

IUCN REGIONAL OFFICE FOR CENTRAL AND WEST AFRICA
(PACO)

IUCN Small Grants Policy and Procedure Manual to Strengthen
Civil Society for Biodiversity Conservation and Climate Change
Mitigation in Central Africa

IMPLEMENTATION STRATEGY

IUCN-PACO

September 2011

and capitalized on successes. Also, the capacities of civil society

- 1- Support the enhancement of network of civil society organizations to lobby and serve as watchdog for tenure right, human right and equity in climate change mitigation and adaptation;
- 2- Support civil society organizations to contribute to the development, implementation and monitoring of REDD readiness processes (including policy and legislative frameworks) in Central African Countries;
- 3- Give technical, strategic and financial support to Civil Society to facilitate the elaboration and implementation of a robust REDD+ advocacy mechanism and strategy for benefitsharing among communities;
- 4- Build civil society capacity to serve as missing link between Government official, international NGO and local community for information sharing, training and communications on climate change, REDD+ and other form of Payment for Ecosystem Services;

To meet the objectives of this program, the following domain of intervention will be given priorities

- Climate change mitigation and adaptation (REDD+ readiness, PES, etc);
- Capacity Building (Training, study tour etc...)
- Natural Resources Management Policy,
- Natural Resources Management governance,
- Capitalization and sharing of lessons learned
- Gender equity
- Landscape issues related to policy and to build constituency for its sustainable management
- Bush meat management in term of Policy and regulation to set forth for advocacy

III- Who would be involved with and affected by the project?

Target groups of this project are notably:

Local NGOs;
 Communities based organizations and associations;
 Local populations;
 Central African institutions;
 National and local governments

IV- PROPOSAL DEVELOPMENT AND SUBMISSION

A- PROPOSAL FORMAT

All proposals must be in two folds and conform to the following format and can be submitted in English, French, or Spanish. A proposal must not exceed 20 pages.

TECHNICAL

1- The cover page (2 pages)

Please list the following on a

Cover sheet page 1:

- a) Title of proposed grant (must not exceed 20 words)
- b) Name of organization (and acronym, if applicable)
- c) Estimated total project costs in Francs CFA or US Dollars with specification of the level of support requested from IUCN, and the level of matching fund from the applicant organizations.
- d) Duration (in months and not more than one year)
- e) Proposed period for starting and ending of the project activity
- f) Name of organization's chief executive officer
- g) Organization's address (Please include both mailing address and, if different, an address for courier delivery)
- h) Organization's telephone number
- i) Organization's fax number
- j) Organization's e-mail address
- k) Name of contact person for the proposal
- l) Contact person's address (postal, telephone number, fax number, email address...)
- m) IUCN Tracking Number (If previously assigned)

Cover sheet page 2:

- n) List of three (3) references stating the name, position and contact details of each of the three referees you proposed.
- o) A one paragraph description of proposed work
- p) Is the organization a branch of a parent organization? If so, please indicate the name of the parent.
- q) If a grant is approved we will send a "Grant Award Letter," which is a legal document indicating detailed information about the grant to be made. Please indicate the name and address of the person that such a letter should be addressed to.

2- Title of the proposal

It must be concise and straight to the point and must provide an indication of the geographic situation of the site of the project (not more than twenty (20) words).

3- Abstract or executive summary of the project: (two pages maximum).

It should include the objective of the project, activities to be carried out and specifically state how the project will contribute to the CARPE Results-based Management Framework for CARPEII.

4- Background and Justification (1page)

The proposal shall mention the management structures, all programmes and projects linked with biodiversity conservation in the area concerned. Justification shall include and expose a clear analysis of the problems or needs indicating, historical aspects, constraints, key opportunities and others efforts to solve the problem. It is important to emphasise on key factors and other important elements such as:

Target group (s)

Geographical location (map inclusive) of where the project will be executed.

