United Nations Development Programme
Global Ecosystems & Biodiversity Programme

PROJECT DOCUMENT

Project Title:	**IUCN-executed: Support the 2014 World Parks Congress: Parks, People, Planet: Protected areas as inspiring solutions to global challenges**

UNDP Strategic Plan (2014-2017) [Link] **Primary Outputs:** *1.3.* Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste; and *2.5.* Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation

Secondary Output: [From *UNDP's Biodiversity and Ecosystems Global Framework 2012-2020*:] Signature Programme #2: Unlocking the potential of protected areas (PAs), including indigenous and community conserved areas, to conserve biodiversity while contributing to sustainable development. [Link]

[Project Objective]: To strengthen the capacity for effective management and equitable governance of an ecologically representative global network of protected areas.

[Outcome 1] Knowledge uptake on PAs, facilitated by the 'strategic platform for development & learning' provided by the World Parks Congress 2014 and through training delivered through PA learning networks enhances and accelerates the implementation of the CBD's Programme of Work on Protected Areas (PoWPA) and its Strategic Plan for Biodiversity.

[Outcome 2] Global learning and technical content development on key protected area issues are enhanced and contribute to practical and 'inspiring' solutions to current and emerging challenges worldwide.

[Outcome 3] Protected areas assume a more prominent role and position within the development policy, economic strategies and community well-being respective agendas.

Implementing Partner: The International Union for Conservation of Nature (IUCN)

Responsible Partners: The International Union for Conservation of Nature (IUCN)

Brief Description

This PRODOC pertains to the part of the activities and budget of the GEF Approved Medium-Size Project (MSP) that will be executed by IUCN as a Civil Society Organisation (CSO). Another, linked PRODOC will serve to operationalize the activities and budget managed directly by UNDP.

Programme Period:	2014-2017
Atlas Award ID:	00079966
Project ID:	00089840
PIMS #	5320
Start date:	PRODOC signature
End Date	+3 years
Mgt Arrangements	CSO Implementation
PAC Meeting Date	

[A] + [B] Total resources required (total project funds)	$ 6,326,484
[A] Total allocated resources (under this award)	**$ 1,575,484**
Regular (UNDP TRAC)	$ 0
GEF	$ 1,575,484
[B] Other (GEF co-financing resources plus funds associated with other PRODOCs)	$ 4,751,000
IUCN co-financing commitment (partner managed)	*$ 4,000,000*
UNDP co-financing commitment (managed under other PRODOCs)	*$ 500,000*
GEF resources allocated to associated DIM PRODOC	*$ 251,000*

Approved by:

Adriana Dinu
UNDP-GEF Executive Coordinator

12th June 2014
Date

World Parks Congress
12-19 November 2014
Sydney Australia

UNDP Project Document

United Nations Development Programme - UNDP
Global Environment Facility – GEF

Implementing Partner: The International Union for Conservation of Nature (IUCN)

UNDP GEF PIMS no. 5320
Atlas Award / Project ID: 00079966 / 00089840 under UNDP1

IUCN-Executed: Support the 2014 World Parks Congress: Parks, People, Planet: Protected areas as inspiring solutions to global challenges

Brief description

This project will use the next World's Parks Congress, to be held in Australia in November 2014, as a 'strategic platform for development & learning'. It is aimed at strengthening the capacity of key stakeholder for effective management and equitable governance of an ecologically representative global network of protected areas. Project support will include the preparations to the event and its aftermath for ensuring the sustainability of results and commitments made at the Congress. The Aichi Biodiversity Targets, which are part of the Convention on Biological Diversity's Strategic Plan are at the heart of the project strategy, in particular Target 11 on protected areas (PAs). The project will contribute to global PA agenda by focusing on the enabling conditions for achieving Target 11 and other related Aichi Targets. This will be achieved through technical support and cross-learning exchanges that will enhance the implementation of national, PA-system-wise and site-level actions that support the achievement of Target 11. By resorting to innovation, modern technology, public data and stakholder engagement, the project will enhance the capacity of systems, institutions and individuals to strengthen PA systems. It will co-support the strengthening of new and existing learning networks on PAs. It will also strive to position protected areas within development policy, economic strategies and community well-being. The project has been developed in close collaboration with the International Union for Conservation of Nature (IUCN). This PRODOC pertains to the part of the activities and budget of the GEF Approved Medium-Size Project (MSP) that will be executed by IUCN as a Civil Society Organisation (CSO). Another, linked PRODOC will serve to operationalize the activities and budget managed directly by UNDP.

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PRODOC Specific Acronyms

APR/PIR	Annual Project Review / Project Implementation Report
CDR	Combined Delivery Report
CO	Country Office (UNDP)
CSO	Civil Society Organisation
DIM	Direct Implementation
EBD	Ecosystems & Biodiversity (UNDP's programme)
GEF	Global Environment Facility
GPAP	IUCN's Global Protected Areas Programme
QOR	Quarterly Operational Reports
PRODOC	UNDP Project Document
TBW	Total Budget and Workplan

*-- Refer to **Annex 1** for a more complete list of acronyms used in the MSP --*

SECTION I: Elaboration of the Narrative

PART I: Situation Analysis

POINT OF DEPARTURE

1. This Project Document (PRODOC) serves to operationalize at the level of UNDP a Medium-Size Project (MSP) approved by the CEO of the Global Environment Facility (GEF) on 17 December 2013. The approved GEF MSP document is appended to this PRODOC in Annex 1 and the GEF CEO Letter of Approval is in Annex 2. With a global scope, the key focus of the project is on building countries' capacity for protected area (PA) management through knowledge management and innovation.

2. ***Relevance for development.*** Protected areas have an undoutful importance for development. They are the cornerstone for conserving biodiversity and related ecosystem services that enhance human well-being. Protected areas designated by governments cover 12.7% of the world's terrestrial area and 1.6% of the global ocean area. They store 15% of the global terrestrial carbon stock, assist in reducing deforestation, habitat and species loss, and support the livelihoods of over one billion people. A much greater area is conserved through indigenous peoples' territories, local communities, private organisations and individuals and sacred natural sites, and cumulatively, the coverage of protected areas represents one of the world's most prominent forms of natural resource governance.[1]

3. ***Relevance within UNDP.*** The theme of protected areas is also highly relevant for UNDP in its around the globe. UNDP's Ecosystems & Biodiversity (EBD) portfolio is the largest in the UN system. The Agency currently works in 146 countries on biodiversity, managing 512 projects on ecosystems and biodiversity with US$ 1.5 billion in funding from the Global Environment Facility (GEF) and other sources. Co-financing attached to these project reach US$ 3.5 billion. Approximately half of UNDP's EBD projects focus on protected areas. In 2012, UNDP reported through its overarching strategy for ecosystems and biodiversity—the '*EBD Framework*[2]—that the PA signature programme has been successful in: helping to establish over 2,000 protected areas in 85 countries, covering 272 million hectares. UNDP is the largest GEF Agency supporting protected areas through its portfolio, which is deeply anchored in the development policies and strategies of the organisation.

4. ***UNDP's Strategic Plan (2014-2017)*** stresses the importance of the effective maintenance and protection of natural capital: "*Work will focus on conservation and sustainable use of natural resources and biodiversity as well as creation of employment and livelihoods, for*

[1] Bastian Bertzky, Colleen Corrigan, James Kemsey, Siobhan Kenney, Corinna Ravilious, Charles Besançon and Neil Burgess (2012) Protected Planet Report 2012: *Tracking progress towards global targets for protected areas*. IUCN, Gland, Switzerland and UNEP-WCMC, Cambridge, UK.

[2] United Nations Development Programme (2012): *The Future We Want: Biodiversity and Ecosystems—Driving Sustainable Development.* United Nations Development Programme Biodiversity and Ecosystems Global Framework 2012-2020. New York.

instance, through management and rehabilitation of ecosystem services, from the sub-national to the national level, including protected, indigenous and community conserved areas."[3] The project's contribution to UNDP's Strategic Plan relate specifically to two Outputs and will be reporting against the following related indicators:

UNDP's Strategic Plan Outputs	Related Indicator
Output 1.3. Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste	1.3.1 Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or sub-national level, disaggregated by partnership type
Output 2.5. Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation	2.5.4 Number of countries in which planning and budgeting mechanisms for conservation, sustainable use and access and benefit sharing of natural resources, biodiversity and ecosystems integrated gender equality and women's empowerment principles.

5. ***Background.*** The current project was developed in close collaboration with the International Union for Conservation of Nature (IUCN). It it will serve to strengthen the capacity of key stakeholders – in particular protected area professionals, planners and policy-makers – for the effective management and equitable governance of an ecologically representative global network of protected areas. The project will also help put in evidence the achievements of UNDP's PA portfolio, which is primarily financed by the GEF. More specifically, the project will use the next World's Parks Congress (WPC), to be held in Australia in November 2014, as *a **'strategic platform for development & learning'*** – including the preparations to and the aftermath of the event – for achieving the project' capacity strengthening goals.

6. The project's overveiw and description, the background analysis that justifies it, and the statement of issues that the project will address are thoroughly described in Part II, section A.1 (*Project Description*) of the MSP in Annex 1**.**

7. The project's GEF budget includes inputs that will be managed by IUCN, amounting to more than 80% of it, and the remainder part that will be managed by UNDP. Both entities will serve as implementing partners (IP) for the project. According to UNDP's Programme and Operations Policies and Procedures (POPP), a UNDP PRODOC can only have a single IP. Therefore, two PRODOCs, linked to each other through the GEF MSP, were developed to operationalize the GEF project. **This PRODOC pertains to the IUCN-executed part of the budget and activities.**

8. Together, the mentioned elements constitute the project's 'Point of Departure' and the general context for the current PRODOC.

[3] United Nations Development Programme (2013): *UNDP Strategic Plan, 2014-2017. Changing with the World: Helping countries to achieve the simultaneous eradication of poverty and significant reduction of inequalities and exclusion*. UN document DP/2013/40, approved by the Executive Board of UNDP, UNFPA and UNOPS. New York.

STAKEHOLDER ANALYSIS AND ENGAGEMENT

9. This project will engage a wide range of stakeholder at the global, regional, national and even local level. The matrix below indicates how:

Table 1. Stakeholder Matrix

Stakeholder	Potential role in the project and rationale for involvement
IUCN	Proposed as the key implementing partner to carry out the bulk of project activities. Through its head office in Gland, IUCN will manage its part of the budget, contract project consultants (with the exception of the evaluator, which will be engaged by UNDP), and be responsible for reporting to UNDP in compliance with the project's monitoring and evaluation plan and budget. IUCN maintains a wide network of members, including governments, Civil Society Organisation (CSOs) and individuals. The project will build on this network for cost-effective stakeholder engagement. The 2014 WPC will serve as a pivotal platform for the purpose. Although the project proposal was developed by UNDP-GEF in close collaboration with IUCN[4], the project idea originated from IUCN. They are therefore the project proponent. Finally, it is important to mark that the project idea and concept were submitted to UNDP in an unsolicited manner.
Protected area professionals, planners and policy-makers	These are the project's main beneficiaries, many of which will participate in the WPC. Others will be engaged indirectly through workshops and webinars, by using the e-learning facilities and by accessing best practices and benefitting from their uptake. Through Output 2.1 the project is expected to enhance the capacity of at least 600 protected area practitioners through the design and delivery of pre-Congress activities and of Stream sessions at the IUCN World Parks Congress 2014.
Existing and new learning networks on protected areas	Component 2 focuses Strengthening new and existing learning networks to foster communities of practice focusing on PAs and provide technical support on key PA issues. New approaches to evolving network learning will be developed, through improved methods that use solutions, case studies and evidence-based 'building blocks' to inspire and generate innovation and advancement in PA management. Among the existing networks, the Consortium of African Funds for the Environment (CAFÉ), the Conservation Finance Alliance (CFA) and the Latin American and Caribbean Network of Environmental Funds (REDLAC) provide an opportunity to specifically support sustainable finance objectives in the project. Other networks include developing global linkages between existing regional networks of locally-managed marine area practitioners, in particular to generate inter-regional learning and policy guidance. New networks will be fostered by the project.

[4] The latter used own means accomplish the task and no GEF funds were used, neither by UNDP, nor by IUCN, to develop the project (the one-step MSP modality applied).

Stakeholder	Potential role in the project and rationale for involvement
Selected UNDP-GEF projects and their host entities	The project proposes to coordinate on activities, collaborate with and learn lessons from the GEF-financed initiatives, primarily those that pertain to PA and are being implemented with UNDP support. The MSP lists about a dozen UNDP-GEF PA projects in various regions of the world and it indicates why they are important to this project. However, the list is neither exclusive, not exhaustive. It is dynamic, as the portfolio evolves. The entire universe of projects to be potentially engaged could reach 90+, although the more direct showcasing of projects at the WPC – and their continued engagement after the event – will likely focus on a narrower sample of projects. Output 2.3 proposes to provide case-based training and capacity-development for sustainable financing planning for protected areas systems and complexes globally. These will most likely be drawn from the sites and host agencies of UNDP-GEF PA projects. Finally, it should not be excluded that other, non-UNDP-GEF PA projects could also be on focus here.
Policy champions for PA mainstreaming into development	Component 3 focuses on the positioning PAs within the development policy, economic strategies and community well-being agendas. In order to achieve this, it is essential to work with policy champions who understand the importance of PAs for development and who are e.g. willing to carry through policy recommendations emanating from the WPC and implement them at country level. Output 3.1 focuses on seeing that relevant WPC recommendations on current and emerging protected area-related policy issues – and their integration into development planning – are developed from deliberations and commitments at IUCN World Parks Congress 2014.
UNDP-GEF Ecosystems & Biodiversity (EBD) Cluster and UNDP-GEF Directorate.	UNDP will serve as the IP for the associated PRODOC (Atlas Award and ID 00079944 / 00089819). Global and regional staff in the UNDP-GEF EBD cluster will provide support to the project and implement a limited set of activities linked to UNDP's involvement in the World Parks Congress 2014. This will include preparation and follow-up activities and UNDP' involvement in the roll-out of at least two 'Streams' in the Congress. The involvement of UNDP-GEF's EBD staff and associated consultants will also focus on harnessing examples from UNDP-GEF portfolio and feeding into selected knowledge products. Other aspects of UNDP's role in the project are linked to its GEF Agency assurance and oversight function, which is separate from its role as IP. Oversight and assurance will be exercised by UNDP GEF Directorate.

PART II: Strategy

PROJECT GOAL, OBJECTIVE, OUTCOMES, OUTPUTS AND ACTIVITIES

10. **The project's goal** is to enhance the policy impact of the World Parks Congress 2014 as a 'strategic platform for development & learning'.

11. **The project objective** is to strengthen the capacity for effective management and equitable governance of an ecologically representative global network of protected areas.

12. This will be done through technical support and cross-learning exchanges to enhance the implementation of CBD Aichi targets, especially Target 11, in the face of global challenges. The World's Parks Congress 2014 will be used as a 'strategic platform for development & learning'.

13. In order to achieve the above objective, three '**Outcomes**' (corresponding to GEF components) are expected from the project:

- **Outcome 1** – Knowledge uptake on PAs, facilitated by the 'strategic platform for development & learning' provided by the World Parks Congress 2014 and through training delivered through PA learning networks enhances and accelerates the implementation of the CBD's Programme of Work on Protected Areas (PoWPA) and its Strategic Plan for Biodiversity.

- **Outcome 2** – Global learning and technical content development on key protected area issues are enhanced and contribute to practical and 'inspiring' solutions to current and emerging challenges worldwide.

- **Outcome 3** – Protected areas assume a more prominent role and position within the development policy, economic strategies and community well-being respective agendas.

14. Three project **Components** correspond each to the three Outcomes, as follows:

Component 1) Strengthening new and existing learning networks to foster communities of practice and provide technical support on key protected area issues

Component 2) Inspiring Solutions: Global learning and technical content development on key protected area issues

Component 3) Position protected areas within development policy, economic strategies and community well-being

15. The Outcomes/Components of the project, as well as a **full description** of the expected outputs and activities, can be found in the appended GEF Approved MSP in **Annex 1** (refer to Part II, A1-3: *The proposed alternative scenario, with a […] description of project components*). **Table 2** below provides a summary.

Table 2. Activities and main responsible units

Component, Output or Activity	*Brief Description*	*Responsible units*
Component 1. ***Strengthening new and existing learning networks to foster communities of practice and provide technical support on key protected area issues.***		
Output 1.1	*Key lessons from across GEF's and GEF-partners' protected area portfolio summarized, synthesized, and made accessible via interactive learning portal*	UNDP-GEF in collaboration with IUCN
1.1.1	Identify a core set of PA best practices	
1.1.2	Identify projects that best exemplify best practices	
1.1.3	Make best practices readily available	
Output 1.2	*Capacity enhanced for at least 600 PA practitioners through design, delivery of pre-Congress activities and Stream sessions at the IUCN World Parks Congress 2014*	IUCN Global Protected Areas Programme
1.2.1	Engage key thought leaders	
1.2.2	Engage protected area professionals, planners and policy-makers	
1.2.3	Maximize learning opportunities for protected area professionals, planners and policy-makers through support to participate and provide substance and depth to the World Parks Congress	
1.2.4	Workshops and webinars	
Output 1.3	*At least 3 existing or new learning networks are identified, engaged and mobilized to support continued learning on emerging issues for protected area professionals, planners and policy-makers beyond the IUCN World Parks Congress 2014*	IUCN Global Protected Areas Programme
1.3.1	Identify and map existing networks at national, regional and global scales; assess their effectiveness, and the extent of user-ship by protected area professionals	
1.3.2	Support integration of project knowledge products and learning approaches into priority existing networks	
1.3.3	Engage all stream leaders for the IUCN World Parks Congress to ensure they mobilize available networks to engage protected area professionals, planners and policy-makers across the range of protected area issues	
1.3.4	Establish new, collaborative learning networks	
1.3.5	Thematic facilitation before, during and after the Congress	
Output 1.4	*Monitoring measures in place to assess the effectiveness of web content and continuing development of standards to assess effectiveness of protected area governance and management globally*	IUCN Global Protected Areas Programme
1.4.1	Developing and applying surveys	
1.4.2	Website moderation	
1.4.3	Analyzing survey data and adapting	
Output 1.5	*Recognition of improvements in PA system and sites through measurable and standard reporting, with an emphasis on improving assessment and reporting on protected area management effectiveness*	IUCN with support from UNDP for liaising with GEF and other Agencies
1.5.1	Measurable and standard reporting	
1.5.2	Assessment and reporting of progress made through project implementation	
1.5.3	Compile project syntheses	
Output 1.6	*Protected area professionals, planners and policy-makers identified, and engaged during the exchange and development of country-case studies and best-practice guidance*	IUCN Global Protected Areas Programme, WCPA and other Commissions and networks with support from UNDP-GEF
1.6.1	Identify eligible participants	
1.6.2	Engage under-represented groups	

Component, Output or Activity	*Brief Description*	*Responsible units*
Component 2. ***Protected areas as solutions: Global learning and technical content development on key protected area issues***		
Output 2.1	*Best practice guidance and capacity-development resources on protected area system governance, planning, and management are developed through networked solution-exchanges.*	IUCN Global Protected Areas Programme and WCPA
2.1.1	Collaborative and inclusive input to technical development of tools and materials	
2.1.2	Developing guidance materials, standardized templates, assessments and evaluation methodologies	
Output 2.2	*On-line tools and e-modules for technical support and training to improve the quality and effectiveness of protected area systems.*	UNDP GEF with assistance from partners as needed
2.2.1	E-learning, training packages and virtual course rooms	
Output 2.3	*Collaborative learning framework in place for IUCN, WCPA, GEF Implementing Agencies, CBD and partners to effectively share and promote best practices, tools and guidance related to priority protected area and area-based conservation themes, including climate change, food and water security and disaster-risk reduction.*	IUCN with support from UNDP-GEF for liaising with GEF Secretariat and other Agencies
2.3.1	Identification of key protected area networks	
2.3.2	Coordination across multiple networks	
Component 3. ***Position protected areas within development policy, economic strategies and human well-being***		
Output 3.1	*Recommendations on current and emerging protected area-related policy issues and integration of protected areas into development planning are developed from deliberations and commitments at IUCN World Parks Congress 2014*	IUCN Global Protected Areas Programme, WCPA and other Commissions and networks with support from UNDP-GEF
3.1.1	Deep engagement with World Parks Congress stream leaders developing program content	
3.1.2	Stream content and delivery	
3.1.3	Consolidate recommendations based on outcomes from streams	
Output 3.2	*Key recommendations on emerging issues relevant to mainstreaming PAs incorporated in national development plans and implementation of Aichi targets are promoted at CBD COPs and other international policy arenas*	IUCN Global Protected Areas Programme, WCPA and other Commissions and networks with support from UNDP-GEF
3.2.1	Distill recommendations from the IUCN World Parks Congress	
3.2.2	Reach out to strategic policy fora on biodiversity	
3.2.3	Incorporate relevant recommendations into implementation of current IUCN quadrennial program and the preparation of the IUCN Programme 2017-2020	
Output 3.3	*Follow-up action plans to promote adoption of PAs as tools for implementation of other international agreements (e.g. follow up to post 2015 Hyogo Framework of Action for Disaster Risk Reduction)*	IUCN
3.3.1	Distill project recommendations from World Parks Congress	
3.3.2	Deliver project recommendations to at least 5 major policy venues	
Output 3.4	*High-profile communication materials are developed that effectively showcase the contribution of protected areas to achieving national sustainable development goals*	IUCN with support from UNDP-GEF as needed
3.4.1	Produce high-impact, high-profile communication materials	

PROJECT RISKS

Table 3. Project Risks Assessment and Mitigation Measures

IDENTIFIED RISKS	RISK ASSESSMENT	MITIGATION MEASURES
POLITICAL Protected area policy makers will not translate protected area plans into political commitments	Medium	We will engage protected area policy makers alongside development planners through the IUCN WPC 2014 and through additional targeted capacity development sessions. The direct interface with different sectors including policy-makers, indigenous leaders, business, and protected areas specialists, offered by the IUCN WPC will reduce this risk as policy makers will be encouraged to develop innovative solutions in their action plans and make bold political commitments that address their development challenges through PA conservation and sustainability measures. IUCN and UNDP will also utilize existing strategic networks and forums such as the NBSAP forum, BIOPAMA, CBD and national protected area focal points, as well as IUCN members and commissions to promote participation in the IUCN WPC and other important protected area planning instruments.
OPERATIONAL Participants will not join learning networks, or engage in learning processes.	Medium	IUCN and UNDP will utilize existing learning networks to engage participants, as noted above. These networks will help to identify and engage individuals including development planners and policy-makers as key thought leaders and agents of change for their particular municipality, nation, or regional focal area; the participation of a set of key individuals as identified herein will ensure their active participation and engagement in learning networks and, further, will be critical to ensuring that the project can be scaled up and repeated in other regions.
STRATEGIC Protected area practitioners will not incorporate the guidance documents into planning processes	Low	Guidance documents will be widely disseminated to a global audience of PA practitioners and will also be provided alongside capacity development training sessions which will ensure their integration and utility in relevant PA planning processes. The current global networks provided through UNDP's NBSAP project, IUCN's BIOPAMA project, and others will help to provide a basis to conduct baseline and effectively monitor, report, and evaluate the effectiveness of new guidance documents. In addition, through component two of the project, IUCN and UNDP will create a feedback loop to ensure that the documentation produced is useful; should any gaps in the incorporation of guidance tools and documents exist, IUCN and UNDP will work through their existing networks and respective organizations to make appropriate modifications and to further ensure the use and utility of the documents (e.g. IUCN's membership and commissions as well as through the IUCN WPC and World Conservation Congress).

PART III: Management Arrangements

16. The project is part of the overall global programme of the Ecosystems and Biodiversity cluster of UNDP-GEF.

17. The institutional and management arrangements for this project are generally described in the GEF MSP in Annex 1, in Part II, Section A.7 (*Describe the institutional arrangement for project implementation*). Herein more detail is added.

