UNITED NATIONS DEVELOPMENT PROGRAMME

Empowered lives.
Resilient nations.

PROJECT DOCUMENT

Global Project

Project Title: The Biodiversity Finance Initiative – BIOFIN – Phase II
Project Number: 00106358 **UNDP-GEF PIMS id:** 6191
Implementing Partner: DIM
Start Date: February 2018 **End Date:** 31 December 2022
PAC Meeting date: 30 January 2018

Brief Description
Preliminary top-down estimates of the global financial gap for biodiversity range from US$ 100 to 400 billion annually, and detailed bottom-up assessments in participating BIOFIN countries validate these significant financial needs and help identify finance solutions required to achieve the Aichi Targets and biodiversity related SDGs. In recent decades, biodiversity finance tools and solutions have demonstrated their importance for achieving biodiversity and sustainable development goals. But since countries have not approached the issue of biodiversity finance in a comprehensive manner the choice and adoption of finance solutions has remained experimental and opportunistic. Improved choice, design and implementation of effective well-tailored finance solutions will strengthen countries' chances of achieving national and global biodiversity targets. The Biodiversity Finance Initiative – BIOFIN – is a global programme that developed, piloted, and is continuously improving a methodology to measure existing biodiversity expenditure levels, assess future financial needs, and design comprehensive plans to use finance tools and solutions that increase financing, effectiveness and efficiency of biodiversity management in 30 countries. BIOFIN's first phase (2012-2018) enabled full assessments and initial implementation of finance plan elements in target countries. Significant scaling up of finance solutions is required in all countries to address the biodiversity finance challenge. BIOFIN's second phase enables the 30 countries to complete the design and implementation of priority finance solutions and will allow a further 15 countries to undertake the assessments and create the finance plan. At the central level, knowledge management platforms will be expanded and additional guidance produced for most valuable finance solutions.

Contributing Outcome/Development Setting, UNDP Strategic Plan 2018 - 2021: • Outcome 2: Accelerate Structural Transformations for Sustainable Development. • Primary Signature Solution: Promotion of nature-based solutions for a sustainable planet Outputs 1-3, 6: GEN1 Outputs 4-5: GEN2	**Total resources required:**		**USD 75,965,769**
	Total resources allocated:		
		UNDP TRAC	-
		BMUB	USD 23,584,906
		NORAD	USD 1,131,222
		Government of Flanders	USD 294,811
		In-Kind:	-
	Unfunded:		USD 50,954,830

Agreed by UNDP:

Pedro Conceição, Officer-in-Charge, Bureau for Policy and Programme Support

Date:

List of Acronyms

BES-Net	Biodiversity and Ecosystem Services Network
BPPS	Bureau for Policy and Programme Support
BTOR	Back to Office Report
CBD	Convention on Biological Diversity
CFA	Conservation Finance Alliance
CO	Country Offices
CPD	Country Programme Document
CPIC	Coalition for Private Investment in Conservation
DIM	Direct Implementation Modality
FAO	Food and Agriculture Organization of the United Nations
GEF	Global Environment Facility
GIZ	German Agency for International Cooperation
HACT	Harmonized Approach to Cash Transfers
IATI	International Aid Transparency Initiative
INGO	International Non-Governmental Organization
IUCN	International Union for Conservation of Nature
KM	Knowledge Management
M&E	Monitoring and Evaluation
MOOC	Massive Open Online Course
NBSAP	National Biodiversity Strategies and Action Plans
NSC	National Steering Committees
OAI	Office of Audit and Investigations
OECD	Organization for Economic Cooperation and Development
PMC	Project Management Costs
RRF	Results and Resources Framework
SBAA	Standard Basic Assistance Agreement
SD	Sustainable Development
SDGs	Sustainable Development Goals
SEEA	System of Environmental-Economic Accounting
SGM	Small grants Programme
SSC/TrC	South-South and Triangular Cooperation
TE	Terminal Evaluation
TEEB	The Economics of Ecosystems and Biodiversity
TOR	Terms of Reference
UN PEI	Poverty and Environment Initiative
UN- REDD	United Nations Programme on Reducing Emissions from Deforestation and Forest Degradation
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNEP FI	United Nations Environment Programme Finance Initiative
UNSD	United Nations Statistics Division
UNSMS	United Nations Security Management System
UNWTO	World Tourism Organization
WAVES	Wealth Accounting and the Valuation of Ecosystem Services

I. DEVELOPMENT CHALLENGE

The world's biological diversity is under serious pressure and since long in decline, with over 13,000 species now being classified as endangered (IUCN Red List, 2017). The Millennium Ecosystem Assessment (2005) documented the loss of 35% of the world's mangroves, 20% of all coral reefs, and 50% of all tropical forests. This includes not only the irreversible loss of pristine nature and exotic species, but presents a significant loss off economic growth and people's wellbeing. Natural resources are for many parts of the world engines of economic growth and a direct provider of nutrients, as fish provides more than 3 billion people with almost 20% of their per capital intake of animal protein (FAO, 2016), forestry accounts for more than 10% of the GDP in many of the world's poorest countries (FAO, 2016) and tourism - often strongly depending on natural attractions - is the first or second source of export earnings in 20 of the world's 48 least developed countries (UNWTO, 2010).

In recent decades, biodiversity finance tools and solutions have demonstrated their importance for achieving biodiversity goals and broader sustainable development objectives. But since countries have not approached the issue of biodiversity finance in a comprehensive manner the choice and adoption of finance solutions has remained experimental and opportunistic. Improved choice, design and implementation of effective well-tailored finance solutions will strengthen countries' chances of achieving national and global biodiversity targets. Preliminary top-down estimates of the global financial gap for biodiversity ranges from US$ 100 to 400 billion annually.

The Biodiversity Finance Initiative – BIOFIN – was developed to provide a comprehensive methodology for governments to: 1) review the existing policy context, 2) measure expenditure levels for biodiversity, 3) calculate future financial needs and 4) design strategic plans to deploy the right mix of finance solutions, tailored to the country context. Lessons from early implementation generated much insight into the underlying barriers to advancing biodiversity finance. These include: 1) the failure of markets and governmental fiscal and development planning systems to reflect the real value of biodiversity and ecosystem goods and services (or the real costs of losing them); 2) ingrained adverse incentives that encourage biodiversity-harmful activities; 3) a lack of coordination and shared language among finance ministries and line ministries implementing biodiversity management; 4) structural capacity deficits related to biodiversity finance; 5) limited revenue streams from biodiversity-positive actions that could generate increased private sector investment; and 6) an over-reliance on a limited range of finance solutions – such as allocations from the national treasury and Official Development Assistance (ODA).

Biodiversity finance represents one of the fundamental sustainable development opportunities, as biodiversity hotspots strongly overlap with areas where indigenous communities reside, and are often characterised by high poverty rates, with local communities being strongly dependent on direct use of natural resources. This is relevant for the 3rd main objective of the CBD, to ensure adequate benefit sharing. The BIOFIN methodology has integrated a detailed poverty and gender strategy that ensures financial decisions are weighed on socio-economic and gender impacts.

The 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 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. For poverty reduction, the BIOFIN Methodology enables tagging of poverty relevance in the Biodiversity Expenditure Review, to identify the areas with the strongest linkage between biodiversity conservation and poverty reduction. In addition, each finance solution in the Biodiversity Finance Plan is assessed for its potential impact on poverty reduction.

The methodology has been conducted in 30 countries to date, with many now having reached the implementation stage.

II. STRATEGY

The primary objective of BIOFIN Phase I was to develop and pilot a new methodological framework – the BIOFIN Workbook – to help countries mobilise sufficient resources to implement their national biodiversity policies. The fully updated methodology released in 2016 (in English, Spanish, Russian and French) integrates lessons learned from implementation, and highlights practical examples. The key characteristics of the new methodology are:

1. Its theoretical framework, recognising four types of finance results: (i) mobilising new resources; (ii) delivering better; (iii) avoiding future expenditures; and (iv) re-aligning existing expenditures.
2. Detailed guidance to conduct the BIOFIN process based on broad stakeholder engagement, articulating capacity development results and modalities to engage in national policy development.
3. Detailed guidance for the main steps: (i) Biodiversity Finance Policy and Institutional Review to identify the most relevant stakeholders, map subsidies harmful to biodiversity, identify barriers in the national budgeting process and produce an inventory of existing finance solutions; (ii) Biodiversity Expenditure Review to assess the biodiversity relevance of major programmes and organisations, provide guidance to determine accurate attribution levels, and identify challenges for financial delivery; (iii) Financial Needs Assessment to determine which policies outline the national biodiversity needs, prioritise and cost their activities; and (iv) The Biodiversity Finance Plan, the flagship output carrying forward all findings and recommendations of previous assessments, identifying the optimal mix of prioritised finance solutions and elaborating a business case for adopting them.

National level implementation of BIOFIN is at various stages in the 30[1] core countries[2]. The Final Evaluation of the European Commission grant indicated governments found the initiative very useful for understanding and acting on the biodiversity finance challenges and opportunities, and granted the highest possible scoring for sustainability, efficiency and impact (as well as all other aspects reviewed). One of the most powerful early impacts has been improved communications among environmental ministries, finance ministries and private sector actors.

BIOFIN seeks to progressively bring an additional 15 countries into the programme through direct funding and provide continue support for the 30 current countries in the programme through variable, and performance-driven financing modalities. The performance-based approach will challenge countries to demonstrate government and private sector engagement, policy results, clear prioritisation and business cases for finance solutions, and effective implementation arrangements. For all country-level activities, BIOFIN will continue to be established as a broad process, aiming to cement partnerships among Ministries of Finance, line ministries, civil society and the private sector. Important collaborations will be formed with key related initiatives, including GIZ, the UN Poverty and Environment Initiative, the World Bank's Wealth Accounting and the Valuation of Ecosystem Services (WAVES), the United Nations Statistics Division (UNSD) and partners from the Conservation Finance Alliance, among others. Regional workshops will continue to bring together countries involved at various levels of engagement, organised with a technical and capacity development perspective.

The various studies undertaken during the first phase, indicated **several major barriers for countries to advance financing for biodiversity**: 1) the failure of markets and governmental fiscal and development planning systems to reflect the real value of biodiversity and ecosystem goods and services (or the real costs of losing them); 2) ingrained adverse incentives that encourage biodiversity-harmful activities; 3) a lack of coordination and shared language among finance ministries and line ministries; 4) structural capacity deficits related to biodiversity finance; 5) limited

[1] This number does not include the GIZ implemented programme following the BIOFIN Methodology in Namibia

[2] The current phase will end December 2018, while the second phase is expected to start January 2018. The reason for the overlap is a large number of counties already having completed their activities of Phase I.

revenue streams from biodiversity actions that could generate increased private sector investment; and 6) an over-reliance on a limited range of finance solutions – such as allocations from the national treasury and Official Development Assistance (ODA).

For the second phase, BIOFIN follows a two-pronged strategy. Firstly, it strives to generate high levels of awareness and technical capacity about the wider range of possible finance solutions that are available to countries and locales. This is complemented by developing supporting guidance and knowledge products for those areas where limited resources are available. Second, it actively supports the implementation of finance plans and solutions on the ground, working to develop feasibility studies, design new policies, enable the required capacity development, support advocacy of prioritised finance solutions, and implement through piloting and scaling. A core group of countries should be able to implement the finance plan to the full extent, functioning as a model for others.

