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United Nations Development Programme

PROJECT DOCUMENT

Version of 14 November 2017

Project title: Mainstreaming Conservation of Migratory Soaring Birds into Key Productive Sectors along the Rift Valley / Red Sea flyway		
Lead Country: Jordan	Executing Entity/ Implementing Partner:	Management Arrangements:
Countries to benefit from GEF resources under the project: Djibouti, Egypt, Eritrea, Ethiopia, Jordan, Lebanon, Sudan ¹	BirdLife International, with BirdLife Partners as Responsible Partners	NGO Implementation Modality
Jordan UNDAF 2013-2017 Outcome(s): Under UNDAF priority area 4: Preserving the Environment, UNDAF Outcome 5 Government and national institutions have operationalised mechanisms to develop and implement strategies and plans targeting key cultural, environmental and Disaster Risk Reduction issues (including a transition to a Green Economy) at national and sub-national levels.		
UNDP Strategic Plan Outputs: Output 1.3: Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste. 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.		
UNDP Social and Environmental Screening Category: Low	UNDP Gender Marker: 2	
Atlas Project ID (formerly Award ID): 00093761	Atlas Output ID (formerly Project ID): 00098004	
UNDP-GEF PIMS ID number: 1878	GEF ID number: 1028 Tranche I, 9491 Tranche II	
Planned start date: June 2017	Duration / planned end date: 5 years / May 2022	
LPAC date: 11 September 2017		
<p>Brief project description: The Rift Valley/Red Sea flyway is the second most important flyway for migratory soaring birds (MSBs, e.g. raptors, storks, pelicans and some ibis) in the world, with over 1.5 million birds of at least 37 species, including 5 globally threatened species, using this corridor between their breeding grounds in Europe and West Asia and wintering areas in Africa each year. The aim of this umbrella programme approved under GEF-3 as a 2-tranche project, is to mainstream migratory soaring bird considerations into the productive sectors along the flyway that pose the greatest risk to the safe migration of these birds – principally hunting, energy, tourism development, agriculture and waste management. The here-proposed second tranche builds on the successes of the first tranche, which established the Regional Flyway Facility (RFF) to act as a locus for conservation efforts related to MSBs along the flyway and to implement mainstreaming activities specifically aimed at MSBs. The focus of the mainstreaming has been to integrate flyway issues into existing national or donor-funded "vehicles" of reform or change management in the key sectors through the provision of technical tools, content, services and support. A key aspect of the project is that it involves governments and civil society organisations to conserve MSBs and mainstream conservation measures. The RFF provides a platform allowing the eleven countries in the flyway as well as the southern and northern range states to coordinate efforts and resources. In linking the flyway countries it provides a strong case for sustainability because it is supported by CSOs and an international NGO and it links the conservation efforts in the north and south with the flyway which is a critical weak point in MSB conservation. The Project will focus on seven out of the 11 flyway countries, namely Lebanon, Jordan, Egypt, Sudan, Eritrea, Ethiopia and Djibouti.</p>		

¹ In Sudan the project will work with and through the Sudanese Wildlife Society - no funding will be provided to the Government of Sudan or its authorities.

FINANCING PLAN		
	GEF Trust Fund	USD 3,500,000
	UNDP Jordan TRAC resources	USD 100,000
	Cash co-financing to be administered by UNDP	N/A
	(1) Total Budget administered by UNDP	USD 3,600,000
PARALLEL CO-FINANCING (<i>all other co-financing that is not cash co-financing administered by UNDP</i>)		
	UNDP	N/A
	BirdLife (in-kind)	USD 1,458,085
	BirdLife (cash)	USD 797,956
	Egypt Jaz Hotels and Resorts	USD 2,000,000
	Egypt National Renewable Energy Authority	USD 3,500,000
	Pesticide Action Nexus Association	USD 121,609
	Ethiopian Wildlife and Natural History Society	USD 122,500
	Horn of Africa Regional Environment Centre and Network	USD 303,235
	Jordan Ministry of Municipality Affairs	USD 2,000,000
	Society for the Protection of Nature in Lebanon	USD 116,500
	Sudanese Wildlife Society	USD 15,000
	(2) Total co-financing	USD 10,434,885
	(3) Grand-Total Project Financing (1)+(2)	USD 14,034,885
SIGNATURES		
Signature: (sign and print name)	Agreed by Government of Jordan (Ministry of Planning and International Cooperation)	Day/Month/Year:
Signature: (sign and print name)	Agreed by UNDP Jordan	Day/Month/Year:

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List of acronyms and abbreviations

ADN	Association Djibouti Nature
AEWA	African-Eurasian Waterbird Agreement
ATLAS	UNDP Financial System – People Soft Based
APR	Annual Progress Report (subsumed into PIR)
AWP	Annual Work Plan
CBD	Convention on Biological Diversity
CIF	Climate Investment Fund
CCFD	Catholic Community for Development
CDR	Combined Delivery Report
CO	Country Office (UNDP)
CSO	Civil Society Organisation
CEO	Chief Executive Officer
CITES	Convention on International Trade in Endangered Species
CMS	Convention on the Conservation of Migratory Species of Wild Animals
COPs	Conferences of the Parties
DDT	Dichlorodiphenyltrichloroethane
DFI	Direct Foreign Investment
EBI	Ethiopian Biodiversity Institute
EBRD	European Bank for Reconstruction and Development
EEAA	Egyptian Environmental Affairs Agency
EIA	Environmental Impact Assessment
EIB	European Investment Bank
EU	European Union
EWNHS	Ethiopian Wildlife and Natural History Society
FAO	Food and Agriculture Organisation
FO	Flyway Officer
FRR	Financial Rules and Regulations (UNDP)
GDP	Gross Domestic Product
GEB	Global Environmental Benefit
GEF	Global Environment Facility
GEF – OFP	Global Environment Facility – Operational Focal Point
GIZ	German Development Cooperation
HACT	Harmonized Approach to Cash Transfers (UNDP)
HHC	Higher Hunting Council (Lebanon)
IA	Implementing Agent / Agency
IBA	Important Bird Area
IBRD	International Bank for Reconstruction and Development
IFC	International Finance Corporation
IFI	International Finance Institution
IPM	Integrated Pest Management
IR	Inception Report
IW	Inception Workshop
KfW	KfW German Development Bank
LMT	Lebanon Mountain Trial
LMTA	Lebanon Mountain Trial Association
M&E	Monitoring and Evaluation
MOE	Ministry of Environment (Lebanon)
MOU	Memorandum of Understanding
MSBs	Migratory Soaring Birds
MTR	Mid-Term Review
MW	Megawatt
NA	National Assistant
NBSAP	National Biodiversity Strategy and Action Plan

NC	National Committee (Egypt)
NCE	Nature Conservation Egypt
NCS	Nature Conservation Sector (Egypt)
NEAP	National Environmental Action Plan
NEPTO	Network for Experiential Palestinian Tourism Organization
NGO	Non-governmental Organisation
NIAs	National Implementing Agents (see §258)
NREA	New and Renewable Energy Authority (Egypt)
NR	Nature Reserve
NPM	National Project Manager
PA	Protected Area
PAN	Pesticides Action Nexus
PDF-A	Project Development Fund – A
PDF-B	Project Development Fund – B
PIR	Project Implementation Report (annual)
PMU	Project Management Unit
PPRR	Principal Project Resident Representative
PRF	Project Results Framework (formerly Strategic Results Framework / Log Frame Matrix)
PSC	Project Steering Committee
RCU	Regional Coordinating Unit
RFF	Regional Flyway Facility
RHA	Responsible Hunting Area (Lebanon)
ROAR	Result-Oriented Annual Report
RSCN	Royal Society for the Conservation of Nature
SAP	Strategic Action Program
SEA	Strategic Environmental Assessment
SPNL	Society for the Protection of Nature in Lebanon
SRF	Strategic Results Framework (now PRF)
STAP	Scientific and Technical Advisory Panel
SWS	Sudanese Wildlife Society
TA	Technical Assistance
TE	Terminal Evaluation
TOR	Terms of Reference
UK	United Kingdom
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
USAID	United States Agency for International Development
US\$	United States Dollar
WB	World Bank
WI	Wetlands International
WTO	World Tourism Organisation
WWF	World Wide Fund for Nature

0 PROJECT COUNTRY COVERAGE

1. The present Project Document covers Tranche II of a two-tranche project originally approved for financing by the GEF under its third funding cycle (GEF-3; July 2002 - February 2007). The funding assigned for both tranches was committed and reserved under GEF-3, however the GEF requested that Tranche II be resubmitted for endorsement after the conclusion of Tranche I to release the already-committed resources. The present Project Document therefore was developed for submission to the GEF to trigger the financing for Tranche II and to update and formalise the new project design and arrangements.
2. The original Project Document submitted in 2007 and GEF CEO Endorsement of January 2008 explicitly encompassed eleven countries along the Rift Valley/Red Sea flyway. However, the Migratory Soaring Birds (MSB) project under Tranche I, apart from its region-wide activities, focused its national activities mainly on a subset of these eleven countries, most importantly Egypt, Jordan and Lebanon.
3. Tranche II during its development was subjected to rigorous scrutiny with regard to the countries it would cover, considering various factors including GEF eligibility and pledges for domestic co-financing. Under Tranche II support by the GEF project will be expanded to 7 flyway countries, namely Egypt, Ethiopia, Jordan, Lebanon, Sudan, Djibouti and Eritrea. Support for regional activities will be provided to all these 7 countries, while support for national-level activities (to mainstream via project vehicles) will be provided to the 5 countries that have committed national-level cofinance: Egypt, Ethiopia, Jordan, Lebanon and Sudan. This project document focuses discussions on these 7 flyway countries.