18. In sum, the GEF project project will be implemented over a period of three years, primarly by IUCN, out of its Head Office in Gland. IUCN is the Implementing Partner (IP) for this PRODOC. A small number of project activities and a limited portion of the GEF budget will be managed directly by UNDP under the modality DIM and will be operationalised through a separate PRODOC. [Link]. This PRODOC pertains to the set of activities that fall under IUNC's responsibility. For POPP compliance purposes, IUCN has been classified as a CSO implementing partner. Hence, the this PRODOC follows the rules and procedures of UNDP's CSO implementation modality.

19. The selection of IUCN as implementing partner for this project is justified because it is uniquely placed to deliver on the expected outcomes, in particular due to its role as the main organiser of the WPC. Further justification is provided in the previously-referred section A.7. of the MSP.

20. Also, in March 2014 UNDP carried out an assessment of IUCN capacity for to serve as IP for this PRODOC (see Annex 4) and concluded that the organisation has sufficient capacity implement foreseen activities. UNDP will sign a Project Cooperation Agreement (PCA) with the IUCN Head Office in Gland for binding and accountability purposes. **As the IP for this PRODOC, IUCN will be accountable to UNDP for: (1) reporting on progress towards achievement of results; (2) documenting the prudent and proper use of resources and (3) meeting other accountability requirements as described in the PCA.**

21. A Project Steering Committee (PSC) is in the process of being officially formed on the basis of an advisory group to the project. The PSC will include members from UNDP, IUCN, GPAP and WCPA and others (e.g. indirect co-financiers). The PSC will have the role of reviewing and approving the project's annual workplans and budgets. It will also analyse and provide policy inputs to substantive and financial progress reports and outputs.

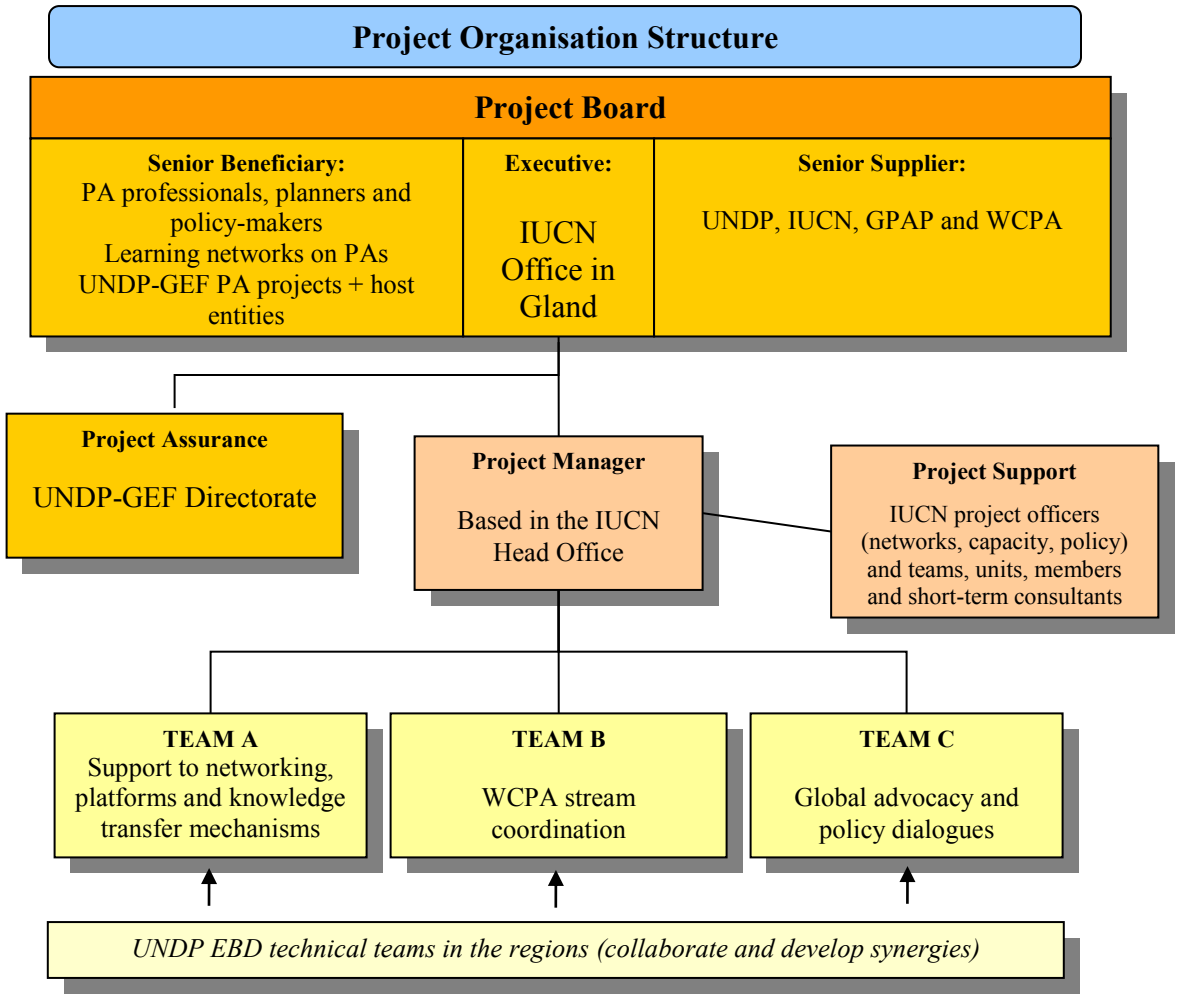
22. Besides the roles and responsibilities of different stakeholders outlined in this PRODOC and in the approved MSP in **Annex 1**, the following project diagram represents the expected key relationships governing this PRODOC.

Project Organization Structure

To ensure accountability for programming activities and results and the use of resources, a project board will be established to oversee and direct the project, following the structure and roles identified below:

Executive:	IUCN Office in Gland
Senior Supplier:	UNDP, IUCN, GPAP and WCPA
Senior Beneficiaries:	PA professionals, planners and policy-makers, existing and new learning networks on PAs, selected UNDP-GEF PA projects and their host entities
Project Assurance:	UNDP-GEF Directorate (Executive Coordinator, New York – may delegate the role to the UNDP-GEF Principal Technical Adviser for EBD)

Project Manager:	Hired by IUCN or delegated officer.
Project Support:	IUCN teams, units, members and short-term consultants
Project Management Team:	IUCN, GPAP and WCPA stream coordination, KM and policy dialogue teams, with inputs from UNDP EBD technical teams in the regions



23. **Project Board** is responsible for making management decisions for a project in particular when guidance is required by the Project Manager. For this project, the PSC will serve as the project Project Board (ensuring that a member from UNDP GEF Directorate is also included in the Committee). The board for this project is the same as that of the associated UNDP-implemented PRODOC. The Board plays a critical role in project monitoring and evaluations by quality assuring these processes and products, and using evaluations for performance improvement, accountability and learning. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems with external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities. Based on the approved

Annual WorkPlan, the Project Board can also consider and approve the quarterly plans (if applicable) and also approve any essential deviations from the original plans.

24. In order to ensure UNDP's ultimate accountability for the project results, Project Board decisions will be made in accordance to standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case consensus cannot be reached within the Board, the final decision shall rest with the UNDP Project Manager.

Project Manager: The Project Manager (PM) has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. IUCN has appointed a project manager for this project from among its senior officials. TOR for the PM and IUCN Project Officers are included in this PRODOC.

25. **Project Support**: The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. This role will be fulfilled internally by IUCN. Three co-financed positions will provide support to each of the three components, through three IUCN Project Officers, respectively for 'Networks', 'Capacity' and 'Policy and M&E'.

26. TOR for the IUCN PM and Project Officers are included in this PRODOC.

PART IV: Monitoring and Evaluation Plan and Budget

MONITORING AND REPORTING

27. The project will be monitored through the following M& E activities. The M& E budget is provided in the table further down. Year 1 Annual Work Plan and estimates for the subquent years is included in Annex 5.

Key M& E activities

Project start-up:

28. A Project Inception Workshop will be held within the first 2 months of project start with those with assigned roles in the project organization structure, in particular the relevant units within IUCN and UNDP. The Inception Workshop is crucial to building ownership for the project results and to validate the first year annual work plan. The Inception Workshop should address a number of key issues including:

a) Assist all partners to fully understand and take ownership of the project. Detail the roles, support services and complementary responsibilities of UNDP-GEF staff vis à vis the project team. Discuss the roles, functions, and responsibilities within the project's

decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for project staff will be discussed again as needed.

b) Based on the project results framework, finalize the first annual work plan. Review and agree on the indicators, targets and their means of verification, and recheck assumptions and risks.
c) Provide a detailed overview of reporting, monitoring and evaluation (M&E) requirements. The Monitoring and Evaluation work plan and budget should be agreed and scheduled.
d) Discuss financial reporting procedures and obligations, and arrangements for annual audit.
e) Plan and schedule Project Board meetings. Roles and responsibilities of all project organisation structures should be clarified and meetings planned. The first Project Board meeting should be held within the first 12 months following the inception workshop.

29. An Inception Workshop report is a key reference document and must be prepared and shared with participants to formalize various agreements and plans decided during the meeting.

Quarterly:

- Progress made shall be monitored in the UNDP Enhanced Results Based Managment Platform.
- Based on the initial risk analysis submitted, the risk log shall be regularly updated in ATLAS. Risks become critical when the impact and probability are high. Note that for UNDP GEF projects, all financial risks associated with financial instruments such as revolving funds, microfinance schemes, or capitalization of ESCOs are automatically classified as critical on the basis of their innovative nature (high impact and uncertainty due to no previous experience justifies classification as critical).
- Based on the information recorded in Atlas, a Project Progress Reports (PPR) can be generated in the Executive Snapshot.
- Other ATLAS logs can be used to monitor issues, lessons learned etc. The use of these functions is a key indicator in the UNDP Executive Balanced Scorecard.

Annually:

30. Annual Project Review/Project Implementation Reports (APR/PIR): This key report is prepared to monitor progress made since project start and in particular for the previous reporting period (30 June to 1 July). The APR/PIR combines both UNDP and GEF reporting requirements.

31. The APR/PIR includes, but is not limited to, reporting on the following:
    - Progress made toward project objective and project outcomes - each with indicators, baseline data and end-of-project targets (cumulative)
    - Project outputs delivered per project outcome (annual).

- Lesson learned/good practice.
- AWP and other expenditure reports
- Risk and adaptive management
- ATLAS QPR
- Portfolio level indicators (i.e. GEF focal area tracking tools) are used by most focal areas on an annual basis as well.

Note: Due to its global nature and the fact that it is not site-based, this project will not prepare GEF BD Focal Area Tracking Tools.

Periodic Monitoring through Teleconferences:

32. UNDP-GEF will conduct project monitoring teleconferences on the agreed schedule in the project's Inception Report/Annual Work Plan to assess project progress on a regular basis. Other members of the Project Board may also join these visits. An Aide Memoire of the discussions and decisions will be prepared by IUNC and UNDP and will be circulated no less than one month after the teleconference to the project team and Project Board members.

Mid-term of Project Cycle:

33. Persuant with the GEF's current policies on evaluation [Link] and project cycle [Link], no mid-term review is required for MSPs. An internal review may however take place, costs permitting. Should this be the case, findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term. A management response will be accordingly be prepared.

End of Project:

34. An independent Terminal Evaluation (TE) will take place three months prior to the final Project Board meeting and will be undertaken in accordance with UNDP and GEF guidance. The final evaluation will focus on the delivery of the project's results as initially planned (and as corrected after the mid-term review, if any such correction took place). The TE will look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental benefits/goals. The Terms of Reference for this evaluation will be prepared by the IUCN based on guidance from the UNDP-GEF (see [Link]).

35. The Terminal Evaluation should also provide recommendations for follow-up activities and requires a management response which should be uploaded to PIMS and to the **UNDP Evaluation Office Evaluation Resource Center (ERC**) [Link].

36. During the last three months, the project team will prepare the Project Terminal Report. This comprehensive report will summarize the results achieved (objectives, outcomes, outputs), lessons learned, problems met and areas where results may not have been achieved. It will also

lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the project's results.

Learning and Knowledge Sharing:

37. Results from the project will be disseminated within and beyond the project intervention zone through existing information sharing networks and forums.

38. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation though lessons learned. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects.

39. Finally, there will be a two-way flow of information between this project and other projects of a similar focus.

M& E Workplan and Budget

Type of M&E activity	**Responsible Parties**	**Budget US$** *Excluding project team staff time*	**Time frame**
Inception Workshop and Report	▪ Project Coordinator ▪ IUCN	Indicative cost: 20,000	By March 2014
Measurement of Means of Verification of project results	▪ Project Technical Coordinator ▪ IUCN ▪ External consultant for data-handling	Approx. $4,500	Annually.
Reporting	▪ Project Technical Coordinator and team ▪ IUCN	None, except printing costs	ARR/PIR: Annually Periodic status review / progress reports: Quarterly
Terminal Evaluation	▪ Project Technical Coordinator, IUCN ▪ UNDP Evaluation Offices	Indicative cost : $30,000	At least three months before the end of project implementation
Project Terminal Report	▪ Project Technical Coordinator and team	None, except printing costs	At least three months before the end of the project
Audit	▪ UNDP / IUCN	Indicative costs: $15,000 in total	According to applicable procedures
TOTAL indicative COST *Excluding project team staff time and IUCN and UNDP staff expenses*		$78,500	

AUDIT CLAUSE

40. Audit will be conducted according to UNDP Financial Regulations and Rules and applicable Audit policies.

COMMUNICATIONS AND VISIBILITY REQUIREMENTS

41. Full compliance is required with UNDP's Branding Guidelines. These can be accessed at [Link] and specific guidelines on UNDP logo use can be accessed at [Link]. Amongst other things, these guidelines describe when and how the UNDP logo needs to be used, as well as how the logos of donors to UNDP projects needs to be used. For the avoidance of any doubt, when logo use is required, the UNDP logo needs to be used alongside the GEF logo. The GEF logo can be accessed at: [Link]. The UNDP logo can be accessed at [Link].

42. Full compliance is also required with the GEF's Communication and Visibility Guidelines (the "GEF Guidelines"). The GEF Guidelines can be accessed at: [Link]. Amongst other things, the GEF Guidelines describe when and how the GEF logo needs to be used in project publications, vehicles, supplies and other project equipment. The GEF Guidelines also describe other GEF promotional requirements regarding press releases, press conferences, press visits, visits by Government officials, productions and other promotional items.

43. Where other agencies and project partners have provided support through co-financing, their branding policies and requirements should be similarly applied.

44. Given the nature of this project and its focus on knowledge products, UNDP-GEF and IUCN will discuss and collaborate branding issues pertaining to these products and reach agreement prior to their launching.

PART V: Legal Context

45. 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 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.

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

47. The responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. The Implementing Partner shall: (a) 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; (b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan. 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 this agreement.

48. The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document 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 [Link]. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

SECTION II: Project Results Framework and GEF Increment

PART I: Indicator Framework and Project Outputs

Objective/Outcome	*Indicators*	*Baseline*	*Target(s)*	*Source of verification*	*Risks and Assumptions*
Project Objective: To strengthen the capacity for effective management and equitable governance of an ecologically representative global network of protected areas	1. Results from segmented target group surveys completed by individuals who benefitted from project-enabled capacity building activities (main groups are: protected area professionals, planners and policy-makers)	1. No surveys have yet been designed or carried out	1. Analytical results from segmented target group surveys clearly document improved knowledge uptake among project beneficiaries for more effective PA governance, planning and management aligned with quality components of Aichi target 11 and emerging priority issues facing PA systems.	Quarterly and annual reports, WCPA meeting minutes, monitoring reports, capacity development scorecard assessments, Protected Areas' section in NBSAPs and incorporation of protected areas into national sustainable development goals and plans.	Assumption: Key sectors will be interested and engaged in capacity development opportunities enabled through the project. Risk: Good practice guidelines developed through implementation of the project are not found useful by other sectors or development practitioners.
	2. Number and type of good practice guidelines and training modules developed by the end of the project.	2. No good practices guidelines or training modules yet developed in the framework of the project.	2. At least 6 good practices and training modules developed and accessed online by a minimum of 500 individuals.		
	3. Quality of key knowledge products produced by the project, as independently assessed by project evaluator using scoring (criteria and scale t.b.d. in due course, but may e.g. include technical stringency, usefulness, innovativeness and didactical elements).	3. No knowledge products yet developed in the framework of the project.	3. Average and combined scoring applied to the quality of key knowledge products produced by the project achieve at least 60%, as per the scale and criteria defined by the independent evaluator.		

Objective/Outcome	*Indicators*	*Baseline*	*Target(s)*	*Source of verification*	*Risks and Assumptions*
	Generic qualitative baseline for Indicators 1, 2 and 3 linked to capacity for effective management and equitable governance of PAs: ▪ Global capacity for effective management and equitable governance of protected areas remains low: less than a third of all protected areas have a management plan, and only a quarter of the assessed protected areas have sound management. ▪ In addition, the world's ecoregions remain underrepresented whereby the global protected area network covers just 12.7% in terrestrial areas and 4% in near-shore marine areas under national jurisdiction. Because of this, a number of species remain unprotected and ecosystems are under threat of collapse.				
Outcome 1: Knowledge uptake on PAs, facilitated by the 'strategic platform for development & learning' provided by the World Parks Congress 2014 and through training delivered through PA learning networks enhances and accelerates the implementation of the CBD's Programme of Work on Protected Areas (PoWPA) and its Strategic Plan for Biodiversity.	4. Number and type of learning networks identified, engaged, and mobilized to support continued learning on emerging issues highlighted in ongoing training.	4. So far, 3 networks have been identified on a preliminary screening (CAFÉ, CFA and REDELAC), but not yet engaged, nor mobilized, to support learning in connection with the project.	4. At least 3 existing or new learning networks are identified, engaged and mobilized to support continued learning on emerging issues.	Monitoring reports, WCPA meeting minutes, Capacity Development Scorecard assessments, learning network meeting minutes, and financial reporting. PA finance plans as identified in NBSAPs; PoWPA Action Plans	<u>Assumption</u>: Materials and best practices are usefully translated into the development of key plans and the new knowledge is effectively applied in implementation on-the-ground. <u>Risk</u>: Learning networks lack capacity to function beyond the scope of the project.
	5. Analysis of the profiles of target groups.	5. Target groups yet to be identified and profiled.	5. Results from profiling applied to project target groups indicate a balanced and effective outreach to protected area professionals, planners and policy-makers enabled by the project, including through the learning networks.		
	6. Use of metrics in PA assessment and reporting across the GEF portfolio	*[exact baseline t.b.d. upon inception]*	6. Improved use of metrics in PA assessment and reporting across the GEF portfolio *[target t.b.d. in relation to baseline]*		
	Generic qualitative baseline for Indicators 4, 5 and 6 linked to individual and collective capacity for knowledge management and learning on PAs: ▪ Underdeveloped capacity amongst PA professionals and PA stake-holders results in ineffective PA management, lack of expansion and connectivity of PAs, and inequitable sharing of benefits derived from PAs. ▪ Further, PA management has not been well-integrated into wider sustainable development goals and policy.				

Objective/Outcome	*Indicators*	*Baseline*	*Target(s)*	*Source of verification*	*Risks and Assumptions*
Outcome 2: Global learning and technical content development on key protected area issues are enhanced and contribute to practical solutions to current and emerging challenges worldwide.	7. Number of best practice guides, user-friendly online tools and e-modules developed to improve the quality and effectiveness of PA systems.	7. No best practices or online tools (incl. e-modules) have yet been developed in the framework of the project.	7. At least 3 best practice guides and 6 on-line tools and e-modules developed for technical support and training to improve the quality and effectiveness of protected area systems.	Project website, training modules, meeting minutes.	Assumption: Key stakeholders will find capacity development resources developed through the project useful and applicable to their work. Risk: For some countries, insufficient financial resources allocated to conservation of protected areas surpasses the problem of lack of access to capacity development tools and human resources are not given sufficient financial support to enable capacity development.
	8. Number of learners accessing and availing of best practice guidance and resources, including e-modules; overall satisfaction with materials provided.	7. No best practices or online tools (incl. e-modules) have yet been developed in the framework of the project – hence no count metrics for access has been established.	8. Approximately 600 key professionals, who would have been identified, and engaged during the exchange and development of country-case studies and best-practice guidance benefit from knowledge products produced with the project's assistance.		
	9. Use of a collaborative framework enables the sharing and promotion of best practices, tools, and guidance.	9. No collaborative framework has been established for using and sharing best practices, tools, and guidance.	9. A collaborative framework is identified and used to effectively share and promote best practices, tools and guidance.		
	10. User surveys designed to focus on the utility and quality of shared best practices and case studies.	10. No user-surveys have yet been designed.	10. Results from user surveys demonstrate the utility and quality of shared best practices and case studies.		
	Generic qualitative baseline for Indicators 7 through 10 linked to institutional / organizational capacity for supporting the PA agenda and managing PAs: ▪ Incipient capacity combined with low public, private and political support and financing has resulted in slow progress and implementation to achieve the Aichi biodiversity targets resulting in weak protected area systems, "paper parks," and increasing development pressures placed on PAs.				

Objective/Outcome	*Indicators*	*Baseline*	*Target(s)*	*Source of verification*	*Risks and Assumptions*
Outcome 3: Protected areas assume a more prominent role and position within the development policy, economic strategies and human well-being respective agendas	11. Project commitments in at least 5 countries enable integration of PAs into national land-use planning frameworks.	11. Countries are preparing for the Parks Congress, but have not yet defined their policy commitments, nor their follow-up actions.	11. Initiatives underway in at least 5 countries to integrate PAs into national/ frameworks and sectoral development plans.	Monitoring reports, national plans National SDG reports	Assumptions: Material will be available with sufficient time for countries to make best use of them Risk: Project delays prevent timely dissemination of key products and lessons Assumptions: There will be effective avenues for contributing to SDG dialogue and key CoP meetings. Risk: The WPC findings and policy recommendations will not be issued in a timely enough manner to allow them to be incorporated into SDG discussions and other policy fora
	11a. *[as above]*	11a. *[as above]*	11a. Recommendations on PA-related policy issues are developed from deliberations at IUCN WPC.		
	11b. *[as above]*	11b. *[as above]*	11b. Key recommendations on emerging issues relevant to mainstreaming PAs in national development plans and implementation of Aichi targets are promoted at CBD COPs and other international policy arenas.		
	11c. *[as above]*	11c. *[as above]*	11c. Follow-up action plans to promote adoption of protected areas as tools for implementation of other international agreements (e.g. follow up to post 2015 Hyogo Framework of Action for Disaster Risk Reduction)		
	Generic qualitative baseline for Indicator and Sub-indicators 11 linked to systemic capacity at country level for supporting the PA agenda through policy change: ▪ PA management concerns are generally integrated into NBSAPs. However, the full potential of protected areas in achieving a broad range of Aichi Biodiversity Targets is underutilized. For example, few countries demonstrate the role of PAs in contributing to safeguarding essential ecosystem services, avoiding extinctions, maintaining genetic diversity, or ensuring sustainable production of key natural resource sectors, among other issues. ▪ MDGs will soon be replaced by post-2015 SDGs; recognition for the important contribution to biodiversity conservation & addressing development challenges made by effectively managed PAs is essential in consideration of a world facing severe water shortages, issues of food security for a population approaching 9 billion by 2050, climate change mitigation and adaptation, and risk reduction to natural disasters.				