Component 1: Strengthening the international community of practitioners and decision makers (Global Outputs 1-3)

Component 2: Biodiversity finance solutions create improved institutional and market frameworks to sustainably manage biodiversity (National Outputs 4-6)

III. RESULTS AND PARTNERSHIPS

Output 1: Effective advocacy and partnership strategy informs biodiversity finance practices

The global advocacy and partnership strategy will be built around 4 major pillars:

(1) Draw **high level engagement among decision makers and leading practitioners to biodiversity finance policy priorities** through landmark events, including a bi-annual global biodiversity finance conference as a critical mechanism for South-South cooperation. The conferences will debate the most prominent and pertinent biodiversity finance challenges, help build a wide consensus on the BIOFIN methodology, enable South-South experience sharing, and provide capacity development opportunities for the most relevant biodiversity finance solutions. High level decision-maker presence and media coverage will ensure a tangible impact, while a biodiversity finance award series highlights international best practises. National experts will be engaged to support research on policy, legislation and practices and facilitate dialogue on gender and biodiversity management through awareness raising, capacity building and advocacy round tables with local and national authorities, civil society and private sector partners.

(2) Highlight opportunities for **private sector engagement in biodiversity finance** through developing central coordination platforms and demonstrating private sector led finance solutions (e.g. impact investment, green bonds, others), through additional research, dedicated events and campaigns, including a call for investment proposals to catalyse impact investments, and by developing new guidelines for countries to more effectively engage with the private sector and explore new private sector related finance solutions. For this purpose, BIOFIN will develop a specific strategy to determine how to best engage with the private sector, suggesting a menu of options for countries to pursue.

(3) Advance the global process to **streamline data collection, analysis, and dissemination related to biodiversity expenditures, financial needs and natural capital accounting**, working to build a shared vision among key organisations of the most suitable methodologies and classification systems and indicators for biodiversity and related SDGs. The BIOFIN biodiversity activities classification will be elaborated and a formal linkage with the UN SEEA established, in partnership with the United Nations Statistics Division, and in dialogue with the OECD process related to the Rio-markers.

(4) **Implementation of the BIOFIN communications strategy** - the full range of work will be underpinned by a suite of strategic, state-of-the-art communication products (publications, news articles, videos) and a constant flow of information though social media (Twitter, Facebook,

YouTube) highlighting country experiences, explaining the BIOFIN methodology and advocating for further investments into biodiversity. Publications, case studies and knowledge generated will be gender-sensitive and inclusive of diverse groups among contributors and audiences.

Expected Results for Output 1

- **Advocacy and partnerships** – BIOFIN will work to develop a common approach, shared vision and global partnership on biodiversity finance among participant countries, the wider CBD community and international leading organizations and experts in the field. The landmark event will be the **bi-annual global biodiversity finance conference**. This event will increasingly evolve towards the main global platform where best practises and innovative ideas to implement biodiversity finance solutions are shared and discussed. High level decision makers will be invited from participating countries, to ensure a direct link with national policy processes. Sessions and streams will be co-lead by major partners from the UN family, Conservation Finance Alliance members, private entities and expert organisations.

  A dedicated series of guidance materials will be developed on **engaging the private sector in conservation finance**, in close cooperation with the Coalition for Private Investment in Conservation – CPIC. Guidance material will include additions to the BIOFIN Workbook, case studies, webinars, workshop sessions, videos and technical reviews of best practises. BIOFIN will engage with national and international investors and national governments to further explore what are the existing barriers to increase investments in conservation, and how to address them.

  BIOFIN will advocate for the streamlined use of biodiversity expenditure categories, continuing to develop BIOFIN's 3-tier **classification system of biodiversity expenditure categories**, advancing the dialogue to adopt this as a formal UN statistical category through a formal working group lead by the United Nations Statistics Division (UNSD).

  The implementation of BOIFIN will be underpinned by a **comprehensive communication strategy**, reaching potential stakeholders through various media, videos, twitter, Facebook and other channels. The **BIOFIN Website** will continue to be the main hub for BIOFIN communications, sharing biodiversity news and products, while functioning as a gateway to yet further knowledge management resources from partner organisations. Progress on views and uploads will be monitored using Google Analytics. The Knowledge Platform will be constantly expanded with reports, case studies, news stories and videos from BIOFIN countries and the global team.

Output 1 - Gender Marker: 1

BIOFIN recognizes the importance of gender considerations to the achievement of the Aichi Biodiversity Targets 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.

- 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 monthly 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
- 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.
- 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.

Output 2: Knowledge management infrastructure in place to generate and share knowledge on biodiversity finance that capacitate practitioners and decision makers

The second output will help develop, disseminate and provide easy access to priority guidance materials for the core BIOFIN process and individual finance solutions:

(1) **Expand, update and institutionalise the available guidance on the BIOFIN Methodology and priority finance solutions**. Based on country learning and global best practices, the BIOFIN Workbook and related tools will continue to be updated (every two years) and translated, to absorb and share emerging learning. This is critical as new vital lessons from implementation are constantly emerging, and can significantly benefit countries yet to undertake the process (or selected elements). Additional case studies and best practises will be developed. More specifically, BIOFIN will produce new analyses and guidance on expenditure attribution, costing models, biodiversity expenditure tagging, and priority finance solutions including private sector-led solutions and those addressing indigenous and vulnerable groups, poor women and men. Through internal research and collaboration with academic and technical partners, knowledge will be integrated into university or master's level curricula for courses on biodiversity finance and e-learning products, webinars, workshops, etc. UNDP will work with partners to validate the methodology and align it with international standards (e.g. UNSEEA) and processes (e.g. CBD Financial Reporting Framework, Rio Markers, SDG 14-15 indicators, etc.).

(2) **Enhance knowledge sharing platforms on biodiversity finance solutions**, such as the UNDP platform "Financing Solutions for Sustainable Development" and BES-Net, and work with the Conservation Finance Alliance to update their guidance series on finance solutions (web and print), and relevant e-learning modules. Implementation of the BIOFIN process revealed a significant gap in up-to-date guidance on most biodiversity finance solutions, including green bonds, impact investment, Corporate Social Responsibility, crowdfunding, bioprospecting and other emerging concepts. Global and national experts will distil good practices, case studies and lessons learned for capacity development, replication and upscaling. This is fully linked to an updated and continuously improved BIOFIN Catalogue of Biodiversity Finance Solutions. The global BIOFIN Webinar series will continue with regular sessions on the BIOFIN Methodology and individual finance solutions.

Expected Results for Output 2

- **Knowledge management** – BIOFIN will continue to be a knowledge management leader in biodiversity finance. The advancement of the BIOFIN methodology will continue, expanding guidance related to communications and advocacy, calculating the finance gap and designing detailed costing models - significantly based on country learning. The main focus will shift to developing guidance towards designing, developing and implementing biodiversity finance solutions.

  In partnership with the Conservation Finance Alliance - CFA – **new guidance for the full process of scoping, designing, developing and implementing finance solutions** will be developed, following the original CFA Guide to Conservation Finance. Through an established working group, a screening process will define the priority solutions (starting with the top 10) that required further guidelines. This line of work will build on UNDP's Financing Solutions for Sustainable Development Platform that will be expanded with new entries, as well as the BES-Net module on Biodiversity Finance.

Output 2 - Gender Marker: 1

- 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, and will be further developed in the 2018 Workbook version 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 (GotoWebinar (BIOFIN teams/BIOFIN member and non-member Country Partners), BIOFIN Regional Workshops (participants include BIOFIN Country 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.

<u>Output 3</u>: Enhanced data and market intelligence database and index for biodiversity finance practitioners

BIOFIN has synthesised an extraordinary amount of resources, data and qualitative information on biodiversity finance. If properly analysed, presented and shared – within the limits of BIOFIN's data sovereignty policy (sharing with permission only) - it can guide decision makers and practitioners towards improving biodiversity management and financing practices. BIOFIN will become a central aggregator of biodiversity finance information and data to support governments with relevant market intelligence on biodiversity finance for improved financial planning.

(1) This information will be managed through a **biodiversity finance database**, analysed and shared through internal and external channels (via publications, the website, newsletters and other media). The database will help produce cross-country and global analysis and information. The database will be connected to the BIOFIN biodiversity classification of activities, which is to be refined and published after a peer review process (see also output 1.1-3).

(2) The aggregation and analysis of country and global data will lead to the development of a **biodiversity finance index** that will allow countries to track their progress, to facilitate standardisation and methodological rigor. BIOFIN will expand its collaboration with selected academic institutions and form a consortium to support data use and analysis. The index will be aligned with and inform existing data standards, such as the UNSD SEEA and the CBD Financial Reporting Framework.

Expected Results for Output 3

The Biodiversity Finance Index – This new BIOFIN tool will enable countries to track finance flows to biodiversity and compare progress towards agreed benchmarks based on data provided by countries and gathered through the BIOFIN process. The index will be developed in close cooperation with participating countries, following an incremental approach to start with the most available data, such as ODA flows towards biodiversity and budget allocations. The index will include a segment on capacity development at national level that also functions as a system for output level monitoring.

Output 3 - Gender Marker: 1 (please refer to Annex 5: Gender Strategy)

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.

Output 4 : Prioritised biodiversity finance solutions create improved institutional and market frameworks to sustainably manage biodiversity at the national level

This comprises of the development and implementation of prioritised finance solutions from each country's Biodiversity Finance Plan, building on initial implementation under Phase I - in effect constituting the largest component of BIOFIN Phase II. Finance solutions are intended to produce one or more of the following results: 1) generate additional revenue; 2) realign existing expenditures; 3) avoid future expenditures; and 4) deliver better biodiversity management results.

Participating countries will be provided with financing for the **partial or complete implementation of the Biodiversity Finance Plan**. The funding will deliver the necessary policy, legal, and feasibility support needed to design and to implement proposed priority finance solutions and assure the required institutional capacities are in place and effective.

- Up to 5 leading countries from Phase I will be selected (based on results achieved to date) to fully implement their Biodiversity Finance Plans and prioritised finance solutions (*Extended implementation package USD 2 - 3 million per country*).
- Up to 25 further countries from Phase I will continue the BIOFIN process, focusing on the implementation of the Biodiversity Finance Plan and priority solutions, and advance the institutionalization of results (*Basic implementation package USD 250,000 – USD 400,000 per country*);

All countries will be eligible to apply to a competitive mechanism - a **Biodiversity Finance Challenge Fund** - with three financing windows:

a. **Impact** – for the implementation of prioritised finance solutions (from the Biodiversity Finance Plan) with the greatest potential for financial and biodiversity impact (based on the BIOFIN scoring system) and strong prospects for feasibility, while also weighing further socio-economic (poverty, gender, etc.) and environmental factors. This will include the bulk of the Challenge Fund resources with a focus on ensuring the capacity to deliver results. Projects that implement the BIOFIN Process at subnational and local levels will also be eligible.
b. **Innovation** – for the implementation of finance solutions that address the biodiversity finance challenge in innovative ways. Criteria will require that the solution be feasible, new (or a new adaptation) to the country or region, utilise a clear economic rationale, and/or utilise a funding source or vehicle that had previously not been utilised. This window is essential as new financing avenues should be encouraged to complement better known solutions.
c. **Private Sector** – to specifically encourage collaboration with the private sector, seeking private entity investments to match the allocation and assure strong private sector involvement with the design and implementation of the solution. Replicability and scalability will be essential criteria. Close collaboration is foreseen with the Coalition for Private Investment in Conservation (CPIC) to identify the most promising private sector investment opportunities.

The selection of proposed projects will be based on clear criteria encompassing completeness and quality of the proposals, implementation and impact potential, and government or private company engagement (including co-financing).

In addition to the challenge windows, BIOFIN will increase collaboration with the GEF/UNDP Small Grants Programme (SGP) for finance solutions that can more effectively address gender and opportunities with local and indigenous communities (BIOFIN will provide technical assistance and guidance, supporting the selection of priority proposals).