1 SITUATION ANALYSIS

1.1. Environmental context

4. The Rift Valley/Red Sea flyway is the second most important flyway for migratory soaring birds (MSBs) in the world and the most important route of the Africa-Eurasia flyway system. Over 1.5 million birds of prey and 300,000 storks migrate along this corridor between their breeding grounds in Europe and West Asia and wintering areas in Africa each year. At least 37 species of soaring birds regularly use the flyway (raptors, storks, pelicans and some ibis; Annex 1 provides a list of MSB species using the flyway), and five of these species are globally threatened. While these birds are relatively well conserved in Europe, and valued in east and southern Africa as part of the game park experience, their passage along the narrow flyway is still relatively poorly managed from a conservation perspective and sees the birds rapidly entering and exiting flyway countries.
5. However, this is where MSBs are the most physiologically stressed and for some species 50-100% of their global or regional populations pass along the route and through flyway “bottlenecks” (strategic points where soaring birds are funneled, either to make water crossings or to maintain flying height) in the space of just a few weeks. As a result, these large, highly visible slow-moving birds are highly vulnerable during the migration along the Rift Valley/Red Sea flyway to localized threats such as hunting and collision with wind turbines and associated power lines (particularly when they fly low or come in to land), which could have severe impacts on global populations.
6. Most MSBs are predators at the top of their food chain and occur across a wide range of habitats. They are relatively long-lived and slow reproducing and arguably further reductions in their populations, by allowing threats to their populations to continue, might disrupt the assemblage of species in the critical ecosystems of both Europe-West Asia and Africa.
7. Unfortunately, the characteristics of the MSBs migration (it is difficult to predict where the birds will come down to roost or sit out bad weather because their migrations are dependent upon weather

conditions) make it unfeasible to improve the safety of the flyway simply through the protection of key sites. Consequently, conservation actions need to address the flyway as a whole, at a regional, or multi-regional, rather than national level and not through a traditional site-based approach. Therefore, the project aims to mainstream MSB considerations into the productive sectors along the flyway that pose the greatest risk to the safe migration of soaring birds.

8. Bird migration is a well-known phenomenon and one of the greatest spectacles of the natural world. Many of the methods and routes used have been well studied and understood. Migration is an energetically costly activity that places the birds under considerable physiological stress. There are different migratory strategies, for instance, many smaller bird species are active flyers and migrate on a “broad front” with birds moving in a wave. Some of these birds store fat reserves before making their flights then climb to high elevations to make their long migratory “jumps”.

9. However, soaring birds, predominantly large broad-winged birds (e.g. raptors, storks, cranes, pelican and a number of other taxa) conserve energy by soaring on local rising air currents, either those deflected upwards by hills and mountains or hot air thermals formed over land, to provide uplift, circling in such currents to gain height and, where the lift ceases, gliding slowly down until they reach the bottom of another thermal where they repeat the process. In this way, many can fly over 300 km in a single day, almost without a wing-beat. These birds, here termed migratory soaring birds (MSBs), tend to follow regular routes, termed “flyways”, which maximize opportunities for soaring whilst minimizing migration distances. Because thermals do not form over large areas of water or tall mountain ranges, MSBs are restricted to traditional routes or “flyways” with large concentrations of birds occurring at migration “bottlenecks”, such as narrow sea crossings and mountain passes, and other strategic points where the birds are funneled or guided by lines of hills, ridges or edges of valleys and other places where they can maintain their flying height. These include the classic world “land-bridges” such as the Panama isthmus in the Americas, Gibraltar and the Bosphorus in Europe and, in the Middle East, the Gulf of Suez and Bab al-Mandeb at the southern end of the Red Sea.

10. Most MSBs (especially broad-winged raptors and storks) aim to complete the journey between wintering and breeding grounds as quickly as possible. This is particularly the case when crossing the hot and inhospitable deserts of the Middle East and North Africa. Many do not (or rarely) feed and drink during this passage, and only land to roost at night or during adverse weather conditions. Birds arriving at water-crossing points (e.g. Southern Sinai, Suez and Bab al-Mandab), will, on a few occasions, be forced to congregate until weather conditions and time of day are favourable, as the birds need sufficient time to make the crossing before night-fall. As a rule, migrating raptors will roost at night wherever they find themselves, although some species of MSB will show a preference for certain habitat types (e.g. storks, cranes at wetlands, pelicans at open water bodies, and some raptors amongst trees). Therefore timing, local weather conditions and people’s attitudes (persecution) play a vital part in the vulnerability of MSBs at bottlenecks, and may be more important than habitat type or condition. It is because of these characteristics that a mainstreaming, rather than a site-based approach, is necessary. Although birds do tend to congregate and probably land more often at migratory bottlenecks, protection of isolated sites along the flyway is not an adequate approach for MSB conservation. Instead it is necessary to integrate flyway considerations into activities at a broad level along the flyway. For this reason the project is following the Strategic Priority II (BD2) mainstreaming rather than a site-based approach focused on protected areas.

1.1.1. Global biodiversity significance

11. As stated already, the Rift Valley/Red Sea Flyway is the second most important flyway in the world for soaring birds in terms of numbers of birds involved. Systematic surveys conducted at bottleneck sites since the mid-1960s have revealed that over 1.5 million birds of prey and over 300,000 storks pass along this route each year on their annual migrations between breeding grounds in Eurasia and wintering

grounds in Africa, but given many bottleneck sites have been only poorly surveyed, the numbers involved are thought to be much higher.

12. Before the birds enter the flyway and when they exit it they are much less vulnerable. It is the time during which they are travelling along the flyway that they are at their greatest risk. Furthermore, the nature of the threats varies by species and by season (spring or autumn migration) and, by conservation timeframes, the threats are likely to vary over time (e.g. the energy sector is rapidly developing into a critical threat to the entire flyway).

13. Thirty-seven species of MSB are recognized as using this flyway², of which six are globally threatened; almost 100 per cent of the world population of Levant Sparrowhawk (*Accipiter brevipes*) pass along this flyway twice yearly, along with more than 90% of the world population of Lesser Spotted Eagle (*Aquila pomarina*), c. 60% of Eurasian Honey Buzzard (*Pernis apivorus*), and c. 50% of each of Short-toed Eagle (*Circaetus gallicus*), Booted Eagle (*Hieraaetus pennatus*), Egyptian Vulture (*Neophron percnopterus*) and White Stork (*Ciconia ciconia*). Most species of MSB are highly valued in the European countries in which they breed, e.g. raptors, in particular, have been subject to widespread and expensive conservation and re-introduction programmes which have seen populations recover from their pesticide-induced nadir of the early 1960s. The EU Wild Birds Directive (79/409/EEC) was the first piece of EU environmental legislation, indicating the importance given to bird conservation in Europe. This reflects the high regard in which birds are held across Europe. For example, the United Kingdom (UK) non-governmental organization (NGO) the Royal Society for the Protection of Birds (RSPB) has more than 1 million members, and considerable funds are used to support bird conservation programs in Europe (combined budget for the European BirdLife Partners was US\$ 374,865,267 with a globally combined budget for all BirdLife Partners of US\$ 539,118,723 for 2012). Many species are also part of European and African mythology (e.g. White Storks are still believed to bring good luck to the house that they nest on). MSBs are also valued highly by eco-tourists in their wintering grounds in eastern and southern Africa where they provide part of the “African safari experience”. The tourism industry of which eco-tourism forms a large part, earns Botswana \$240m a year (10 per cent of GDP) and Kenya US\$339 million (9.8 per cent of GDP). The continued existence of these economic, cultural, and aesthetic values are dependent upon safeguarding passage along the migratory flyway.

14. The Rift Valley/Red Sea Flyway covers a wide range of climatic variation and spans a large number of ecosystems. Twenty-three eco-regions³ are traversed along the flyway, ranging from temperate deciduous and coniferous forests in the north through steppe to various types of hot, dry deserts across most of the central area, and tropical mountain forests towards the southern limits. The preponderance of desert and semi-desert habitats is one of the key features of this flyway and goes some way to explain the importance of wetlands amongst the bottleneck sites along it. MSBs also associate with and have a greater impact on important WWF Eco-regions in their northern breeding grounds and southern wintering areas. For instance, Steppe Eagles breed or feed in grassland and mixed steppe regions in Western Asia, including the Middle Asian Mountains Temperate Forests and Steppe (Ecoregion 71), and Central Asian Sandy Deserts (Ecoregion 124), whereas Lesser Spotted Eagles breed in hilly mixed and deciduous forests, including Mediterranean Shrublands and Woodlands (Ecoregion 129). In Africa, these species have different food sources and feeding behaviors, but again, occur in important ecoregions, including dry Miombo (Ecoregion 99) and East Africa Acacia Savanna (Ecoregion 102) amongst others. For some species there is a closer association with specific ecoregions, e.g. lesser kestrel, a specialist insect feeder, is particularly associated with the Karoo in South Africa (Ecoregion 119) during winter.

15. Most of MSB species, particularly raptors but also storks and pelicans, are predators at the top of food chains in these Ecoregions and consequently, conservation of these species along the flyway

² <http://migratorysoaringbirds.undp.birdlife.org/en/flyway/visiting-birds>

³ As described by WWF – see <http://www.nationalgeographic.com/wildworld/terrestrial.html> and <http://www.worldwildlife.org/science/ecoregions/biomes.cfm>

contributes to efforts in Europe and West Asia and Africa to protect critical ecosystems and maintain their ecological integrity. The birds are particularly vulnerable along the flyway and unless the threats these birds face during migration are addressed, conservation efforts of their breeding and wintering ecosystems will be undermined (this applies to all thirty-seven species that use the flyway, not only to the eight threatened species).

1.1.2. Tranche I MSB project

16. The *Mainstreaming Conservation of Migratory Soaring Birds into Key Productive Sectors along the Rift Valley/Red Sea Flyway* (MSB project⁴) was conceived to consist of two funding Tranches under one 10-year umbrella programme. Tranche I has now been completed. A condition for the release of Tranche II GEF financing was the submission to GEF Council of a second GEF CEO Endorsement Request with the accompanying Project Document following an independent evaluation. Originally conceived as a Terminal Evaluation of Tranche I this was changed to a Mid-Term Review (MTR)⁵.