5- Objectives and expected outputs (1 page)

Describe what the project aims at ac

measuring of the progress made towards reaching project activities. It must also state the nature of proposed collaboration with other organizations if any. Executing plan should provide the project duration and briefly describe the different implementation phases including planned activities and time frame (Chronogram of activities).

10- Monitoring and Evaluation Data management plan (1-2 pages).

They should communicate information on indicator of performance of progress and establish the planning of a mid term, internal or end of project evaluation. It will also describe how to involve project implementers and stakeholders in the monitoring and evaluation of the project. Indicate how the monitoring and evaluation of the progress made towards reaching project objectives will be done and how the results will be reported.

Describe which products will be generated by the project and detail how these products will be made available to CARPE partners.

Describe how the products of this project will contribute to individual IRs and help CARPE partners to attain the Strategic Objectives.

11-

The proposal will clearly present the partner's organizations in the issues management experience of the applicant and its to be addressed and in project management

14- Grant duration

Activities under each grant have to last for one year maximum. Beyond this, an amendment has to be granted by the IUCN-CARPE Program Manager.

15- Deadline for applications

Which deadline are you applying for? (Please note that proposals are solicited once a year with deadlines at January 15).

FINANCIAL

16- Budget

The maximum amount per grant award will be \$30.000 and applicant should provide a detail budgetary estimate comprising the following:

Salaries and benefits

Travel (Airfare)/travel (per diem)

Consultant/contract services

Audit fees

Other direct costs (Communication products preparation, equipment and supplies, publications and reports, other expenses

Other functioning expenses

Administrative cost (if applicable)

Include a budget notes that explains the various costs indicated in the budget. Specify who will have the spending authority and how funds will be accounted for. In case of co-funding, please specify in a column, level of contribution per item for other donors.

17- Bank Address

All application must include the address of the bank where funds would be transferred in case of selection of the project, with the following specifications:

- Bank Name
- Bank address
- Bank account name
- Bank account number
- Swift code;
- Etc.

NB: Proprietary or privileged information Patentable ideas, privileged or confidential information that disclosure can lead to prosecution are to be included in the proposal only when such information is obligatory to convey an understanding of the proposed project. Such information must be clearly marked in the proposal and be appropriately labelled with a legend such as, "The following is (proprietary

information that disclosure can be included in the proposal only when such an understanding of the proposed project. Such information must be clearly marked in the proposal and be appropriately labelled with a legend such as, "The following is (proprietary

or confidential) information that requests not be released to persons review and evaluation."

(name of proposing organization) outside IUCN, except for purposes of

B- WHO MAY SUBMIT PROPOSALS

In general, Non profit organizations such as Local NGO, Community base

(NPO) with sort of legal recognition d organization, Local associations,

Communications about the proposal should be addressed to The Program Manager at IUCN.

V- SELECTION PROCESS AND APPROVAL OF SMALL GRANT PROPOSALS

A- Screening processes

The screening will be done at two levels:

The First screening (to make sure proposals meet the format) of proposal is done at the IUCN CARPE Focal Points level in collaboration with the Program Manager by a national steering committee composed of voluntary members from the NGO/CBO sector.

After the first screening, eligible proposals are sent to the Program Manager, who then organizes a Regional steering committee to analyse the technical content of the project taking into account all requirements objectives and the domain of intervention before the final decision is made.

B- Criteria for Final Approval

To be approved, Proposals should respond to a number of criteria that include:

- All grantees should have an agreed organization structure as set forth in (IV- B) above.

- The proposal should have a result-based monitoring and evaluation plans;

- The proposal must have an integrated approach to local society capacity building;

- The activities initiated under this project are sustainable, and grantee should be effectively dealing with forest management and biodiversity conservation;

- The entire small grant proposal should be results oriented. The proposal should be addressing any of the thematic areas and clearly have explicit link to one or more CARPE PMP indicators e.g on good governance (Policy reform, advocacy) or Monitoring and evaluation of forest resources;

- The project would have linkages with other initiatives in the region

- The activities should have a

The time limit of the project proposals will depend on the nature of the activities and outputs required from the activities to contribute to the program objectives, but it must not exceed one year;

A proposal will be required to have a monitoring and evaluation plan, which indicates benchmarks and impact indicators. The plan will indicate how information will be collected to measure the impact indicators;

Environmental risks should be well reviewed and mitigating action well documented

Reports will be submitted quarterly depending upon the nature of the activity;

Counterpart contribution if applicable will be agreed upon and endorsed in the grant agreement.