Expected Results for Output 4

- **Implementation of prioritised finance solutions** – The main focus of the second phase will be to support countries already engaged in the BIOFIN process to deepen implementation in order to consolidate and upscale results from Phase I. Two tiers of countries will be included:
  I. A core group of (up to 5) frontrunners that have shown the most potential or greatest results during Phase I will be provided with sufficient finance to fully implement their biodiversity finance plans. The finance plan commonly includes 10-15 finance solutions selected through a rigorous shortlisting process that examines existing finance mechanisms and all (>150) solutions included in the biodiversity finance catalogue. The full scale design and implementation of finance solutions will help to achieve critical finance results, directly contributing to a reduction in finance needs by (amongst others); generating new revenue, improving financial delivery, increasing private sector investments in biodiversity, establishing new taxes or fees, reducing biodiversity harmful subsidies, accessing climate finance, offsetting biodiversity impacts by contributing to conservation elsewhere and preventing future expenses. Finance solutions with a high potential for positive impact on sustainable livelihoods will be prioritised.
  II. The remaining countries will continue to advance the BIOFIN process, consolidating results from Phase I and focusing on the design and implementation of 1-3 finance solutions from their Biodiversity Finance Plans. They will receive a basic allocation to field the core team and will be eligible to compete for further funding within BIOFIN through 3 grant windows: (1) Impact, (2) Private Sector, and (3) Innovation. The BIOFIN team will carry out an intensive resource mobilisation campaign to expand funding opportunities. Eligible proposals will be based on prioritised finance solutions in the Biodiversity Finance Plan.

Output 4 - Gender Marker: 2, with at least one Finance Solution at country level with a Gender Marker 2-3

- 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, distil 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 National BIOFIN 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).

Please refer to the Gender Strategy, Annex 5 for more information.

Output 5: BIOFIN process implemented at the national level in additional new countries

To implement the first part of the national BIOFIN process - in countries not previously implementing the BIOFIN methodology - now benefitting from an up-to-date and detailed methodology and implementation templates. Up to 15 countries would receive a package of USD 300,000 or (up to) USD 500,000 per country (for large countries).

The selection criteria for the countries under BIOFIN includes the status of biodiversity, government interest, recommendations of the Regional CBD-BIOFIN nodes, UNDP country office presence and donor geographical area of support.

The results will be the delivery of the 3 main assessments and a Biodiversity Finance Plan, as well as initial institutionalisation and targeted capacity development. It is essential to conduct this BIOFIN process under a central coordination framework such as a steering committee, technical advisory group, private sector working groups and strong stakeholder engagement via workshops, training, and awareness raising. The main elements of the BIOFIN process are:

1. **Biodiversity Finance Policy and Institutional Review** – a comprehensive analysis of the current situation for biodiversity finance in a country with emphasis on drivers of biodiversity change, existing finance solutions, national budgeting process, subsidies, biodiversity related revenues, associated laws and regulations, and major institutions to be involved in further steps.
2. **Biodiversity Expenditure Review** – detailed review of historical budgeting and spending on biodiversity positive actions by the public, private and civil society sectors including Official Development Assistance and climate finance. It also projects future spending trends. The review will be integrated into government budgeting and accounting process where possible.
3. **Financial Needs Assessment** – estimates the financing required to deliver national biodiversity plans, targets and results, and then assesses the financing gap between this and projected resources. Promotes a results-based approach to budgeting.
4. Building from these assessments, a **Biodiversity Finance Plan** is prepared providing clear vision and a business case to implement (outlining practical steps) a diverse range of prioritised biodiversity finance solutions. Initial implementation can be supported though the challenge fund.
5. **Accounting and valuation of natural assets and flows** can generate the critical evidence required to establish necessary baseline data, set up sound monitoring systems and build

the business case for biodiversity, influence decision-makers and long-term public and private finance investments. Along with valuation studies of ecosystem services and Targeted Scenario Analysis, natural capital accounting is at the core of making the case for a variety of finance solutions. BIOFIN will work with UNSD and other partners to support the development of Natural Capital Accounts with a policy perspective, with particular reference to Experimental Ecosystem Accounts.

The endeavour will be guided by a capacity development plan, and supported by communication and advocacy campaigns and products. Selected countries can pilot integrated methodologies for multiple Sustainable Development Goals (SDG13 Climate Change, SDG1 Poverty, and SDG17, etc.). For the implementation of biodiversity finance solutions, countries involved can apply to the Challenge Fund windows described under output 2.1 – provided the overall BIOFIN process has reached a mature stage.

Expected Results for Output 5

- **The national BIOFIN process in additional countries -** Up to 15 additional countries will be able to implement the first steps of the BIOFIN Methodology, based on the 2016 BIOFIN Workbook that is widely regarded as a solid blueprint for the process. The process will be anchored around a strengthened partnership between Ministries of Environment, Finance and Planning and new modalities to engage with the private sector. In each country, the methodology and implementation modality will be tailored to the unique national context.
    - **Biodiversity Finance Policy and Institutional Review** – a comprehensive analysis of the current situation for biodiversity finance in a country with emphasis on drivers of biodiversity change, existing finance solutions, national budgeting process, subsidies, biodiversity related revenues, associated laws and regulations, and major institutions to be involved in further steps.
    - **Biodiversity Expenditure Review** – detailed review of historical budgeting and spending on biodiversity positive actions by the public, private and civil society sectors including Official Development Assistance and climate finance. It also projects future spending trends. The review will be integrated into government budgeting and accounting process where possible.
    - **Financial Needs Assessment** – estimates the financing required to deliver national biodiversity plans, targets and results, and then assesses the financing gap between this and projected resources. Promotes a results-based approach to budgeting.
    - Building from these assessments, a **Biodiversity Finance Plan** is prepared providing clear vision and a business case to implement (outlining practical steps) a diverse range of prioritised biodiversity finance solutions. Initial implementation can be supported though the challenge fund.
    - **Accounting and valuation of natural assets and flows** can generate the critical evidence required to establish necessary baseline data, set up sound monitoring systems and build the business case for biodiversity, influence decision-makers and long-term public and private finance investments. Along with valuation studies of ecosystem services and Targeted Scenario Analysis, natural capital accounting is at the core of making the case for a variety of finance solutions. BIOFIN will work with UNSD and other partners to support the development of Natural Capital Accounts with a policy perspective, with particular reference to Experimental Ecosystem Accounts.

Countries making rapid progress will be able to access the implementation funding windows.

Output 5 - Gender Marker: 2, with at least one Finance Solution at country level with a Gender Marker 2 or 3 (same activities as described in Output 4). Please refer to the Gender Strategy for more details.

Output 6: Technical capacities for biodiversity finance assessment and planning process strengthened (non BIOFIN countries)

Under this output, a dedicated resource person in each region will guide countries to access all existing knowledge management platforms (see output 1.2), establish South-South networks, develop tailored additional knowledge management products, organise thematic webinars and undertake in-country capacity development missions to develop an understanding of the BIOFIN methodology and carry out a preliminary review of existing biodiversity finance mechanisms and potential solutions. Non-BIOFIN member countries can send an email request for support to the CBD Secretariat and BIOFIN team to request technical support. Early in 2018, the global BIOFIN team will critically review the results generated in the first year of the CBD-BIOFIN Regional Nodes, and where necessary revise the types and modalities of support provided[3].

Expected Results for Output 6

The CBD-BIOFIN Regional Nodes - Launched at the CBD COP 13, the CBD-BIOFIN Regional Nodes started supporting countries to access learning about the development and implementation of the BIOFIN Methodology in 2017. Six types of services are provided: (1) Targeted technical support to develop in-country knowledge on the BIOFIN methodology, (2) Participation in webinars about biodiversity finance solutions and the BIOFIN methodology, (3) Engage in regional knowledge sharing platforms and events with other countries implementing the BIOFIN methodology (4) Accessing and developing knowledge products tailored to the country needs; (5) Support the development of an inventory of existing finance solutions and the analysis of potential future solutions in the country and identifying the best opportunities adapted to the country situation, and (6) Providing access to a global network of biodiversity finance experts.

Output 6 - Gender Marker: 1 (Please refer to Annex 5: Gender Strategy)Knowledge products, webinars and workshop sessions on gender related topics will be available to non-BIOFIN member countries (BIOFIN teams, Government and other country actors) as well as participation and contribution from these countries with positive practices, case studies and expertise.

Resources Required to Achieve the Expected Results

The Initiative will be led by UNDP-GEF's Ecosystems and Biodiversity Team, including Regional Technical Advisors who will provide support during the scoping phase and will support periodic monitoring of national implementation. UNDP Country Offices will directly oversee national implementation and supervise national BIOFIN teams on a regular basis. Partnerships with the CPIC, CFA, UNSD, UN PEI and UN REDD are amongst the most critical for resource mobilisation (see relevant sections).

For the Funding Windows, financing will be provided via a range of small, medium, and large budget allocations (depending on resources mobilised):

- **Small** 25 proposals per year (USD 50,000 - 100,000) x 4 rounds
- **Medium** 6 proposals per year (USD 100,000 - 250,000) x 3 rounds
- **Large** 3 proposals per year (USD 250,000 - 1 million) x 2 rounds

The BIOFIN Resource Mobilization Strategy

The BIOFIN Programme will support up to 45 developing countries in four regions from 2018 to 2022, as countries continue to work for the achievement of the 2020 Biodiversity Strategy and the Agenda 2030. The intention is to eventually include, if resources allow, all countries that are currently engaged in the first phase, as well as up to 15 additional countries. Given

3 More information about the current concept can be found here http://www.biodiversityfinance.net/sites/default/files/content/publications/Biofin%20Reg%20Nodes%20Factsheet_rev25052017%20%281%29.pdf

the current partial funding mobilization, it is proposed to start the implementation of the second Phase of the Programme in 27 countries and increase the number to the maximum desired 45 in the coming years. A proposal has been submitted to NORAD and funds have been confirmed for the support of NOK 9 million from January 2018 – December 2020. At the same time the Government of Flanders has received a proposal and is looking into the provision of an amount of EUR 250,000 before the end of December 2017. In addition, the Government of Germany (BMUB) is discussing the proposal of BIOFIN II for a support of EUR 20 million (2018 – 2022) and funds have been confirmed. There is informal confirmation of the Government of Switzerland for funding support starting from 2019. The Programme Manager will continue to engage donors and capitalize on strategic partnerships to ensure that all global and in-country efforts are well-coordinated with other development partners so that funds are used as efficiently and effectively as possible. In addition, the BIOFIN team will look into innovative financing mechanisms to generate funds for additional country finance solutions, such as crowdfunding. There is high confidence that the Programme will attract significant additional funding. In a worst-case scenario, the BIOFIN II can complete the current agreed activities with countries by December 2022 with the 27 countries included.