17. The MTR was completed in 2015-2016 and the project (Tranche I) rated as SATISFACTORY, while also noting that: *“The original project design was overly complicated and confusing. While it contained a number of good ideas these were not articulated in a rational manner and in some instances they were not clearly defined (e.g. the issue of vehicles). In particular the management arrangements were particularly vague and ambiguous”*...and: *“The project was intended to be executed by an NGO (NGO Execution Modality)⁶. This was not driven by any individual agendas or ideological concerns but because of a number of clear advantages which best served both the execution of the project and coordination of conservation efforts along the flyway and therefore was in the best interest of the thirty-seven targeted species. These are:*

- *The original intention was to execute the project through an NGO modality. A network of NGOs (specifically the Birdlife Partners) is best able to overcome individual national agendas and interests which may not necessarily be aligned to the interests of the flyway.*
- *NGO involvement (coordination, management, advocacy, technical capacities, etc.) is a demonstrated model for bird conservation. While this model does not necessarily lend itself to other animal groups, it seems in most instances to work well for birds.*
- *BirdLife has a structure which can encompass the flyway in its entirety BirdLife International and still have representation at the national level (Birdlife Partners).*
- *Birdlife Partners (with back-stopping from BirdLife) hold considerable technical expertise.*
- *The model offers a number of efficiencies in project execution in particular by reducing the management and administration burden on the project which can provide cost-savings.*
- *The model provides the greatest flexibility for project interventions especially in relation to emerging flyway and individual country flyway issues.*
- *The model offers the greatest opportunities for post-project sustainability”.*

18. The MTR report also made a number of recommendations mostly relating to the future management arrangements for Tranche II of the project⁷.

19. The MTR recommendations can be summarized as: changing the execution modality to NGO execution; strengthening the role of the RFF as a coordinator and flyway “manager”; distributing the GEF grant by sectors (e.g. agriculture, energy, tourism, hunting and waste management) rather than by countries; and, maintaining the engagement with each sector because, despite making considerable

⁴ The Mainstreaming Conservation of Migratory Soaring Birds into Key Productive Sectors Along the Rift Valley/Red Sea flyway already exists as a project having completed tranche I of the project and is therefore referred to throughout this document as the MSB project

⁵ Migratory Soaring Birds, UNDP ID 1878, GEF ID1028, UNDP PMIS ID 1878. Midterm Review; Final Draft 16th October 2014

⁶ A report produced in 2009 for the project “Recommended Modification of Implementation Modality and Steps in Change Management Process” supports this view.

⁷ Ibid; p. 43 - 45

headway, the complexity of engaging with sectors was greater than anticipated in the original design and sectors such as wind energy are emerging as very serious and extensive threats.

20. Critically the MTR also recognized that developing the RFF governance was a vital component of the project. The report states that it was something which wasn't just "going to happen" but rather it needed to follow a process of negotiation and agreement across flyway countries with different socio-political systems, ecosystems and sector priorities (e.g. hunting is critical in the northern members whereas agriculture has little impact whereas in the southern members the reverse is true) and wind energy and power transmission was emerging as a cross-border issue throughout the length and breadth of the flyway. In short, the collaboration of eleven countries, able to place the conservation of MSBs above powerful national interests, capable of acting in unity to address flyway issues is a *bona fide* activity of the project and not just a means to ensure the project is smoothly executed. As such, investment in addressing the *adaptive challenges* as well as the *technical challenges* was a necessary and wise use of the GEF (and other) project funds.

21. Furthermore, mainstreaming needs to be embedded in good governance and across the flyway the member states are at varying levels of development and indeed many are in or close to conflict situations. When this is overlaid by the events of the "Arab Spring" in 2011 and the repercussions which are still reverberating across the northern portion of the flyway it was clear that further work needed to be done albeit based on the experience of Tranche I and with different and higher targets than in the original project's log frame matrix⁸ (LFM).

1.2. Institutional context

22. Under Tranche I arrangements effectively consisted of UNDP Jordan as the Executing Agency for the overall regional activities with RFF/BirdLife and for the national activities in Jordan; UNDP Lebanon and UNDP Egypt were Executing Agencies within their respective countries with project management units in both countries. These were largely the result of ambiguities in the original project design (the Project Document) and *ad hoc* arrangements in the different countries for a number of reasons⁹ and in part, to deal with the weaknesses in the Project Document arrangements. To some extent these arrangements worked and were in all instances necessary and the best decision given the chaotic circumstances in the first two years of project execution.

23. At the same time, the institutional landscape of the MSB project under Tranche I was complex and sometimes confusing. This was partly a product of underestimating the challenge of obtaining the broad agreement across such a vast area with a multiplicity of interests, state and non-state players and the five different sectors. This was reflected in the MTR and actions have been taken to streamline the institutional structure of the project particularly with a view to a smooth transition to the post project situation which is still five years in the future.

24. Tranche II will be implemented under the NGO modality through BirdLife International (see Section 5 *Management Arrangements*). The project will not create any new institutions. The BirdLife-led RFF is already well-established and the BirdLife Partners (a network of civil society or non-governmental organisations) along the flyway are existing entities in their own right. There will be variances in these arrangements in Egypt where it is legally difficult to fund CSOs or NGOs from outside the country and in Sudan and Eritrea¹⁰ where there is currently no official BirdLife Partner) but in the remainder of the project (and post project) MSB activities will be driven by existing BirdLife Partners.

⁸ Now referred to as the project strategic results framework (SRF).

⁹ For instance, the misunderstanding over the "high risk" finding of the Capacity Assessment of BirdLife Middle East as the executing partner. Had this been applied to BirdLife International, the named executing agency or partner in the Project Document then there would have been a "low risk" rating because BirdLife International has in place its own systems and has a demonstrated track record as a GEF executing agency or partner.

¹⁰ While there is no official BirdLife Partner the project has forged strong links with NGOs in all three countries.

25. While the project will be executed mainly through BirdLife Partners and affiliated NGOs who will continue to work with the RFF after the GEF-funded project has ended, the statutory bodies tasked with managing biodiversity in the flyway countries work within a national and international policy context outlined in Section 1.3 below.

26. BirdLife Partners, Affiliates or other programme partners mostly work closely with and for the national statutory institutions, especially in a few countries like Jordan where the BirdLife Partner RSCN has statutory powers related to hunting, protected areas and the conservation of biodiversity. Table 1 provides a list of the overall MSB programme partners and the national statutory agencies involved in biodiversity conservation along the flyway.

Table 1: Countries Institutional Context

Country	Programme partner and BirdLife Status	Statutory agency(ies)
Jordan	Royal Society for the Conservation of Nature (RSCN), BirdLife Partner	Ministry of Environment, Municipalities, Aqaba Special Economic Zone Authority
Egypt	Nature Conservation Egypt (NCE), BirdLife Affiliate	Egyptian Environmental Affairs Agency
Ethiopia	Ethiopian Wildlife and Natural History Society (EWNHS), BirdLife Partner	Ministry of Agriculture
Lebanon	Society for the Protection of Nature in Lebanon (SPNL), BirdLife Partner	Ministry of Environment
Djibouti	Association Djibouti Nature (ADN), BirdLife Affiliate	Ministry of Administrative Affairs
Sudan	Sudan Wildlife Society (SWS), not a BirdLife Partner	Ministry of Environment, Wildlife Authority
Eritrea	None	None

27. The statutory agencies which have some level of administrative or management responsibility for MSB and factors affecting the flyway vary between countries but across the region governmental stakeholders include ministries and their agencies responsible for: environment (may include hunting, wildlife trade, biodiversity, protected areas); agriculture (hunting, pesticides, some protected areas); forestry (some protected areas/ habitat restoration); waste management; local administration/ municipalities; electricity/ energy/ power/ renewable energy; land use; planning; water/ irrigation; marine/ coastal management; climate change/ desertification; transport/ roads; petroleum; tourism; education. Others such as ministry of interior (hunting, trade), social affairs, health, justice, finance, defense and economy were identified in some country analyses.

28. Across the region, key ministries and agencies are still characterized by lack of awareness of MSBs, their conservation needs and the actual or potential impacts of their sector on MSBs and biodiversity generally (see Section 1.6.1). The readiness to collaborate with the project is also still very variable in different countries and in different sectors. For instance; Eritrea presents a very challenging set of institutional issues for the project to work with. In other countries there have been significant developments; for instance the mitigation measures that Sudanese electricity transmission companies implemented at their own cost, safeguarding power lines and placing distribution networks away from flyway bottlenecks, once the negative impacts on MSBs had been explained.

1.3. Policy and legislative context

29. The Convention on the Conservation of Biological Diversity (CBD) and the Convention on Migratory Species (CMS) provide a broad multi-lateral policy framework for agreement along the flyway. The MSB project has demonstrated the challenges of translating these frameworks into actions on the ground that result in what might be broadly termed *conservation gains*, i.e. actually removing barriers to

the migration and reducing the direct threats to MSBs. The project is essentially about translating the CMS, as it relates to MSBs, into effective actions “on the ground” – for instance the MSB project and BirdLife have, using the project’s work and experience from Tranche I, already contributed to three resolutions in three sectors (hunting, renewable energy and agricultural poisoning) adopted during the 11th CMS Conference of the Parties in November 2014¹¹. The project has also been effective in encouraging countries to sign up to various CMS Agreements (e.g. the Raptor MoU) and in operationalizing these along the flyway.

30. Please refer to Section 2.3. *GEF country eligibility and strategic alignment* for a more detailed assessment of the connection with CBD and CMS.

31. There is no single flyway-wide policy and naturally legislation across the flyway states vary considerably. A review of the conservation legislation enacted in the countries along the Rift Valley/Red Sea flyway at the start of the Tranche I revealed that while there are large variations between countries in the levels and nature of protection offered by the legislation, no country had legislation that related specifically to MSBs in the productive sectors¹². In several countries, overall policies and strategies for biodiversity and wildlife conservation are well designed and could be strong mechanisms for directing MSB conservation efforts. However, the translation of such policy statements into effective national legislation has in many cases not happened or, where the legislation exists, the institutional capacity and resources for effective implementation are lacking. These are common problems across the entire region.

32. While a number of countries have established Environmental Impact Assessment (EIA) legislation these do not specifically address MSB issues as required (e.g. due to variations in the route taken by birds and the timing and location of overnight roosts it is necessary to develop several years of survey data prior to establishing developments such as wind farms. In one instance in Egypt, despite the use of a sensitivity map to locate a wind farm development, pelicans alighted on sand dunes within the wind farm and a great distance from the nearest water body).

33. Furthermore, the requirements for EIAs does not cover all the sectors (e.g. agriculture) in a way which promotes the conservation of MSBs.