SECTION III: Total Budget and Workplan

Award / Proj. ID:	00079966 / 00089840
Award Title:	PIMS 5320 MSP **IUCN-executed** Support to 2014 World Park Congress

Business Unit:	UNDP1
Project Title:	Parks, People, Planet: Protected areas as solutions to global challenges
Implementing Partner	**IUCN**

Outcome / Component / Atlas Activity	Impl. Agent	Fund ID	Donor Name	ATLAS Budget Code and Description	TOTAL	Amount 2014	Amount 2015	Amount 2016	Notes
1) Strengthening learning networks	IUCN	62000	GEF	71200 International Consultants	23,000	18,000	5,000		a
	IUCN	62000	GEF	71400 Contractual Services - Individ	110,000	50,000	50,000	10,000	b
	IUCN	62000	GEF	71600 Travel	16,000	8,000	4,000	4,000	c
	IUCN	62000	GEF	71600 Travel	212,000	150,000	62,000	0	d
	IUCN	62000	GEF	72100 Contractual Services-Companies	20,000	20,000	0	0	e
	IUCN	62000	GEF	72100 Contractual Services-Companies	113,000	60,000	53,000	0	f
	IUCN	62000	GEF	72100 Contractual Services-Companies	93,000	60,000	33,000	0	g
	IUCN	62000	GEF	72100 Contractual Services-Companies	37,500	12,500	12,500	12,500	h
	IUCN	62000	GEF	72200 Equipment and Furniture	3,000	3,000	0	0	i
	IUCN	62000	GEF	72600 Grants	150,000	100,000	50,000	0	j
	IUCN	62000	GEF	74100 Professional Services	14,000	10,000	2,000	2,000	k
	IUCN	62000	GEF	74200 Audio Visual&Print Prod Costs	42,000	30,000	10,000	2,000	l
SUB-TOTAL COMPONENT 1					**833,500**	**521,500**	**281,500**	**30,500**	
2) Global learning and tech content dev	IUCN	62000	GEF	71200 International Consultants	95,000	50,000	25,000	20,000	m
	IUCN	62000	GEF	71400 Contractual Services - Individ	100,000	50,000	50,000	0	n
	IUCN	62000	GEF	71600 Travel	12,000	8,000	2,000	2,000	c
	IUCN	62000	GEF	72100 Contractual Services-Companies	75,000	60,000	15,000	0	f
	IUCN	62000	GEF	72100 Contractual Services-Companies	75,000	60,000	15,000	0	g
	IUCN	62000	GEF	72100 Contractual Services-Companies	37,500	12,500	12,500	12,500	h
	IUCN	62000	GEF	72200 Equipment and Furniture	3,000	3,000	0	0	i
	IUCN	62000	GEF	74100 Professional Services	70,000	50,000	10,000	10,000	k
	IUCN	62000	GEF	74200 Audio Visual&Print Prod Costs	23,500	15,000	7,500	1,000	l
SUB-TOTAL COMPONENT 2					**491,000**	**308,500**	**137,000**	**45,500**	
3) Position PA within dev policy etc	IUCN	62000	GEF	71200 International Consultants	25,734	8,734	8,500	8,500	o
	IUCN	62000	GEF	71600 Travel	5,000		2,500	2,500	p
	IUCN	62000	GEF	72100 Contractual Services-Companies	23,000	18,000	3,000	2,000	l
	IUCN	62000	GEF	72100 Contractual Services-Companies	30,000		30,000		h , i
	IUCN	62000	GEF	74500 Miscellaneous Expenses	2,250	750	750	750	q
SUB-TOTAL COMPONENT 3					**85,984**	**27,484**	**44,750**	**13,750**	
4) Project Management	IUCN	62000	GEF	74500 Miscellaneous Expenses	165,000	55,000	55,000	55,000	r
SUB-TOTAL PM					**165,000**	**55,000**	**55,000**	**55,000**	
TOTAL					**1,575,484**	**912,484**	**518,250**	**144,750**	

	Budget Notes
a	Short term int. cons. TOR: to support networking, platforms and knowledge transfer mechanisms, working with knowledge networks and UNDP-GEF projects.
b	Long term international cons. TOR: identification & coordination with learning networks; identification, mobilization & liaison with key countries; mobilization of key thought leaders; standardization of assessment templates; data analysis; information dissemination across broad stakeholder groups.
c	Minimum travel needed for staff to support overall project coordination, capacity development, and mobilization
d	Travel for participants from LDS and SIDS to WPC and other capacity development workshops
e	Inception meeting.
f	Best practice guidelines across all 8 streams & themes of WPC
g	E-learning tools developed for all 8 streams & themes of WPC
h	Website design & maintenance
i	IT and presentation equipment for supporting project activities.
j	Direct support to learning networks, includes training workshops facilitated by the networks and targeting their constituencies.
k	Translation of all project documents for publication in French, English and Spanish (minimum).
l	IUCN's monitoring, evaluating, reporting, and production of publications.
m	Short term int. cons. TOR: facilitate capacity development workshops; convene expert task force ;includes development & enhancement of standard & measurable reporting systems; follow-up engagement on sustainable finance plans
n	Long term international cons. TOR: Stream coordination; WPC programme planning; fundraising for long-term commitments; collation of best practices & e-modules training tools.
o	Long term int'l cons. TOR: Advocacy in appropriate regional & global policy dialogues
p	Minimum travel needed to represent during policy events.
q	Bank changes, insurance and other miscellaneous expenses
r	Administration and project management

SECTION IV: ADDITIONAL INFORMATION

PART I: Other agreements

CO-FINANCING LETTERS

[Refer to letters attached to the approved MSP]

UNDP ENVIRONMENTAL AND SOCIAL SCREENING – ESSP (03 DEC 2013)

[Refer to Link.]
Environmental and Social Screening Outcome:
This project is Category 1: No further action is needed.

PROJECT COOPERATION AGREEMENT

[Refer to separate document]

PART II: Terms of References for key project staff

PROJECT MANAGER

(25% FTE)

- ✓ The Project Manager will maintain oversight of project implementation and be responsible for ensuring delivery of all required outputs.
- ✓ The PM will work with the Project Board to develop work packages and terms of references for other project staff, consultants and contracted.
- ✓ The PM will establish the necessary project monitoring and tracking procedures, and ensure compliance with IUCN, UNDP and GEF policies, including procurement, reporting and contractual obligations.
- ✓ The PM will also be responsible for sign-off on communications, project branding and outreach materials. The PM will also be responsible for approving the quality of technical content and outputs, based on best available advice and information.
- ✓ The PM will dedicate 25% FTE time to this project, and will be co-financed across the portfolio of IUCN supporting projects.
- ✓ The PM will ensure all reporting – technical and financial – is accurate and delivered in a timely and consistent manner.

PROJECT OFFICER – NETWORKS

(50% FTE)

- ✓ The PO-Networks will be responsible for coordination and execution of a range of activities, most specifically under Component 1.
- ✓ The PO – Networks will focus on developing and communicating appropriate learning methodologies for networks of practitioners.
- ✓ The PO – Networks, co-financed and co-implementing the supporting project 'Blue Solutions' will ensure correlations between other cutting-edge knowledge management and network support programmes and initiatives, including a focus on assimilating lessons from the GEF learning portfolio.
- ✓ The PO – Networks will serve as a main project liaison with the identified networks and their beneficiaries targeted for support through the project. He/She will coordinate closely with the other project team members and project board. He/She will report to the PM.

PROJECT OFFICER – CAPACITY

(50% FTE)

- ✓ The PO-Capacity will be responsible for coordination and execution of a suite of activities related most specifically to component 2.
- ✓ The PO – Capacity will be responsible for ensuring the timely and quality production of learning materials; and the coordination and support for learning events and workshops before, during and after the World Parks Congress.
- ✓ The PO – Capacity, co-financed and co-implementing the supporting project 'Biodiversity and Protected Area Management' will ensure correlations between other cutting-edge knowledge exchange, trainings and capacity development programmes, including a focus on assimilating lessons from the GEF learning portfolio.
- ✓ The PO – Capacity will serve as a main project liaison with the identified Stream leaders for the World Parks Congress, and their beneficiaries targeted for support through the project. He/She will coordinate closely with the other project team members and project board. He/She will report to the PM.

PROJECT OFFICER – POLICY AND M&E

(25% FTE)

- ✓ The PO – policy and M&E will support the development and application of the monitoring and evaluation framework for the project, and for the World Parks Congress event. The PO – Policy and M&E will also coordinate activities implemented under component 3, including preparation of strategies for key policy events and assistance with preparation of briefs and positions based on the project outputs.
- ✓ The PO – policy and M&E will also assist the PM in tracking tools for project implementation, including contract preparation, procurement and assistance with financial reporting.
- ✓ The PO – Policy and M&E, co-financed across the portfolio of IUCN supporting projects will ensure correlations between other related projects and programmes.
- ✓ The PO – Capacity will serve as a main project administration liaison with service providers, contractees and other project beneficiaries. He/She will coordinate closely with the other project team members and project board. He/She will report to the PM.

Project Annexes

Annex 1. Approved GEF MSP

REQUEST FOR MSP APPROVAL (1-STEP PROCEDURE)

TYPE OF TRUST FUND: GEF TRUST FUND

For more information about GEF, visit TheGEF.org

PART I: PROJECT INFORMATION

Project Title:	Parks, People, Planet: Protected areas as solutions to global challenges		
Country(ies):	Global	GEF Project ID:	5656
GEF Agency(ies):	UNDP	GEF Agency Project ID:	5320
Other Executing Partner(s):	The International Union for Conservation of Nature (IUCN)	Submission Date:	December 16, 2013
GEF Focal Area (s):	Biodiversity	Project Duration (Months)	36 months

[…]

A. FOCAL AREA STRATEGY FRAMEWORK

Focal Area Objectives	Expected FA Outcomes	Expected FA Outputs	Trust Fund	Grant Amount ($)	Co-financing ($)
BD1 Improve sustainability of protected area systems	1.1: Improved management effectiveness of existing and new protected areas	Enhanced capacity of protected area managers and protected area authorities to more effectively manage and finance terrestrial and marine protected areas and protected area systems.	GEF TF	1,826,484	4,500,000
		Total project costs	GEF TF	1,826,484	4,500,000

B. PROJECT FRAMEWORK

Project Objective: To strengthen the capacity for effective management and equitable governance of an ecologically representative global network of protected areas.

Project Component	Type	Expected Outcomes	Expected Outputs	Trust Fund	Grant Amount ($)	Co-financing ($)
1) Strengthening new and existing learning networks to foster communities of practice and	TA	*Knowledge uptake on PAs, facilitated by the 'strategic platform for development & learning' provided by the World Parks Congress 2014 and through training facilitated by PA learning networks enhances and accelerates the implementation*	1.1 Key lessons from across GEF's and GEF-partners' protected area portfolio summarized, synthesized, and made accessible via interactive learning portal 1.2 Capacity enhanced for at least 600 protected area practitioners through design,	GEF-TF	1,028,500	2,550,000

Project Component	Type	Expected Outcomes	Expected Outputs	Trust Fund	Grant Amount ($)	Co-financing ($)
provide technical support on key protected area issues		*of the CBD's Programme of Work on Protected Areas (PoWPA) and its Strategic Plan for Biodiversity.* This is primarily evidenced by: - The strengthening of new and existing learning networks to foster communities of practice and provide technical support on key protected area issues. - Progress towards the achievement of elements of Aichi Target 11 that are influenced by the outcomes of the WPC. [These elements can e.g. be improvements in: a) coverage; b) representativeness; c) diversity of governance types; d) connectivity; e) sustainable finance; f) sectoral integration; g) management effectiveness]	delivery of pre-Congress activities and Stream sessions at the IUCN World Parks Congress 2014 1.3 At least 3 existing or new learning networks are identified, engaged and mobilized to support continued learning on emerging issues for protected area professionals, planners and policy-makers beyond the IUCN World Parks Congress 2014. 1.4 Monitoring measures in place to assess the effectiveness of web content and continuing development of standards to assess effectiveness of protected area governance and management globally 1.5 Recognition of improvements in protected area system and sites through measurable and standard reporting, with an emphasis on improving assessment and reporting on management effectiveness 1.6 Protected area professionals, planners and policy-makers are identified, and engaged during the exchange and development of country-case studies and best-practice guidance			
2) Protected areas as solutions: Global learning and technical content development on key protected area issues	TA	*Global learning and technical content development on key protected area issues are enhanced and contribute to practical solutions to current and emerging challenges worldwide. This will be primarily evidenced by:* - Targeted case studies, pragmatic guidance and shared best practices are owned, available to, and accessed by protected area professionals, planners and policy-makers to strengthen protected area governance, management and better integrate protected areas in development, planning, including in NBSAPs.	2.1 Best practice guidance and capacity-development resources on protected area system governance, planning, and management are developed through networked solution-exchanges 2.2 On-line learning tools and e-modules for technical support and training to improve the quality, effectiveness and sustainable finance of protected area systems 2.3 Collaborative learning framework in place for IUCN, WCPA, GEF Implementing Agencies, CBD and partners to effectively share and promote best practices, tools and guidance related to priority protected area and area-based conservation	GEF-TF	541,000	1,250,000

Project Component	Type	Expected Outcomes	Expected Outputs	Trust Fund	Grant Amount ($)	Co-financing ($)
		Indicators will look at the number, type and quality of these products, as well as the interest of target groups.	themes, including climate change, food and water security and disaster-risk reduction.			
3) Position protected areas within development policy, economic strategies and human well-being		*Protected areas assume a more prominent role and position within the development policy, economic strategies and human well-being respective agendas. This is primarily evidenced by:* - Guidance and recommendations from the World Parks Congress on the contributions of protected areas as effective solutions are translated into concrete guidance for countries that enable them to effectively incorporate the results of the World Parks Congress into their National Sustaianble Development Goals and Plans and actions relating to international policy processes (including CBD and 2015 Hyogo Framework of Action for Disaster Risk Reduction)	3.1 Recommendations on current and emerging protected area-related policy issues and integration of protected areas into development planning are developed from deliberations and commitments at IUCN World Parks Congress 2014 3.2 Key recommendations on emerging issues relevant to mainstreaming PAs incorporated in national development plans and implementation of Aichi targets are developed and promoted at CBD COPs and other international policy arenas 3.3 Follow-up action plans to promote adoption of protected areas as tools for implementation of other international agreements (e.g. follow up to post 2015 Hyogo Framework of Action for Disaster Risk Reduction) 3.4 High-profile communication materials are developed that effectively showcase the contribution of protected areas to achieving national sustainable development goals	GEF-TF	91,984	400,000
Subtotal					1,661,484	4,200,000
Project Management Cost (PMC)				GEFTF	165,000	300,000
Total Project Cost					1,826,484	4,500,000

C. CO-FINANCING FOR THE PROJECT BY SOURCE AND BY NAME IF AVAILABLE

Sources of Cofinancing	Name of Cofinancier	Type of Cofinancing	Amount ($)
Other Multilateral Agency (ies)	International Union for Conservation of Nature	Cash	4,000,000
GEF Agency	United Nations Development Programme	Cash	500,000
Total Cofinancing			4,500,000

Note: Refer to Annex D for letters.

D. GEF RESOURCES REQUESTED BY AGENCY, FOCAL AREA AND COUNTRY

GEF Agency	Type of Trust Fund	Focal Area	Country Name/Global	Grant Amount($) (a)	Agency Fee ($) (b)[2]	Total ($) c=a+b
UNDP	GEF TF	Biodiversity	Global	1,826,484	173,516	2,000,000
Total Grant Resources				1,826,484	173,516	2,000,000

E. CONSULTANTS WORKING FOR TECHNICAL ASSISTANCE COMPONENTS:

Component	Grant Amount ($)	Cofinancing ($)	Project Total ($)
International Consultants	593,000	900,000	1,493,000
National/Local Consultants	0	0	0

F. DOES THE PROJECT INCLUDE A "NON-GRANT" INSTRUMENT?

No

Contents

[refer to Table of Contents in the PRODOC]

[Approved MSP] **Acronyms**

ABS	Access and Benefit Sharing
AFD	French Development Agency (*Agence Française de Développement*)
APC	Asia Parks Congress
BD EA	Biodiversity Enabling Activities
BIOFIN	Multi-partner UNDP Biodiversity Finance Initiative
BIOPAMA	Biodiversity and Protected Area Management Programme
BMU	Germany's Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (*Bundesministerium für Umwelt, Naturschutz und Reaktorsicherheit*)
CAFE	Consortium of African Funds for the Environment *(Consortium africain des fonds pour l'Environnement)*
CBD	Convention on Biological Diversity
CFA	Conservation Finance Alliance
CONANP	Mexican National Commission for Protected Areas *(Comisión Nacional de Áreas Naturales Protegidas)*
COP	Conference of the Parties
CSIRO	Australia's Commonwealth Science and Industrial Research Organization
GIZ	German International Cooperation Agency (*Deutsche Gesellschaft für Internationale Zusammenarbeit*)
GPAP	IUCN Global Protected Areas Programme
ICCA	Indigenous Peoples' and Community Conserved Territories and Areas
IMPAC3	Third World Marine Protected Areas Congress
IUCN	The International Union for Conservation of Nature
JRC	European Commission Joint Research Centre
LDC	Least Developed Country
LOA	Letter of Agreement
MDG	Millennium Development Goals
NAILSMA	North Australian Indigenous Land and Sea Management Alliance
NBSAP	National Biodiversity Strategies and Action Plans
PA	Protected Area
PoWPA	CBD's Program of Work on Protected Areas
REDLAC	Latin American and Caribbean Network of Environmental Funds
SDG	Sustainable Development Goals
SIDS	Small Island Development State
SOTZ'IL	Mesoamerica Indigenous Leaders Coalition
TILCEPA	Theme on Indigenous Local Communities, Equity and Protected Areas
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
WCMC	UNEP's World Conservation Monitoring Centre
WCPA	World Commission on Protected Areas
WPC	IUCN World Parks Congress

PART II: PROJECT JUSTIFICATION

A. PROJECT OVERVIEW

A.1. Project Description

1. ***Overview.*** Protected areas are the cornerstone for conserving biodiversity and related ecosystem services that enhance human well-being. Protected areas designated by governments cover 12.7% of the world's terrestrial area and 1.6% of the global ocean area. They store 15% of the global terrestrial carbon stock, assist in reducing deforestation, habitat and species loss, and support the livelihoods of over one billion people. A much greater area is conserved through indigenous peoples' territories, local communities, private organisations and individuals and sacred natural sites, and cumulatively, the coverage of protected areas represents one of the world's most prominent forms of natural resource governance[5].

2. This project will use the next World's Parks Congress, to be held in Australia in November 2014, as *a* ***'strategic platform for development & learning'*** – including the preparations to and the aftermath of the event – for achieving the goal of strengthening the capacity of key stakeholder for effective management and equitable governance of an ecologically representative global network of protected areas. At the heart of the proposed project is the CBD Aichi targets, especially Target 11 on Protected Areas (PAs). The project is in fact slated to be a key contribution at the global level for creating the enabling conditions for achieving the Target. This will be developed through technical support and cross-learning exchange to enhance the implementation of national, PA-system-wise and site-level actions that support the achievement of Target 11. By resorting to innovation, modern technology, public data and stakholder engagement, the project will enhance the capacity of systems, institutions and individuals to strengthen protected area systems. It will co-support the strengthening of new and existing learning networks on PAs. It will also strive to position protected areas within development policy, economic strategies and human well-being.

3. Recognizing the importance of protected areas, a number of international conferences, conventions and agreements have over the past 40 years set ambitious protected area targets for the international community. In 2004, the CBD Conference of Parties adopted the Programme of Work on Protected Areas (PoWPA), inspired by the 2003 IUCN World Parks Congress in Durban, South Africa. While there has been great progress, implementation of the PoWPA has been slower than expected in respect to many of the 16 goals. At COP 10 in Nagoya, the CBD adopted the Strategic Plan for Biodiversity 2011–2020, including a set of 20 headline targets known as the Aichi Biodiversity Targets (Decision X/2). Effective protected areas are essential for the achievement of many of these targets, in particular Targets 5, and 12, which concern habitat and species loss, while protected areas directly and indirectly support many of the other targets. Target 11 deals specifically with protected areas and other effective area-based conservation measures:

> ***By 2020, at least 17% of terrestrial and inland water areas, and 10% of coastal and marine areas, especially areas of particular importance for biodiversity and ecosystem services, are conserved through effectively and equitably managed, ecologically representative and well connected systems of protected areas and other effective area-based conservation measures, and integrated into the wider landscapes and seascapes.***

4. Aichi Target 11 is ambitious both in terms of expanding coverage, but also improving the quality of protected areas systems, and this depends on their integrity and connectivity at the scale of the landscape and seascape. Protected areas can only be successful tools for biodiversity conservation if they have effective management and governance, adequate capacity and strong public and political support to ensure social and financial sustainability. Further, the ambitious goals of Target 11 can only be achieved if protected areas are recognized for their critical role in underpinning social and economic development and community wellbeing as well as conservation goals.

5. Financial sustainability, both at the site and system level, is a critical requirement of the effective protected area networks envisaged by Aichi Target 11. Sustainable financing is about planning and putting in place funding mechanisms

[5] Bastian Bertzky, Colleen Corrigan, James Kemsey, Siobhan Kenney, Corinna Ravilious, Charles Besançon and Neil Burgess (2012) Protected Planet Report 2012: *Tracking progress towards global targets for protected areas*. IUCN, Gland, Switzerland and UNEP- WCMC, Cambridge, UK.

that cover the full cost of establishing and effectively managing protected area networks and addressing priority issues in the short and long term. Since the lack of appropriate applied financial resources is currently one of the major barriers for the establishment and effective management of protected areas, especially in developing countries, the CBD COP 10 stressed that this issue needs greater attention and adopted a number of recommendations (Decision X/31). As Target 11 affirms, ecologically representative and effectively managed protected areas are considered cost-effective tools to conserve biodiversity and ecosystem services and the costs of PA management should be compared with the economic benefits.

6. There is increasing recognition that protected areas provide humanity with fundamental ecosystem functions and services such as water, food, fuel, medicines and carbon storage. They are places for humans to connect with the natural world for their physical, mental and spiritual health. Countries and communities, NGOs and businesses have begun to work closely together to make protected areas relevant for both people and conservation, based on their economic and social value. Considerable further progress is required in order to make the case for sustainable funding and part of this concerns ensuring that protected areas are fully recognized as contributing cost-effective natural solutions to global challenges, and demonstrating how this can be achieved through integration in development frameworks, and practical action at site level.

7. The underlying barrier to protected area effectiveness lies in the capacity to a) strengthen PA planning, management and governance to fully implement POWPA; b) to adaptively address the full range of issues embedded in Target 11, including other conserved areas and integration within landscapes/seascapes; and c) how to reposition protected areas within the sustainable development agenda so that their value and role in addressing global challenges is fully understood, appreciated and utilized in future development and policy planning. These barriers will be addressed across all the programmatic streams of the 6th IUCN World Parks Congress to be held in Sydney in November 2014, during lead-up activities, and resulting in a legacy of commitment, capacity and implementation that emerges and continues from the event itself.

1) The global environmental problems, root causes and barriers that need to be addressed

8. Despite the important role that protected areas play in conserving biodiversity, delivering ecosystem services, and supporting human life, many protected areas are under threat from isolation or impact through habitat fragmentation, from increasing development pressures, and from lack of effective management programs. The global network of protected areas is not yet as ecologically representative or connected as required to fully achieve the Aichi Targets. Also, many important sites for biodiversity and ecosystem services, and many threatened species, remain entirely unprotected. The majority of protected area systems are not sufficiently resourced, or effectively and equitably governed and managed. We note that less than a third of all protected areas have a management plan[6], and only a quarter of all protected areas have sound management according to the 2010 global study on management effectiveness[7]. Further efforts are also needed to make the economic case for investment in protected areas, to ensure adequate financial flows for critical interventions and to ensure that protected areas are integrated socially and economically into wider landscapes / seascapes, and that benefits and costs are shared equitably.

9. An informal review of protected area action plans developed as part of CBD's training program for Parties (see for example, http://www.cbd.int/protected/implementation/actionplans/), reveals that while these plans do generally address issues related to representativeness, sustainable finance and governance, there are still many unfulfilled capacity needs if countries are to fully realize the potential of PAs in contributing to enhanced implementation of the CBD Strategic Plan and the broader contribution of PAs to the Aichi Biodiversity Targets. Given current trends, the global protected area network falls far short of meeting the requirements of Target 11, and in supporting additional Aichi Biodiversity targets.

10. There are three overarching barriers that stand in the way of advancing implementation:

[6] Bastian Bertzky, Colleen Corrigan, James Kemsey, Siobhan Kenney, Corinna Ravilious, Charles Besançon and Neil Burgess (2012) *Protected Planet Report 2012*: *Tracking progress towards global targets for protected areas.* IUCN, Gland, Switzerland and UNEP- WCMC, Cambridge, UK.
[7] Leverington, F. et al. (2010a) *A global analysis of protected area management effectiveness*. Environmental Management 46:685–698.