Partnerships

BIOFIN aims to function as a global partnership for biodiversity finance, taking up a leadership role in content and data development. It will forge strategic partnerships at the global and national level. The most critical partnerships are the following:

- Direct collaboration with **partner governments implementing BIOFIN** – BIOFIN relies on deep engagement from the Ministries of finance, environment, and other related ministries. In many cases, the government is BIOFIN's implementing partner and key collaborator.
- **CBD Secretariat** – Support the implementation of the CBD Resource Mobilisation Strategy, provide inputs into the review process of NBSAP guidelines and the CBD. Financial Reporting Framework. Organise joint activities around major CBD meetings to inform CBD parties of BIOFIN best practises.
- **United Nations Statistics Division** – Lead a joint taskforce to develop a biodiversity activity classification to expand UN statistical categories and develop national implementation modalities that link Natural Capital Accounts to existing fiscal and policy processes.
- **Conservation Finance Alliance –** Develop a new generation of updated guidance on finance solutions under the CFA framework, working with member organisations such as WCS, WWF, TNC and CI in countries on specific finance solutions.
- **Wealth Accounting and the Economical Valuation of Ecosystem Services (WAVES) – World Bank** – Organise joint global meetings, cooperate at national level to make the business case for investing in biodiversity, utilising WAVES data in policy debates.
- **UN-REDD** – Utilise REDD information in the Policy and Institutional Review and jointly develop finance solutions at national level.
- The UNDP-GEF Small Grants Programme (SGP) – cooperation in the implementation of small finance grants/solutions with a strong impact on gender equality and women empowerment, vulnerable groups, youth and indigenous communities empowerment to generate and manage biodiversity resources, learning webinars and distilling of positive practices.
- **The Economics of Ecosystem and Biodiversity (TEEB)** – At national level, build on TEEB data, as well as other economic valuation studies and TSAs, to make the business case for investing in biodiversity.
- **UNEP FI** – Exchange lessons learnt and develop joint publications on engaging the private sector in conservation finance.

- **BIOFIN Donors** – unlike many other projects, BIOFIN's main donors are essential partners in design and implementation of the BIOFIN project and approach and are also key stakeholders in the results as it relates to global biodiversity financing.
- **NGOs and Institutes of Higher Education** – develop joint learning events, carry out finance solutions, develop learning courses, undertake studies and other joint activities.

Risks and Assumptions

Existing risks are low/minimal due to the largely global and normative nature of the project. Additional risks may emerge at national and sub-national level during the design and implementation of finance solutions. A built-in screening mechanism will guide country teams to capture potential additional risks for each specific finance solution for which specific mitigation measures will be developed. This screening process includes the Social and Environmental Screening tools. A detailed matrix with the identified risks of the Programme and mitigation response is provided in the Annex section of this document along with the Results Framework matrix risks.

The key assumptions are:

- National governments are willing to engage a broad range of stakeholders through a whole of government approach to evaluate the biodiversity finance gap and finance plans and to build institutional capacity through BIOFIN;
- High-level country/government engagement and interest to showcase concrete success stories and/or learn from examples that have been successfully implemented in other countries as part of BIOFIN;
- The private sector and investors will be interested in collaborating in innovative finance solutions such as return on investment and other BIOFIN mechanisms;
- CBD interest in working with BIOFIN as a tool to achieve the Aichi Targets;
- Non-BIOFIN Countries are interested in joining the Programme
- High interest for collaboration by other international and country organizations and initiatives in joint-events, activities, etc.

Stakeholder Engagement

The stakeholder engagement strategy is a core element of the initiative at the global and national level, and as such, makes a strong contribution to SDG 17. At the global level BIOFIN aims to develop a global partnership for South-South Cooperation on biodiversity finance and a shared vision among CBD parties, decision makers and practitioners. At the national level, the main objectives are strengthening partnerships between Ministries of Finance, Planning and Environment, and enhancing the engagement of the private sector with biodiversity. A blueprint for stakeholder engagement in the national process is described in Chapter 3 of the BIOFIN Workbook.

Global level	
Stakeholders	**Proposed engagement strategy**
CBD members, decision makers	Enable participation of a core group of 30-45 countries in the BIOFIN process and design of the BIOFIN Methodology, build national capacities to plan and report towards CBD objectives.
Private sector decision makers	Increase awareness about the potential and concrete opportunities for investments in biodiversity conservation and sustainable use through landmark events and dedicated competition
Lead practitioners	Build a global community of practise on the application of a comprehensive approach to biodiversity finance as laid out in the BIOFIN methodology and guidance on finance solutions though a

	landmark biodiversity finance conference, global webinar series and multiple knowledge management platforms.
Statisticians	Form a technical working group to review statistical and expenditure categories related to biodiversity in cooperation with the Unites Nations Statistics Division, Eurostat and the OECD working group on Rio Markers.
National level	
Finance and Line Ministries	Strengthen partnerships between Ministries of Finance, Environment and Planning through joint-participation in steering committees, technical advisory groups, global and regional conferences, organisational and individual capacity development.
Other decision makers	Involve in the design and implementation of finance solutions, increase awareness and provide sound statistical evidence
Private sector entities	Identify national entry points, develop policies and coordination platforms for increased engagement and investments in biodiversity management.
National experts	Strengthen the capacity of national level experts by close engagement in all activates, dedicated workshops and working to amend national academic and civil service curricula.
Related initiatives	Scope related initiatives in during the inception phase, identify priority partnerships, utilise information from economic valuation studies and natural capital accounting in financial planning, develop joint policy work and cross-SDG programming. Major initiatives include UN PEI, TEEB, WAVES, GIZ, UN REDD and UNDP-GEF/INGO conservation finance programmes.
Civil Society	National and local NGOs and Community Based Organizations will engage in national analysis and workshops, develop specific finance solutions that aim to positively impact women groups, vulnerable groups, indigenous groups, youth and local communities.

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.

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. The BIOFIN/CFA guideline series on finance solutions will be expanded by at least 10 entries, focusing on the most critical finance solutions. 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.

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 2016 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.

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).

The project will be Audited according to UNDP Financial Regulations and Rules and applicable audit policies on DIM implemented projects. Cost-recovery of Direct Project Costs will be applied in line with established UNDP rules and regulations.

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.

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. 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 the 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 Global Environmental Finance (UNDP-GEF) Ecosystems and Biodiversity Team as part of the Sustainable Cluster, Bureau for Programme and Policy Development (BPPS). The Global BIOFIN team, will continue to oversee the development of global and national work, centrally. The main team will consist of at minimum the Manager, Programme Analyst, Programme Associate, and a Lead Advisor to oversee the methodological development. Further positions envisaged for the fully funded programme include a Programme Officer, a Communications Specialist, 1-5 technical advisors, and a Monitoring & Evaluation Expert. Short-term and ad-hoc admin, travel, IT and technical support will be engaged as needed. Existing Sustainable Development Cluster/UNDP-GEF staff will provide additional technical and assurance inputs.

During the second phase, governance and management structures will be active at two levels. Globally, the 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 Steering Committee and the global team. At national level, a 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 the national level UNDP Country Offices are the direct implementation counterparts leading and monitoring the implementation of the country activities at national and local levels under the Direct Implementation modality.

V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDP Strategic Plan 2018 -2021

Outcome 2: Accelerate Structural Transformations for Sustainable Development.

Indicators as stated in the UNDP Srategic Plan 2018-2021, including baseline and targets: To be confirmed at a later date.

Applicable Signature Solutions from the UNDP Strategic Plan:

Primary Contribution:

- Signature Solution 4: Promotion of nature-based solutions for a sustainable planet

Secondary Contribution:

- Signature Solution 2: Strengthening effective accountable and inclusive governance
- Signature Solution 6: Strengthen Gender equality.

Project title and Atlas Project Number: The Biodiversity Finance Initiative – BIOFIN (Project no: 00106358)

EXPECTED OUTCOMES/ OUTPUTS	INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	2017	2018	2019	2020	2021	2022	
Output 1 Effective advocacy and partnership strategy informs biodiversity finance practices	*# of government officials and experts with enhanced skills to design,implement and advocate for biodiversity finance solutions (disaggregated by gender)*	*BIOFIN events reports, participant lists, BIOFIN events satisfaction surveys*		*60*	*100*	*150*	*200*	*250*	*300*	***Data collection:*** *BIOFIN events data collection, surverys, Quarterly reporting framework.* ***Risk:*** *Reticence on the part of participants to share information (Low)*
	% of participants in global BIOFIN events (e.g. conference, webinars, workshops, MOOC and other events) that indicates the event to be a significant learning experience - as measured by evaluations of the event, disaggregated by gender			*NA*	*95%*	*95%*	*95%*	*95%*	*95%*	
	Percentage of partners perceiving BIOFIN as a	*BIOFIN partners survey*		*N/A*	*95%*	*95%*	*95%*	*95%*	*95%*	

	valued partner to address Biodiversity finance issues									
Output 2 Knowledge management infrastructure in place to generate and share knowledge on biodiversity finance that capacitates practitioners and decision makers	*Number of followers/ viewers of BIOFIN social media (Twitter, Facebook, YouTube), BIOFIN website*	*BIOFIN Website, social media analytics*		*1832 stable followers*	*20% increase*	*20% increase*	*20% increase*	*20% increase*	*20% increase*	***Data collection:*** *Desk review of Google Analytics, analysis of BIOFIN Website, BIOFIN social media, BES-Net* ***Risk:*** *Technical issues with online platforms, Limited IT connectivity in beneficiary countries hampers views and downloads (Low)*
	Number of knowledge products *- uploaded on BIOFIN Platforms (BIOFIN Website, BES-Net)* *- downloaded from BIOFIN platforms (BIOFIN Website, BES-Net)* *- Number of positive practices collected, disseminated, replicated (including gender and indigenous communities case studies)*			*50 uploads* *N/A* *35*	*100 uploads* *150 downloads* *50 print and/or electronic*	*150 uploads* *300 downloads* *50 print and/or electronic*	*200 uploads* *500 downloads* *50 print and/or electronic*	*250 uploads* *750 downloads* *50 print and/or electronic*	*300 uploads* *1000 downloads* *50 print and/or electronic*	
Output 3 Enhanced data and market intelligence database and index for biodiversity finance practitioners	*Development of the biodiversity finance capacity development index* *Number of countries participating in the index, providing data annually*	*Index data base*		*0* *0*	*1* *8*	*16*	*24*	*32*	*40*	***Data collection:*** *Database* ***Risk:*** *Reservation by governments to share data on certain finance flows (Medium)*
	Improved Biodiversity finance capacity index score of BIOFIN countries	*BIOFIN Country index*		*0*	*8*	*16*	*24*	*32*	*40*	***Capacity Assessments***

Output 4 Prioritised biodiversity finance solutions implemented at national level	*# of new and improved finance mechanisms in place and/or operational (improved mechanisms) with increased finance aligned towards biodiversity* *# of policy proposals influenced by new data on biodiversity finance, economic valuation and natural capital accounting* *At least one finance solution per country contributing to gender equality*	*BIOFIN quarterly reports, global team BTORs*		0 0 0	*12* *TBD* *8*	24 TBD 12	36 TBD 12	48 TBD 10	*60* *TBD* *3*	***Data collection:*** *Quarterly reporting framework* ***Risk:*** *Confidentiality of policy discussions (Low)*
Output 5 BIOFIN assessment and planning process implemented at the national level in additional new countries	*# of completed Policy and Institutional Reviews,* *# of completed Biodiversity Expenditure Reviews,* *# of completed Financial Needs Assessments,* *# of completed Biodiversity Finance Plans*			*12* *13* *21* *25*	*30* *30* *30* *30*	*40* *35* *30* *30*	*43* *40* *36* *34*	*45* *44* *41* *40*	*45* *45* *45* *45*	***Data collection:*** *Quarterly reporting framework* ***Risk:*** *Translation of technical concepts (Low)*
Output 6 Technical capacities for Biodiversity Finance assessment and planning process strengthened (non BIOFIN countries)	*# of trained individuals on the BIOFIN methodology that obtain the BIOFIN e-learning certificate*	*E-learning module analytics*		*0*	*40*	*80*	*120*	*160*	*200*	***Data collection:*** *E-learning module analytics* ***Risk:*** *partial completion of the e-learning module (Low)*

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

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.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		

Project Report	A progress report will be presented to the Project Board 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 Board)	At global level, the Project Board 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 Conservation Finance Alliance Task force will review products related to specific finance solutions. The project's governance mechanism (i.e., project board) 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 Board 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.	At both global and national level, the board will meet at least twice a year.	Any quality concerns or slower than expected progress should be discussed by the project board 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 (TBD)				August 2020	2020	BIOFIN Budget
Terminal Evaluation				October 2022	2012	BIOFIN Budget

Terminal Evaluation (TE): An independent terminal evaluation (TE) will take place upon completion of all major project outputs and activities. The terminal evaluation process will begin three months before operational closure of the project allowing the evaluation mission to proceed while the project team is still in place, yet ensuring the project is close enough to completion for the evaluation team to reach conclusions on key aspects such as project sustainability. The Project Manager will remain on contract until the TE report and management response have been finalized. As noted in this guidance, the evaluation will be 'independent, impartial and rigorous'. The consultant/s that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. In addition, the evaluation will evaluate the lessons learned on different aspects of the project including gender and other relevant topics. The project's terminal evaluation (TE) report and corresponding management response will serve as the final project report package. The final project report package shall be discussed with the Project Board during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.

