$324,000
	Output 5	$75,000	$100,000	$125,000	$100,000				$400,000	$32,000	$432,000
Ecuador	Output 4	$50,000	$100,000	$150,000	$150,000	$200,000	$300,000	$250,000	$1,200,000	$96,000	$1,296,000
Egypt	Output 4					$100,000	$100,000	$100,000	$300,000	$24,000	$324,000
	Output 5	$75,000	$100,000	$125,000	$100,000				$400,000	$32,000	$432,000
Ethiopia	Output 4					$100,000	$100,000	$100,000	$300,000	$24,000	$324,000
	Output 5	$75,000	$100,000	$125,000	$100,000				$400,000	$32,000	$432,000
Fiji	Output 4					$100,000	$100,000	$100,000	$300,000	$24,000	$324,000
	Output 5	$75,000	$100,000	$125,000	$100,000				$400,000	$32,000	$432,000
Gabon	Output 4	$50,000	$100,000	$100,000	$100,000	$100,000	$150,000	$100,000	$700,000	$56,000	$756,000
Georgia	Output 4	$50,000	$100,000	$150,000	$200,000	$250,000	$350,000	$300,000	$1,400,000	$112,000	$1,512,000
Guatemala	Output 4	$100,000	$200,000	$250,000	$250,000	$250,000	$400,000	$350,000	$1,800,000	$144,000	$1,944,000
Kenya	Output 4					$100,000	$100,000	$100,000	$300,000	$24,000	$324,000
	Output 5	$75,000	$100,000	$125,000	$100,000				$400,000	$32,000	$432,000
Madagascar	Output 4	$50,000	$100,000	$100,000	$100,000	$100,000	$150,000	$100,000	$700,000	$56,000	$756,000
	Output 5	$75,000	$100,000	$125,000	$100,000				$400,000	$32,000	$432,000
Malawi	Output 4	$50,000	$100,000	$150,000	$150,000	$200,000	$250,000	$200,000	$1,100,000	$88,000	$1,188,000
Maldives	Output 4					$100,000	$100,000	$100,000	$300,000	$24,000	$324,000
	Output 5	$75,000	$100,000	$125,000	$100,000				$400,000	$32,000	$432,000
Mexico	Output 4	$300,000	$600,000	$700,000	$700,000	$800,000	$900,000	$1,000,000	$5,000,000	$400,000	$5,400,000
Mongolia	Output 4	$50,000	$100,000	$150,000	$200,000	$250,000	$300,000	$250,000	$1,300,000	$104,000	$1,404,000
Mozambique	Output 4	$100,000	$200,000	$250,000	$250,000	$250,000	$400,000	$350,000	$1,800,000	$144,000	$1,944,000
Namibia	Output 4					$100,000	$100,000	$100,000	$300,000	$24,000	$324,000
	Output 5	$75,000	$100,000	$125,000	$100,000				$400,000	$32,000	$432,000

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Nepal	Output 4	$50,000	$100,000	$150,000	$150,000	$200,000	$250,000	$200,000	$1,100,000	$88,000	$1,188,000
Niger	Output 4					$100,000	$100,000	$100,000	$300,000	$24,000	$324,000
	Output 5	$75,000	$100,000	$125,000	$100,000				$400,000	$32,000	$432,000
Peru	Output 4	$100,000	$150,000	$200,000	$250,000	$250,000	$400,000	$350,000	$1,700,000	$136,000	$1,836,000
Philippines	Output 4	$300,000	$600,000	$700,000	$700,000	$800,000	$900,000	$1,000,000	$5,000,000	$400,000	$5,400,000
Rwanda	Output 4	$100,000	$100,000	$150,000	$150,000	$200,000	$200,000	$200,000	$1,100,000	$88,000	$1,188,000
South Africa	Output 4	$200,000	$500,000	$500,000	$600,000	$600,000	$850,000	$750,000	$4,000,000	$320,000	$4,320,000
Sri Lanka	Output 4	$150,000	$150,000	$200,000	$200,000	$250,000	$300,000	$350,000	$1,600,000	$128,000	$1,728,000
Tanzania	Output 4	$50,000	$50,000	$100,000	$100,000	$150,000	$150,000	$200,000	$800,000	$64,000	$864,000
	Output 5	$75,000	$100,000	$125,000	$100,000				$400,000	$32,000	$432,000
Thailand	Output 4	$350,000	$600,000	$700,000	$700,000	$800,000	$950,000	$900,000	$5,000,000	$400,000	$5,400,000
Uganda	Output 4	$100,000	$100,000	$100,000	$100,000	$100,000	$150,000	$150,000	$800,000	$64,000	$864,000
Uzbekistan	Output 4					$100,000	$100,000	$100,000	$300,000	$24,000	$324,000
	Output 5	$75,000	$100,000	$125,000	$100,000				$400,000	$32,000	$432,000
Viet Nam	Output 4	$100,000	$100,000	$150,000	$150,000	$200,000	$200,000	$200,000	$1,100,000	$88,000	$1,188,000
Zambia	Output 4	$200,000	$200,000	$250,000	$250,000	$350,000	$350,000	$400,000	$2,000,000	$160,000	$2,160,000
Other countries	Output 4		$3,000,000	$4,000,000	$4,000,000	$5,000,000	$6,000,000	$7,200,000	$29,200,000	$2,336,000	$31,536,000
	Output 5		$750,000	$750,000	$750,000	$750,000	$700,000	$700,000	$4,400,000	$352,000	$4,752,000
TOTAL	**Output 4**	**$3,600,000**	**$9,050,000**	**$11,450,000**	**$11,800,000**	**$15,250,000**	**$18,550,000**	**$19,300,000**	**$89,000,000**	**$7,120,000**	**$96,120,000**
	Output 5	**$1,050,000**	**$2,150,000**	**$2,500,000**	**$2,150,000**	**$750,000**	**$700,000**	**$700,000**	**$10,000,000**	**$800,000**	**$10,800,000**

1 GMS is based on 8%, but it will change depending on the source of funds