34. In Tranche I the MSB project began to positively establish a supportive MSB and flyway enabling environment. For instance it strongly influenced the application of the International Finance Institutions’ (IFIs) safeguards on wind energy projects for a number of IFIs such as the European Investment Bank (EIB), the International Finance Corporation and the KfW (German Development Bank) funded projects in the region (e.g. in Egypt and Jordan) and these are now using the RFF guidance and sensitivity mapping to implement those safeguards.

35. Tranche I has also already made a significant impact on the policy and legislation framework and how this translates into action on the ground. The RFF has influenced the way that projects are financed by international donors through the vehicles influencing the sector such as energy at the national level (e.g. in Egypt with the National Renewable Energy Authority (NREA) which is the principle authority for wind energy projects).

36. Arguably development pressures (tourism, energy, agriculture, waste management, etc.) have a precise mainstreaming path to follow because they are almost invariably led by an agency, strongly (and financially) supported by donors, involve large scale private sector players or direct government activities (e.g. energy and agriculture) that can be directly targeted, and the means of risk mitigation or threat reduction is very often a technical “fix”. Hunting on the other hand requires a much broader and holistic approach. In Lebanon there have been significant developments which, paradoxically will lead to the

¹¹ CMS COP 11, Quito, 4-9 November 2014 (UNEP/CMS/Resolution 11.15; 11.16 and 11.27).

¹² Egypt and Jordan now have a specific amendment to the EIA Law to take into account MSBs in considering various (e.g. wind farms) developments. These require specifically that the sensitivity map is applied and two years of monitoring data are provided (due to the unpredictability of flight paths which can change due to local weather conditions).

reopening of legal hunting having been closed since 1994. This is a clear recognition that a ban on hunting has had little impact on the intensity of hunting and thus a *responsible* hunting approach is more preferable and effective than a prohibitive approach even though all the MSBs will remain fully protected it has been essential to formalize hunting in order to ensure the protection of MSBs. As a result there is fledgling comprehensive set of regulations to support the Law on Hunting in Lebanon and a Higher Hunting Council has been established providing the very beginnings of a regulated hunting sector in which the interests of the MSBs can be framed.

1.3.1. Socio-political context

37. The total population of the eleven countries along the flyway exceeds 271 million people. Economically, these countries are generally poor or very poor with per capita incomes in the Middle East being US\$3,400-5,000 and in Africa considerably lower at US\$800-1,300. However, this somewhat masks the fact that there are major discrepancies in income distribution and the proportion of the population below the poverty line is generally high. Populations are growing fast with all but Lebanon (1.26%) and Egypt (1.78%) over 2% per annum, and demographic profiles are heavily weighted towards the younger age classes suggesting that such rates are likely to continue in the medium-term. The poorer countries are still largely agrarian-based (% GDP from agriculture: Ethiopia 47%, Sudan 39%) while elsewhere the industrial base is well established (% GDP from industry: Egypt 33%) but these agrarian-based countries also exhibit the fastest rates of industrial growth (Sudan 8.5%, Ethiopia 6.7%). Levels of unemployment are high (13% in Egypt) to very high (50% in Djibouti). Health care is also variable – life expectancy is high in the more developed countries (76 (male)/81 (female) years in Jordan; 70/75 Lebanon) but remains low in the poorer ones (42/44 Djibouti; 48/50 Ethiopia; 51/53 Eritrea), and infant mortality similarly varies (1.735% in Jordan but 9.532% in Ethiopia and 10.413% in Djibouti). Literacy rates show the same dichotomy (96% male/86% female in Jordan; 93% /82% in Lebanon; but only 50%/35% in Ethiopia; 68%/47% in Egypt; and 70%/48% in Eritrea).

38. These socio-economic factors – widespread poverty, burgeoning human populations, high unemployment, limited education and healthcare – all place pressures upon governments to prioritize development to raise living standards and improve basic services. Add to this the recent civil and ethnic unrest experienced by some countries, and major security concerns in others, national agendas are focused on rural development, industrialization, and economic growth. The comparatively recent events following the “*Arab Spring*” in the north of the flyway and the pressing need for economic and fiscal reform across most of the eleven flyway countries means that economic growth and employment tend to dominate political thinking and can be overriding factor of government and political decision-making.

39. Conservation, although becoming a more important issue, is not a priority despite well-meaning statements contained in national biodiversity strategies and other policies. Bird migration issues have barely registered. The associated impacts of increasing levels of development, together with the general lack of conservation efforts in the region, are increasing the mortality of many globally threatened and vulnerable MSBs during their seasonal migration through the region. Five key sectors are seen as impacting MSBs along the Rift Valley/Red Sea flyway – hunting, energy, agriculture, waste management and tourism¹³ – while a number of other sectors are considered to be of particular relevance in certain countries, e.g. urban development, industry and manufacturing, transport, fisheries, petroleum and gas, communications, and defense.

40. The socio-political context is not only framed by development pressures. In the northern states (Lebanon but also in Jordan and Egypt) recreational hunting has a very strong cultural basis in society

¹³ In Tranche I of the project tourism was largely deemed to be an opportunity for mainstreaming MSBs. While the benefits of promoting eco-tourism basex around the spectacle of the migration are very positive it is also important to recognize that the bulk of the tourism, particularly along the Red Sea coast is geared towards mass tourism and it is important that the threats to MSBs (as well as the benefits) from tourism are addressed more fully during Tranche II.

(see §47) which requires a different approach and greater engagement with a broader cross-section of society than purely production sectors.

1.4. Threats, root causes and impacts

41. Managing and protecting migratory bird populations, is particularly challenging because of the vast range of habitats they occupy during the course of their seasonal cycle, and the need to undertake work in very different ecological and political conditions in the breeding grounds, wintering areas and along the migratory routes. Some birds are more vulnerable than others when on migration. For those making long migratory jumps along a broad front (e.g. many passerines), habitat choice during migration can be wide and threats are generally few and dispersed. However, MSBs are very vulnerable during their migration, not only from the physiological stress imposed by the effort of migration, but from the fact that a large proportion of the global or regional populations of these large, highly visible, slow-moving birds, become densely congregated as they migrate along narrow flyways, follow reasonably predictable timetables and are reliant on a small number of crossing points. While the energetics of soaring bird's migration is a marvel of the natural world it also means that these birds are often at the mercy of weather conditions. As such, they can be disproportionately susceptible to localised threats.

42. From a conservation perspective, the quality of information is particularly good for many of these species when in their northern breeding grounds, and is improving for their southern wintering grounds. However, relatively little attention has as yet been given to the protection of birds while on passage on their migratory routes. Prior to the MSB project the conservation work that had been done had mainly concentrated on the bottleneck sites, and wider flyway issues had thus far received little or no attention.

43. Building on the experience gained during the first half of Tranche I of the project a sensitivity map has been prepared for the flyway while information on routes and bottlenecks has increased. There is a greater understanding of the nature of the threats to MSBs and in particular of the rapid emergence of the energy sector as a significant new threat.

44. While the threats to MSBs are many and varied, these are best viewed by sector (e.g. energy, agriculture, tourism, waste management and hunting), which during Tranche I were largely addressed through “vehicles” – a “vehicle” being an existing project or reform process through which the project would work. Sectors within which lie the greatest threats to MSBs, from intentional persecution, including hunting and “protection” of livestock, to unintentional activities, such as collisions with energy sector structures, poisoning from agricultural pesticides, and ingestion of waste materials and waste water were identified. By mainstreaming MSB considerations into the sector frameworks in each country and changing the way people behave, MSBs will be safer regardless of where they are on the flyway.

45. The anthropogenic threats and harm caused to MSBs, intentionally and unintentionally, are many ranging from direct persecution by shooting to collision with wind turbines and transmission lines, from incidental poisoning as a result of crop spraying to deliberate disturbance by tourists of roosting sites, from drinking contaminated sewage water to drowning in oil spills from leaking terrestrial pumping stations.

46. The five key sectors that create the most extensive, urgent and critical threats to the MSBs passing along the flyway are described below.

1.4.1. Hunting

47. Hunting has huge cultural and traditional roots in most of the countries in the north of the flyway, and it remains prevalent along the Rift Valley/Red Sea flyway. The extent and impact of hunting is much less so in the African states. Bird hunting tends to be excessive and indiscriminate in many countries with threatened protected species taken as well as common legal prey species. Raptors and storks are particularly vulnerable because being large and relatively slow-flying they make easy targets, and the

daily passage of hundreds and even thousands of MSBs at bottleneck sites at predictable times and places presents hunters with an abundance of targets. At the beginning of the project the legislation was weak (laws and/or implementing regulations not yet enacted or incomplete; lack of recognition of important biodiversity and threatened species) and enforcement remains relatively poor across the region. In Jordan, almost all hunting is carried out as a hobby of the rich where an estimated 4,000 licensed hunters spend an average of US\$ 150 per person per month on hunting (estimated annual total of US\$ 7.2 million); in Lebanon hundreds of thousands of people regularly hunt regardless of the current ban on hunting.

48. During Tranche I the work in two countries, Lebanon and Jordan, focused primarily on hunting. The position taken by these countries was to work with hunting groups and the sector *per se* in order to establish formalized responsible hunting systems. An important aspect of this was that, unlike a traditional sustainable hunting approach, the key species (the MSBs) are to remain off the quarry list. However, in order to reach out to the sector it was necessary to work with hunters to establish their rights and responsibilities. This important point serves to illustrate the complex nature of a mainstreaming approach and the difficulties in remaining focused upon the key issues in order to achieve workable solutions.

49. In all three countries considerable progress has been made with hunters being registered and codes of conduct drafted for hunters, NGOs and governments. The Hunter's Code was widely promoted and resulted in many hunters in the region signing up to it. These codes, while voluntary, are closely aligned with the Law not just on MSB issues but also with the overall objective of making hunting responsible, part of the management process and ultimately sustainable. In Lebanon the Higher Hunting Council has been re-established and the recently appointed new government may re-open hunting; hunting has been officially prohibited since 1994 but this has not been enforced in any way. In Jordan the project has established a registry of hunters through the BirdLife Partner (the Royal Society for the Conservation of Nature - RSCN) and this has been coordinated closely with the Environmental Police.