Additional mandatory GEF-specific M&E requirements (as outlined in ***Annex 9:*** **GEF M&E plan and Budget part of the Country Package***) will be undertaken in accordance with the GEF M&E policy and other relevant GEF policies for any Country activities financed by GEF.*

I. MULTI-YEAR WORK PLAN

Total Budget and Work Plan			
Atlas Proposal or Award/Project ID:	00106358	Atlas Output IDs:	00107134, 00107137, 00107305
Atlas Proposal or Award/Project Title:	The Biodiversity Finance Initiative (BIOFIN) Phase II		
Atlas Business Unit:	UNDP1		
Atlas Primary Output Project Title	BIOFIN Germany – The Biodiversity Finance Initiative II (00107134) BIOFIN Norway – The Biodiversity Finance Initiative II (00107137) BIOFIN Flemish – The Biodiversity Finance Initiative II (00107305)		
UNDP-GEF PIMS No.	6191		
Implementing Partner	UNDP/DIM		

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	Funding ID	Donor Name	Atlas Budgetary Account Code	Budget Description	Planned Budget 2018 (USD)	Planned Budget 2019 (USD)	Planned Budget 2020 (USD)	Planned Budget 2021 (USD)	Planned Budget 2022 (USD)	Total Budget (USD)	Budget Comments
Output 1: Effective advocacy and partnership strategy informs biodiversity finance practices *Gender marker: 1*	Global Conference on Biodiversity Finance (every 2 year, participation of private sector and high level officials)	UNDP/001981	62040	Other donors	75700	Workshops, Meetings, Conferences	$ -	$ -	$ 300,000	$ -	$ 300,000	**$ 600,000**	Global Workshops
	Awards for BIOFIN countries: money saved, money raised, private sector engagement, Gender, etc.	UNDP/001981	62040	Other donors	74500	Miscellaneous	$ -	$ 5,000	$ 5,000	$ 5,000	$ 5,000	**$ 20,000**	Awards
	Partnerships on biodiversity finance: CFA (+), UNSD (+), Environet, Civil Society (e.g. open budgets)	UNDP/001981	62040	Other donors	71200	International IC	$ -	$ 30,000	$ 30,000	$ 20,000	$ 20,000	**$ 100,000**	IC
	Participation/organization of events in 3rd party conferences (e.g., CBD COP, WIGRI, etc)	UNDP/001981	62040	Other donors	71600	Travel	$ -	$ 20,000	$ 20,000	$ 20,000	$ 20,000	**$ 80,000**	Conferences
	Communication products, e.g. website, social media, support to countries, videos, etc.	UNDP/001981	TBC	Other donors	74200	Audio/Vis, Print Prod.	$ -	$ 80,000	$ 60,000	$ 50,000	$ 23,700	**$ 213,700**	Communications
	Flagship BD finance documentary	UNDP/001981	62040	Other donors	74200	Audio/Vis, Print Prod	$ -	$ 50,000	$ -	$ 50,000	$ -	**$ 100,000**	Documentaries
	Toolkit on influencing decision makers	UNDP/001981	62040	Other donors	71200	International IC	$ -	$ 50,000	$ -	$ -	$ -	**$ 50,000**	IC
	Guidelines for engaging with the Private Sector	UNDP/001981	62040	Other donors	71200	International IC	$ -	$ 50,000	$ 50,000	$ -	$ -	**$ 100,000**	IC
	Amend NBSAP guidelines to integrate BIOFIN lessons	UNDP/001981	62040	Other donors	71200	International IC	$ -	$ 50,000	$ -	$ -	$ -	**$ 50,000**	IC
	Develop a partnership strategy with a crowdfunding platform for BD finance projects (Kiva, etc.)	UNDP/001981	62040	Other donors	71200	International IC	$ -	$ 50,000	$ 50,000	$ 50,000	$ -	**$ 150,000**	IC
	Global impact investment call and partnerships for biodiversity positive investments	UNDP/001981	62040	Other donors	75700	Workshops, Meetings, Conferences	$ -	$ 50,000	$ 50,000	$ 50,000	$ -	**$ 150,000**	Meetings
	Programme Manager	UNDP/001981	62040	NOR	60000	Staff Costs	$ 10,000	$ 20,000	$ 20,000	$ -	$ -	**$ 50,000**	PM Staff costs NORAD Funds
	Technical Advisor 5	UNDP/001981	62040	Other donors	71200	International IC	$ -	$ 21,600	$ 21,600	$ 21,600	$ 21,600	**$ 86,400**	20% of time
	Sub-Total for Output 1.1						**$ 10,000**	**$ 476,600**	**$ 606,600**	**$ 266,600**	**$ 390,300**	**$ 1,750,100**	
Output 2: Knowledge management infrastructures in place to generate and share knowledge on biodiversity finance that capacitate practitioners and decision makers. *Gender marker: 1*	Development of 2020 Workbook	UNDP/001981	62040	Other donors	71200	International IC	$ -	$ -	$ 50,000	$ -	$ -	**$ 50,000**	See also Team contribution below
	Knowledge and sharing platforms upgraded (e.g. case studies, best practices, etc.) including the Financing Solutions for Sustainable Development platform and CFA guide	UNDP/001981	62040	Other donors	74200	Audio/Vis, Print Prod.	$ -	$ 100,000	$ 50,000	$ 50,000	$ 50,000	**$ 250,000**	IC
	Community of practices	UNDP/001981	28230		74200	Audio/Vis, Print Prod.	$ -	$ -		$ -	$ -	$ -	Webpage internal team
	Targeted research: coefficients (expenditures), costing model, selected finance solutions, expenditure tagging, PS finance solutions, new financing solutions (including those that address indigenous, excluded, most vulnerable groups of society, poor women and men)	UNDP/001981	62040	Other donors	71200	International IC	$ -	$ 50,000	$ 50,000	$ 50,000	$ 30,000	**$ 180,000**	IC
	Advanced learning products: curricula for master courses on Biodiversity Finance, online e-learning for BF (pay for certificate), webinars	UNDP/001981	62040	Other donors	74200	Audio/Vis, Print Prod.	$ -	$ 50,000	$ 50,000	$ 50,000	$ 20,000	**$ 170,000**	Publications
	Regional workshops (3 x year in 3 regions)	UNDP/001981	62040	NOR	71600	Travel	$ 20,000	$ 15,000	$ 20,000	$ -	$ -	**$ 55,000**	See complementary funds from GER in Outcome 2
		UNDP/001981	62040	Flanders	71600	Travel	$ 7,000	$ 3,500	$ 7,000	$ -	$ -	**$ 17,500**	
		UNDP/001981	28230	GER	75700	Workshops, Meetings, Conferences	$ -	$ 200,000	$ 200,000	$ 200,000	$ -	**$ 600,000**	
		UNDP/001981	62040	Other donors	71600	Travel	$ 55,000	$ 35,000	$ 35,000	$ -	$ 225,000	**$ 350,000**	
	Side Events and meetings	UNDP/001981	28230	GER	75700	Workshops, Meetings,	$ -	$ 15,000	$ 20,000	$ 20,000	$ 15,925	**$ 70,925**	COP and meetings
	Gender, Indigenous communities, local groups advocacy and capacity building	UNDP/001981	28230	Other donors	60000	Staff Costs	$ 9,000	$ 9,000	$ 9,000	$ 9,000	$ 9,000	**$ 45,000**	Prog.Analyst, 30% of Gen.funds
		UNDP/001981	28230	Other donors	60000	Staff Costs	$ 60,000	$ 130,000	$ 160,000	$ 130,000	$ 150,000	**$ 630,000**	Side Events. Regional Thematic workshops/South-South Exchange. Training.
	Support to the establishment of international standards: SEEA work, SDG 152a&b	UNDP/001981	28230		71200	International IC	$ -	$ -	$ -	$ -		**$ -**	Internal team
	Availability of technical expertise to conduct research, outreach, & training (S/TAs & other experts)	UNDP/001981	28230		71200	International IC	$ -	$ -	$ -	$ -		**$ -**	Internal team
	COP, SBI, and other global events	UNDP/001981	28230	Other donors	75700	Workshops, Meetings, Conferences	$ -	$ 30,000	$ 30,000	$ 30,000	$ 30,000	**$ 120,000**	Global meetings and events
	Technical Advisor 5	UNDP/001981	28230	Other donors	71200	International IC	$ -	$ 21,600	$ 21,600	$ 21,600	$ 21,600	**$ 86,400**	Consultants 20%
	Other Consultancies for tech. and legal expertise (ad h	UNDP/001981	28230	Other donors	71200	International IC	$ -	$ -	$ 30,000	$ 30,000	$ 30,000	**$ 120,000**	ICs
	Sub-Total for Output 1.2		**28230**				**$ 151,000**	**$ 689,100**	**$ 732,600**	**$ 590,600**	**$ 581,525**	**$ 2,744,825**	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	Funding ID	Donor Name	Atlas Budgetary Account Code	Budget Description	Planned Budget 2018 (USD)	Planned Budget 2019 (USD)	Planned Budget 2020 (USD)	Planned Budget 2021 (USD)	Planned Budget 2022 (USD)	Total Budget (USD)	Budget Comments
Output 3: Enhanced data and market intelligence database for biodiversity finance practitioners *Gender marker: 1*	Data aggregator for biodiversity finance internal database on website (SDG commitment to share data)	UNDP/001981	28230	Other donors	71200	International IC	$ -	$ 100,000	$ 100,000	$ -	$ -	$ 200,000	IC contracrt
	Data aggregator for BDF external information online website	UNDP/001981	28230	Other donors	71200	International IC	$ -	$ 25,000	$ -	$ -	$ -	$ 25,000	SC company
	Production and testing of an index on BF attached to the dataset	UNDP/001981	28230	Other donors	71200	International IC	$ -	$ 25,000	$ -	$ -	$ -	$ 25,000	SC company
	News capture and presentation feature for the website	UNDP/001981	28230	Other donors	71200	International IC	$ -	$ 25,000	$ -	$ -	$ -	$ 25,000	SC company
	Academic consortium on data use and analysis	UNDP/001981	28230	Other donors	75700	workshops, Meetings,	$ -	$ 30,000	$ -	$ 30,000	$ 30,000	$ 90,000	Workshops
	Sub-Total for Output 1.3		**28230**				**$ -**	**$ 205,000**	**$ 100,000**	**$ 30,000**	**$ 30,000**	**$ 365,000**	
Output 4: Prioritised biodiversity finance solutions create improved institutional and market frameworks to sustainably manage biodiversity at the national level Gender marker: 2	Activity - Design a high-quality proposal (feasibility studies, detailed implementation plan) for all finance solutions to be implemented; Activity - Implement prioritized finance solutions; Activity - Further institutionalize the BIOFIN process and results (e.g. platforms such as a Central Coordination frameworks, investments opportunities platforms for public and private sector, ...) Capacity development (including Gender and Vulnerable communities); Pilot integrated methodologies to include other SDG priorities (in particular with SDG13 Climate Change, SDG1 Poverty, and SDG17, etc.)]	UNDP/001981/Country Offices	28230	GER	72600	Parked under Grants (TBD)	$ 500,000	$ 1,280,000	$ 1,120,000	$ 800,000	$ 300,000	$ 4,000,000	16 existing countries * $250,000, basic package for implementation
		UNDP/001981/Country Offices	28230	Other donors	72600	Parked under Grants (TBD)	$ -	$ 800,000	$ 800,000	$ 800,000	$ -	$ 2,400,000	16 existing countries above * $150,000
		UNDP/001981/Country Offices	28230	Other donors	72600	Parked under Grants (TBD)	$ -	$ 800,000	$ 800,000	$ 800,000	$ 800,000	$ 3,200,000	8 remaining existing countries * $400,000