Barrier 1: Limited, incipient and underdeveloped capacity for PA system's management is the main underlying root cause of sub-optimal PA system's management effectiveness.

11. UNDP's and IUCN's vast experience is supporting countries improve the effectiveness and sustainability of their PA systems provides some important lessons that can be drawn about the importance of 'capacity' and how it can be measured and compared. There is an obvious and direct correlation between national capacity and capacity for PA management. However, we ought to define a few key parameters for grasping what capacity is and how it manifests itself: Capacity *of whom* and *for what*? Most importantly, *how can capacity be fostered*?

12. With respect to PA management, where the "*whom*" are PA managers, UNDP has broken down complexity into discernable pieces. There are various tools for assessing capacity in different ways and forms. A specific tool that focuses on PA management is UNDP's *Capacity Development Scorecard for PA Systems' Management*. It includes the following elements:

- *Capacity to conceptualize and develop sectoral and cross-sectoral policy and regulatory frameworks for PA systems' management*
- *Capacity to formulate, operationalise and implement sectoral and cross-sectoral programmes and projects on PAs or which are co-supportive of PAs*
- *Capacity to mobilize and manage partnerships, including with the civil society and the private sector, with respect to PAs and their sustainability*
- *Technical skills related specifically to the requirements of the PA systems' management*
- *Capacity to monitor, evaluate and report at the system's and at project levels*

13. The extensive and periodic application of the mentioned Capacity Development Scorecard through UNDP-GEF projects have pointed out some key weaknesses at the systemic, institutional and individual levels of capacity in various countries. LDCs and SIDS are the groups that show most deficiencies. However, there are glaring exceptions that also teach us some lessons. Engagement, vision and policy commitment make an important difference. (e.g. Guinea-Bissau, Micronesia and Seychelles stand-out against many odds – see why in the *Info Box* below). Yet, how can we foster these differential elements? We note that learning and networking can steer a set of processes at the country and regional levels "in the right direction". These can eventually instigate the type of action that results in improved management of PAs.

Info Box. *Examples of how policy commitment forwards the PA agenda*

- In spite of being one of the poorest countries on Earth with some of the lowest levels of Human Development, *Guinea-Bissau* maintains a representative, functional and well managed system of protected areas, whose management counts on the engagement of user communities. All PAs have management plans under implementation. There are many challenges, but the achievements should not be under-estimated. See e.g. [Link]. See also [Link].
- As for *Micronesia*, led by Palau, five small-island jurisdictions surprised the world with the 'Micronesia Challenge', initially a sub-regional initiative aimed at promoting action for island conservation and sustainable livelihoods by inspiring leadership, catalysing commitments and facilitating collaboration among all islands. Today, the 'challenge' has a global outreach, expanding to the Caribbean and Indian Ocean through the Global Island Partnership (GLISPA).
- Another example is *Seychelles*. Although the country is in higher income tier in Africa, it still faces a number of challenges due to its SIDS condition, its small population and geographic isolation. Yet, Seychelles displays excellence in biodiversity management, where protected areas are cornerstone of the various programs being implemented. See [Link].

14. We also note that there are several organizations and agencies engaged in fostering learning and communication networks, which can potentially contribute to building the capacity of PA managers. However, these are disparate and not well organized. The CBD and IUCN are mandated through CBD decisions to integrate and link efforts across multiple platforms and within multiple networks, in order to effectively reach a critical mass of key stakeholders, and to ensure that there are strong links between key national-level policy makers and protected area professionals.

15. With respect to capacity at the individual level—and assuming that the capacity of individuals is the basis for a more robust capacity at the institutional and systemic levels—a key barrier is 'uptake'. Capacity development is not an immediate result of capacity building actions. One also needs to consider the ability of individuals to acquire knowledge,

utilize technology, analyze contexts and data, and ultimately to make sound decisions. This is what constitutes 'capacity uptake' – the lack of which is a major barrier for capacity development in PA management.

Barrier 2: Lack of effective guidance and tools to improve PA governance and management and to enhance implementation of Aichi biodiversity targets

16. Existing guidance for protected areas, including guidance developed by IUCN and other partners, does focus on many key emerging themes. Yet, there are important gaps to be addressed, including the scarcity of specific guidance, user-friendly tools and case studies that show exactly how protected areas can deliver on broader societal goals. Key gaps include:

- How to design, value and manage protected area network to ensure that essential ecosystem services are maintained
- How to manage protected area networks to promote their contributions to food security
- How to promote more diverse, effective and equitable governance and management of PAs
- How to better incorporate protected areas into climate change response plans;
- How to develop and implement a full and effective resource mobilization plan for protected areas linked to national and sectoral budgets, and utilizing a broad range of available finance mechanisms.

17. The development of guidance and tools, including global standards on PAs, needs to be innovative and inclusive in order to be effective and to achieve the Aichi targets, especially Target 11. Institutions and rules that govern protected areas must incorporate adaptive and flexible approaches supported by diagnostic, planning and practical tools to address existing and emerging global challenges. Enhancing the diversity and quality of governance and empowering a more inclusive network of stakeholders with the skills for effective and equitable management of PAs can have direct results, including :

- Expanded coverage of PAs to meet Aichi biodiversity target 11.
- Increased effectiveness of PA planning and management.
- Equitable ecological, social, economic and cultural benefits of protected areas.

Barrier 3: The importance of well-functioning PA systems is not sufficiently reflected into the wider sustainable development agenda

18. Finally, although PA specialists and practitioners recognize a wide spectrum of benefits that are derived from PAs when effectively and equitably managed, and that directly address global development challenges, there are barriers in integrating this information into the wider sustainable development agenda. In other words, policy makers generally stop short from ensuring that the effective management of PAs is appropriately incorporated as a priority in national development plans and global development policies and instruments as tools for implementation of sustainable development goals.

19. The information that is currently available amongst PA professionals needs to be customized to be relevant and accessible to the political echelon. It also needs to be applicable through practical tools and approaches for land-use and sectoral decision-making. There is evidence from the GEF portfolio on how this can be achieved and on how these can be scaled up and applied. The issue is that the wealth of information embedded in the GEF portfolio on PAs is still largely under-utilized.

2) The baseline scenario and associated baseline projects

20. The global protected area network is evolving and good progress is being made in reaching coverage targets. According to the World Database on Protected Areas (WDPA), from 1990 to 2010, global protected area coverage increased from 8.8% to 12.7% in terrestrial areas (including inland waters) and from 0.9% to 4% in marine areas under national jurisdiction.

21. *Protected areas and biodiversity outcomes:* Despite this progress, the global protected area network does not yet provide adequate representation of the world's eco-regions, and marine eco-regions continue to be under-represented. By

2010, only 30 (13%) of the 232 ecoregions met the 10% target, while 137 (59%) had still less than 1% of their area protected. There remains a need to interpret and secure adequate representation of biodiversity and to ensure connectivity at the landscape and seascape scales.

22. *Protected areas and ecosystem services:* Protected areas are well known to provide important ecosystem services, such as clean water provision, food and fuel, building materials, medicines, pollination, nutrient cycling, climate mitigation and adaptation, protection from flooding and storm surges, prevention of natural disasters, as well as providing spiritual and cultural values, and direct benefits through tourism. While only some of these services have been mapped at global level, it has, for example, been estimated that protected areas contain about 15% of the global terrestrial carbon stock and provide a significant proportion of the drinking water for a third of the world's 105 largest cities. There remains a need to quantify these contributions and to ensure that planning for expansion and connectivity optimize these functional values.

23. The *effectiveness of protected areas* can vary from "paper parks" with no management on the ground and where species and habitats are disappearing at the same rate as outside, to very successful and well managed protected areas that play a critical role in the survival of species and the conservation of habitats that would otherwise have been lost. A multitude of factors affect the effectiveness of protected areas, including their size and location, anthropogenic and other pressures, and the governance, management and enforcement arrangements in place. The Global Study on Management Effectiveness[8] yielded important perspectives on the means to enhance management effectiveness, including a renewed focus on addressing gaps through application of best practices and the introduction of quality standards for measuring performance against objectives.

24. *Protected area governance:* The global protected area network is diversifying rapidly in terms of its governance and management arrangements. According to WDPA 2011, protected areas managed by non-governmental actors or under co-management have increased from 4% to 23% in the time from 1990 to 2010. This includes co-management arrangements with indigenous peoples or local communities. It is widely recognized that countries that display a record of good governance, tend to maintain more effective protected area systems.

25. While in practice there are still significant challenges in empowering a diversity of actors in conservation, recent decades have seen some devolution of power amongst various actors, leading to increased engagement of local communities, indigenous peoples, private groups, and shared management models in the governance of protected areas. More work is needed to build the capacity of global stakeholders to assess and evaluate progress in both the diversity and quality of protected area governance, and to ensure the full recognition of diverse arrangements in meeting Targets 11 and 18.

26. *Protected area management effectiveness:* Management effectiveness assessments cover an increasing proportion of the global protected area network and provide critical information for further improvement. Although significant progress has been made with management effectiveness assessments, the global study of protected area management effectiveness[9] found that, by 2010, a total of 99 countries had already assessed more than 15% of the sites in their protected area estate with respect to management effectiveness. However, only 67 of them had met the 30% assessment target of PoWPA Goal 4.2.

27. Though management plans are an essential basis for effective management programmes, it has been estimated that fewer than 30% of the world's protected areas have a management plan. Where plans exist, they are often inadequate, out of date, or are not translated into everyday operations. Management effectiveness assessments need to be repeated regularly so that changes can be tracked over time, and corrective measures implemented if protected areas are poorly managed, or if their objectives are not being achieved. Plans also need to be adaptive to deal with emerging issues – e.g. several PAs across Africa have experieced in the past 2-3 years a major surge in wildlife poaching targeting emblematic species such as elephant and rhynos. PA managers saw the need to revise their strategies, plans nad budget and implement

[8] Leverington, F. et al. (2010a) *A global analysis of protected area management effectiveness*. Environmental Management 46:685–698.
[9] Leverington, F. et al. (2010b) *Management Effectiveness Evaluation in Protected Areas – a Global Study*. Second Edition. The University of Queensland, Brisbane, Australia.

emergency measures. Altogether, there is a need for objective measures of management performance and the development of quality standards.

28. *Protected area financing:* Finance mechanisms such as the GEF are already working closely with governments and a wide range of other partners to increase the available funding for protected areas. However, many studies show there is still a substantial shortfall in funding relative to needs across the world but especially in developing countries. An expanded and effective global protected area network has been estimated to potentially deliver goods and services worth trillions of US dollars to local, national and global economies, and this return on investment should be related to the financial investment required[10].

29. The importance of understanding the costs of establishing and effectively managing protected areas, as well as spending and shortfalls, is widely recognized. A few countries have made ground-breaking progress in this respect. They maintain remarkable and dynamic systems for assessing costs, needs and finances available (e.g. South Africa, Namibia, Costa Rica, Malaysia). At the global level, there are only rough estimates. Regardless of the scale (national, PA system-wide or even globally), estimating costs and needs is a complex task, and there is no established system that tracks protected area budgets comparatively. Defining funding needs and thereby also funding gaps is data intensive. Co-efficients per hectares for different biome types could be applied. However, practical experience shows that national conditions would significantly influence prices and costs, reducing the accuracy and confidence level needed for applying such coefficients. At the global level, it is therefore very difficult to produce figures.

30. *Protected area spending and costs:* The most recent study of global annual investments in protected areas, conducted in 2007, estimated an amount between US$6.5 and US$10.1 billion, including domestic government budgets in both developed and developing countries as well as overseas development assistance[11]. Additional support in excess of US$1–2 billion per year is estimated to come from communities who spend significant amounts of time and resources to support conservation activities in protected areas and ICCAs. The TEEB study has shown substantial gaps between the estimated cost of expanding and effectively managing protected areas, and current protected area spending, especially in developing countries[12]. An expanded global marine protected area network that covers 10% of the global ocean area, for example, has been estimated to cost, excluding start-up costs, between US$3 billion and US$6 billion to run on an annual basis. The total estimated cost for achieving Target 11 has been estimated at between US$ 15 to 30 billion annually through 2020[13].

31. Although public sector funding and bilateral/multilateral assistance in developing countries will certainly continue to be important funding sources, new and innovative financial mechanisms are required to fill existing and future funding gaps. A wide range of mechanisms, including tourist fees, taxes and surcharges, trust funds, private sector funding, biodiversity offsets, payments for ecosystem services and green accounting are available and have great potential to increase and diversify revenues. While several of these mechanisms have been operational for some years, they continue to evolve in response to lessons learned from the field, and specific studies to examine their value and applicability. Their successful implementation will require new approaches to benefit sharing and to ensure protected areas indeed retain critical funds for future growth.

32. ***Baseline Programs.*** Protected area systems exist in almost every country in the world, with the majority of baseline costs and investment coming from government contributions, complemented by the contributions of a range of public and private foundations, institutions, trusts, revenues and other sources. For example, in the Latin America and Caribbean Region, a 20-country study (Bovarnick *et al.*, 2010) indicates that 60% of PA funding comes from government[14]. However the total available financing only meets 56% of the amount deemed necessary to achieve basic levels of performance, and only 36.4% of that required to achieve optimal effectiveness. Actual shortfalls vary widely at

[10] Balmford, A. et al. (2002) *Economic reasons for conserving wild nature*. Science 297: 950–953
[11] Gutman, P. and S. Davidson (2007) *A Review of Innovative International Financial Mechanisms for Biodiversity Conservation with a Special Focus on the International Financing of Developing Countries' Protected Areas*. WWF Macroeconomics Program Office, Washington DC, USA.
[12] Kettunen, M. et al. (2011) *Recognizing the value of protected areas*. In: P. Ten Brink (ed.) (2011) *The Economics of Ecosystems and Biodiversity in National and International Policy Making*. Earthscan, London, UK: 345–399.
[13] See: http://lifeweb.cbd.int/benefits/.
[14] Bovarnick, A. et al. (2010) *Financial Sustainability of Protected Areas in Latin America and the Caribbean: Investment Policy Guidance*. UNDP, New York, USA and TNC, Arlington, USA.

the country level. For developing countries globally, the main source of additional funding has been through the GEF. Even though GEF projects are not part of the financial baseline for the present one, this project will build on and supplement all those previous and ongoing GEF investments, particularly in protected areas, by providing demonstrated cases studies and good practices. This is important to mention, because they helped build a strong 'capacity baseline' through various protected area programmes that have been sustained through each replenishment. More specifically, the GEF investment and associated finance helped eligible countries expand their PA coverage, establish new PAs and strengthen management and capacity usually at the site level. GEF also supported important and innovative projects on governance, sustainable financing.

33. With respect to the financial baseline, and with focus at the global level, which is the scope of this project, there are a currently a number of projects, programs and initiatives that support protected areas implemented by various entities across the globe. Some of the more closely related interventions constitute the financial baseline for this project and co-support the project's objective in different ways. The following can be mentioned:

- **The IUCN World Parks Congress**. IUCN, Parks Australia and the New South Wales government are providing direct support to the preparation and delivery of WPC 2014. IUCN, through its Global Protected Areas Programme (GPAP) and WCPA activities, are contributing to national capacity building for protected area management through development of a Global Programme on Protected Areas Management programme. Capacity development will be a key legacy of the WPC. Funding for the WPC 2014 programme will reach a figure is in excess of $7M. This includes $4.2M that has been confirmed by the host agencies Parks Australia and New South Wales. The remaining funding is expected to be mobilized through WPC registration fees and joint fundraising efforts. As the World Parks Congress plays a central role in this project, we considered an amount of $2M as co-financing contribution to this project.

- **BIOPAMA**: the IUCN-led project "Biodiversity and Protected Areas Management," is a 4-year program with global scope, funded by the European Commission and others. It focuses on Africa, the Caribbean and Pacific countries by helping them address capacity needs for PA and biodiversity management. This programme has two main components: one on protected areas which is being implemented by IUCN and the European Commission Joint Research Centre (JRC), and another on Access and Benefit Sharing (ABS), which is being implemented by the Multi-Donor ABS Capacity Development Initiative, managed by the German International Cooperation Agency GIZ. Funding for BIOPAMA through IUCN equals Euros 9 million or $12M in baseline finance. Of this amount, we highlight certain elements of the program that relate more directly to the subject matter of this project – in particular global learning and networking, plus PA policy mainstreaming. They represent a total of $1.5M, which will co-finance this project , to the extent that these funds; (i) help deliver capacity-development workshops to various PA stakeholders; and (ii) co-support the organization of various streams during the WPC through staff time and other means.[15]

- **Blue Solutions:** this is a new multi-partner initiative that works in close collaboration with national and regional marine and coastal biodiversity projects in developing countries all over the world.[16] The project seeks to identify, exchange and promote good practices and lessons learned to inspire consideration by other conservation initiatives. Furthermore, the aim is to foster the application of methods and tools that help realize "blue solutions" to the development challenges faced worldwide. Blue Solutions is funded by the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU) through its International Climate Initiative (ICI). It is implemented by GIZ in direct partnership with GRID-Arendal, IUCN and the Marine Ecosystems Unit of UNEP. A total of $0.8M counts as baseline investment for this project, in the form of related activities, of which $0.5M represents the co-financing IUCN is availing to the project.

- **Japan funding to the CBD Secretariat for the PoWPA**: Since 2011, the CBD Secretariat has benefitted from specific funding from Japan for conducting multiple workshops aimed at building countries' capacity for biodiversity planning in general, as well as a stream of protected areas' related activities. With a budget of $8M per year, the project benefits primarily CBD national focal points and the focal points for the Program of Work on Protected Areas (PoWPA). Specific activities that relate to this project have included a series of regional workshops on protected areas. For the purpose of baseline calculation (considering amounts that are directly relevant to NBSAP-related activities), the Japan Biodiversity Fund contributes to this project's baseline finance with approximately $1.5M for its duration.

[15] These are: #1 Reaching Conservation Goals; #2 Responding to Climate Change; #3 Improving Health & Wellbeing (role of PAs); #4 Supporting Human Life; #5 Reconciling Development Challenges; #6 Broadening Governance; #7 Respecting Indigenous and traditional knowledge; #8 Inspiring a New Generation; plus various cross-cutting streams on marine areas, World heritage and capacity building.
[16] See Blue Solutions main site [Link].

- **World Database on Protected Areas (WDPA)**: UNEP's World Conservation Monitoring Center (WCMC) is the custodian of the WDPA [Link]. It is the largest assembly of data on the world's terrestrial and marine protected areas. Originally established in 1981, it is a joint project between UNEP-WCMC and IUCN's World Commission on Protected Areas (WCPA). The operational yearly budget assigned to WDPA which is relevant for this project is approximately $0.2M. The total amount that contributes to the baseline of this project was therefore assessed at $0.6M.

- **Multi-partner UNDP Biodiversity Finance Initiative**: The global initiative BIOFIN, supported by the European Commission and the Governments of Germany and Switzerland is developing methodologies for quantifying the biodiversity finance gap at national level, including for implementation of protected area plans. For the purpose of this project, BIOFIN provides support on the important issue of sustainable financing for PAs worth approximately $6M, of which $0.5M will serve as co-financing to the present one.

34. **The total financial baseline for this project amounts to $27.9 million. Of this amount, a total of $4.5 million serves as co-financing to this project.**

3) The proposed alternative scenario, with a […] description of project components

35. Many of the challenges of making protected areas relevant to society will be addressed by the eight streams of the IUCN World Parks Congress. The Congress will have a strong emphasis on building the necessary capacity to achieve a step change in implementation of the strategic plan and building partnerships and opportunities to better mainstream protected areas into spatial planning, development strategies and policy frameworks.

36. For protected areas to enhance delivery of the expected range of the economic and social services, a number of basic conditions must be met, including but not limited to:

- Enhancing planning, diagnostic approaches and tools for designing and managing protected areas in order to fully optimize planning to incorporate climate change mitigation and adaptation into conservation plans and management programs
- An understanding of how protected areas are contributing to food security, and how this can be sustained, including through restoration in buffer zones, more sustainable fisheries and maintaining genetic diversity of wild crop relatives;
- An understanding of how protected areas can maintain the provisioning of key ecosystem services, including water security and disaster risk mitigation;
- Demonstrating the links and guiding how protected areas can contribute directly to enhanced human health and well-being;
- Promoting a diversity of governance and management mechanisms for effective protected area systems;
- Compilation of compelling case studies that showcase and inspire implementation of best practices in protected area design and management to achieve broader societal goals;
- The use of specific tools for integrating protected area plans into national planning frameworks, including sectoral development plans, policies and programmes;
- Developing a range of costing, financing and investment policies and mechanisms to secure the resources required to fully fund protected areas, linked to their economic value;
- Building competencies for implementation amongst a broad range of protected area managers and sectoral decision makers to ensure that protected areas can meet the challenges and be full incorporated into the relevant development plans and programs.

37. Capacity development is a long-term endeavor, involving the development of resources and learning materials, situated learning, mentorship, education and training to develop skills and individual competencies and qualifications, and embedding these in functional institutions for implementation to achieve specific outcomes. Despite the deficit in capacity to undertake standard or basic PA management, PA managers are now facing challenges to address urgent emerging issues. It is this suite of needs that is the focus of this intervention.

38. ***The 1st Asia Parks Congress (APC)***. The Ministry of Environment of Japan and IUCN are providing direct support for this pivotal event to be held in Japan, November 2013. Much of the focus will be on regional and national capacity within Asia for protected area design, system governance and site-management, with a particular focus on the role of protected areas in disaster-risk reduction. The results of the congress will be channeled directly into the overall World Parks Congress, particularly through Stream 4 on 'supporting human life', co-led by the Japanese Ministry of Environment. This project will play a key role in bridging the two events and ensuring excellent transfer and uptake of

recommendations from the APC. In addition, IUCN and UNDP will seek to better understand how to find financial synergies with the APC organizers and follow-up during the course of project implementation.

39. ***The IUCN World Parks Congress:*** The IUCN World Parks Congress (WPC) is a landmark global forum on protected areas held every ten years. The 6th IUCN WPC in Sydney, November 2014 will set the global protected area agenda for the following decade, positioning parks and protected areas firmly within the broader goals of economic and community wellbeing, as well as within key national planning and development frameworks. The theme of the Congress is *Parks, People Planet: Inspiring Solutions*. The key streams at the Congress focus on how protected areas contribute to (refer to Annex E for more information on the streams):

- **Reaching conservation goals** – highlighting the urgent need to fully achieve the vision of Target 11;
- **Responding to climate change** – highlighting the fundamental role that protected areas play in enabling climate change mitigation, resilience and adaptation;
- **Improving health and well-being** – identifying the intimate linkages between protected areas and human health;
- **Supporting human life** – identifying the specific socio-economic benefits of protected areas through providing key ecosystem services, including water, food security and disaster risk reduction;
- **Reconciling development challenges** –identifying how to design and manage protected areas in order to achieve both conservation and development goals;
- **Enhancing the diversity and quality of governance** – taking stock of achievements in diverse and equitable governance models around the world;
- **Respecting indigenous and traditional knowledge and culture** – engaging members of indigenous and local communities to explore the role of traditional and indigenous ecological knowledge both to protected area management and to the wider landscape/seascape context; and
- **Inspiring a new generation** – identifying innovative ways to connect people to nature in order to foster a future generation that is passionate about nature conservation.

40. These eight themes represent the latest thinking within the global protected area community on how protected areas must be positioned to deliver conservation goals while underpinning the evolving needs of society. The WPC will also promote enhanced implementation of marine targets and the necessary capacity development to support these mutual goals for conservation that is fully integrated into sectoral development planning, programmes and policies. The WPC streams are being organized by consortia of diverse partners, including protected area agencies, bilateral and multilateral development agencies, private sector and representative organizations of indigenous peoples.