C- Grant approval

The program management team will use the existing networks to reach out to target groups. IUCN CARPE Focal Points or Program Team has to inform organizations about the approval or non approval of their proposals.

Correspondence phase: After the second screening the program team will start communicating with the project executing organization (NGO, etc.) about the proposed project. If necessary, further information from the region will be sought. After this, negotiations on the terms of reference for the Grant agreement and the detailed budget will take place.

Signing the contract: A French, English or Spanish Grant agreement will be signed between the executing organization and IUCN-PACO, stating the obligations of the two parties, the conditions, the reporting schedule etc.

In the grant agreement, IUCN will encourage the recipient to raise funds to finance future activities of conservation. The program team will assist NGOs in the fundraising with other NGOs. After the first phase of funding, beneficiary institutions will be considered as part of the potential institutions susceptible of receiving funds from other better-established donors.

VI- PROJECT IMPLEMENTATION

A- TECHNICAL

During the implementation period of the project the executing

Evaluation plan: There will be a mid-term operational review and an end-of-project evaluation. A detailed evaluation framework will be developed during the first phase. The mid-term review will assess the need for resources reallocation in the remaining period of the project, including redistribution among the four components in order to maximize overall project performance. It will also examine indicators and methods to be used for data collection.

An end of project evaluation will:

- Assess project effectiveness, especially regarding the degree of achievement of the project objectives;
- Investigate specific aspects of the project which had been recommended for analysis in the previous assessment;
- Assess the project impact in terms of achievement;
- Make recommendations regarding future projects of a similar nature or an extension to another phase.

Who will do the evaluation?

The program management team will be responsible for evaluation. However an independent program evaluation could be carried out on request.

How will the results of evaluation be used?

The results of internal and external evaluations will be used to improve partnerships between various stakeholders involved in the landscape planning. It will notably contribute to improve IUCN and CBFP networking approach, policy analysis and filling the gaps noticed in the capacity building and in the implementation of the project.

The results of evaluation will guide th

For an interim report, a good structure would be something like:

It should include a technical section, as outlined below, and a management component, detailing the status of project infrastructure (buildings, vehicles, office equipment, etc.) and its disposal, and an overview of the status of project finances. Where required, the financial statement produced by the grantee will be audited separately.

The technical section of the report should include:

An introductory summary of project goals and objectives, with a broad overview of project achievements. If appropriate, include the work plan, as performed-compared to the work plan the project document envisioned,

A presentation of each project objective with an outline of activities undertaken, an analysis of their contribution towards achieving the objective including both positive and negative aspects of the activities and the program, and a discussion of the difficulties encountered in achieving long-term sustainability of the program. Recommendations of alternatives approaches should be included.

An evaluation of the progress made toward reaching the overall project goals. Recommendations on changing objectives, activities, institutional arrangements, personnel, allocations etc., should be made, whether as advice for preparation of another project phase, or as advice to the grantee for carrying on independently.

Recommendations on the realistic long-term sustainability of project efforts. What will be needed in the future to institutionalize the conservation of resources and sustainable development that the project has promoted?

Fund management and advance liquidation

B- Financial

Upon receipt of a signed copy of the grant agreement from the grantee, IUCN financial administrator will then initiate cash disbursement.

a- Liquidating cash

- Cash disbursement

Each Proposal is required to have payment provision incorporated in the grant award agreement and IUCN has two options open for this purpose

1- For NGO based in cities with access to banking systems, IUCN will transfer money using the banking information included in the grant proposal (Please note that this is

CHART OF GRANT AWARD AND MONITORING PROCEDURE