		UNDP/001981/Country Offices	28230	NOR	72600	Parked under Grants (TBD)	$ 160,000	$ 120,000	$ 120,000	$ -	$ -	$ 400,000	1 country/Bhutan * $400,000
		UNDP/001981/Country Offices	28230	GER	72600	Parked under Grants (TBD)	$ 2,000,000	$ 3,000,000	$ 2,500,000	$ 2,500,000	$ 1,250,000	$ 11,250,000	Extended package 5 countries * $ 2,250,000
		UNDP/001981/Country Offices	28230	Other donors	72600	Parked under Grants (TBD)	$ -	$ 750,000	$ 750,000	$ 500,000	$ 500,000	$ 2,500,000	Additional funds to complete the package of the 5 Extended countries above 5*$500K
		UNDP/001981/Country Offices	28230	Other donors	71200	International IC	$ 200,000	$ 400,000	$ 400,000	$ 400,000	$ 160,000	$ 1,560,000	Part-time 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
		UNDP/001981/Country Offices	28230	Other donors	71200	International IC	$ 200,000	$ 400,000	$ 400,000	$ -	$ -	$ 1,000,000	Multi-disciplinary team/Expert to conduct, in line with BER/PIR/FNA, analysis based on country needs on gender trends, budgeting, legislation, and policies and provision of
		UNDP/001981/Country Offices	28230	Other donors	71200	International IC	$ -	$ 200,000	$ 200,000	$ 200,000	$ 80,000	$ 680,000	Advocacy and Capacity Building to enable gender - responsive legislation/strategies/policies and develop capacities among women and men leaders to address gender and
	Challenge Fund	UNDP/001981/Country Offices	28230	Other donors	72600	Parked under Grants (TBD)	$ -	$ 2,000,000	$ 2,500,000	$ 2,500,000	$ 2,500,000	$ 9,500,000	Challenge Grants Small size
		UNDP/001981/Country Offices	28230	Other donors	72600	Parked under Grants (TBD)	$ -	$ 1,500,000	$ 1,500,000	$ 1,500,000	$ -	$ 4,500,000	Challenge Grants medium size
		UNDP/001981/Country Offices	28230	Other donors	72600	Parked under Grants (TBD)	$ -	$ 3,000,000	$ 3,000,000	$ -	$ -	$ 6,000,000	Challenge Grants Large size
		UNDP/001981/Country Offices	28230	Other donors	72600	Parked under Grants (TBD)	$ 100,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 500,000	$ 3,600,000	Small biodiversity finance grants with gender, indigenous groups, local communites aspects
	Pilot and adapt the methodology at the subnational level	UNDP/001981	28230			Staff Costs	$ -	$ -	$ -	$ -		$ -	Part of the country funds above
	Programme Manager	UNDP/001981	28230	GER	60000	Staff Costs	$ -	$ 64,750	$ 64,750	$ 78,750	$ 78,750	$ 287,000	PM, 35%
	Programme Officer	UNDP/001981	28230	GER	60000	Staff Costs	$ -	$ 45,500	$ 57,575	$ 57,575	$ 23,275	$ 183,925	PO, 35%
	Programme Associate/Analyst	UNDP/001981	28230	GER	60000	Staff Costs	$ -	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 120,000	PA, 30% Ger
	Programme Associate/Analyst	UNDP/001981	28230	Other donors	60000	Staff Costs	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 75,000	PA, 50% of Gen.Funds
	Programme Management Associate	UNDP/001981	28230	GER	60000	Staff Costs	$ -	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 60,000	PMA, 25%
	Senior Technical Advisor (STA1)	UNDP/001981	28230	GER	71200	International IC	$ -	$ 107,800	$ 107,800	$ 107,800	$ 70,000	$ 393,400	Consultants 70%
	Technical Support/Consultancies	UNDP/001981	28230	GER	71200	International IC	$ -	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 80,000	IC
	Technical Advisor 2	UNDP/001981	28230	GER	71200	International IC	$ -	$ 83,000	$ 83,000	$ 108,000	$ 54,000	$ 328,000	Consultants 100% (see funds under Nor for year 2019-20)
	Technical Advisor 2	UNDP/001981	28230	NOR	71200	International IC	$ 10,000	$ 10,000	$ 10,000	$ -	$ -	$ 30,000	Tech. advisor 2, NORAD Funds
	Technical Advisor 3	UNDP/001981	28230	GER	71200	International IC	$ -	$ 75,600	$ 75,600	$ 75,600	$ 37,800	$ 264,600	Consultants 70%
	Technical Advisor 4	UNDP/001981	28230	GER	71200	International IC	$ -	$ 108,000	$ 108,000	$ 54,000	$ -	$ 270,000	Consultants 100%
	Sub-Total for Output 2.1		**28230**				**$ 3,185,000**	**$ 15,824,650**	**$ 15,676,725**	**$ 11,561,725**	**$6,433,825**	**$ 52,681,925**	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	Funding ID	Donor Name	Atlas Budgetary Account Code	Budget Description	Planned Budget 2018 (USD)	Planned Budget 2019 (USD)	Planned Budget 2020 (USD)	Planned Budget 2021 (USD)	Planned Budget 2022 (USD)	Total Budget (USD)	Budget Comments
Output 5: BIOFIN process implemented at the national level in additional new countries *Gender marker: 2*	New Country Funds (Central coordination Frameworks for BDF including Workshops; PIR; BER; FNA; BFP; Communication and advocacy (DW videos in each country, BIOFIN days like Thailand we could make the date standard through the different countries); Capacity development (including Gender and Vulnerable communities); Pilot integrated methodologies to include other SDG priorities (in particular with SDG13 Climate Change, SDG1 Poverty, and SDG17, etc.))	UNDP/001981/Country Offices	28230	GER	72600	Parked under Grants (TBD)	$ 150,000	$ 240,000	$ 210,000	$ 150,000	$ 150,000	$ 900,000	3 new countries * $300,000
		UNDP/001981/Country Offices	28230	NOR	72600	Parked under Grants (TBD)	$ 90,000	$ 110,000	$ 110,000	$ -	$ -	$ 300,000	Cambodia Country Funds
		UNDP/001981/Country Offices	28230	Flanders	72600	Parked under Grants (TBD)	$ 90,000	$ 120,000	$ 50,000	$ -	$ -	$ 250,000	Malawi
		UNDP/001981/Country Offices	28230	Other donors	72600	Parked under Grants (TBD)	$ -	$ -	$ 50,000	$ -	$ -	$ 50,000	Malawi
		UNDP/001981/Country Offices	28230	Other donors	72600	Parked under Grants (TBD)	$ -	$ 300,000	$ 500,000	$ 500,000	$ 200,000	$ 1,500,000	5 new countries * $300,000
		UNDP/001981/Country Offices	28230	Other donors	72600	Parked under Grants (TBD)	$ -	$ 900,000	$ 950,000	$ 500,000	$ 250,000	$ 2,600,000	5 new bigger countries * $500,000
	Programme Manager	UNDP/001981	28230	GER	60000	Staff Costs	$ -	$ 37,000	$ 37,000	$ 45,000	$ 45,000	$ 164,000	PM, 20%
	Programme Officer	UNDP/001981	28230	GER	60000	Staff Costs	$ -	$ 26,000	$ 32,900	$ 32,900	$ 13,300	$ 105,100	PO, 20%
	Programme Associate/Analyst	UNDP/001981	28230	GER	60000	Staff Costs	$ -	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 60,000	PA, 15%
	Programme Management Associate	UNDP/001981	28230	GER	60000	Staff Costs	$ -	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 24,000	PMA, 10%
	Programme Manager	UNDP/001981	28230	NOR	60000	Staff Costs	$ 10,000	$ 20,000	$ 20,000	$ -	$ -	$ 50,000	PM Staff costs NORAD Funds
	Senior Technical Advisor (STA1)	UNDP/001981	28230	GER	71200	International IC		$ 46,200	$ 46,200	$ 46,200	$ 30,000	$ 168,600	Consultants 30%
	Technical Advisor 2	UNDP/001981	28230	NOR	71200	International IC	$ 15,000	$ 15,000	$ 15,000	$ -	$ -	$ 45,000	Tech. advisor 2 NORAD Funds
	Technical Advisor 3	UNDP/001981	28230	GER	71200	International IC		$ 32,400	$ 32,400	$ 32,400	$ 16,200	$ 113,400	Consultants 30%
	Technical Advisor 4	UNDP/001981	28230	Other donors	71200	International IC	$ -	$ -	$ -	$ 54,000	$ 108,000	$ 162,000	Balance to a full time Advisor
	Technical Advisor 5	UNDP/001981	28230	Other donors	71200	International IC		$ 64,800	$ 64,800	$ 64,800	$ 64,800	$ 259,200	Tech. advisor5 60%
	Sub-Total for Output 2.2		**28230**				**$ 335,000**	**$ 1,932,400**	**$ 2,039,300**	**$ 1,446,300**	**$ 898,300**	**$ 6,651,300**	
Output 6: Technical capacities for BIOFIN biodiversity finance assessment and planning process strengthened (non BIOFIN countries) *Gender marker: 1*	Ensure all our Knowledge products are accessible	UNDP/001981	28230		71200	International IC	$ -	$ -	$ -	$ -	$ -	$ -	Regional Nodes
	Create community of practice	UNDP/001981	28230		74200	Audio/Vis. Print Prod.	$ -	$ -	$ -	$ -	$ -	$ -	Regional Nodes
	Develop a catalogue/inventory of existing and promising finance solutions	UNDP/001981	28230		71200	International IC	$ -	$ -	$ -	$ -	$ -	$ -	Regional Nodes
	Targeted technical support on the BIOFIN Process	UNDP/001981	28230	Other donors	71200	International IC	$ -	$ 266,500	$ 266,500	$ -	$ -	$ 533,000	Regional Nodes
	Sub-Total for Output 2.3		**28230**				**$ -**	**$ 266,500**	**$ 266,500**	**$ -**	**$ -**	**$ 533,000**	
Visibility, M&E, Evaluation, Audit	M&E and KM consultant	UNDP/001981	28230	GER	71200	International IC	$ -	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 120,000	Consultants
		UNDP/001981	28230	Other donors	71200	International IC	$ -	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 160,000	Consultants
	Communications Expert	UNDP/001981	28230	GER	71200	International IC	$ -	$ 105,000	$ 105,000	$ 105,000	$ 55,000	$ 370,000	Consultants
		UNDP/001981	28230	Other donors	71200	International IC	$ -	$ -	$ -	$ -	$ 50,000	$ 50,000	Consultants
	External Evaluation	UNDP/001981	28230	GER	71200	International IC	$ -	$ -	$ -	$ -	$ 25,000	$ 25,000	Consultants
		UNDP/001981	28230	Other donors	71200	International IC	$ -	$ -	$ -	$ -	$ 20,000	$ 20,000	Consultants
	Programme Manager	UNDP/001981	28230	GER	60000	Staff Costs	$ -	$ 9,250	$ 9,250	$ 11,250	$ 11,250	$ 41,000	PM, 5%
	Programme Officer	UNDP/001981	28230	GER	60000	Staff Costs	$ -	$ 6,500	$ 8,225	$ 8,225	$ 3,325	$ 26,275	PO, 5%
	Programme Associate/Analyst	UNDP/001981	28230	GER	60000	Staff Costs	$ -	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 20,000	PA, 5%
	Programme Management Associate	UNDP/001981	28230	GER	60000	Staff Costs	$ -	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 12,000	PMA, 5%
	Publications, Connectivity, etc	UNDP/001981	28230	GER	74200	Audio/Vis. Print Prod.	$ -	$ 22,000	$ 22,000	$ 22,000	$ 22,000	$ 88,000	Publications, connectivity, etc
	Audit and other related costs	UNDP/001981	28230	GER	74500	Miscellaneous	$ -	$ -	$ -	$ -	$ 20,000	$ 20,000	Audit and misc
		UNDP/001981	28230	Other donors	74500	Miscellaneous		$ -	$ -	$ -	$ 10,000	$ 10,000	Audit and misc
	Sub-Total M&E		**28230**				**$ -**	**$ 220,750**	**$ 222,475**	**$ 224,475**	**$ 294,575**	**$ 962,275**	