41. ***The World Parks Congress and International Agreements:*** Planning and delivery of the WPC fits well with several ongoing international policy processes. Recommendations from WPC can be expected to feed into international policy and enhanced implementation in relation to the following agendas.

a) ***Sustainable Development Goals:*** There is currently underway a process to develop post-2015 Sustainable Development Goals, as a replacement for the Millennium Development Goals (see [*Link*]). This process, which will engage all countries, represents an opportunity for ecosystems in general, and protected areas in particular, to be recognised as key assets in national development planning frameworks. Consultations regarding Sustainable Development Goals are fully underway across the globe; recommendations from WPC can be expected to show the relevance of PAs to human welfare, poverty alleviation and natural solutions to global challenges—critical when in informing country efforts to adopt the Post 2015 framework, once agreed.

b) ***CBD Processes***. The last WPC in 2003 in Durban led to the development, and adoption of the PoWPA. Although countries have adopted the PoWPA and are making progress in implementation, there is still much to be done, including on governance issues, mainstreaming PAs into development processes and developing the necessary capacity development to ensure fully effective and well-managed terrestrial and marine PA networks. The WPC is also expected to provide a useful mid-term input towards the achievement of the Strategic Plan for Biodiversity and the development of the post-2020 bioidversity agenda under the CBD.

c) Renegotiation of ***Hyogo Framework of Action for Disaster Risk Reduction***. The Hyogo agreement developed in 2005 will be revised and renewed in 2015. Preparations for WPC emphasizing the link between PAs and DRR provide an opportunity to promote integration of protection of natural habitats into national DRR strategies. The Japanese government is supporting development and pursuit of this theme and will host the World Congress on Disaster Risk Reduction in 2015.

42. To overcome existing gaps and barriers, emphasis will be placed on developing user-friendly easily accessible content, and to ensure that it is widely available through new and existing dissemination mechanisms, as well as through in person and virtual learning exchanges, including the World Parks Congress itself.

43. ***The overarching development goal of the project*** is to improve the sustainability and performance of protected area systems, in line with the quality components of the CBD Aichi Targets, and to ensure that protected areas are mainstreamed into key development sectors.

44. ***The project's objective*** is to strengthen the capacity for effective management and equitable governance of an ecologically representative global network of protected areas.

45. This will be done through technical support and cross-learning exchange to enhance implementation of CBD Aichi targets, especially Target 11, in the face of global challenges. The World's Parks Congress 2014 will be used as a 'strategic platform for development & learning'.

46. Three Outcomes are expected as a result of project implementation, each corresponding to a GEF Component:

Outcome 1 – Knowledge uptake on PAs, facilitated by the 'strategic platform for development & learning' provided by the World Parks Congress 2014, as well as through training provided via learning networks, enhances and accelerates the implementation of the PoWPA and CBD Strategic Plan for Biodiversity

Outcome 2 – Global learning and technical content development on key protected area issues are enhanced and contribute to practical solutions to current and emerging challenges worldwide.

Outcome 3 – Protected areas assume a more prominent role and position within the development policy, economic strategies and human well-being respective agendas.

47. The activities and Outputs needed to achieve these Outcomes are described below:

- Component 1
Strengthening new and existing learning networks to foster communities of practice and provide technical support on key protected area issues.

The intended outcome of this component is knowledge uptake on PAs which enhance and accelerate the implementation of the PoWPA and CBD Strategic Plan for Biodiversity. Targeted outreach, learning and training will be provided to protected area professionals via new and existing networks, including both virtual and face-to-face participation. This will be facilitated, in part, by the 'strategic platform for development & learning' provided by the World Parks Congress. The capacity development training provided through this component will be tailored to implement guidance material developed in Component 1, and sustained through the evolution of learning.

Output 1.1 *Key lessons from across GEF's and GEF-partners' protected area portfolio summarized, synthesized, and made accessible via interactive learning portal*

This output will ensure that key lessons from across GEF's protected area portfolio, as well as that of other key partners, such as BIOPAMA, are identified and made easily accessible to protected area practitioners through a variety of media, including print and interactive web portal. An example of what is envisaged is from another UNDP Ecosystems & Biodiversity (EBD) global project – the Equator Initiative. An interactive learning portal summarizes and shares lessons across countries (see [Link]). A further model is through the GIZ-led 'Blue Solutions' partnership with UNEP, IUCN and GRID-Arendal, where case method research into best practice solutions from a portfolio of marine and coastal development projects is available on-line as targeted 'solutions packages' (see [Link]). Results from this output will serve to demonstrate how to more quickly and effectively disseminate learning on a range of topics related to protected areas across a wide range of audiences of a wide range of purposes. Positive lessons from the IW-Learn platform, as well as lessons from past learning efforts, and attention to long-term sustainability, will inform the development of the activities, which include:

1.1.1 Identify a core set of PA best practices: This will entail close partnership with each of the 8 WPC streams, key NGOs and other partners;

1.1.2 Identify projects that best exemplify best practices: This will entail working across GEF agencies, focusing primarily on UNDP regional technical advisors and country officers, along with World Bank and UNEP partners, to review, summarize and synthesizes cases that best exemplify key best practices.

1.1.3 Make best practices readily available: As a 'legacy' product for the World Parks Congress and as a communication vehicle that showcases the contributions of GEF, the case studies will be made available via a web portal in an interactive, searchable database format.

Output 1.2 *Capacity enhanced for at least 600 PA practitioners through design, delivery of pre-Congress activities and Stream sessions at the IUCN World Parks Congress 2014*

This output seeks to consolidate and mobilize a network cadre of those identified for project technical exchange and delivery on key protected area issues, drawing upon the portfolio of GEF, UNDP and IUCN project investments in protected areas worldwide.

1.2.1 Engage key thought leaders: The IUCN World Parks Congress organizers, in consultation with stream leaders and other partners, will ensure that key thought leaders across the eight thematic Congress streams will be able to participate. This includes national leaders from developing countries who have made investments in their protected area networks, but who otherwise would not be able to attend the Congress.

1.2.2 Engage protected area professionals, planners and policy-makers on the roster developed under Output 1.3. The project will further create networking between these practitioners and professionals, for example, encouraging WCPA membership will mobilize a new cadre of professional membership.

1.2.3 Maximize learning opportunities for protected area professionals, planners and policy-makers through support to participate and provide substance and depth to the World Parks Congress, e.g. through World Protected Area Leaders' Dialogues that would include GEF speakers, as well as other national, regional and international events.

1.2.4 Workshops and webinars: The project will support: i) workshops and virtual webinars to strengthen overall protected area capacity building on key themes leading up to and at the Congress; and ii) workshops (primarily virtual) to identify and synthesize best practices on a variety of issues. At least six thematic webinars or workshops will be conducted leading up to the Congress in 2014. At least six additional webinars or workshops will be planned for the remainder of the duration of the project after the Congress.

Output 1.3 *At least 3 existing or new learning networks are identified, engaged and mobilized to support continued learning on emerging issues for protected area professionals, planners and policy-makers beyond the IUCN World Parks Congress 2014*

This Output addresses the need to ensure that dedicated and effective channels are mobilized to allow project products to be disseminated. This is also important to allow for evaluation, feedback and evolution of ideas from protected area professionals, planners and policy-makers, as well as share results from implementation and case studies related to protected areas. Key activities are:

1.3.1 Identify and map existing networks at national, regional and global scales; assess their effectiveness, and the extent of user-ship by protected area professionals, to expose both gaps in access on learning exchange on protected area issues, and opportunities to develop new platforms to enhance delivery and sharing.

1.3.2 Support integration of project knowledge products and learning approaches into priority existing networks

1.3.3 Engage all stream leaders for the IUCN World Parks Congress to ensure they mobilize available networks to engage protected area professionals, planners and policy-makers across the range of protected area issues.

1.3.4 Establish new, collaborative learning networks – if required and feasible - based on communications gap assessments and World Parks Congress recommendations.

1.3.5 Thematic facilitation before, during and after the Congress: The project will support ongoing facilitation of key networks and ensure interchange at all stages, including before, during and after the Congress, to ensure that learning is broadly shared and disseminated.

Output 1.4 *Monitoring measures in place to assess the effectiveness of web content and continuing development of standards to assess effectiveness of protected area governance and management globally*

Given that this project focuses on developing user-friendly content and ensuring broad dissemination through learning networks and virtual learning tools, a measure of success is satisfaction of key stakeholders. This output is concerned with generating and analyzing the data for measuring satisfaction levels. It will be implemented by IUCN, but an independent consultant will be engaged to assist with developing surveys and analyzing results. Key activities will include:

1.4.1 Developing and applying surveys: Quick multiple-choice surveys will be designed and applied to provide immediate feedback on certain products and processes (e.g. e-learning, workshops, tools, publications, website user experience), while more qualitative surveys will be applied to other, more outcome-oriented, types of products and processes (e.g. peer and expert review, use of the spatial planning tool). Electronic surveys will be applied wherever applicable.

1.4.2 Website moderation: The project will engage a part-time staff consultant with a biodiversity-technical profile to function as the primary focal point for website moderation.

1.4.3 Analyzing survey data and adapting: The same consultant who will prepare the surveys under Activity 1.4.1 will also compile the data and present it through analytical reports for presenting it to technical teams and management in IUCN and key partners.

Output 1.5 *Recognition of improvements in PA system and sites through measurable and standard reporting, with an emphasis on improving assessment and reporting on protected area management effectiveness*

This output will implement a key monitoring component for the project, building on the support activities of Output 1.4 within partner countries to adequately measure and report on progress made. Key activities will include:

1.5.1 Measurable and standard reporting: Develop concrete recommendations on measurable and standard reporting, with an emphasis on reporting on protected area management effectiveness.

1.5.2 Assessment and reporting of progress made through project implementation: Combine activity with the implementation of key tools and methodologies that allow detailed assessment and reporting of progress made through project implementation at site and system scales.[17] This activity will also co-support, where applicable, the implementation of recommendations from the GEF's ongoing "*Impact Evaluation of GEF/UNDP Support to Protected Areas and Protected Area Systems*". (See [Link].)

1.5.3 Compile project syntheses: Of overall results from implementation within the portfolio of GEF-eligible countries as well as by the project-supported cadre of protected area professionals.

[17] A sub-explored and potentially interesting tool is UNDP's Capacity Development Scorecard for Protected Area Management.

Output 1.6 *Protected area professionals, planners and policy-makers identified, and engaged during the exchange and development of country-case studies and best-practice guidance*

This output focuses on developing a cadre of protected area professionals, planners and policy-makers who will benefit from capacity building activities pre-Congress and during WPC. Follow up activities beyond WPC will involve these professionals in learning networks, refresher courses and mentoring to maintain cross-learning and exchange of experiences and best practice. Whenever possible these professionals will be involved in future regional training activities through WCPA and other Commisssion networks. These professionals will be drawn from the portfolio of GEF and UNDP, IUCN projects, both recently complete and ongoing, selected partly on the depth of personnel and staff able to usefully engage in these projects, but more broadly on the criteria outlined below. Target personnel will be identified through a voluntary application and review process to ensure willingness to participate, but also ability and leadership within their country or region to be able to adopt recommendations and take responsbility for action. Key activities are as follows:

1.6.1 Identify eligible participants: the project will develop a reciprocal and voluntary engagement with professionals from a balanced range countries, initially shortlisted based on the following criteria:

- Connection and experience from portfolio GEF, UNDP and IUCN project
- Progressive protected area policies and legislation in place
- Demonstrated progress in protected area system design and governance in the past 5 years
- Regional representation
- At least 10% LDC and at least 5% SIDS
- Participants from areas with significant global biodiversity resources.
- Gender balance

1.6.2 Engage under-represented groups: Under-represented protected area stakeholders, including indigenous and local community members, women and youth, will be identified by their ability to influence broad networks within their own communities at national and regional levels. The project will identify and engage those stakeholders typically unable to attend workshops such as the Congress, but whose voices and stories will provide key lessons and inspiration. This work will be in full collaboration with two major international projects on indigenous and local communities with both UNDP[18] and IUCN. There will also be an emphasis on gender-related issues throughout the project and in the project streams, with a special emphasis on Streams 3, 4 and 7.

- Component 2

Protected areas as solutions: Global learning and technical content development on key protected area issues

The intended outcome of this component is the development of targeted case studies, pragmatic guidance and shared best practices that are owned, available to, and accessed by protected area professionals, planners and policy-makers to strengthen protected area governance, management and better integrate protected areas in development and planning, including into countries' NBSAPs. This will be achieved primarily through materials, training programs and good practice guidance developed leading up to and during the World Parks Congress on the key topics to be covered by the Streams and Cross-cutting Themes – see Annex E.

Output 2.1 *Best practice guidance and capacity-development resources on protected area system governance, planning, and management are developed through networked solution-exchanges.*

This output will be involve a wide-range of institutions and networks in delivery, especially those involved in developing, delivering and following through on capacity-development sessions before and during the 2014 World Parks Congress. Activities include:

[18] This includes a $15 million project entitled "Support to indigenous peoples' and community conserved areas and territories (ICCAs) through UNDP as a contribution to the achievement of Targets 11, 14 and 18 of the CBD Aichi 2020 framework"

2.1.1 Collaborative and inclusive input to technical development of tools and materials: The project will draw on existing practice and investment portfolios (especially from GEF investments in protected areas) and work with a pool of recognized experts in diverse subjects relating to protected areas and conservation planning, including local and regional practitioners and international experts from IUCN, partner organizations and members of the IUCN World Commission on Protected Areas. Technical development of relevant tools and materials will involve the compilation of case studies and lessons learned, web-based exchanges, task-forces convened around specific issues and challenges (for example, to develop best-practice guidance on how to implement and scale-up locally-managed marine area networks, how to tackle the challenges of wildlife traffic, how to cost PA management etc.), and mobilize opportunities for contact groups, workshop sessions and roundtable opportunities. Project Output 1.3 will help identify and engage protected area professionals, planners and policy-makers from the partner GEF-eligible countries and the portfolio of UNDP-GEF and IUCN protected area projects and Commisions, to engage and participate in designing the materials and knowledge products that they need.

2.1.2 Developing guidance materials, standardized templates, assessments and evaluation methodologies: The project will support the development of guidelines, the dissemination of case studies and the production of voluntary templates that help protected area professionals incorporate principles and best practices. User-friendly guidance will to be prepared and translated for the following key products:

- *Best practices*: This project will identify, compile and disseminate best practices across all of the 8 streams of the World Parks Congress, focusing on specific gaps and guiadace needs.
- *Case studies*: This project will adopt a clear case methodology to a series of case studies that are made widely available and can be supplemented over time by participating organizations and individuals. These will illustrate the best practices identified through broad research and consultation.
- *Planning templates*: Standardised templates and other tools will enable protected area planners and managers to design and update management plans and network designs to account for the increasingly complex societal needs, and to achieve a full range of Aichi Biodiversity Targets.
- *Financial planning and resource mobilisation tools*. Practical examples and tools for protected area business planning and resource mobilization, including within the broader NBSAP process.

Output 2.2 *On-line tools and e-modules for technical support and training to improve the quality and effectiveness of protected area systems.*

This output, which will be co-led by UNDP and IUCN, but involve other key partners, involves the presentation of protected area knowledge and best practice into accessible solution-oriented material.

2.2.1 E-learning, training packages and virtual course rooms: There is already a series of e-learning modules on protected areas[19]. These modules will be supported and supplemented by virtual course rooms that are strengthened by this project.[20] This project will also build on the early success of these modules, and will focus on key gaps, including:

- *New E-learning and virtual course rooms.* These will include a) designing and managing protected area network to ensure that essential ecosystem services are maintained; b) designing and managing protected area networks to ensure ecological representation and maintain genetic diversity; c) incorporating protected areas into climate resilience plans; d) developing and implementing tools for management effectiveness and business planning and full and effective resource mobilization plans for protected areas; e) integrating protected areas within sustainable

[19] 13 self-paced e-learning modules exist for protected areas as a result of collaboration between UNDP, CBD and The Nature Conservancy, and 7 additional modules are related to protected areas. These are available freely on-line in multiple languages, and have been used by thousands of protected area professionals worldwide. This project will build on, and complement, the existing infrastructure of www.conservationtraining.org, which has 15,000 unique registered learners from 180+ countries.

development programs while achieving conservation goals; and f) incorporating protected areas into national planning frameworks.

- *Training toolkits*: A series of train-the-trainer toolkits will be developed on the topics mentioned above.

Output 2.3 *Collaborative learning framework in place for IUCN, WCPA, GEF Implementing Agencies, CBD and partners to effectively share and promote best practices, tools and guidance related to priority protected area and area-based conservation themes, including climate change, food and water security and disaster-risk reduction.*

This output will use existing collaborative efforts to diversify access and availability of knowledge, guidance and information. Key activities are as follows:

2.3.1 Identification of key protected area networks: The project team will identify key networks and communication mechanisms (including for example, the IUCN members and commissions, staff from UNDP and other GEF Agencies involved in protected area projects, CBD and national protected area focal points, BIOPAMA contacts, protected area training courses and programs, TILCEPA, the NBSAP Forum, and other networks that will be represented at the IUCN World Parks Congress).

2.3.2 Coordination across multiple networks: The project team will establish an effective communication mechanism, including broadening its existing mechanism, to ensure that coordination and communication reaches across the broad networks identified in Output 1.5.1.

- Component 3
Position protected areas within development policy, economic strategies and human well-being

This component will ensure that the country- and site-specific outputs from components 1 and 2 are appropriately leveraged into regional and global policy dialogues and decisions.

Output 3.1 *Recommendations on current and emerging protected area-related policy issues and integration of protected areas into development planning are developed from deliberations and commitments at IUCN World Parks Congress 2014*

This output will ensure that project investments in the capacity of protected area professionals and the results of their participation and contributions are reflected across all IUCN World Parks Congress stream recommendations. Key activities will include:

3.1.1 Deep engagement with World Parks Congress stream leaders developing programme content: To design and deliver stream content that includes experiences and cases from the target project countries as well as the input of the project cadre of protected area professionals.

3.1.2 Stream content and delivery: Ensure that all streams of the World Parks Congress achieve integration of protected area system design, governance and management into development policy and sectoral planning frameworks as part of their content development and delivery.

3.1.3 Consolidate recommendations based on outcomes from streams: Incorporate recommendations into policy guidance and policy and practice strategic plans, securing high-level commitment from country leaders and global experts to advance these recommendations in national and global policy dialogues and implementation programmes.

Output 3.2 *Key recommendations on emerging issues relevant to mainstreaming PAs incorporated in national development plans and implementation of Aichi targets are promoted at CBD COPs and other international policy arenas*

This output will ensure continued input from the project to the ongoing development of CBD programmes of work. Key activities will include:

3.2.1 Distill recommendations from the IUCN World Parks Congress: and package into appropriate format for channeling and networking with thought leaders and participants in global policy dialogues related to the UN Sustainable Development Goals, the UNFCCC, CBD and other policy processes.

3.2.2 Reach out to strategic policy fora on biodiversity: This will imply delivering recommendations from pre-WPC for a (e.g. Asia Parks Congress, IMPAC3 etc.) to the CBD COP 12 and promoting WPC outcomes at future CBD meetings to further the implementation of the CBD Strategic Plan for Biodiversity and related COP decisions.

3.2.3 Incorporate relevant recommendations into implementation of current IUCN quadrennial program and the preparation of the IUCN Programme 2017-2020

Output 3.3 *Follow-up action plans to promote adoption of PAs as tools for implementation of other international agreements (e.g. follow up to post 2015 Hyogo Framework of Action for Disaster Risk Reduction)*

This output will ensure continued input from the project to the ongoing development of relevant international agreements. Key activities will include:

3.3.1 Distill project recommendations from World Parks Congress: Package into appropriate format for channeling and networking with thought leaders and participants in global policy dialogues related to relevant international agreements and environmental challenges, e.g. the Hyogo framework, PA relevant negotiations under the UNFCC and UNCCD, etc.

3.3.2 Deliver project recommendations to at least 5 major policy venues, including COPs of international conventions.

Output 3.4 *High-profile communication materials are developed that effectively showcase the contribution of protected areas to achieving national sustainable development goals*

This output will ensure that results from the project are clearly and powerfully communicated to key decision makers involved in national sustainable development goals. Key activities will include:

3.4.1 Produce high-impact, high-profile communication materials: Materials include a photo exhibit, interpretive materials, and summary document, of the impact of investments of protected areas globally, and their importance to achieving sustainable development goals and the CBD Strategic Plan

4) Incremental Cost Reasoning

48. The project seeks to ensure that best practices, case studies and learning tools associated with protected areas and emerging societal needs are identified, developed and widely disseminated through virtual and in-person mechanisms, and that learning networks are strengthened.

Current Baseline	*Alternative*	*Global Biodiversity Benefits*
Component 1) **Strengthening new and existing learning networks** In the baseline scenario, protected area learning material will continue to have	Through the alternative scenario, protected area learning material will be far more readily available, accessible and operational. Demonstration activities, promoted through	An increase in capacity amongst GEF-eligible countries to raise the quality of PA sites through increased capacity to support and govern PA systems, will demonstrably achieve an increase in the quality

Current Baseline	*Alternative*	*Global Biodiversity Benefits*
key gaps, and learning networks will continue to be fragmented. Countries will continue to implement PA priority actions but will be constrained by limited capacity and good practice guidelines.	networks and learning opportunities, will result in a higher-degree of auto-implementation by PA managers and their agencies. Learning and increased ability to assess and synthesize experiences will lead to further advancements and success with regards key areas	components of Aichi Target 11, as evidenced by country reporting and other M&E measures and assessments. The following global biodiversity benefits will be produced by the project: Increased understanding about the role protected areas can play to help achieve sustainable development goals and to foster resilient natural and human communities. More robust, sustainably financed protected area networks that are fully integrated into development sectors. Effective protected area plans that are fully integrated into national frameworks. Increased performance of countries and their protected area sites and systems in contributing to PoWPA and Aichi Target 11. Improved focus on the links between protected areas, both physically and institutionally, with their surrounding landscape Additional benefits in securing connectivity between key areas for biodiversity, while maintaining vital ecosystem processes. Such successful mainstreaming will better reflect biodiversity into national development planning frameworks and sector planning processes.
Component 2) **Global learning and technical content development** In the baseline scenario, protected area planning will continue to focus primarily on conservation goals, without adequately identifying and incorporating key emerging issues, including climate resilience, maintenance of ecosystem services, and delivery of broad societal objectives.	Under the project alternative scenario, protected area professionals have full access to the key materials they need to ensure that protected areas are managed effectively, including materials that help them identify and maintain key ecosystem services, buffer society against the impacts of climate change, maintain sustainable livelihoods, ensure food and water security during shifting climate patterns, and promoting vibrant communities.	
Component 3) **Position protected areas within development policy agenda** In the baseline scenario, protected areas will continue to operate in semi-isolation, generally resulting in poor integration of protected area objectives and governance into broader planning processes; overlapping interests for surrounding landscape and seascape uses, and only occasional alignment and mutual reinforcement.	In the alternative scenario, protected area action plans are the centerpiece of national plans and policies. These plans clearly show how protected areas can deliver on multiple societal benefits, and these multiple benefits are well accepted by society.	

5) Global Environmental Benefits

[See matrix in the section above.]

6) Innovativeness, sustainability and potential for scaling up

49. ***Innovation elements.*** The project's innovation lays in its overall design, whereby the project will challenge traditional protected area management methods by offering more practical models of what has proven effective on the ground. For example, the project will demonstrate how enhancing the diversity and quality of governance can improve management effectiveness of protected areas by incorporating more inclusive models that recognize the important role of private protected areas, indigenous and community conserved areas, and shared management models. Novel protected area management approaches and creative products that are currently under development will be refined and enhanced through the project.

50. A compendium of solutions and case studies will be widely disseminated, including online, that demonstrate innovative ways of operating and managing protected areas more sustainably. This will include the importance of

recognizing protected areas as embedded in a wider production landscape/seascape, and, as such, will highlight the intrinsic value that protected areas offer as practical solutions to global challenges by addressing food & water security, reducing risk of natural disasters, supporting health and well-being, conserving biodiversity, enhancing climate change resilience, reconciling development challenges, enabling effective and more diverse governance, respecting indigenous and traditional knowledge and culture, and inspiring a new generation to connect with and invest in nature.