50. In summary of the project's engagement with the hunting sector it has: i) supported the new Law which has yet to be enacted by drafting regulations in Lebanon, ii) supported the enforcement of the hunting Law while exploring necessary revisions to the Law in Jordan, and, iii) begun the process of raising awareness of hunting issues with hunters in Egypt as a precursor for future RFF (project) involvement in this sector in that country.

51. Hunting remains a long term commitment of the RFF in order to effectively minimize the threats to MSB. Tranche II will build upon the successes and experiences of Tranche I.

1.4.2. Energy

52. The Tranche I Project Document stated that the *"economies of the countries along the flyway are generally growing quickly with rates of GDP growth between 1.9% and 11.6%. Much of this growth is through increasing industrialization and annual industrial production growth rates are between 2.5% (Egypt) and 8.5% (Sudan). Such growth provides an increasing demand for power that is still met largely by fossil fuel power stations although hydroelectric sources, e.g. from the various Nile Valley dams, are also important for some countries. Wind energy is developing and being promoted, and one of the world's largest wind farms has been established at Zafarana along the Gulf of Suez, Egypt. In all cases, power needs to be transmitted, most commonly by overhead cables and these too are increasing, e.g. power generation capacity increased in Eritrea from <30 MW in 1991 to 150 MW in 2004, and the length of transmission lines from 800 km to 1,300 km."*

53. More and more of this growth in demand for electricity is to be met from wind energy and several large wind farms have already been constructed along the flyway, including one of the world's largest at Zafarana along the Gulf of Suez, Egypt. Most studies indicate that while collision rates per turbine are low,

mortality can be significant where wind farms comprise several hundred turbines^{14,15,16,17}. *Aquila* eagles, vultures and storks are most susceptible to collision as well as electrocution from poorly insulated power lines. Quantitative data are still largely lacking from the Rift Valley/Red Sea flyway but good data are available from the USA and Spain and were reviewed in the first Project Document. A 2014 report stated that fatalities varies from 3.7 to 58 victims / turbine / year¹⁸. However this does not take into account the increased presence of power transmission lines as a result of wind energy development and conventional power stations along the flyway. Certainly recent evidence from Sudan indicates that power transmission lines can be considerable hazards to specific species of MSBs¹⁹. Therefore, it is reasonable to assume that energy development *per se*, and wind energy in particular, pose a significant threat to MSBs along the flyway and furthermore, because the technology is rapidly evolving (e.g. turbine design, turbine and wind farm placement, etc.) the nature of the threat to MSBs is highly dynamic.

54. In consequence, during Tranche I this sector emerged as a greater-than-expected and critical threat to MSB along much of the flyway, and will receive considerable attention during Tranche II. The literal equivalent of laying unintended traps across the pathway of at least thirty-seven iconic species of birds in the form of turbine blades and power lines. Indeed the point was made about the use of the term “*flyway friendly*” which has been changed to “*flyway sensitive*” because, in the words of one project Partner: “*wind farms will never be friendly to migratory soaring birds!*” As a measure of the complexity of the flyway and mainstreaming, the sector is also changing. Wind turbine technology allows turbines to be sited in areas with lower wind speeds (e.g. in areas where wind speeds are lower than seven meters per second). Transmission lines transcend national boundaries and new investors are entering the sectors, investors who might not necessarily apply the safeguards applied by the IFC, EIB and other multilateral development banks, mitigation measures and the cost effectiveness of these measures still needs to be assessed and fed back into the system as a means to adapt management.

55. For a number of reasons mostly related to the nature of investment in this sector it has been hard to determine the extent of future wind farm and associated transmission line development along the flyway. Wind energy development is not evenly distributed across the flyway however transmission lines are planned in all flyway states.

56. The project has thus far had some notable successes with this sector including a heightened awareness of the risks to MSBs with the Climate Investment Fund and further multilateral development agencies (particularly the IFC, EIB and EBRD), the development and take up of guidelines and best practices tailored for key stakeholders, a Sensitivity Map which highlights the parts of the flyway which represent the greatest risks in terms of energy developments and MSBs and direct engagement with specific developments through the “vehicle” projects. Indeed in many ways the energy sector appears to lend itself to mainstreaming. The sector is an emerging and dynamic one, wind energy is in itself marketed as environmentally friendly and thus perhaps more open to conservation arguments, the impact upon the birds is very pronounced and visual and there are available technical solutions. In many instances and if these are built into the development the costs are relatively low and to a large extent conservation measures can be built into the pricing structure and paid for through energy production. Furthermore, pressure from investors, in many instances international donors or financiers with their own environmental policies can be a driving force.

¹⁴ California Energy Commission (2002). A Roadmap for PIER Research on Avian Collisions with Wind Turbines in California. P500-02-070F.

¹⁵ Langston, R & J.D. Pullan (2004). Windfarms and birds. Nature and Environment. No. 139. Council of Europe Publishing.

¹⁶ California Energy Commission (2002). A Roadmap for PIER Research on Avian Collisions with Power Lines in California. P500-02-071F.

¹⁷ Energy and Environmental Economics, Inc. 2005. The Cost of Wildlife-Caused Power Outages to California’s Economy. California Energy Commission, PIER Energy-Related Environmental Research. CEC-500-2005-030.

¹⁸ J. van der Winden, F. van Vliet, C. Rein, B. Lane; Renewable Energy Technology Deployment and Migratory Species: an Overview; Revised draft as of 30 May 2014. NEP/CMS/ScC18/Inf.10.2.1/Annex. Report commissioned by: International Renewable Energy Agency, Convention on Migratory Species, African-Eurasian Waterbird Agreement and Birdlife International, UNDP/GEF/Birdlife MSB project

¹⁹ www.migratorysoaringbirds.undp.birdlife.org/en/news/sudan-government-acts-%E2%80%9Dkiller-power-line%E2%80%9D

57. However, the anticipated scale and pace of energy development along the flyway means there is little room for complacency and by engaging with this sector and in particular at the different levels of entry (e.g. with the IFC) the project is ensuring that it also is in line with the GEF-6 requirement that projects in one focal area avoid negative impacts on objectives of other focal areas²⁰.

1.4.3. Agriculture

58. The agricultural sector is another major threat to MSBs. In the less developed countries along the flyway, agriculture is a key sector in providing livelihoods for large proportions of the populations (e.g. 60-70% in Eritrea rely on agriculture for income and employment). Increasing agricultural expansion and intensification is occurring across the region in response to rising demand for food, causing habitat destruction and degradation. There is a significant increase in the area under irrigation, and over-abstraction of freshwater or increased salinity due to salt water infiltrating aquifers in coastal areas have caused a decline in the availability of freshwater. In most countries there is no requirement for EIA for land reclamation or irrigation, no SEA and no awareness of the likely ecological impacts of such schemes. Moreover, the increasing intensification has led to increasing use of agro-chemicals, particularly pesticides. Pesticides are now used widely across the region to control pests such as desert locust, army worm, Red-billed Quelea and rodents. Persistent organochlorine and mercury-based pesticides which are banned or restricted by the World Health Organisation and which are no longer in use in most developed countries continue to be manufactured and are still in widespread use in the region (e.g. DDT, Lindane, Paraquat) along with other toxic alternatives such as organophosphates, carbamates and pyrethroid compounds. While some countries along the Flyway have banned the most toxic pesticides, such bans are often ignored or the regulation and enforcement mechanisms for their control are lacking. Furthermore, in a number of countries there have been reports of misuse of poisons to kill livestock predators and scavenging dogs which inadvertently cause harm to MSBs. The problems are exacerbated by misuse and overuse due to lack of awareness and information as well as widespread illiteracy.

59. Agriculture has perhaps proved to be the most challenging sector to engage with. Unlike the energy sector it often has a large number of sometimes dispersed stakeholders and many different levels of entry. The use of chemicals also means that this sector is highly dynamic and the project, the RFF, needs to be able to respond rapidly in the future to issues that emerge (for instance the use of diclofenac, a non-steroidal anti-inflammatory drug used in veterinary medicine which causes death in vultures through ingestion of contaminated meat when feeding on livestock carcasses)²¹. Financing of the agricultural sector is not as clear cut as the energy sector with a number of different sources of financing. It would be reasonable in the case of pesticides to apply a precautionary principle while a greater understanding of the effects of this sector on MSBs is developed²²; human health would benefit equally and may be the easier entry point for addressing this issue.

60. In Tranche II there will be greater engagement with the agricultural sector, particularly in the southern flyway states covering both agrochemical and non-agrochemical aspects of the sector.

1.4.4. Waste management

61. Tranche I described waste as: *“becoming an increasing problem along the flyway as human populations rise and industrialisation increases. Waste management is generally poor with solid waste thrown into open pits, burned, or dumped into rivers and lakes, and waste water and effluents usually discharged directly into rivers without prior treatment. Municipal rubbish tips are usually poorly managed with large amounts of exposed waste, and toxic materials are often present. Where waste sites are designed and managed properly, especially open waste-water treatment plants, e.g. at Aqaba in*

²⁰ www.thegef.org/gef/GEF6-Programming-Directions

²¹ www.birdlife.org/datazone/sowb/casestudy/156

²² The RFF has already developed draft guidelines for this sector based upon existing knowledge.

Jordan, they can provide important and safe habitat for birds. Although efforts have been made to address the waste disposal issue in some countries, it is often only the aesthetic aspect of the problem that is addressed and ecological impacts are ignored”.

62. However, while there are specific issues related to solid waste management the experience of the project thus far has been that waste water appears to have the greatest impact upon MSBs given the arid conditions that exist in the north of the flyway. It has been possible to further define this sector, in fact, waste management appears to be an issue in Egypt but has less of an impact in the other countries. This is largely due to the extent of the flyway which exists in Egypt, the human settlement and development patterns and the arid nature of the environment on this (the Egyptian leg) of the flyway.

63. Egypt has had a number of important successes in this sector, in one instance (Sharm El Sheikh) turning a negative into a positive by improving sewage treatment and establishing a bird watching hide alongside the now-safe sewage ponds.

64. However, waste management remains a challenge (particularly so in Egypt) where, unlike the energy sector remedial measures might have to be financed from scarce, local public and municipal funds.