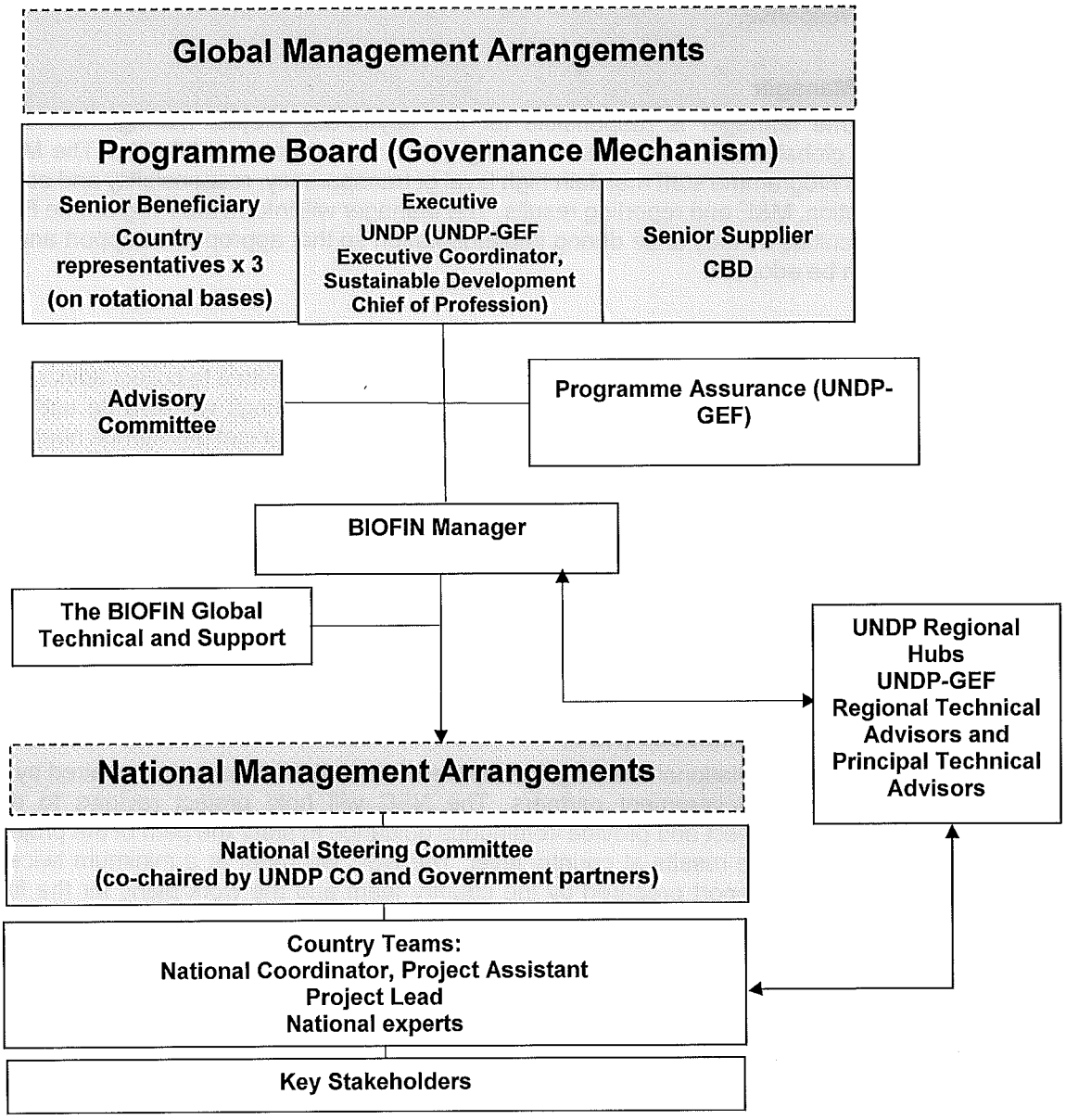
EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	Funding ID	Donor Name	Atlas Budgetary Account Code	Budget Description	Planned Budget 2018 (USD)	Planned Budget 2019 (USD)	Planned Budget 2020 (USD)	Planned Budget 2021 (USD)	Planned Budget 2022 (USD)	Total Budget (USD)	Budget Comments
Project Management Costs	Programme Manager	UNDP/001981	28230	GER	60000	Staff Costs	$ -	$ 74,000	$ 74,000	$ 90,000	$ 90,000	$ 328,000	PM, 40%
	Programme Officer	UNDP/001981	28230	Other donors	60000	Staff Costs	$ -	$ 34,500	$ -	$ -	$ 98,000	$ 132,500	PO Balance of contract
		UNDP/001981	28230	GER	60000	Staff Costs	$ -	$ 52,000	$ 65,800	$ 65,800	$ 26,600	$ 210,200	PO, 40%
	Programme Associate/Analyst	UNDP/001981	28230	GER	60000	Staff Costs	$ -	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 200,000	PA, 50%
		UNDP/001981	28230	Other donors	60000	Staff Costs	$ 49,000	$ 49,000	$ 49,000	$ 49,000	$ 49,000	$ 245,000	PA other donors
		UNDP/001981	28230	Other donors	60000	Staff Costs	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 30,000	PA 20% of Gen.Funds
	Programme Management Associate	UNDP/001981	28230	GER	60000	Staff Costs	$ -	$ 36,000	$ 36,000	$ 36,000	$ 36,000	$ 144,000	PMA, 60%
	Travel	UNDP/001981	28230	GER	71600	Travel	$ -	$ 110,000	$ 110,000	$ 110,000	$ 110,000	$ 440,000	Travel GER/BMUB Funds
		UNDP/001981	28230	NOR	71600	Travel	$ 30,000	$ 25,000	$ 20,000	$ -	$ -	$ 75,000	Travel NORAD Funds
		UNDP/001981	28230	Other donors	71600	Travel	$ -	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 1,000,000	Travel Other Donors Fimds
	Office Costs (including connectivity, ICT, rent and mainter	UNDP/001981	28230	GER	73100	Rent and Maintenanc	$ -	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 48,000	Office Costs GER/BMUB Funds
		UNDP/001981	28230	NOR	72500	Supplies	$ 2,931	$ 2,531	$ 2,533	$ -	$ -	$ 7,995	Office Costs NORAD Funds
		UNDP/001981	28230	Other donors	72500/72400/72800	Supplies, ICT	$ -	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 80,000	Office Costs Other Donors Funds
	IC Security Costs (4.25%)	UNDP/001981	28230	GER	71211	IC Security Costs	$ -	$ 25,840	$ 25,840	$ 24,607	$ 14,365	$ 90,652	IC Security costs GER/BMUB Funds
		UNDP/001981	28230	NOR	71211	IC Security Costs	$ 1,063	$ 1,063	$ 1,063	$ -	$ -	$ 3,189	IC Security costs NORAD Funds
		UNDP/001981	28230	Other donors	71211	IC Security Costs	$ -	$ 35,041	$ 32,916	$ 14,960	$ 17,255	$ 100,173	IC Security costs other donors
	DPC Global funds/HQ (4%)	UNDP/001981	28230	GER	74500	Miscellaneous	$ -	$ 56,800	$ 58,000	$ 58,000	$ 39,000	$ 211,800	DPC and Misc. GER/BMUB Funds
		UNDP/001981	28230	NOR	74500	Miscellaneous	$ 3,800	$ 4,200	$ 4,200	$ -	$ -	$ 12,200	DPC and Misc. Norway Funds
		UNDP/001981	28230	Flanders	74500	Miscellaneous	$ 200	$ 160	$ 150	$ -	$ -	$ 510	DPC and Misc. Flemish Funds
		UNDP/001981	28230	Other donors	74500	Miscellaneous	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 50,000	DPC and Misc Gender Funds
		UNDP/001981	28230	Other donors	74500	Miscellaneous	$ -	$ 79,800	$ 79,800	$ 79,800	$ 79,800	$ 319,200	DPC and Misc Other Donors Funds
	Miscellaneous	UNDP/001981	28230	Other donors	74500	Miscellaneous	$ -	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 40,000	Miscellaneous
	Sub-Total for PMC		**28230**				**$ 102,994**	**$ 943,935**	**$ 917,302**	**$ 886,167**	**$ 918,020**	**$ 3,768,418**	
Estimation General Management Support	General Management Services (GMS) 8%	UNDP/001981	28230	GER	75100	Facilities and Administration	$ 212,000	$ 483,571	$ 431,627	$ 402,009	$ 217,823	$ 1,747,030	GMS GER/BMUB Funds
	General Management Services (GMS) 10%	UNDP/001981	62040	NOR	75100	Facilities and Administration	$ 34,279	$ 34,279	$ 34,280	$ -	$ -	$ 102,838	GMS NORAD Funds
	General Management Services (GMS) 10%	UNDP/001981	62040	Flanders	75100	Facilities and Administration	$ 8,720	$ 12,366	$ 5,715	$ -	$ -	$ 26,801	GMS Flemish Funds
	General Management Services (GMS) 10%	UNDP/001981	62040	Other donors	75100	Facilities and Administration	$ 10,400	$ 1,187,784.13	$ 1,256,621.63	$ 821,076	$ 589,375.50	$ 3,865,257	GMS Other Donor Funds
	General Management Services (GMS) 10%	UNDP/001981	TBC	Other donors	75100	Facilities and Administration	$ 60,000	$ 217,000	$ 220,000	$ 177,000	$ 93,000	$ 767,000	GMS/DPC Gender Funds
	Sub-Total for GMS						**$ 325,399**	**$ 1,935,000**	**$ 1,948,244**	**$ 1,400,085**	**$ 900,199**	**$ 6,508,926**	
TOTAL Programme							**$ 4,109,393**	**$ 22,493,936**	**$ 22,509,746**	**$ 16,405,952**	**$ 10,446,743**	**$ 75,965,769**	
Parallel Co-financing	Output 2.2: Activity - Cooperation with other similar initiatives on activites which focus on gender and indigenous communities (SGP)			GEF			$ 250,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 2,250,000	
	Output 2.3: Activity - Congo Basin Protected Areas Financing Initiative			GEF			$ 750,000	$ 750,000	$ -	$ -	$ -	$ 1,500,000	
	Output 2.3: SIDA - Regional Node Asia - Pacific			SIDA			$ 260,046	$ 173,364	$ -	$ -	$ -	$ 433,410	
	Sub-Total Co-financing						**$ 1,260,046**	**$ 1,423,364**	**$ 500,000**	**$ 500,000**	**$ 500,000**	**$ 4,183,410**	
Grand Total							**$ 5,369,439**	**$ 23,917,300**	**$ 23,009,746**	**$ 16,905,952**	**$ 10,946,743**	**$ 80,149,179**	