51. Through its overall approach and investment on capacity development: best practice guidance and capacity development resources, online tools and training modules, the project will demonstrate how those successful case studies highlighted within the themes above can be replicated and scaled up to a regional and global level. Furthermore, development of user-friendly capacity development resources and an interactive website will offer the needed sustainability by ensuring that novel approaches are continually captured, uploaded, and disseminated to a global audience.

52. Learning and networking activities are rapidly evolving. Practitioners connect with each other and with learning materials in increasingly more sophisticated, instant and accessible ways than they have in the past. Learners increasingly request user-friendly information, available instantly. As such, the project will also ensure that learning opportunities are available in multiple languages, across a range of platforms. Learning and knowledge exchange will primarily take place on-line, via existing electronic platforms. For example, one of the expected outcomes of this project is the full population and active engagement of protected area practitioners in the protected area section of the NBSAP Forum, and learning will take place online at www.conservationtraining.org. Not only is virtual learning and network more cost-effective, but it also opens up to a wealth of interactive possibilities for sharing and multiplying knowledge, and for reaching out to very large audiences.

53. There are times where there is no substitute for face-to-face learning and exchange. Targeted in person workshops will take place prior to the World Parks Congress, as part of identifying key lessons and best practices. The emphasis on diverse participation at the Congress itself will ensure that new connections are made, and will strengthen existing virtual networks.

54. ***Sustainability and Replicability***. The project objective is centered on replication, upscaling and outreach through a concerted effort in sharing of lessons, tools and practical solutions, designed and developed to contribute to the sustainability of national and global PA networks, including PAs supported through GEF and other donor financing. Improved capacity, including development of triaing materials and tools and development of onlione and on-the-ground training will lead to enhanced and accelerated implementation of the Aichi targets with mainstreaming of PA management as a useful part of green economy/infrastructure. Better guidance and capacity to more effectively protect, connect, and restore natural habitats will lead to the establishment of more representative PA networks and contribute to the longterm sustainability. Compilation of case studies, tools and online training materials will provide global access to good practice, allowing sharing of lessons learned and replication of good practice.

55. *Ecological sustainability*. The Project will contribute to ecological sustainability highlighting practical solutions that will guide PA practiciones in the establishment of more reperesentative PAs, better management of important biodiversity areas and integration of PAs in landscape management and development planning.

56. *Social sustainability* will be provided principally through a drive to improve the effectiveness and equity of protected area governance, at both system and site-levels. The more widespread adoption and assimilation of different governance models to ensure new conservation and protection models, such as Indigenous and Community Conserved Areas (ICCAs) and Locally-managed Marine Areas (LMMA), are better reporesented and supported by national PA governance arrangements and supporting policies. The project also strongly positions PAs in terms of their relevance to reconciling development challenges.

57. *Institutional sustianability* will primarily be established through enhanced capacity within partner PA agencies, and a renewed focus on system-level governance arrangements and improved integration of PAs into local governance structures. A key activity that will build sustainability is under Output 1.1 and it focuses on 'legacy products' for the World Parks Congress. The project will be creating a platform to ensure that lessons from across the UNPD-GEF and IUCN portfolio of PA are available widely, at least until the next Congress 10 years hence.

58. Within UNDP and IUCN respectively, institutional sustainability will be ensured by the significant investment that the two organizations have been making on knowledge management platforms, networking and web-presence. IUCN e.g. has grown its web-presence immensely in the past few years. Much of builds on dissemination of knowledge and stakeholder engagement. Furthermore, IUCN has repeatedly demonstrated its ability to create and maintain knowledge platforms. IUCN's Red List e.g. has been maintained since 1964 and the World Database on Protected Areas, of which IUCN is a co-supporter, since 1981. UNDP has, in turn, partnered up with a Dutch NGO to establish an 'info & crowdsourcing platform' for its projects – the 'Akvoapp' (see [Link]). The costs of maintaining knowledge management platforms created by UNDP projects within Akvoapp are close to zero.

59. Both UNDP and IUCN have demonstrated their ability to sustain knowledge platforms and other initiatives over extended periods of time – platforms that not only congregate a wide range of stakeholders (such as the NBSAP Forum e.g. [Link]), but that are also dynamic and evolve, such as the IUCN's main website [Link].

A.2. Stakeholders

60. In his opening speech ten years ago at the WPC held in Durban, South Africa, Nelson Mandela stated:

> "*We know now that the key to a sustainable future for protected areas lies in the development of partnerships. It is only through alliances and partnerships that protected areas can be made relevant to the needs of society.*"

61. While a series of essential partnerships and conservation alliances have been established to maximize impact, engagement with individuals and organizations that fall outside of the biodiversity conservation sector is still critically missing. Inextricably linked with essential projects such as the UNDP-GEF NBSAP project, the IUCN World Parks Congress, BIOPAMA, and Blue Solutions, in partnership with GIZ, the current project will draw from the learning networks already developed and enhanced by these projects while also engaging a new set of stakeholders.

62. There is on-going dialogue for involving the World Business Council for Sustainable Development (WBCSD) and other private sector partners for further engaging them in supporting the PA agenda. The project will continue to pursue this engagement. The WBCSD represents a membership body of approximately 150 global companies whose work both impacts and relies on protected areas. They were an important sponsor and partner for the IUCN World Conservation Congress held in Jeju in 2012; both through the umbrella organization of WBCSD and bilaterally, companies such as Shell, Rio Tinto, Holcim, and others will be engaged in the project programmatically through bold new commitments supporting areas such as aspiring to achieve "net positive impact," and developing standards for operating in key biodiversity areas. The International Council on Mining and Metals (ICMM) which brings together 21 mining and metals companies will also launch its 10-year review through engagement in the project and at the WPC 2014 following from its "no go" commitment to operate in World Heritage sites at the IUCN WPC held in Durban in 2003. In addition to this, low to medium impact private sector companies will also be engaged through the project to help demonstrate commitments they have made to reduce their overall footprint, such as Medibank, an Australian private health insurance company, and/or the indigenous-owned Hard Rock Café, amongst others. Introducing cutting edge technology will play an essential role as will the opportunity to engage media groups; a Young Persons Media Coalition will merge the innovative ideas spearheaded by young media leaders with priorities in the protected area sector. In addition, information and technology companies will be engaged to support and enhance development of key products drawn from the project.

63. Policy-makers and development planners at the municipal, national, regional and global levels collectively representing global economic development priorities will be targeted and engaged in every component of the project, alongside indigenous and rights-based groups, non-governmental organizations (local, regional, and global), governmental institutions, and others .

64. The IUCN World Parks Congress will represent one arena where individuals and learning networks come together to support the achievement of this project's overall objective. Feed in of recommendations and good practice from major conservation events in the lead-up to the WPC will also be of great importance to the development and refinement of

guidance materials (e.g. Birdlife conference, Wild10, IMPAC3, Asia Parks Congress, World Forum on Natural Capital, and the WPC stream leader meeting).

65. In addition to this and the above-mentioned forums and stakeholder groups, IUCN's wide-reaching network of members, commissions, and staff will support the identification of key thought leaders and change agents who will be instrumental in ensuring that practical inputs are applied into protected area guidance materials improving the ownership and governance of protected areas, and further supporting the achievement of the overall project objective including the enhanced implementation of CBD Aichi targets, especially Target 11. Through the identification of this set of key stakeholders, a cadre of 600 professional will be mobilized as described more fully in the project's design.

66. The project will also draw on the guidance and engagement from a number of other global, regional, and national partners including, at the global level: the CBD Secretariat, the ICCA Consortium, the World Bank, Conservation International, the European Commission, UN Food and Agriculture Organization, UN University, and Conservation Finance Alliance and its constituent members.

67. At the regional and national level, key partners include, among many others:

- SOTZ'IL (Mesoamerica Indigenous Leaders Coalition);
- Indigenous Peoples of Africa Coordinating Committee (IPACC);
- The North Australian Indigenous Land and Sea Management Alliance (NAILSMA);
- US National Parks Service;
- Parks Canada, Parks Victoria;
- Mexican National Commission for Protected Areas (CONANP);
- Australia's Commonwealth Science and Industrial Research Organization (CSIRO);
- The Ministry of Environment Japan;
- Parks Australia;
- The New South Wales National Parks & Wildlife Services;
- GIZ;
- The World Bank;
- The European Commission;
- The World Business Council for Sustainable Development;
- Agence Française de Développement (AFD),
- The Commonwealth Bank of Australia.

A.3. Socio-economic benefits, including gender dimensions considerations

68. The project will place particular emphasis on several key topics that address ***socio-economic benefits***, including mainstreaming biodiversity into poverty alleviation efforts, and into sectoral plans and policies. This will build off of existing efforts of a partnership with IIED, UNEP-WCMC, UNDP, and UNDP's Poverty Environment Initiative (PEI), that explores in detail how biodiversity can be mainstreamed into poverty alleviation efforts e.g. though the NBSAP 2.0 project.[21] Special emphasis will be placed on sustainable livelihoods, and on mainstreaming biodiversity to achieve national sustainable development goals.

69. ***Gender mainstreaming*** is an important aspect of CBD implementation and it is enshrined in the Strategic Plan 2011-2020 f (refer to COP 10 Decision X/2, article 8), as well as a number of other COP decisions. Gender is also an important issue for IUCN which has an active Gender programme. Both UNDP's and IUCN's projects are subject to gender considerations and social and environmental safeguards. Through the project, IUCN and UNDP will explore and expose best practices in gender mainstreaming into biodiversity conservation and the resulting effects that this effective mainstreaming has on improved access to and sustainable use of natural resources for women, men, and children alike. Successful case studies for gender mainstreaming will be included amongst the guidance tools that are disseminated online and through the World Parks Congress and other forums.

[21] See [Link] for more details.

70. All capacity development and World Parks Congress activities supported through the project will promote and encourage gender equality in conservation, promoting equal roles of men and women alike in protected area management, especially through enhanced governance arrangements. In addition, IUCN will take special measures to ensure that each stream within the WPC has a clear gender balance, and will encourage stream leaders to include a gender dimension in their streams.

A.4. Risks [Now in PRODOC, Section I, Part II]

[Suppressed to avoid repetition – refer to Risk Chapter in the PRODOC]

A.5. Cost-effectiveness reflected in project design

71. The project is highly cost-effective as it will be built around a foundation of robust case studies and successful PA projects that have been financed through a diverse number of funding partners that add value to the current project as well as to GEF-funded projects such as the GEF-UNDP NBSAP Program, and the GEF/UNDP Small Grants Program. The impact of bringing together the collective lessons drawn from a series of successful case studies is immeasurable and will directly result in the enhanced sustainability of PA systems globally by disseminating this information globally and demonstrating how it can be made applicable to a global context. With the overall focus on highlighting and scaling up global success stories in effective and sustainable PA management, the project will be focused on the use of existing resources and case studies therefore IUCN will be able to drastically minimize its project management costs in terms of staffing and operations.

72. Further, by investing in capacity development in protected area management effectiveness, including sustainable financing, the project's various components and outputs will be able to be scaled up and replicable in different settings in the years to come.

A.6. Coordination with other relevant GEF financed initiatives

73. This project will coordinate on activities, collaborate with and learn lessons from the GEF-financed initiatives that either pertain to protected areas or biodiversity policies and mainstreaming. More specifically, the project will serve to harness the existing GEF project portfolio on protected areas, especially through UNDP, to serve as a client portfolio of recently-complete, ongoing and initializing project knowledge and experiences. We mention the following group of projects:

- The GEF portfolio on protected areas is considerable and UNDP is currently the largest agency supporting it. This project will be drawing from achievements across numerous national and regional projects to summarize lessons before, during and after the World Parks Congress. An indicative, not exhaustive list of potential GEF projects, implemented with UNDP support, includes:
  - GEF Project ID 3626: *PAS – The **Micronesia Challenge**: Sustainable Finance Systems for Island Protected Area Management - under the GEF Pacific Alliance for Sustainability*. This project aimed to develop a national incentive program for mainstreaming sustainable land management planning and practices in order to combat land degradation, conserve biodiversity of global importance and protect vital carbon assets. This proposal would seek to build on lessons in creating regional challenges and developing regional sustainable finance approaches.
  - GEF Project ID 2613: *Supporting Country **Early Action** on Protected Areas*. This project provided catalytic funding to 47 countries, and more than 120 projects, mostly in LDCs and SIDS. This proposal will seek to summarize key lessons, and make them widely available throughout the project.
  - GEF Project 5524: ***Mainstreaming** Biodiversity Conservation into the Tourism Sector in Synergy with a Further Strengthened Protected Areas System in **Cape Verde***. This project, which aims to safeguard globally significant biodiversity in Cape Verde from current and emerging threats, by enhancing the enabling and regulatory frameworks

in the tourism sector and activating a critical further subset of the national protected areas system, is the kind of project that this proposal will draw from, summarizing lessons on integrating protected areas into key sectors to unlock finance and help achieve ecological and societal goals.

- GEF Project ID 3906: *Enhancing the Effectiveness and Financial Sustainability of* ***Protected Areas in Malaysia***. This project, which aims to establish a performance-based financing structure to support effective Protected Area system management in Peninsular Malaysia, is one of numerous GEF-supported projects that help identify best practices and key lessons in sustainable finance.
- GEF Project 5395: ***Ridge-to-Reef Pacific Islands*** *National Priorities – Integrated Water, Land, Forest and Coastal Management to Preserve Biodiversity, Ecosystem Services, Store Carbon, Improve Climate Resilience and Sustain Livelihoods*. This project, which aims to maintain and enhance Pacific Island countries' ecosystem goods and services through integrated approaches to land, water, forest, biodiversity and coastal resource management that contribute to poverty reduction, sustainable livelihoods and climate resilience, provides a model of how protected areas must be integrated into wider landscapes and seascapes if they are to realize their full suite of potential ecological, social and economic benefits.
- GEF Project ID 5485: ***Seychelles' Protected Areas Finance*** *Project*: This project was recently approved by the GEF Council and is currently being developed, including by setting standards for PA finance analysis, which were praised by at least one Council member. The project will put in place a consolidated framework for the financial, operational efficiency and coherency of the current disconnected assemblage of PAs in Seychelles, against a context of a rapidly shifting economic and financial environment for Seychelles. It will design an integrated new National System of Protected Area, with aligned management standards and efficiencies across its constituent PAs. This will ensure sustainable financing for PAs in the short- and medium-term, and provide the basis for the expansion of Seychelles's protected area estate in the future.
- GEF Project ID 1197: *Enhancing the effectiveness and catalyzing the sustainability of the* ***W-Arly-Pendjari*** *(WAP) protected area system in* ***Burkina Faso, Benin and Niger***. The project has been concluded in 2013. It has developed collaborative and PA management frameworks together with partner initiatives to build the political, institutional, human and physical setup that is necessary for the long-term conservation and sustainable use of ecosystems in the WAP Park Complex and its zones of influence. More recently, an adjacent PA Complex in Togo (the **Oti-Kéran-Mandouri or OKM**) was incorporated into the management frameworks under the regional leadership of UEMOA, forming the now coined "WAPO". Negotiations are on-going with partners on how to support efforts to tackle emerging issues in the WAPO Complex pertaining to elephant poaching and wildlife traffic. A new GEF project will be prepared in GEF6 by UNDP and the Parks' Congress will be a convening forum to draw the attention to the poaching issue and conceive the intervention.
- GEF Project ID 3637: *Transforming Management of Biodiversity-rich Community Production Forests through Building National Capacities for Market-based Instruments in* ***Mexico - under the Sustainable Forest Management Program***. The project was approved by GEF in 2009 and it is spearheading forest biodiversity conservation in Mexico by improving management of biodiversity-rich, community- and privately-owned production forests. It is building strong and cohesive national and international markets for timber products from sustainably managed forests and enhancing the capacity of forestry stakeholders to participate in this market and thus harnessing the economic benefits and incentives associated with sustainable forest management and biodiversity conservation.
- GEF Project ID 4111: *Overcoming Barriers to Sustainability of* ***Costa Rica's Protected Areas System***. This project is reaching its end phase soon, but has many lessons to share. The project has helped Costa Rica overcome various barriers to consolidating and strengthening its Protected Areas System administered by the National System of Conservation Areas (SINAC), so that it can more effectively conserve a representative sample of the country's biodiversity, advance national goals and captures global benefits in a range of ecosystems. Results can be featured and shared through the WPC.
- GEF Project ID 1100: *Community-based Conservation of Biological Diversity in the Mountain Landscapes of* ***Mongolia's Altai Sayan*** *Eco-region*. This project was concluded in 2011 and is considered a best practice in community based conservation. Designed to modify land and resource use trends and address the inadequacies of the protected area system within the landscape of Altai-Sayan with more than 2000 sq km, the project has managed to changed attitudes and behaviour towards the protection and sustainable use of natural resources by local communities through a new understanding that they have assumed ownership of these natural resources from the state. Protected areas and local communities have been in the centre of this transformation.
- GEF ID 2235: *Demonstrating Sustainable Conservation of Biodiversity in Four Protected Areas in* ***Russia's Kamchatka Oblast****, Phase 2*. This project has also reached its final stage in 2011. It managed to secure the globally significant biodiversity values of the Kamchatka Peninsula through a phased approach and where the second phase clearly focused on protected areas. Altogether it demonstrates approaches for sustainable and replicable conservation of biodiversity in four different existing protected areas as a model for a sustainable system of protected areas in Kamchatka. Lessons were codified in a UNDP 2012 publication [*Link*] and they will be more widely shared in the WPC.

- GEF-financed BD EA projects and NBSAPs: This proposal will work closely with a wide variety of countries that have received funding for BD Enabling Activity projects, including revising their NBSAPs. This project will both draw from key lessons, as well as add direct value to this substantial portfolio of projects by promoting consistently high quality on issues related to protected areas, and their contributions to NBSAPs and a number of Aichi Targets.

A.7. Describe the institutional arrangement for project implementation

74. The project will be implemented over a period of three years. UNDP is the GEF Agency for this project and it will operationalise it using the CSO implementation modality. UNDP will enagage IUCN as the implementing partner for managing most of the project's budget and carrying out the majority of activities. A small number of activities will be implemented directly by UNDP (e.g. independent evaluation,the showcasing of UNDP-GEF projects and the coordination with other GEF agencies and the GEF Secretariat). UNDP will sign a management contract with the IUCN Head Office in Gland for binding and accountability purposes. As the main implementing partner for this project, IUCN will be accountable to UNDP for: (i) reporting on progress towards achievement of results; and (2) documenting the prudent and proper use of resources.

75. The choice of IUCN as the main implementing partner is thus justified:

- At the global level, IUCN enjoys a unique status. It is the the world's oldest and largest global environmental organization – in fact the first one at the global level, founded in 1948.[22] IUCN is the the custodian of the Red List database on endangered species. With HQ in Gland, Switzerland, it is structered in a decentralised manner with over 1,000 staff in 45 offices, It also counts on more than 1,200 member organizations including 200+ government and 900+ non-government organizations. IUCN's network includes almost 11,000 voluntary scientists and experts, grouped in six Commissions in some 160 countries.
- With respect to this project, IUCN organises the World Parks Congress (WPC), which is a landmark global forum on parks and protected areas. The event only takes place once every 10 years and is the world's most influential gathering of people involved in protected area management. In 2014, the Congress will be hosted in Australia in November 2014. This project depends directly on the WPC as an essential platform for levering knowledge development, learning, networking and dissemination. No other organisation is as centrally placed vis-à-vis the WPC as IUCN is.
- IUCN has been previously assigned similar roles in other UNDP-GEF projects: e.g. (i) in the preparation grant for the W-Arly-Pendjary WAP project in Africa (referred to further up) in 2006/7; (ii) in the COBWEB project in Uganda implemented between 2008-2014; (iii) in the implementation of the Pacific Islands Oceanic Fisheries Management Project (OFM) around 2010; and (iv) in the MSP to support the World Initiative on Sustainable Pastoralism (WISP) implemented between 2005 and 2011. There are other examples of IUCN engagement in non-GEF UNDP projects, e.g. in the multi-partner UNDP global project on Capacity Building on Gender and Climate Change, implmented from 2009 to 2012/3.
- The organization has a proven record of satisfactory performance in implementing technical assistance projects, either with its own funds or on behalf of others.
- The organisation is in good financial standing and the use of external and core funds is regularly audited.

76. To ensure effective oversight, a Project Advisory Group will be established, and it will include members from UNDP, IUCN, GPAP, WCPA, the GEF Secretariat[23] and others as applicable. A sub-set of the Advisory Group may then compose the Project Steering Committee (PSC), aimed at playing a more decision-making oriented role. In particular, the PSC will be responsible for reviewing the project work plan, substantive and financial progress reports and outputs. It will also support the project by facilitating synergies with other PA projects, contact with various partners, including in UNDP

[22] Its legal status is thus defined: "*IUCN, International Union for Conservation of Nature and Natural Resources (also known as International Union for Conservation of Nature) is constituted in accordance with Article 60 of the Swiss Civil Code as an international association of governmental and non-governmental members. Therefore it has legal personality and may perform any act in conformity with its objectives*." (IUCN Statutes, of 5 October 1948, revised on 22 October 1996 and 13 October 2008, and last amended on 14 September 2012 (including Rules of Procedure of the World Conservation Congress, last amended on 14 September 2012) [Link].

[23] The project will be particularly useful for GEF knowledge management and learning on its Focal Area Objective BD1 on Protected Areas – reason why its participation in the Project Advisory Group would be welcomed.

country and regional offices, national governments and other relevant stakeholders. Logistics and communications permitting, the advisory group can be later expanded to include other global partners, with a view to providing further policy guidance to project implementation.

77. All project consultants for IUCN-led activities will be hired by IUCN. The organisation will be responsible for: (i) providing financial management services to the project; (ii) recruitment of specialized consultants and service provider in consultation with UNDP; (iii) overseeing routine financial expenditures against project budgets and workplans approved by the PSC; (iv) appointment of independent financial auditors, also in consultation with UNDP; and (iv) ensuring that all activities, including procurement and financial services, are carried out in strict compliance with procedures that are in line with those of UNDP's and GEF's.

B. DESCRIPTION OF THE CONSISTENCY OF THE PROJECT WITH [FOLLOWING ELEMENTS]

B.1. National strategies and plans or reports and assessments

UNDER RELEVANT CONVENTIONS

- *Consistency with the principles, policies and strategies of the Convention on Biological Diversity:* This project aims to strengthen fulfillment to the Convention on Biological Diversity, including the Programme of Work on Protected Areas.
- *Consistency with development of National Biodiversity Strategies and Action Plans (NBSAPs*): This project is consistent with and co-supportive of the development of National Strategies and Action Plans (NBSAPs), included in the Convention itself as an obligation of countries, and reinforced at CoP-10 with the adoption of the CBD Strategic Plan and the Aichi Biodiversity Targets.
- *Links to relevant global policy processes*: The project will also create links to other policy dialogue processes, namely those related to 'The Future We Want' / Rio+20 outcomes, the Post 2015 development agenda, and other related processes pertaining to climate change and land degradation themes, and their links to 'protected areas & biodiversity'.

B.2. GEF focal area and/or fund(s) strategies, eligibility criteria and priorities

78. The primary focal area of this project is GEF's Focal Area Objective BD1 (improve sustainability of protected area systems). However, it should be noted that the project also contributes to BD2 (mainstream biodiversity conservation and sustainable use into production landscape/seascapes and sectors). This is a global project, bringing to bear the resources and technical capabilities of UNDP, IUCN, World Bank and many other partners, to globally advance the protected areas agenda. More specifically, it will contribute to Outcome 1.1 (icrease financing of protected area systems; Outcomes 1.2 (expand ecosystem and threatened species representation within protected area systems) and Outcome 2.1 (strengthen the policy and regulatory framework for mainstreaming biodiversity).