1.4.5. Tourism

65. The Tranche I Project Document, while highlighting the risks to MSBs from the rapidly developing tourism sector focused to a large extent on developing the “positive” aspects of ecotourism. The Middle East and North Africa are among the fastest growing regions in its tourism industries. Yet, these regions are also subject to potentially negative impacts from political volatility which poses additional challenges to its tourism development. According to UNWTO, these regions lost 5 million tourists each due to the major political events in 2011. For instance, in Egypt there was a 50% drop in the income of the key protected areas between 2011 and 2014 due to the reduction in the number of visitors.

66. However, these tourism destinations continue to successfully promote the hospitality of its people, its great heritage and history along with some other features (business, beach tourism, etc.). Yet, it is noted that the Middle East in particular is among the weakest regions of the world in the ecotourism segment of the industry (Weaver, 2001) in spite of the fact that there is great potential for development. Applying the sustainable tourism development principles in the rapidly growing tourism sectors in the Rift Valley/Red Sea flyway along with promoting ecotourism activities and products will significantly enhance the livelihood of local communities and positively impact the regional efforts of nature conservation. Thus tourism can provide a great opportunity to highlight and raise awareness of the spectacle of migration with visitors. Moreover, there is also the opportunity for the industry to *develop ecotourism* for the many people specifically attracted to observe the phenomenon first hand. Migratory soaring birds can thus offer a demonstrable value to the industry. The challenge is to ensure sustainable tourism development; minimising the risk to migrating soaring birds through changes in land use and loss of foraging and roost sites at key bottleneck and coastal feeding sites. Indiscriminate tourism development without consideration for soaring birds could both destroy the potential appeal of the location to visitors and have a large negative impact upon species across the length of the flyway. The loss of a key roosting or foraging site could render the migration significantly more difficult and increasing mortality of individuals, a risk heightened at bottleneck sites.

67. However, there is a “darker side” of tourism which impact upon MSBs. Tourism’s impacts on the flyway are mostly experienced in the northern countries (Egypt and Jordan) due to the large scale development of beach resorts along the length of the Red Sea Coast and Southern Sinai (Egypt) and the Gulf of Aqaba (Jordan). For instance Egypt has ambitious tourism development plans, hoping to receive up to 25 million²³ international visitors by 2020 up from a past maximum of 12.8 million. In addition to

²³ This figure has subsequently been revised upward to 30 million visitors.

this there is a rapidly growing domestic market. Of all the above impacts/threats, the most critical and irreversible impact of tourism development in Egypt is the deployment of physical infrastructure, when it occurs in ecologically sensitive areas of high biodiversity value. Much of Egypt's tourism sector growth is reflected in infrastructure development in the Nile Valley and along the country's extensive coastlines on the Red Sea and Mediterranean. The coastal developments typically occur in a narrow ribbon that is continuous in the already fully developed areas, and intermittent in areas undergoing expansion. Already almost 35% of the 510 km of coastline west of Alexandria, 20% of the 1,100 km of Red Sea coast (between Suez and the Sudanese border) and 35% of the 250 km along the Gulf of Aqaba have been converted into tourist resorts and holiday homes.

68. While the project will continue to mainstream MSB conservation in the tourism sector through the promotion of ecotourism, for instance through the implementation of best practice guidelines, certifications schemes and training and capacity building, it will also work closely with the statutory agencies and the private sector to address inconsistencies in the planning process and environmental impact legislation in order to reduce the impact of existing and future tourism development on the flyway and MSBs. In this context, it will work in synergy with two existing UNDP-GEF projects in Egypt and Jordan (please see Section 2.7. *Coordination with other relevant GEF financed initiatives*).

1.5. Baseline analysis

69. While much of the baseline situation described in the Tranche I CEO Endorsement Request and Project Document remains relevant today, there are also changes including those resulting from the implementation of Tranche I. The new baseline situation is therefore a mix of newly identified issues and original elements carried over from the situation analysis for Tranche I.

70. The countries of northern and eastern Europe have continued and continue to invest significant resources in the conservation of raptors and other MSBs on their breeding grounds. In eastern and southern Africa, countries have also invested heavily in conservation, and tourism, primarily ecotourism, now accounts for significant economic activity.

71. The flyway connectivity between the winter and summer ranges remains the weak link for these MSB, as described in the above Section 1.4. *Threats, root causes and impacts*. While Tranche I of the MSB project made significant steps in developing the flyway conservation these gains remain tenuous at this point in time, partly due to the size and speed with which some of these sectors are growing, and partly because the initial project design underestimated the importance of the RFF and its flyway coordination role and the inherent difficulties in establishing multi-country coordination. It is true that during the first half of the project this issue challenged the project almost to the point of its cancellation. However, the project has survived, and it is addressing the challenge of bringing consensus to the flyway countries. The development of the RFF and its importance to the flyway should not be underestimated because it provides a platform and network for government and non-government stakeholders along the flyway interested in bird conservation who aim to safeguard MSBs.

72. To summarize the baseline situation for Tranche II, i.e. for the midpoint of the two-tranche MSB umbrella programme:

- There is now a functioning coordinating body (the RFF) in place to direct development (sector development, donor finance, emerging threats, etc.) along the flyway.
- BirdLife is committed to fund the RFF for its basic operations now and post project.
- There is a network of NGOs and CSOs along the flyway looking out for the interests of MSBs and able to respond to developments. This network, on the whole, has good relationships with statutory agencies of the production sectors as well as with the environment sector.

- The network of BirdLife Partners and prospective Partners have increased their capacity to address MSB conservation issues²⁴.
- The RFF provides a focus for collective decision-making on flyway issues, a source of technical expertise, a fundraising body, a conduit for communication and collaborative flyway planning and a mechanism to monitor and evaluate interventions and adapt these in light of experience.
- A substantive website with multiple functions (promotion and awareness, coordination of conservation efforts, resource centre, etc.) has been developed
- A web-based MSB sensitivity map of the flyway has been produced.
- Sector guidelines have been developed and are easily accessible. In a number of countries the guidelines are adopted into the regulatory framework due to government and international donor insistence.
- There is a more pragmatic and detailed understanding of each sector including better relationships with key sector players.
- The legal basis for responsible hunting has been laid in the three countries in which shooting was a critical issue.
- A number of technical solutions have been developed, introduced and are being tested (e.g. radar-assisted turbine shutdown on demand).
- The use of specific sector “vehicles” is ready to be expanded across more of the countries along the flyway.
- The RFF has fostered a culture of collaboration with each sector which results in strong ties between the sector and the project and goes a long way to embedding MSB conservation into the planning and working cultures of the sector (e.g. NREA in Egypt, the hunting sector in Jordan, collaboration on power lines in Sudan, *inter alia*).

73. However, much remains to be done:

- In spite of the above-mentioned references to migratory (soaring) birds in national strategies and plans in flyway countries, governance system show varying degrees of receptivity to the issue and many states still do not consider MSBs a national priority, even within their national conservation sectors. Therefore raising awareness of the flyway and MSBs remains a priority.
- New issues related to different sectors have emerged, such as the magnitude of wind energy developments and their associated power transmission infrastructure; or foreign direct investment (FDI) which can be hard to influence.
- Many of the mitigation measures are costly and need long lead-in times (e.g. there is a dearth of skilled ecologists within the private sector capable of carrying out appropriate EIAs. EIAs for energy infrastructure requires at least two years of monitoring before permission can be granted delaying investment projects) and the concept needs to be not only embedded but these skills need to be developed in specific sectors.
- Only three countries so far have implemented full vehicles (Egypt, Jordan and Lebanon).
- The capacity of NGOs (especially the BirdLife Partners) across the flyway needs to be developed further. Some Partners have access to Ministries of Environment and may be able to contribute to conservation policies, but this is on an *ad hoc* basis and lacks the strategic focus on MSBs. These national organisations best placed to act as MSB “agents of change” within the threatening sectors have very limited contact with those productive sectors, except perhaps isolated farming communities and therefore they have little influence over decision-

²⁴ Tranche I included specific triggers, one of which was “at least 5 BirdLife national Partners achieving capacity markers that indicate their ability to provide mainstreaming technical content” based upon the BirdLife capacity assessment scorecard. By the MTR at least seven of the ten Partners had achieved a score of over 2 (scores range 0-3) and the remaining three had agreed plans in place to address the weaknesses.

makers within the sectors and it is safe to conclude that MSB considerations will not be marginalized in many of the target sectors.

- In those countries where hunting is a major issues (e.g. Lebanon and Jordan) the regulations developed during Tranche I needs to be implemented and adapted.
- Best practices guidance on agriculture and the use of pesticides has not been tried and tested during Tranche I although the issue of pesticides has been clearly identified as an extensive and urgent threat (draft RFF guidelines have been developed and will be published in early 2015).
- The volatile political and security situation in a number of countries means a longer time frame for engagement is required before the flyway is secured for MSBs.
- Countries now struggling with political and security challenges (including civil war) cannot place much priority on MSBs which may be seen as “someone else’s problem” and MSB conservation is sometimes seen as a barrier to development and not as an integral part of the process.
- Although not directly addressed under the GEF-financed project, engaging with falconry in the Gulf States remains a challenge to the RFF that requires more time to develop workable and sustainable solutions.

74. After Tranche I, the RFF and country partners will persist with or without the project. However, it is very likely that they would not be able to overcome the “backlog” of MSB flyway issues let alone be responsive to the new emerging challenges. Therefore Tranche II of the MSB project – and most importantly the GEF grant – is critical in securing this future for the RFF and MSBs *per se*.

75. Without appropriate mainstreaming intervention and conservation measures, inadvertent destruction and degradation of key bottleneck sites along the route is likely to escalate as agricultural, industrial, and tourism development continue to occur without knowledge of MSBs’ requirements and hence with inadequate planning controls and environmental mitigation measures.

1.6. Long-term solution and barriers to achieving the solution

76. To respond to the situation analysis described above, Tranche II of the MSB project will seek to address the prevailing threats by further mainstreaming MSB considerations into the productive sectors that pose the greatest risk to the safe migration of soaring birds along the flyway. Conservation actions need to address the flyway as a whole, at a regional rather than at a national or site level.