Summary of Funds

Donors	Budget allocation in USD					Total funds in USD
	Plamn 2018	Plan 2019	Plan 2020	Plan 2021	Plan 2022	
Government of Germany	$ 2,862,000	$ 6,528,211	$ 5,826,967	$ 5,427,116	$ 2,940,612	$ 23,584,906
Government of Norway	$ 377,073	$ 377,073	$ 377,076	$ -	$ -	$ 1,131,222
Government of Flanders	$ 95,920	$ 136,026	$ 62,865	$ -	$ -	$ 294,811
Unfunded	$ 774,400	$ 15,452,625	$16,242,838	$ 10,978,836	$ 7,506,131	$ 50,954,830
TOTAL BIOFIN II Budget:	$ 4,109,393	$ 22,493,936	$22,509,746	$ 16,405,952	$10,446,743	$ 75,965,769
Parallel Co-Financing	$ 1,260,046	$ 1,423,364	$ 500,000	$ 500,000	$ 500,000	$ 4,183,410

II. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

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



At the global level the Programme Manager (P4) oversees the Global Technical and Support Unit composed of project staff. Both structures cooperate with the Regional Hubs and the UNDP-GEF Regional Technical Advisors providing quality assurance and technical backstopping to participating countries.

Key roles at the Global Level:

Programme Board

The Programme Board 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 Board 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 Programme board 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.

Programme Manager

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

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 Global Environmental Finance Unit, including oversight and monitoring. Additional quality assurance will be provided by the UNDP Regional Technical Advisors as needed.

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 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.

UNDP Country Offices (CO)

The UNDP CO will act as the main Partner at the country level. It coordinates the work for the implementation and supervises the National Team. The UNDP CO co-leads the National Steering Committee along with the Government Counterparts. The UNDP CO will be responsible for project level administration, progress reporting, 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.

National Project Coordinators

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.

III. 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."

This project will be implemented by UNDP ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures. The financial governance of the Implementing Partner does provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition.

IV. 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]4 [UNDP funds received pursuant to the Project Document]5 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.

4 To be used where UNDP is the Implementing Partner

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

5. 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.

6. 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;
        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 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.

    d. 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.

    e. 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.

    f. 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 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.

g. 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.

h. 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.

i. 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.

V. ANNEXES

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

(double-click the icon to open, close to come back)

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

(double-click the icon to open, close to come back)

3. Risk Analysis

Please find below the BIOFIN Risk Analysis and management response table



BIOFIN II - Risk_Log - 1 Nov 2017.doc

(double-click to open, close to come back)

4. Theory of Change



BIOFIN Theory of Change - 8NOV017.

(double-click to open, close to come back)

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 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 Aichi Biodiversity Targets 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:

- 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, and will be further developed in the 2018 Workbook version 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 (GotoWebinar, BIOFIN Regional Workshops(participants include BIOFIN Country 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 National BIOFIN 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.

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*.

6. Programme Board Terms of Reference and TORs of key management positions

Please find below the BIOFIN Programme Board Terms of Reference



ToRs Steering
Committee - 1 Novei

(double-click to open, close to come back)

Please find below the BIOFIN Core staff members Terms of Reference



BIOFIN II - TORs
Global BIOFIN Team

(double-click to open, close to come back)

7. Procurement Plan

Assignment Title	Contract Type	Donor	Plan 2018	Plan 2019	Plan 2020	Plan 2021	Plan 2022	Total USD
Senior Technical Advisor (IIC) 1	IC	BMUB	$ -	$ 154,000.00	$ 154,000.00	$ 154,000.00	$ 100,000.00	$ 562,000.00
Technical Advisor (IIC) 2	Framework Agreement (FA)	BMUB	$ -	$ 83,000.00	$ 83,000.00	$ 108,000.00	$ 54,000.00	$ 328,000.00
	FA	NORAD	$ 25,000.00	$ 25,000.00	$ 25,000.00	$ -	$ -	$ 75,000.00
Technical Advisor (IIC) 3	FA	BMUB	$ -	$ 108,000.00	$ 108,000.00	$ 108,000.00	$ 54,000.00	$ 378,000.00
Technical Advisor (IIC) 4	FA	BMUB	$ -	$ 108,000.00	$ 108,000.00	$ 54,000.00	$ -	$ 270,000.00
Communications Specialist (IIC)	IC	BMUB	$ -	$ 105,000.00	$ 105,000.00	$ 105,000.00	$ 55,000.00	$ 370,000.00
M&E and KM (IIC)	FA	BMUB	$ -	$ 30,000.00	$ 30,000.00	$ 30,000.00	$ 30,000.00	$ 120,000.00
Terminal Evaluation (IIC)	IC	BMUB	$ -	$ -	$ -	$ -	$ 25,000.00	$ 25,000.00
Regional Workshops	Institutional SC (Interpretation)	BMUB	$ -	$ 24,000.00	$ 24,000.00	$ 24,000.00	$ -	$ 72,000.00
	Institutional SC (Hotel)	BMUB	$ -	$ 84,000.00	$ 84,000.00	$ 84,000.00	$ -	$ 252,000.00
Other: website, admin, miscellaneous	IC/LTAs	BMUB	$ -	$ 20,000.00	$ 20,000.00	$ 20,000.00	$ 20,000.00	$ 80,000.00
Publications Printing and Design, Translation	IC/LTAs	BMUB	$ -	$ 22,000.00	$ 22,000.00	$ 22,000.00	$ 22,000.00	$ 88,000.00
Academic consortium-data use & analysis	Professional SCs	TBD	$ -	$ 30,000	$ -	$ 30,000	$ 30,000	$ 90,000
Advanced learning products (MSc, E-learn)		TBD	$ -	$ 50,000	$ 50,000	$ 50,000	$ 20,000	$ 170,000
Amend NBSAP guidelines to integrate BIOFIN lessons	IC	TBD	$ -	$ 50,000	$ -	$ -	$ -	$ 50,000
COP, SBI, and other global events	Micro Purchases	TBD	$ -	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 120,000
Data aggregator for BDF external tool	Framework agreements	TBD	$ -	$ 25,000	$ -	$ -	$ -	$ 25,000
Data aggregator for BDF internal tool		TBD	$ -	$ 100,000	$ 100,000	$ -	$ -	$ 200,000
Develop a partnership strategy with a crowdfunding platform for BD finance		TBD	$ -	$ 50,000	$ 50,000	$ 50,000	$ -	$ 150,000
Development of 2020 Workbook	IC	TBD	$ -	$ -	$ 50,000	$ -	$ -	$ 50,000
Flagship BD finance documentary	Institutional SC	TBD	$ -	$ 50,000	$ -	$ 50,000	$ -	$ 100,000
Global Conference on Biodiversity Finance	Professional SC (Hotel)	TBD	$ -	$ -	$ 120,000	$ -	$ 120,000	$ 600,000
	Institutional SC (interpretation)	TBD	$ -	$ -	$ 25,000	$ -	$ 25,000	$ 600,000
Global impact investment call and partnerships for biodiversity + investments	Institutional SC	TBD	$ -	$ 50,000	$ 50,000	$ 50,000	$ -	$ 150,000
Guidelines engaging with the Private Sector		TBD	$ -	$ 50,000	$ 50,000	$ -	$ -	$ 100,000
Knowledge and sharing platforms upgraded including the Financing Solutions for SD platform and CFA guide	IC/LTAs/Framework Agreement	TBD	$ -	$ 100,000	$ 50,000	$ 50,000	$ 50,000	$ 250,000
Communication products, e.g. website, social media, support to countries, videos		TBD	$ -	$ 80,000	$ 60,000	$ 50,000	$ 23,700	$ 213,700
News and features for the website		TBD	$ -	$ 25,000	$ -	$ -	$ -	$ 25,000
Partnerships on biodiversity finance: CFA (+), UNSD (+), Environet, CS (open budgets)	Framework Agreements	TBD	$ -	$ 30,000	$ 30,000	$ 20,000	$ 20,000	$ 40,000
Production and testing of an index on BF attached to the dataset		TBD	$ -	$ 25,000	$ -	$ -	$ -	$ 25,000
Toolkit on influencing decision makers		TBD	$ -	$ 50,000	$ -	$ -	$ -	$ 50,000
Targeted research: coefficients (expenditures), costing, finance solutions, tagging, PS finance solutions, new financing		TBD	$ -	$ 50,000	$ 50,000	$ 50,000	$ 30,000	$ 180,000
Other Consultancies for technical and legal	FA	TBD	$ -	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 120,000
Targeted tech. support - BIOFIN Process	FA	TBD	$ -	$ 266,500	$ 266,500	$ -	$ -	$ 533,000
Technical Advisor 4	See above complementary funds/time to the contracts supported by BMUB	TBD	$ -	$ -	$ -	$ 54,000	$ 108,000	$ 162,000
Technical Advisor 5			$ -	$ 108,000	$ 108,000	$ 108,000	$ 108,000	$ 86,400
M&E and KM consultant			$ -	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 160,000
External Evaluation			$ -	$ -	$ -	$ -	$ 20,000	$ 20,000
Communications Expert			$ -	$ -	$ -	$ -	$ 50,000	$ 50,000

8. Capacity Assessment

Please find below the HACT Assessments for Belize, Rwanda and Viet Nam


HACT Belize.pdf


HACT Rwanda.pdf


HACT Vietnam.PDF

(double-click to open, close to come back)

9. GEF M&E Plan and Budget part of the Country Package/Funding

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget[1] (US$)		Time frame
		GEF 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
GEF Project Implementation Report (PIR)	Project Manager and UNDP Country Office and UNDP-GEF 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 Board meetings	Project Board UNDP Country Office Project Manager			At minimum annually
Supervision missions	UNDP Country Office	None		Annually
Oversight missions	UNDP-GEF team	None		Troubleshooting as needed

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

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget[1] (US$)		Time frame
		GEF grant	Co-financing	
Knowledge management	Project Manager	1% of GEF grant		On-going
GEF Secretariat learning missions/site visits	UNDP Country Office and Project Manager and UNDP-GEF team	None		To be determined.
Mid-term GEF Tracking Tool to be updated by (add name of national/regional institute if relevant)	Project Manager	USD 10,000		Before mid-term review mission takes place.
Independent Mid-term Review (MTR) and management response	UNDP Country Office and Project team and UNDP-GEF team	USD 20,000 - 30,000		Between 2nd and 3rd PIR.
Terminal GEF Tracking Tool to be updated by (add name of national/regional institute if relevant)	Project Manager	USD 10,000		Before terminal evaluation mission takes place
Independent Terminal Evaluation (TE) included in UNDP evaluation plan, and management response	UNDP Country Office and Project team and UNDP-GEF team	USD 30,000 - 60,000		At least three months before operational closure
Translation of MTR and TE reports into English	UNDP Country Office	USD 2,000 – 10,000		
TOTAL indicative COST Excluding project team staff time, and UNDP staff and travel expenses				