79. This project will support a global effort to make substantive changes in the state of protected area planning at the site and national level. This project also has the potential to create an enabling environment for effective development of national projects for GEF VI and beyond – projects that address new and emerging issues. This project fits with the following criteria:

- The project is clearly relevant to the objectives of GEF's biodiversity strategy, and emphasizes key areas of GEF's interests, including protected areas and biodiversity mainstreaming, among others;
- This project clearly supports priorities identified by the Conference of Parties of the CBD, including the completion of PoWPA Action Plans, and the development and revision of NBSAPs that fully reflect the Aichi Targets, including Target 11;
- There is high likelihood that the project will have a broad and positive impact on biodiversity; potential for replication;

- This proposal represents an innovative approach to learning that is faster, more nimble, more lasting and has a lower carbon footprint than previous efforts. To the extent that this project shows new and more cost-effective ways to strengthen capacity globally, it will provide enormous demonstration value for other conventions; and
- This project will contribute to global conservation knowledge through formal experimental or quasi-experimental designs that test and evaluate the hypotheses embedded in project interventions.

80. Project will build on and supplement earlier GEF investments, leading to enhanced replication of good practice and capacity building to address new and emerging issues relevant to PA management and sustainability.

B.3. The GEF Agencies' Programs and respective comparative advantage

81. UNDP has a long history of supporting the implementation of protected area projects through GEF funding at national, regional and global levels. It has the largest portfolio of protected area projects in the world. It is already supporting over 40 countries in the development of their NBSAPs, and is providing key technical support, including on protected area issues, through the NBSAP Forum and through an ongoing partnership with the CBD Secretariat. It has supported a very broad portfolio on protected areas, totaling over US$ 400 million, across more than 120 countries.

82. UNDP is well equipped to implement the project. Under the leadership of the PrincipalTechnical Adviser for ecosystems and Biodiversity, UNDP has one senior full-time global staff directly responsible for BD and LD EA, a global senior staff focusing on protected areas, NBSAPs and resource mobilization, plus 10 regional UNDP-GEF technical advisors that also support BD EA projects. In addition, with a network of 130+ UNDP Country Offices, each housing an Environment Focal Point, UNDP is well placed to provide assistance in locating relevant material and liaising with national counterparts.

83. IUCN is well equipped to serve as the implementing partner for this project. In addition to a core staff of 14 members working full time on protected area issues in the global program, IUCN has more than 1000 staff members in more than 60 countries. IUCN also supports the World Commission on Protected Areas (WCPA), a voluntary network of more than 1700 PA professionals globally. The IUCN administration at headquarters has dedicated staff to support finance, human resources and programme management needs for the global protected areas program and corresponding activities in each of IUCN's regions. IUCN's administrative systems will ensure compliance with required standards and procedures for execution of the project

C. BUDGETED M &E PLAN [NOW IN PRODOC, SECTION I, PART IV]

[Removed from here and included only in the PRODOC to avoid repetition]

PART III: APPROVAL/ENDORSEMENT BY GEF OFPS AND GEF AGENCY

A. RECORD OF ENDORSEMENT OF GEF OPERATIONAL FOCAL POINT(S) ON BEHALF OF THE GOVERNMENT(S)

NAME	POSITION	MINISTRY	DATE *(MM/dd/yyyy)*
n/a			

B. GEF AGENCY CERTIFICATION

This request has been prepared in accordance with GEF/LDCF/SCCF/NPIF policies and procedures and meets the GEF/LDCF/SCCF/NPIF criteria for CEO endorsement/approval of project.

Agency Coordinator	Signature	Date *(Month, day, year)*	Project Contact Person	Telephone	Email Address
Adriana Dinu, UNDP/ GEF Officer-in-Charge and Deputy Executive Coordinator		December 16, 2013	Fabiana Issler Regional Technical Advisor, Ecosystems & Biodiversity, Africa, UNDP-GEF	+27-12-3548128	fabiana.issler@undp.org

MSP ANNEX A: Project Results Framework

[Removed from here and included only in the PRODOC to avoid repetition]

MSP ANNEX B: Project Budget

[Removed from here and included only in the PRODOC to avoid repetition]

MSP ANNEX C: Monitoring and Evaluation Plan

[Removed from here and now included only in the PRODOC to avoid repetition]

MSP ANNEX D: Co-Financing Letters

21 November 2013

Dr. Naoko Ishii
Chief Executive Officer and Chairperson
Global Environment Facility
1818 H Street, NW
Washington DC, 20433, USA

Dear Dr. Ishii

Subject: Co-financing support to global UNDP-GEF project "Parks, People, Planet: Protected areas as inspiring solutions to global challenges"

This letter seeks to acknowledge the formal intention and commitment of UNDP to co-finance the global UNDP-GEF project titled **"Parks, People, Planet: Protected areas as inspiring solutions to global challenges"**, to be implemented in close collaboration with IUCN.

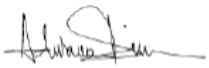
The project will use the next World's Parks Congress, to be held in Australia in November 2014, as a 'strategic platform for development & learning' – including the preparations to and the aftermath of the event – for achieving the goals of strengthening the capacity of key stakeholder for effective management and equitable governance of an ecologically representative global network of protected areas.

UNDP will allocate a total of **$500,000** co-finance to activities that directly relate to our internal preparations as a key agency participant in the Congress, as well as expected follow up activities.

UNDP looks forward to the swift approval of the project.

Yours Faithfully,

United Nations Development Programme, One United Nations Plaza, New York, NY 10017 USA
Tel: +1 (212) 906-5000, Fax: +1 (212) 906-5001 www.undp.org



Ms. Adriana Dinu
Officer-in-Charge and
Deputy Executive Coordinator
UNDP - Global Environment Facility
United Nations Development Programme
Tel: +1 (212) 906-5560

United Nations Development Programme, One United Nations Plaza, New York, NY 10017 USA
Tel: +1 (212) 906-5000, Fax: +1 (212) 906-5001 www.undp.org

IUCN
WORLD PARKS
CONGRESS
SYDNEY 2014

To: Dr. Naoko Ishii
CEO and Chariperson for the Global Environment Facility
Gcoordination@thegef.org

Gland, Switzerland; 29 November, 2013

Subject: Co-financing commitment for the UNDP-GEF Project "*Parks, People, Planet: Protected areas as inspiring solutions to global challenges*"

Dear Dr. Naoki Ishii,

The International Union for Conservation of Nature (IUCN) agrees to co-finance for the above-mentioned medium-size project (MSP), which is being submitted to the Global Environment Facility for funding with the support from the United Nations Development Programme - UNDP.

The project will be crucial for the success of the IUCN World Parks Congress (WPC), including the preparations for the Congress and related interventions in its aftermath.

The WPC is a landmark global forum on protected areas held every ten years. The WPC 2014, to be held in Sydney in November 2014, will set the global protected area agenda for the following decade, positioning parks and protected areas firmly within the broader goals of economic and community wellbeing, as well as within key national planning and development frameworks. The theme of the Congress is *Parks, People Planet: Inspiring Solutions*.

IUCN has signed an MOU with the World Parks Congress 2014 host agencies, namely Parks Australia and the New South Wales' National Parks and Wildlife Services which stipulates their commitment to provide 4.41 million Australian dollars, or approximately $4.2 million, toward the WPC 2014. Based on this firm partner agreement and funds to be mobilised through expected WCP registration fees, IUCN commits up to **US$2,000,000** as its main co-financing toward the current project.

In addition, IUCN would also like to include as project co-financing the part of the budgets for two initiatives that are closely related to the MSP and whose funds are managed by IUCN, as follows:

- **USD$500,000** from the 'Blue Solution' Project, referred to in the MSP proposal. More specifically, this pertains to funds provided to IUCN by the German Cooperation Agency, GIZ.
- **USD$1,500,000** from the BIOPAMA Programme, which is IUCN's Biodiversity and Protected Areas Management global initiative. BIOPAMA receives funding from various partners, namely EU, GIZ, AFD and others.

This brings the total co-financing commitment from IUCN to USD$4,000,000. Thank you kindly and we look forward to a positive review of the proposal followed by approval.

Yours,

Mike Davis
IUCN Chief Financial Officer

CC: Ms. Adriana Dinu, UNDP-GEF Executive Coordinator a.i.

Parks people, planet: inspiring solutions
www.worldparkscongress.org

Australian Government
Director of National Parks

NSW GOVERNMENT

ANNEX E: Overview of the WPC Streams and Cross-Cutting Themes

Streams and Cross-Cutting Themes

Programme Streams

The programme streams are the essence of and work engine that powers the IUCN World Parks Congress 2014. The complementary suite of streams will look ahead to anticipate and address prominent issues and challenges faced by parks and protected areas, which will be vital to positioning them firmly within the broader goals of economic and human well-being through the next decade and beyond. Stream leaders are responsible for designing the content of each stream and contributing to the overall programme content for the plenary, as well as developing outcomes that will be used to support a legacy beyond the Congress.

Stream	Content as at 8 November 2013	Stream Lead Organisation	Contact details
Full title – Reaching conservation goals – a vision of hope **Short title – Reaching conservation goals**	This stream will demonstrate that a well-planned, managed and connected system of protected areas is an essential component to achieve conservation goals. The overall output from this stream will provide a comprehensive template of how Aichi Biodiversity Target 11 could be achieved, along with reporting on progress towards achieving Target 11 to date. It will profile those countries, people, places and organisations that are leading the way to conservation success, highlighting hope for the future. It also will profile global examples of leadership, creative thinking and optimism to show that conservation goals are achievable. New global standards for what constitutes an effective and equitable protected area and protected area system will be proposed. The stream will conclude with a look at the future. If the Aichi Targets are meant to be interim targets for 2020, what should the ultimate targets for nature conservation look like? This stream will ask the questions such as; *what does a truly sustainable protected planet look like?* and *what science and evidence is available to inform this ambition?*	• IUCN World Commission on Protected Areas (WCPA) • IUCN Species Survival Commission (SSC) • Zoological Society of London (ZSL) • United Nations Environment Programme-World Conservation Monitoring Centre (UNEP-WCMC) • Other partners	WPCOutcomes@iucn.org
Responding to climate change	This stream will assemble tools for enabling the role of protected areas as natural solutions in helping communities to mitigate and adapt to the impacts of climate change. It includes new knowledge and case studies in the field of ecosystem-based approaches to responding to climate change. The stream outlines a broad and bold vision for new coalitions which emphasise the key role of protected areas in climate change communication and response at both the national and local level. The sessions and associated activities will explore new approaches for planning and managing protected areas to conserve biodiversity, cultural diversity, and human well-being in the face of climate change.	• United States National Park Service • Mexican National Commission for Natural Protected Areas (CONANP) • Commonwealth Scientific and Industrial Research Organisation, Australia (CSIRO)	WPCClimateChange@iucn.org

Stream	Content as at 8 November 2013	Stream Lead Organisation	Contact details
Full stream title: Improving health and well-being: healthy parks healthy people **Short stream title:** Healthy Parks Healthy People	For a sustainable and liveable future, the wellbeing of all societies depends on healthy ecosystems. Parks can conserve healthy ecosystems and improve our health and wellbeing. The Healthy Parks Healthy People stream will explore the diverse health benefits provided by parks, including medicines, disease regulation, livelihood support, mental and spiritual wellbeing, and settings for physical activity. The stream will also explore the concept of healthy parks in various contexts. The stream ultimately aims to encourage the exchange of ideas and knowledge, build lasting partnerships, and harness support for a new global movement that will sustain parks and improve human health. The Healthy Parks Healthy People stream is designed to offer new perspectives on the role and relevance of healthy parks in our health and wellbeing. The audience will be engaged in the health and nature nexus at three levels: 1) traditional knowledge systems and science; 2) practical experiences and lessons for practitioners; and 3) regional and global policies. The Healthy Parks Healthy People stream will encourage the exchange of new ideas and knowledge, build lasting partnerships and harness support for the development of a new global movement involving park and health sectors that will result in concerted global actions to sustain parks and contribute to improved health of individuals and communities globally.	• Parks Victoria (Australia) • United States National Park Service •	WPCHealthyParks@iucn.org
Supporting human life	This stream will examine the socio-economic benefits of protected areas, focusing on the provision of water, food and other benefits from nature, and services for disaster risk reduction. It will translate these into the "how to" of implementation, sharing innovative approaches such as water funds and other payments for environmental services, sustainable use of genetic resources and wild food, participatory management schemes to support livelihoods of local communities in and around protected areas. Diverse governance arrangements of protected areas are one of the most effective mechanisms developed over centuries to maintain the integrity of ecosystems, critical to human well-being and survival. By involving people and institutions in ecosystem conservation and management, the stream will examine successes and challenges in maintaining societal resilience, both for ensuring life support and for preventing and minimizing impacts and ensuring recovery from challenges.	• Food and Agriculture Organization of the United Nations (FAO) • Ministry of the Environment, Japan • IUCN World Commission on Protected Areas (WCPA)	WPCSupportingHumanLife@iucn.org
Reconciling development challenges	This stream starts with the knowledge that protected areas can contribute enormously to addressing the development challenges of the 21st Century, but that this has to be translated into practice. Governments are focused on	• The World Bank • United Nations Development Programme (UNDP)	WPCDevelopment@iucn.org

Stream	Content as at 8 November 2013	Stream Lead Organisation	Contact details
	maintaining food and water security, ensuring jobs and sustainable livelihoods, maintaining the productivity of fisheries, forestry and agricultural sectors, and making key trade-offs with sectors such as mining, energy, and infrastructure development all in the face of rapid climate change. This stream will focus on the intersections between protected areas and these many development goals and challenges facing national governments. It will do so by providing concrete guidance and examples of how protected areas can be designed, managed, assessed and utilised to achieve both ambitious conservation goals, such as the Aichi Biodiversity Targets, and development plans, taking these challenges into account. In particular, the stream will look at the way in which governments, at national and local levels, and businesses integrate protected areas and conservation into development policy, planning and programme to ensure that wise trade-offs are made among sustainable development decisions and business practices.	• Conservation International • WBCSD	
Enhancing diversity and quality of governance	This stream will examine the crucial role of governance for effective, resilient and equitable systems of protected areas. Governance is about "who makes decisions" and "how decisions are made". These questions are central to the efforts of protected area actors who want to expand coverage, enhance management effectiveness, maximise benefits and equity, nourish linkages with the wider landscape/ seascape and prepare for the many changes ahead. This Stream will empower participants through a variety of practical approaches and tools to tackle these challenges from a governance perspective. Governance quality will be illustrated by decisions taken legitimately, competently, fairly, with a sense of vision, with proper accountability and respecting rights. And governance diversity will be demonstrated by a variety of actors enriching and strengthening conservation in practice. The stream builds upon the achievements of the IUCN World Parks Congress in 2003 in Durban, which brought to light the crucial role of governance. It will take this understanding to the next level by clarifying lessons learned and pushing the boundaries of the discussion towards "models for sustainable living" in well-governed landscapes and seascapes.	• Deutsche Gessellschaft für Internationale Zusammenarbeit (German International Development Agency, GIZ) • Indigenous Peoples' and Community Conserved Territories and Areas (ICCA) Consortium • Secretariat of the Convention on Biological Diversity (CBD) • UNDP/GEF Small Grants Programme (SGP) • WCPA Theme on Indigenous Peoples, Local Communities, Equity and Protected Areas (TILCEPA)	WPCGovernance@iucn.org
Respecting indigenous and traditional knowledge and culture	This stream will engage members of indigenous and local communities, governments, non-governmental and international organisations, and the private sector to collaborate in recognising the role of indigenous peoples and local communities in the management of protected areas, sacred natural sites, and surrounding landscapes and seascapes. It will explore the role of traditional and indigenous ecological knowledge and management systems, as well as cultural and spiritual values, in protected areas, to increase the resilience of both people and biodiversity. At a landscape/seascape level, the stream will look at the	• United Nations University (UNU), Tokyo • North Australian Indigenous Land and Sea Management Alliance (NAILSMA) • SOTZ'IL (MesoAmerica Indigenous Leaders Coalition)	WPCIndigenous@iucn.org

Stream	Content as at 8 November 2013	Stream Lead Organisation	Contact details
	management of cultural landscapes (e.g. sacred natural sites), and their contribution to biodiversity conservation and livelihoods both within and beyond protected areas. Ultimately, the stream will seek to review achievements and build long-term partnerships that will demonstrate how cultural landscapes and indigenous management systems contribute to the achievement of Aichi Biodiversity Target 11, as well as to the long-term well-being of communities around the world.	• Indigenous Peoples of Africa Co-ordinating Committee (IPACC)	
Inspiring a new generation	This stream will make "connecting people to nature" a priority over the next decade as a means to ensure that future generations care about and take the necessary steps to conserve nature both within and beyond protected areas. It is well-known that a love and understanding of nature stems from early experiences in the environment. However, many young people, new citizens and city dwellers are becoming disconnected from the environment in an increasingly urbanized world, and this can ultimately have negative implications. This stream will support the IUCN World Parks Congress 2014's aim to creatively build the global engagement of children, young people, urban communities and business leadership as advocates for protected areas by exploring the use of new technology and digital platforms, such as social media and virtual participation.	• Parks Canada • WCPA Young Professionals • IUCN Commission on Education and Communications (CEC)	WPCGenerations@iucn.org

Cross-cutting Themes

Cross-cutting themes are topics that are relevant to multiple streams. Each theme will be incorporated as a specific focus of the streams and will form an integral part of the overall programme. The focus afforded to these issues means that they will allow special interest groups and initiatives to cluster their efforts and for participants to the World Parks Congress to follow a particular thematic journey across the different streams, and to inspire bold new directions for each theme.

Cross-cutting theme	Revised content as at 30 October 2013	Cross-cutting lead organisation	Contact details
Marine	This cross-cutting theme will focus on how to design and manage effective Marine Protected Areas (MPAs) and Marine Protected Area networks to address the key challenges being considered across the WPC 2014 streams. Marine issues will be clustered around three sub-themes: *Invest More,* increasing the investment of funds, time, partners, and other resources in MPAs; *Involve More*, engaging a broader range of stakeholders, building new partnerships, and moving from awareness to action; and *Protect More*, expanding the use of MPAs and MPA networks to achieve conservation goals and targets and maximize their resilience and effectiveness. The theme will build upon the outcomes of the Third International MPA Congress (IMPAC3). The Congress will facilitate the sharing of experiences and innovations, foster alliances, and highlight both achievements of and new commitments by the MPA community.	• National Oceanic and Atmospheric Administration (NOAA) • Great Barrier Reef Marine Park Authority • IUCN Global Marine and Polar Programme (GMPP) • WCPA Marine	WPCMarine@iucn.org

Cross-cutting theme	Revised content as at 30 October 2013	Cross-cutting lead organisation	Contact details
World Heritage	This cross-cutting theme will provide an opportunity to take stock of successes and challenges in this subset of protected areas that are listed as being of outstanding universal value. As an exemplar, World Heritage Sites offer the opportunity to examine the role of protected areas when addressing the specific strategic directions of the Congress. For example, mining exploration or development that affects World Heritage sites is a key issue in reconciling the conflicting goals of conservation and development. The cross-cutting theme provides an opportunity to take lessons learned from global practice in protected area systems to enhance the integrity of World Heritage Sites, and to make recommendations for renewed commitment and effectiveness of the World Heritage Convention.	• WILD Foundation • IUCN World Heritage Programme • IUCN World Commission on Protected Areas	WPCWorldHeritage@iucn.org
Capacity development	Congress planners intend that capacity development will become this Congress' legacy. This theme will serve to highlight and focus each Streams capacity development sessions and events. It will systematically address the implementation gap between policy and practice in protected area sites and institutions. The Congress also provides an opportunity to reach agreement and commitment on a global programme for professionalising protected area management. The purpose of this cross-cutting theme is to increase the effective management of protected areas through developing curricula for protected area professionals, strengthening institutions that provide protected area training, and providing a model certification programme for protected area professionals, based on core competences. The theme will be supported by new IUCN World Commission on Protected Area publications and an E-Book which will be featured in Stream sessions.	• IUCN WCPA • IUCN CEC • With support from New South Wales National Parks and Wildlife Service (NPWS) and Parks Australia	WPCCapacity@iucn.org
New social compact	Within the context of protected area systems and institutions globally, this cross-cutting theme will seek to provide fresh and effective approaches to addressing the human drivers behind the spiralling threats to the planet, including gross imbalances of power and decision-making. The solution to the world's global environmental and climatic process must be built on the will of humans to work together to change behaviour and impacts. An inspirational platform will be created across the streams and themes of the Congress where diverse rights holders, stakeholders and interest groups are able to enter into dialogue and commit to building solidarity in human networks and a shared understanding of the intrinsic and functional value of nature through protected areas.	• IUCN Commission on Environmental, Economic and Social Policy (CEESP) • IUCN WCPA Theme on Indigenous Peoples, Local Communities, Equity and Protected Areas (TILCEPA)	WPCSocialCompact@iucn.org

Annex 2. GEF CEO Approval Letter

GLOBAL ENVIRONMENT FACILITY
INVESTING IN OUR PLANET

Nzoko Ishii, PhD
Chief Executive Officer and Chairperson

1818 H Street, NW
Washington, DC 20433 USA
Tel: 202.473.3202
Fax: 202.522.3240/3245
E-mail: NIshii@TheGEF.org
www.TheGEF.org

December 17, 2013

Ms. Adriana Dinu
Deputy GEF Executive Coordinator
United Nations Development Programme
One United Nations Plaza
304 East 45th St.
FF Bldg., 10th floor
New York, NY 10017

Dear Ms. Dinu:

I am pleased to inform you that I have approved the medium-sized project detailed below:

Decision Sought:	Medium-sized Project (MSP) Approval
GEFSEC ID:	5656
Agency(ies):	UNDP
Agency ID:	5230 (UNDP) Corrected: 5320
Focal Area:	Biodiversity
Project Type:	Medium Size Project
Country(ies):	Global
Name of Project:	Parks, People, Planet: Protected Areas as Solutions to Global Challenges
GEF Project Grant:	$1,826,484
Agency Fee:	$173,516
Funding Source:	GEF Trust Fund

This approval is subject to the comments made by the GEF Secretariat in the attached document. It is also based on the understanding that the project is in conformity with GEF focal areas strategies and in line with GEF policies and procedures.

Sincerely,

Naoko Ishii
Chief Executive Officer and Chairperson

Attachment: GEFSEC Review Sheet
Copy to: Country Operational Focal Point, GEF Agencies, STAP, Trustee

Annex 3. Minutes of the Project Appraisal Committee (PAC) Meeting

UNDP/GEF

Minutes of the Virtual Project Appraisal Committee Meeting

for

Medium-sized project: "Support the 2014 World Parks Congress: Parks, People, Planet: Protected areas as inspiring solutions to global challenges

Date: May 30, 2014

1. Participants:

Magdy Martinez-Soliman (PAC Chairperson), Fumiko Fukuoka (RBAS), Ruby Sandhu-Rojon (RBA), Mourad Wahba (RBA), Olivier Adam (RBEC), Nicholas Rosellini (RBAP), Nergis Gulasan (BDP), Emmanuel Hatangimana (BDP), Emma Torres (RBLAC), BDP Practice Directors (BDP), BDP Practice Managers (BDP), Jessica Faieta (RBLAC), Seon-Mi Choi (RBA), Jason Pronyk (BDP), Karen Vardanyan (BDP), Nik Sekhran (BDP/EEG), Caroline Petersen (EEG/GEF), Adriana Dinu (EEG/GEF), Fabiana Issler (EEG/GEF), Jamison Ervin (EEG/GEF), Lucia Hagerova (EEG/GEF), Allan Gayanelo (BDP), Cathy Maize (EEG/GEF)

2. Documentation analyzed:

Project document (IUCN implementation): 82 pages
Project document (DIM): 21 pages

3. Background information on the project:

Total costs:	$6,326,484 – broken down as follows:
- GEF funding:	$1,826,484 (managed in a dedicated Atlas awards for the project)
- Co-financing to the GEF project:	$4,500,000 (partner managed or under other UNDP awards)

Planned project starting date & duration: May, 2014 – May, 2016

4. Project description:

This project will use the next World's Parks Congress, to be held in Australia in November 2014, as a 'strategic platform for development & learning' – including the preparations to and the aftermath of the event – for achieving the goals of strengthening the capacity of key stakeholder for effective management and equitable governance of an ecologically representative global network of protected areas. At the heart of the proposed project are the CBD Aichi targets, especially Target 11 on Protected Areas (PAs). The project is in fact slated to be a key contribution at the global level for creating the enabling conditions for achieving the Target. This will be developed through technical support and cross-learning exchange to enhance the implementation of national, PA-system-wise and site-level actions that support the achievement of Target 11. By resorting to innovation, modern technology, public data and stakeholder engagement, the project will enhance the capacity of systems, institutions and individuals to strengthen protected area systems. It will co-support the strengthening of new and existing learning networks on PAs. It will also strive to position protected areas within development policy, economic strategies and community well-being. The project was developed in close collaboration with the International Union for Conservation of Nature (IUCN).