77. The Tranche I Project Document coined the term “*double mainstreaming*” to describe the process of mainstreaming MSB conservation issues into the production sectors (see Box 1).

Box 1: “Double mainstreaming” in Tranche I

The original project design stated that: “*the traditional approach to mainstreaming involves building awareness, establishing effective relationships between the project and sector agencies and advocacy at high political and donor level to gain sector entry, and then building sufficient capacity and technical knowledge to ensure a shift in sector policy and practice. The advantage of any mainstreaming approach is that if it is done well to start with and the behavioural changes are put in place appropriately, those changes should keep going well after the project ends and there should be little or no ongoing costs for maintaining the changes. However, this approach generally has a lengthy ‘start up’ period – frequently several years – as it negotiates “sector entry”, and is often very costly with the creation of new institutional structures and mechanisms (establishing a project unit within the line ministry, for example), and expensive staff appointments, and even then integration of the conservation message can still be poor. In addition, mainstreaming requires the actors in the productive sectors to agree to the changes and have some perception that the changes are in their best interest. If the changes are not put in place properly to start with, people will revert back to the behaviour they perceive to be in their best interest as soon as the project ends*”

Therefore the Tranche I Project Document described an approach to mainstreaming which it termed “*double mainstreaming*”. It justified the use of this term stating that the MSB project intervention “*intends to use a new innovative approach by making partnership agreements with **existing or planned development projects** termed “vehicles” (e.g. introducing reform processes, and institutional and sectoral strengthening programmes) to provide specified technical services on MSB issues to be mainstreamed through those vehicles. The term “Double Mainstreaming” has been coined to describe this process, i.e. in order to mainstream MSB flyway issues into the key productive sectors, the project will mainstream MSB considerations into existing vehicles of reform or change management in those sectors. The double-mainstreaming approach will use these existing structures and relationships to deliver MSB content and tools directly into current mainstreaming processes, plans and projects, and as a result is believed to offer a greater reach and deeper penetration into the key sectors than a traditional approach that looks to “inject” mainstreaming messages from outside the sectors, often as add-on programmes managed by the environmental sector agencies*”.

78. However, the MTR considered that there was little difference between what the project was proposing and a “conventional” mainstreaming approach. Most mainstreaming initiatives will utilize whatever means possible to gain entry to a sector and the MSB project’s Tranche I was no different in this sense. What was termed “*double-mainstreaming*” referred more to the reliance on other external projects and the means in which the GEF fund was distributed than to any real breakthrough in mainstreaming. The MTR noted that by linking the GEF grant to other projects (the “vehicles”) it was exposing the MSB project to considerable external risk (in the event the “vehicles” wouldn’t materialize).

79. During Tranche II the project will continue to use these “vehicles” because they have proven quite effective in driving the mainstreaming process. However the risk identified by the MTR will be minimised by assigning the GEF grant by sector and not by country “vehicles”. Thus if a particular “vehicle” fails the project / GEF financing can be flexibly reassigned to a different vehicle in that sector.

80. Moreover, Tranche II will differ markedly from Tranche I in the manner in which the project will be executed and the management and governance arrangements. Tranche II will focus on strengthening the role of the RFF and the flyway-wide network of NGO BirdLife Partners, recognizing that this is a critical aspect of managing the flyway and its conservation issues in their entirety. There was an assumption in the original design that coordination across the countries of the flyway would come naturally. This has not been the case and developing this coordination, the RFF, is effectively an outcome in itself, although not described as such in the original Strategic Results Framework (SRF)²⁵.

81. The empowering of a network of NGOs and CSOs working closely with statutory agencies at the national level is critical to the success or failure of the project and the long term security of the thirty-seven species which use the flyway. Therefore the project strategy in Tranche II relies heavily upon NGO execution at two levels – flyway-wide through BirdLife and nationally through the respective BirdLife Partner. The main aim of this is to establish the flyway network, coordinated by the RFF and have this in place and operational by the end of the project to ensure continuity once the GEF grant project closes.

82. Therefore, the **long term solution** has two aspects. The first aspect is to engage with each production sector, initially through the use of specific project “vehicles”, to effectively integrate MSBs into the policy and regulatory framework of each sector in such a way that it affects the planning and operation of sector developments to incorporate conservation and mitigation measures into the development process and provide a range of practical tools and guidelines as well as new technologies that support production sector conservation of MSBs. The second aspect is to provide coordination to conservation efforts (by statutory agencies and production sectors) through the RFF and an effective network of conservation CSOs to ensure that MSB issues remain on the planning agenda in all the countries throughout the flyway.

²⁵ The term Strategic Results Framework (SRF) was known previously as the Log Frame Matrix (LFM).

83. Inevitably threats to MSBs along the Rift Valley/Red Sea flyway will continue to grow over time and new threats will emerge, in this sense the flyway is highly dynamic. Although conservation actions are being taken by some of the countries involved, these are generally of a broad nature whose influence on MSBs will be peripheral. There is no indication that specific actions will be undertaken shortly, or in fact that they will occur at all except where these are being driven by the RFF. Without this sort of attention, “keeping the flyway on the agenda”, the issue of MSBs can easily become swamped by overriding national conservation priorities or simply be viewed as “someone else’s problem” because the birds are just passing through. A number of barriers have been identified that work against the reform of productive sectors to assimilate MSB issues and this UNDP-GEF intervention is designed to remove these to facilitate cost-effective modification of people's economic and social behaviour by mainstreaming MSB issues into such sectors. Tranche I has had some remarkable examples of how this is possible with the hunting sector in Lebanon and Jordan, with the energy sector in Egypt and Sudan²⁶, and even expanding into other sectors²⁷. However, there are a number of barriers that currently handicap the use of the mainstreaming approach in this context which are detailed below:

1.6.1. Barriers to MSB conservation in the Rift Valley/Red Sea flyway

84. At midterm of the overall two-tranche umbrella programme a number of barriers remain that impede the long term solution to MSB conservation in the flyway:

<p>Barriers to raised awareness of the flyway and altered social and cultural behaviours amongst target groups that threaten MSBs in the key sectors, decision-makers and the general public:</p> <p><u>Persistent misunderstanding of the flyway concept and value of the birds:</u> The project has had some notable successes in raising awareness, particularly in the energy sector and in government agencies (e.g. in Egypt, Ethiopia, Jordan, Lebanon and Sudan) about the threats facing MSBs during the migration. However, it still remains that very few people outside of the conservation sector understand the larger picture of bird migration, particularly the concept that their country is a link in a chain of countries through which the birds migrate i.e. that the flyway is a single unit and that actions taken in one country can have knock-on effects beyond its borders, and that there is therefore a joint responsibility for the conservation of these birds. Equally importantly, most are unaware of the potential economic benefits from protecting these birds along the flyway, such as the local and national benefits from ecotourism development at bottleneck sites, or the benefits to production sector companies in niche markets where consumers look for environmentally responsible producers. Similarly, there is a low appreciation of the potential costs of inaction, e.g. migrating birds hitting power lines can cause shortages and disrupt electricity supplies which can be very costly, or the ecological functions that some species perform, e.g. rodent and insect pest control, and therefore how protection of these birds can directly benefit farmers and other local land users. However, once individuals appreciate that they can directly benefit economically, socially, culturally environmentally and at a personal, community and national level from protecting the flyway and understand that this requires an international coordinated approach, support for conservation measures to protect MSBs will grow as well as individual behaviour and sectoral practices towards the birds will alter. This can be reinforced through generating a sense of pride in and responsibility for the birds that pass through their country, but it is a slow process.</p> <p>It was anticipated that this barrier would have been largely addressed by the mid-term of the overall project. However, the challenge of getting the RFF up and running and the flyway countries to act together has been considerable and has overshadowed the progress in this area. As a result significant changes have been made following the MTR to consolidate the considerable progress during Tranche II, and make the RFF (and the network of NGOs) more effective in promoting awareness of MSBs and the flyway.</p>
<p>Barriers to increased national and regional capacity to effect mainstreaming and application of the flyway</p>

²⁶ Following requests from the BirdLife Partner in Bulgaria which is establishing a Flyway Action Plan (FAP) for the Balkan, Caucasian and Central Asian breeding populations of Egyptian vultures, *Neophron percnopterus*, insulated cables were installed on a stretch of power line which had been identified as a major cause of vulture mortality following approaches from the RFF and, critically, the NGO, the Sudanese Wildlife Society identified as a candidate BirdLife Partner.

²⁷ Requests have been made to the project for technical advice on a new airport construction at Aswan.

concept:

Difficulty in gaining sector entry: A major obstacle to mainstreaming MSB issues into productive sectors across the region is gaining entry into those sectors in the first place. MSBs are not a major issue for the productive sectors as they currently have limited economic value and do not drive sector markets, do not represent a traditional concern to the productive sectors' constituents, and their conservation is of a regional nature, and hence is generally not treated as a national issue/priority. As a result, they have little intrinsic ability to act as a driver of sectoral change. Although there has been a shift among conservationists to dialogue and partner with productive sectors, global initiatives are still largely led by multilateral or bilateral institutions, well-funded environment ministries or the largest of the international NGOs. It continues to be difficult for national NGOs (and indeed under-resourced environment agencies) to gain entry into national productive sectors where capacity levels on both sides are low and processes for policy setting and budget allocations have not traditionally been participatory and open for public scrutiny and comment. The multi-layered nature (e.g. international finance, direct foreign investment, private sector, government agency, local community, etc.) makes for a challenging point of entry, indeed as the RFF has demonstrated it is often necessary to enter a sector at different levels at the same time (e.g. with wind energy through the IFC and international donor agencies while at the same time working closely with national para-statal such as the Egyptian NREA), something which can only be achieved through the RFF and national partners²⁸.