1

Funding for this project has been approved by the GEF in December 2014. Given that there will be two Implementing Partners (IP) for the GEF medium-size project, two related PRODOCs were developed in order to operationalise the funding at UNDP's level. Both have been object of appraisal by the VPAC.

The first PRODOC pertains to the part of the activities and budget of the GEF Approved MSP that will be executed by IUCN as a Civil Society Organisation (CSO). The second PRODOC, which is linked to the first, will serve to operationalize the activities and budget managed directly by UNDP.

PRODOC 1	Title: IUCN-executed: Support the 2014 World Parks Congress: Parks, People, Planet: Protected areas as inspiring solutions to global challenges Atlas Award ID: 00079966 Project ID: 00089840
PRODOC 2	Title: UNDP-implemented: Support the 2014 World Parks Congress: Parks, People, Planet: Protected areas as inspiring solutions to global challenges Atlas Award ID: 00079944 Project ID: 00089819

Geographic Coverage: Global
Major counterparts of the project: The International Union for Conservation of Nature (IUCN)
Project implementation modality: CSO implementation and UNDP Direct implementation (DIM)

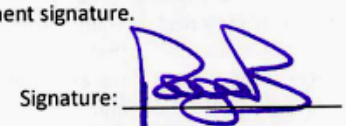
5. General comments, questions and responses on the Project document

Fumiko Fukuoka, Partnership Development Advisor, Regional Bureau for Arab States, UNDP
Described the project as well designed, and there were no further comments from her side. Mrs. Fukuoka also pointed out that engagement of civil society in policy making is equally important as empowerment of CSOs, and transitional governance in Arab has proven this. Partnership development unit looks forward to seeing that the partnership with IUCN brings in additional capacities for PA network and outreach to engage CSOs effectively to mainstream PA system in development agenda and maximize services from PAs for peoples to support the PA system.

6. Concluding remarks:

There were no other comments on Programme Rationale, Programme Priorities and Partnership, Programme Management and Risks, Monitoring and Evaluation. All of the Bureaux provided their no objections to concluding the VPAC process. This can be verified in the following document:
https://www.dropbox.com/s/yhiq8xqtidcdjtu/0_Consolidated%20comments%20.pdf

We therefore propose that UNDP-GEF proceeds to project document signature.

Signature: 

Date: 6 JUNE 2014

Approved by: Magdy Martínez-Solimán
Bureau for Development Policy

Annex 4. Capacity Assessment of IUCN

CSO Capacity Assessment Tool	
Project Title	**Support for the 2014 World Parks Congress: Parks, People, Planet: Protected areas as inspiring solutions to global challenges**
Name of the Entity	**IUCN - International Union for the Conservation of Nature**
Date of assessment	**March 2014**

Legally Registered Name of entity:	IUCN, International Union for Conservation of Nature and Natural Resources
Office postal address:	Av. Mauverney 28, 1196 Gland, Switzerland
Name of Head and contact information (email):	Julia MARTON-LEFEVRE
Name and contact information of project focal point (name, email and telephone):	Trevor Sandwith

PART 1: ASSESSING CSO COMMITMENT TO THE UNDP PRINCIPLES OF PARTICIPATORY HUMAN DEVELOPMENT AND DEMOCRATIC GOVERNANCE

AREAS FOR ASSESSMENT	INDICATORS	Response	APPLICABLE DOCUMENTS / TOOLS *[add links or attachments as applicable]*
1.1 Legal status and history		*Degree of legal articulation and biographical indications*	
1.1.1 Legal status	▪ **Is the CSO formally established?** *[required – cannot be "n/a".]* ▪ Does the CSO comply with legal requirements such as legal identity and registration?	▪ Yes ▪ Yes	- See IUCN Statutes document
1.1.2 History	▪ Date of creation and length in existence ▪ Reasons and circumstances for the creation of the CSO. ▪ How has the CSO evolved in terms of scope and operational activity?	▪ 1948 ▪ "Convinced that since protection and conservation of nature and natural resources are of vital importance to all nations, a responsible international organization primarily concerned with the furthering of these aims will be of value to various governments, the United Nations and its Specialized Agencies and other interested organizations; Recalling that, for these reasons, the governments, public services, organizations, institutions and associations concerned with these matters, meeting at Fontainebleau, on 5 October 1948, established a Union now known as the International Union for Conservation of Nature and Natural Resources (…);" PREAMBLE OF STATUTES	- See IUCN Statutes document

AREAS FOR ASSESSMENT	INDICATORS	Response	APPLICABLE DOCUMENTS / TOOLS *[add links or attachments as applicable]*
1.2 Mandate, policies and governance		*Degree of legal articulation and biographical indications*	
1.2.1 CSO mandate and policies	▪ **Does the organization have a non for profit mandate and nature?** *[required]* ▪ **Does the CSO share UNDP principles of human development, particularly the principle of equality and non-discrimination?** *[required]* ▪ Are the CSO's mission and policies/strategies clearly formulated?	▪ Yes ▪ Yes ▪ Yes	- See IUCN Statutes and 2012 Annual Report
1.2.2 Governance	▪ Who makes up the governing body and what is it charged with? ▪ How does the independent governing body exert proper oversight? ▪ Does the CSO have a clear organizational structure?	**The World Conservation Congress and the Council**	- See IUCN Statutes and 2012 Annual Report
1.3 Constituency and external support		*Ability to build collaborative relationships and a reputable standing with other sectors*	
1.3.1 Constituency	▪ Does the CSO have a clear constituency? Is the organization membership based? If so, is membership based on principles of non-discrimination? This is a requirement to engage with the CSO. ▪ Is there a long-term community development vision? ▪ Does the CSO have regular and participatory links to its constituency? ▪ Are constituents informed and supportive about the CSO and its activities?	▪ Yes (pls refer to Statutes) ▪ Yes it is an organization membership based. There are clear rules for accepting members and for classification into different criteria ▪ Yes ▪ Yes ▪ Yes	- See IUCN Statutes document - See 2012 Annual report
1.3.2 CSO local and global linkages	▪ Does the CSO belong to other CSO organizations and/or CSO networks in its own sector? ▪ Does the CSO have strong links within the CSO community and to other social institutions?	▪ Not in principle ▪ Yes	- See IUCN Statutes and 2012 Annual Report
1.3.3 Other partnerships, networks and external relations	▪ Does the CSO have partnerships with government / UN agencies / private sector/ foundations / others? ▪ Are these partnerships a source of funding?	▪ Yes ▪ Yes	- See IUCN Statutes and 2012 Annual Report

PART II. ASSESSING CSO CAPACITY FOR PROJECT MANANGEMENT

AREAS FOR ASSESSMENT	INDICATORS	Response	APPLICABLE DOCUMENTS / TOOLS *[add links or attachments as applicable]*
2.1 Technical capacity		*Ability to implement a project*	
2.1.1 Specialization	▪ Does the CSO have the technical skills required? ▪ Does the CSO collect baseline information about its constituency? ▪ Does the CSO have the knowledge needed? ▪ Does the CSO keep informed about the latest techniques / competencies / policies / trends in its area of expertise? ▪ Does the CSO have the skills and competencies that complement those of UNDP?	- IUCN is implementing more than 500 projects worldwide on a variety of issues concerning capacity development, protected areas, sustainable development and livelihoods. - Baseline information on IUCN constituency is collected through its Membership Unit and IUCN Portal. - Information on latest techniques and competences is shared through Newsletters, Technical and Policy Documents (Best Practice Guidelines) and convening events. - Yes. IUCN through its members and partners have access to a much broader group of experts with a wide variety of skills and expertise.	- See IUCN Statutes and 2012 Annual Report
2.1.2 Implementation	▪ Does the CSO have relevant experience in the field of the prospective collaboration? ▪ Does the CSO have access to relevant information/resources? ▪ Does the CSO have useful contacts and networks? ▪ Does it apply effective approaches to reach its targets (i.e. participatory methods)	- Yes. Most of the work implemented by IUCN is through collaboration and partnerships. - Yes. Evaluations and assessments are maintained and form the basis for IUCN Knowledge Products. Joint activities are implemented with UNEP-WCMC and the EC/JRC which are repositories of data and information. - IUCN works is supported by 6 Expert's Commissions that involved over 100 networks and 10,000 experts. - Due to the membership nature of IUCN all approaches, including design and implementation of projects, are based on participatory methods.	- See IUCN Statutes and 2012 Annual Report
2.1.3 Human resources	▪ Does the CSO staff possess adequate expertise and experience? ▪ Does the CSO use local capacities (financial/human/other resources)? ▪ Does the CSO have a strong presence in the field? ▪ What is the CSO's capacity to coordinate between the field and the office?	- All IUCN secretariat staff, globally and regionally, have sufficient experience required in different fields of expertise. - Yes. The use of local capacities it is an institutional and human resources requirement. - Yes. IUCN has 40 Regional and Country Offices. - Capacity of coordination is strong through a variety of means including annual coordination and planning meetings.	- See IUCN Statutes and 2012 Annual Report
2.2 Managerial capacity		*Ability to plan, monitor and co-ordinate activities*	
2.2.1 Planning, monitoring & evaluation	▪ Does the CSO produce clear, internally consistent proposals and intervention frameworks? ▪ Does the development of a program include a regular review of the program?	- Yes. This is done and coordinated by the IUCN Monitoring and Evaluation Unit. - Yes. A regular review of programmes is an institutional requirement. - Yes. As noted above annual programme and planning	- See IUCN Statutes and 2012 Annual Report

AREAS FOR ASSESSMENT	INDICATORS	Response	APPLICABLE DOCUMENTS / TOOLS *[add links or attachments as applicable]*
	▪ Does the CSO hold annual program or project review meetings? ▪ Is strategic planning translated into operational activities? ▪ Does the CSO know how to get baseline data, develop indicators? ▪ Are there measurable objectives in the operational plan?	meetings, which includes review of projects, are implemented as it is a programmatic and M&E requirement. - Yes. All IUCN Units deliver the IUCN Programme through annual operational plans. - Yes. IUCN has tools and methods in place to obtain baseline data and developing indicators based on M&E system. - Yes. All results in all operations plans have to be measurable; otherwise operational plans are not approved by the M&E Unit.	
2.2.2 Reporting and performance track record	▪ Does the CSO report on its work to its donors, to its constituency, to CSOs involved in the same kind of work, to the local council, involved government ministries, etc.? ▪ Does the CSO monitor progress against indicators and evaluate its program/project achievement? ▪ Does the CSO include the viewpoint of the beneficiaries in the design and review of its programming?	- Yes. This is an institutional requirement. - Yes. This is an institutional requirement implemented by the M&E Unit. - Yes. This is a requirement in the design, implementation and review of all programmes at all levels.	- See IUCN Statutes and 2012 Annual Report
2.3 Administrative capacity		*Ability to provide adequate logistical support and infrastructure*	
2.3.1 Facilities and equipment	▪ Does the CSO possess logistical infrastructure and equipment? ▪ Can the CSO manage and maintain equipment?	- Yes, this includes an ERP tool that helps tracking of project's income and expenditure independently using a unique code. - Yes. There is an annual budget allocation for managing and maintaining equipment.	- See IUCN Statutes and 2012 Annual Report
2.3.2 Procurement	▪ Does the CSO have the ability to procure goods, services and works on a transparent and competitive basis?	- Yes. There is a Procurement Policy and Procedures for the whole institutions which applies to its regional and country offices.	- See IUCN Statutes and 2012 Annual Report
2.4.1 Financial management & funding resources	▪ Is there a regular budget cycle? ▪ Does the CSO produce program and project budgets? ▪ What is the maximum amount of money the CSO has managed? ▪ Does the CSO ensure physical security of advances, cash and records? ▪ Does the CSO disburse funds in a timely and effective manner? ▪ Does the CSO have procedures on authority, responsibility, monitoring and accountability of handling funds? ▪ Does the CSO have a record of financial stability and reliability?	. Yes. There is an annual budget cycle supported by Mid-term financial and workplan reviews. - Yes. All programmes require to develop and annual budget. - IUCN manages an annual budget in excess of CHF 130 million. This includes multi-year grants, with the current largest one being a 4-year grant of EUR 20 million. - Yes. - Yes. Disbursement of funding in a timely manner is a requirement for the effective implementation of programmes and projects. - Yes. Such procedures are developed and applied by the IUCN Finance Division. - Yes. This is supported by Annual Financial Auditing.	- See IUCN Statutes and 2012 Annual Report

AREAS FOR ASSESSMENT	INDICATORS	Response	APPLICABLE DOCUMENTS / TOOLS *[add links or attachments as applicable]*
2.4.2 Accounting system	▪ Does the CSO keep good, accurate and informative accounts? ▪ Does the CSO have the ability to ensure proper financial recording and reporting?	- Yes. This is in line with IUCN Financial Procedures and in line with Swiss Law. - Yes, this includes an ERP tool that helps tracking of project's income and expenditure independently using a unique code.	- See IUCN Statutes and 2012 Annual Report

Other documents:
IUCN Swiss Registration – see next pages

www.rc.vd.ch

Extrait sans radiations

EXTRAIT INTERNET
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IDE CHE-106.516.604

UICN, Union internationale pour la conservation de la nature et de ses ressources

inscrite le 06 octobre 1989

Association

Réf.	Nom
1	UICN, Union internationale pour la conservation de la nature et de ses ressources (IUCN, International Union for Conservation of Nature and Natural Resources)
	Siège
1	Gland
	Adresse
1	Rue Mauverney 28
	Dates des Statuts
16	14.09.2012
	Organisation
2	Congrès mondial de la nature (assemblée générale); conseil de plusieurs membres; bureau;
	But, Observations
2	But: influer sur les sociétés du monde entier, les encourager et les aider pour qu'elles conservent l'intégrité et la diversité de la nature et veillent à ce que toute utilisation des ressources naturelles soit équitable et écologiquement durable.
17	L'identification sous le numéro CH-550-0080676-2 est remplacée par le numéro d'identification des entreprises (IDE/UID) CHE-106.516.604.

Réf.	Ressources
2	Cotisations, finances provenant de contrats, subventions, dons.

Réf.			Membres et personnes ayant qualité pour signer		
Insc	Mod	Rad	Nom et Prénoms, Origine, Domicile	Fonctions	Mode Signature
15			**Zhang** Xinsheng, de Chine, à Beijing (Chine)	membre du comité président	
16			**Khan** Malik, du Pakistan, à Islamabad (Pakistan)	membre du comité vice- président	
16			**Pelleramo** Miguel, d'Argentine, à Buenos Aires (Argentine)	membre du comité vice- président	
16			**Robinson** John, des USA, à New York (USA)	membre du comité vice- président	
16			**von Weissenberg** Marina, de Finlande, à Helsinki (Finlande)	membre du comité vice- présidente	
16			**de Heney** Patrick, de Coppet, à Founex	membre du comité trésorier	
11			**Geiger** Willy, de Wigoltingen, à Nods	membre du comité	signature individuelle
16			**A S O S Asem** Samira, du Koweit, à Sayat (Koweit)	membre du comité	
16			**Amirkhanov** Amirkhan, de Russie, à Moscou (Russie)	membre du comité	
16			**Bignell** Andrew, de Nouvelle-Zélande, à Wellington (Nouvelle-Zélande)	membre du comité	

Ref.			Membres et personnes ayant qualité pour signer		
Insc	Mod	Rad.	Nom et Prénoms, Origine, Domicile	Fonctions	Mode Signature
16			**De Vasconcellos e Benjamin** Antonio, du Brésil, à Brasilia (Brésil)	membre du comité	
16			**Deuba** Arzu Rana, du Népal, à Kathmandu (Népal)	membre du comité	
16			**Diallo** Mamadou, du Sénégal, à Dakar (Sénégal)	membre du comité	
16			**Enkerlin Hoeflich** Ernesto, du Mexique, à Monterrey (Mexique)	membre du comité	
16			**Eriyo** Jesca, d'Ouganda, à Arusha (Tanzanie)	membre du comité	
16			**Greene** George, du Canada, à Ottawa (Canada)	membre du comité	
16			**Gruenberger Perez** Maria, de Bolivie, à La Paz (Bolivie)	membre du comité	
16			**Gupta** Meena, d'Inde, à Andhra Pradesh (Inde)	membre du comité	
16			**Haddane** Brahim, du Maroc, à Temara (Maroc)	membre du comité	
16			**Hosek** Michael, de République Tchèque, à Prague (République Tchèque)	membre du comité	
16			**Hugues** Jonathan, du Royaume-Uni, à Edimburgh (Royaume-Uni)	membre du comité	
16			**Mackey** Brendan, d'Australie, à Gold Coast (Australie)	membre du comité	
16			**Mead** Aroha, de Nouvelle-Zélande, à Wellington (Nouvelle-Zélande)	membre du comité	
16			**Oral** Nilufer, de Turquie, à Istanbul (Turquie)	membre du comité	
16			**Pataridze** Tamar, de Géorgie, à Cambridge (Royaume-Uni)	membre du comité	
16			**Perez Gil Salcido** Ramon, du Mexique, à Morelos (Mexique)	membre du comité	
16			**Shahbaz** Mohammad Hadi Ibrahiem A., de Jordanie, à Amman (Jordanie)	membre du comité	
16			**Stuart** Simon, du Royaume-Uni, à Bath (Royaume-Uni)	membre du comité	
16			**Thomas** Spencer, de Grenade, à St. Georges (Grenade)	membre du comité	
16			**Tiraa** Anna, de Nouvelle-Zélande, à Rarotonga (Iles Cook)	membre du comité	
16			**Wit** Pieter, des Pays-Pas, à Kesteren (Pays-Bas)	membre du comité	
16			**Zeidler** Juliane, d'Allemagne, à Windhoek (Namibie)	membre du comité	
	14		**Marton-Lefèvre** Julia Anna, de France, à Tannay	directrice générale	signature individuelle
13			**Engberg-Pedersen** Poul, du Danemark, à Nyon	directeur general adjoint	signature individuelle
13			**Lahmann** Enrique, du Costa Rica, à Nyon	directeur	signature individuelle
13			**Sendashonga** Cyriaque, du Canada, à Nyon	directrice	signature individuelle
10			**Davis** Michael Christopher, du Royaume-Uni, à Pregny-Chambésy		signature individuelle

Ref.	JOURNAL		PUBLICATION FOSC		Ref.	JOURNAL		PUBLICATION FOSC	
	Numéro	Date	Date	Page/Id		Numéro	Date	Date	Page/Id
0		report			1	803	26.08.1999	07.09.1999	6139
2	5343	15.05.2001	21.05.2001	3820	3	64	03.01.2002	11.01.2002	21/5316
4	1516	11.02.2005	17.02.2005	15/270686	5	9082	16.08.2006	22.08.2006	13/351631

Réf.	JOURNAL		PUBLICATION FOSC		Réf.	JOURNAL		PUBLICATION FOSC	
	Numéro	Date	Date	Page/Id		Numéro	Date	Date	Page/Id
6	2917	08.03.2007	14.03.2007	19/383688	7	8677	18.07.2007	24.07.2007	16/403835
8	11512	18.09.2008	24.09.2008	16/466416	9	14885	03.09.2009	09.09.2009	21/523907
10	18567	10.11.2009	17.11.2009	19/534719	11	13758	17.08.2010	23.08.2010	20/578113
12	20513	24.12.2010	30.12.2010	11/596803	13	9780	15.06.2011	20.06.2011	0/6212136
14	7840	29.05.2012	01.06.2012	0/6700134	15	9028	05.06.2013	10.06.2013	0/7221986
16	12468	13.08.2013	16.08.2013	0/7031381	17		Complément	19.12.2013	0/7225834

Moudon, 06 mars 2014

Fin de l'extrait

Seul un extrait certifié conforme, signé et muni du sceau du registre, a une valeur légale.

Annex 5. Activity Chronogram and Year 1 Annual Work Plan and Budget

Detailed narrative 2014 AWP [Link]

Summary 2013 AWP – PIMS 5320 UNDP Support to World Parks Congress 2014 IUCN Implemented - *Cleared for ASL*

Atlas Activity 1) Strengthening learning networks	**Atlas code**	**TOTAL**	**Yr 1**	**Yr 2**	**Yr 3**
c. International consultants	71200 International Consultants	23,000	**18,000**	5,000	0
a. Long Term Consultants (int.)	71400 Contractual Services - Individ	110,000	**50,000**	50,000	10,000
e. Program Travel - IUCN	71600 Travel	16,000	**8,000**	4,000	4,000
e. Travel - workshop participants / beneficiaries	71600 Travel	212,000	**150,000**	62,000	0
b. Contractual services	72100 Contractual Services-Companies	20,000	**20,000**	0	0
i. Dev't & dissemination of best practice guidelines	72100 Contractual Services-Companies	113,000	**60,000**	53,000	0
j. Dev't of e-learning tools	72100 Contractual Services-Companies	93,000	**60,000**	33,000	0
k. Website to support case studies & e-learning tools	72100 Contractual Services-Companies	37,500	**12,500**	12,500	12,500
g. IT equipment & software	72200 Equipment and Furniture	3,000	**3,000**	0	0
h. Support to learning networks (Grants)	72600 Grants	150,000	**100,000**	50,000	0
d. Translation	74100 Professional Services	14,000	**10,000**	2,000	2,000
f. M&E, reporting, and publications	74200 Audio Visual&Print Prod Costs	42,000	**30,000**	10,000	2,000
		833,500	**521,500**	**281,500**	**30,500**

Atlas Activity 2) Global learning and tech content dev	**Atlas code**	**TOTAL**	**Yr 1**	**Yr 2**	**Yr 3**
c. International consultants	71200 International Consultants	95,000	**50,000**	25,000	20,000
a. Long Term Consultants (int.)	71400 Contractual Services - Individ	100,000	**50,000**	50,000	0
e. Program Travel - IUCN	71600 Travel	12,000	**8,000**	2,000	2,000
h. Dev't & dissemination of best practice guidelines	72100 Contractual Services-Companies	75,000	**60,000**	15,000	0
j. Dev't of e-learning tools	72100 Contractual Services-Companies	75,000	**60,000**	15,000	0
k. Website to support case studies & e-learning tools	72100 Contractual Services-Companies	37,500	**12,500**	12,500	12,500
g. IT equipment & software	72200 Equipment and Furniture	3,000	**3,000**	0	0
d. Translation	74100 Professional Services	70,000	**50,000**	10,000	10,000
f. M&E, reporting, and publications	74200 Audio Visual&Print Prod Costs	23,500	**15,000**	7,500	1,000
		491,000	**308,500**	**137,000**	**45,500**

Atlas Activity 3) Position PA within dev policy etc	Atlas code	TOTAL	Yr 1	Yr 2	Yr 3
a. Long Term Consultants (int.)	71200 International Consultants	25,734	**8,734**	8,500	8,500
e. Program Travel - IUCN	71600 Travel	5,000	**0**	2,500	2,500
f. M&E, reporting, and publications	72100 Contractual Services-Companies	23,000	**18,000**	3,000	2,000
h. Dev't & dissemination of best practice guidelines	72100 Contractual Services-Companies	30,000	**0**	30,000	0
i. Dev't & dissemination of best practice guidelines (fees)	74500 Miscellaneous Expenses	2,250	**750**	750	750
		85,984	**27,484**	**44,750**	**13,750**

Sub-total TOTAL Components		**1,410,484**	**857,484**	**463,250**	**89,750**

Project Management IUCN	*(Atlas Activity 4 – Project Management; 74500 Miscellaneous Expenses)*	**165,000**	**55,000**	**55,000**	**55,000**

TOTAL		**1,575,484**	**912,484**	**518,250**	**144,750**