Barriers to developing content and tools to develop, deliver and mainstream into sector processes and programmes the flyway friendly practices:

Shortage of technical information on which to base decision-making: This was identified during the original PDF-B; that there was a lack of quantitative information on whether and how some productive sectors are having an effect on populations of MSBs. While Tranche I made considerable progress in this field (e.g. with the Regional Sensitivity Map and the Egyptian Sensitivity Atlas²⁹) there are still considerable knowledge gaps. Therefore, this remains a major barrier since it limits the design of appropriate responses, none more so than in the agricultural sector. While experiences from other countries strongly suggest that certain issues should be considered as causes for concern and the precautionary principle should be applied (e.g. heavy use of pesticides, location of power lines and turbines along the flyway and particularly close to bottlenecks), actual data on the scale of the problem are poor. This is important since other experiences can differ in small but possibly crucial ways (e.g. the impacts of pesticides on raptors in the northern hemisphere in the 1950/60s came about from bioaccumulation through the food chain. Many sources suggest that many soaring raptors appear to feed little or not at all during their migration so may by-pass this potential problem. However, this has been challenged by the RFF as a result of a number of poisoning incidents in the north of the flyway and the behaviour of the birds in the south of the flyway where agriculture is the most prominent threat). The project still needs to establish the real level of threat posed by some sectors and provide appropriate resources for the collection and dissemination of data on MSBs throughout the region.

Furthermore, the efficacy of some mitigation measures has yet to be tested. What has worked in other situations and locations may not be effective under the specific and often extreme conditions found along the Rift Valley/Red Sea flyway.

Barriers to learning, evaluation and adaptive management:

Difficulty in addressing change within complex sectors: Even assuming sector entry can be accomplished; leveraging the desired changes within the chosen sector presents a number of barriers. Firstly, sectors have to be addressed issue-by-issue, market-by-market, and country-by-country all along the flyway. While there is now a regional policy mechanism (the AEWA and the Raptor MoU) there is no common market or regional legal mechanisms existing that allow MSB issues to be addressed at the flyway level. Secondly, sectors do not function as homogenous two-dimensional businesses with clearly defined counterparts representing the entire sector. It is necessary to have a deep appreciation of the complex web of interests, levers and incentives as well as external influences that drive sectoral change and to work with these to design effective sectoral change mechanisms. Thirdly, the capacity to bring about change must be in place. The capacity to bring about sectoral reforms varies greatly both between the agencies and other stakeholders involved within a country, and between similar agencies

²⁸ In Egypt national execution is carried out by the PMU nested in the Nature Conservation Sector (NCS) because of the national restrictions on NGO funding. The BirdLife Partner, Nature Conservation Egypt (NCE) is a substantive and active partner to the PMU.

²⁹ Sensitivity Atlas of Migratory Soaring Birds in Egypt, Draft, 2014; Sherif Baha El Din, Phd.

in different countries leading to difficulties in coordinating necessary reforms across the flyway as a whole. Finally, all successful “agents of change” must convince the sector actors that the change is in their own interest. This is a two-fold process of building an appreciation of why the change is necessary and also of how economic benefits will accrue from the change, or in some instances simply impressing upon agencies the responsibility towards MSB as being important in its own right. Mainstreaming the spectacle of MSB migration into eco-tourism sectors represents the best opportunity to demonstrate an economic value to countries along the flyway that mainstream MSB considerations into the threatening sectors, however, given the chronic economic conditions in many of the flyway countries, arguments related to benefits accruing in one sector often carries little weight with the “offending” sector.

A lack of coalition³⁰ along the flyway: Time is a dimension which is rarely factored in to projects and is often dictated more by the needs of funding cycles than by the challenges posed by a specific conservation problem. While this was recognised to some extent during the original project design phase (a ten-year implementation time frame was allowed) it overlooked the need to build consensus and coalitions, the challenge of developing the RFF and addressing not only technical challenges but also adaptive challenges (see Box 2). Indeed the role of the RFF was not completely understood, or at least not sufficiently articulated, in the original project’s design. There is a real need for the different countries within the flyway to act collectively in certain areas and to share knowledge and experience. Building such a coalition takes time and needs a focal point to act as a catalyst. Currently it is difficult for the flyway countries to come together and to reach consensus. Achieving this is likely to extend beyond the normal life of a project which creates a barrier to even starting the process of building such a coalition.

Box 2: Technical challenges versus adaptive challenges

Technical challenges:

- A technical challenge is a challenge that can be addressed with existing expertise, protocols and operations.
- Implementing solutions to technical challenges often falls to someone with the authority to address them.
- Technical training (*i.e.* using a manual and new equipment) can resolve the problem.

Adaptive challenges:

- Encounter situations for which solutions lie outside the current way of operation, and possibly, thinking.
- Applying existing procedures and understanding does not provide the solution needed.
- Stakeholders must be involved in developing and implementing solutions.
- Solutions lie not in the application of expertise, but rather from a process of learning and adapting.
- Inherent in addressing adaptive challenges are the need to become comfortable with not knowing what the next move might be, dealing with uncertainty.
- It is necessary to think (institutionally, individually, collectively...) what we should continue to do, what we should start to do and, critically, what we might need to stop doing...
- Addressing adaptive challenges may require the transfer of *power* (the ability to make decisions and to influence future events) from one party to another.
- Normally require *expert thinking*, which is the ability to solve non-rule-based problems.
- Addressing adaptive challenges requires solutions that are new and maybe quite different.
- Inherent in adaptive work is the need to become comfortable with not knowing what the next move might be.
- Adaptive challenges require time for adaptive solutions to have an effect and stakeholders cannot expect to react too quickly because of the discomfort that comes with not knowing.

Adapted from: Heifetz, Ronald A.; Leadership Without Easy Answers (Belknap/Harvard University Press, 1994)

³⁰ A coalition is a pact or treaty among individuals or groups, during which they cooperate in joint action each in their own self-interest, joining forces together for a common cause.

2 STRATEGY

85. As explained in detail in Section 0 *Project Country Coverage*, the project will work with seven of the eleven flyway countries (Egypt, Ethiopia, Jordan, Lebanon, Sudan for both national and regional activities; and Djibouti and Eritrea only for regional activities). BirdLife and its Partners will over the duration of the project strive to mobilise sufficient non-GEF resources to engage the remaining four flyway countries in regional and/or national-level activities.

86. The MSB project strategy is a fairly simple strategy, indeed, keeping it so has been deliberate to reduce the risk of things “going wrong”. It will follow a mainstreaming approach as defined by the GEF as “...*embedding biodiversity considerations into policies, strategies and practices of key public and private actors that impact or rely on biodiversity, so that it is conserved and sustainably used both locally and globally. This normally requires interventions in policy, planning, production practice, and financial mechanisms.....These have incrementally and often radically mobilized local and national initiatives whereby biodiversity concerns have been embedded in development agendas.*”³¹

87. Tranche II of the project will have the RFF at its heart as a “nerve centre” and coordinating structure ensuring that the flyway countries follow a common path, that the internal “traffic” is directed and acting as a link between the countries in the northern breeding and southern wintering ranges of the MSB species. The RFF will also hold a repository of technical skills and expertise, coordinate data and research and provide a channel for funding to the flyway. At a national-level, through the coordination of the RFF, these technical and organizational skills will be transferred to participating countries and to the BirdLife Partners as a means of ensuring that when the GEF project closes the business of ensuring the flyway remains safe for MSBs will continue. While the RFF will have its limitations when it comes to national sovereignty and priorities its purpose is to be there as an impartial organization with the best interests of the MSB at its core. It is not an extra layer of bureaucracy, its purpose is to provide a facility for the flyway countries and for countries and organizations outside the flyway to engage with these countries on issues relating to MSBs. As such it is in itself part of the mainstreaming process.

88. Tranche II will continue to mainstream into the five key production sectors largely using sector “vehicles” identified by the targeted flyway countries. A “vehicle” is defined as a **planned or existing reform process or project in a targeted sector** with which the MSB project can:

- Prepare and agree a Mainstreaming Contract.
- Target a vehicle project or process in a key productive sector.
- Act as a service provider delivering technical content on MSB and flyway issues.
- Mainstream MSB into relevant activities to be undertaken by the vehicle project or process.
- Lead on the service provision while the vehicle project or process will co-finance its delivery through its existing or planned activities.

89. Therefore “vehicle” projects should demonstrate:

- MSB/flyway relevance - the vehicle project or process is relevant to a sector which represents a significant flyway-scale risk to MSB (five targeted sectors).
- Mainstreaming opportunity - there is a significant opportunity to demonstrate mainstreaming conservation measures including policy reform for MSB.
- Engagement with the primary donors (when possible) in the region for the target sectors; thus facilitating further upscaling and replication throughout Tranche II and beyond.
- Engagement with government agencies responsible for the sector further facilitating scaling-up and replication.
- Possibility for expansion and development of new linkages during Tranche II and beyond.

³¹ Source, adapted from www.thegef.org/gef/node/10011

90. The Mainstreaming Contract will be a written agreement (other similar confirmation of understanding) between the MSB project and the vehicle project or process. This written agreement would provide:

- Overall objectives of the collaboration.
- Details of the mainstreaming activities to be provided by the MSB project.
- Activities to be implemented by the vehicle project or process into which the activities of the MSB project will be mainstreamed.
- Information on the costing of relevant aspects of the vehicle project or process through its existing or planned activities which can represent co-financing for the MSB project.
- Arrangements for agreeing annual activities and reviewing progress.

91. Monitoring and evaluation will ensure:

- Vehicle implementation reviews (physical and financial progress reporting and evaluation).
- Development and tracking of sector-specific impact indicators (contribution to the SRF/PRF)
- Adaptive management responses and lessons learned, replication and upscaling.
- GEF (MSB project) incremental cost for mainstreaming viz. global environmental benefits, and vehicle co-finance through its activities.

92. A substantive Mainstreaming Contract (with clear means of monitoring and performance targets) will exist between the RFF and the vehicle project or process prior to the release of any GEF funds to the country-level.

93. The RFF will also address general issues related to the MSBs and the flyway in as much as it will promote the flyway and MSB conservation.

2.1. Rationale and summary of GEF Alternative

94. While the rationale for the GEF intervention has remained largely the same as it was in the original project design, the baseline has slightly shifted after Tranche I of the MSB project (see above Section 1.5) and so has the alternative scenario.

95. Without Tranche II of the MSB project the RFF would still continue to function, albeit down-sized and with significantly reduced activities. It would still carry out its role, financed by *BirdLife* and the network of BirdLife Partners would continue to carry out their work in the countries across the flyway. However, this work would be significantly curtailed. At this stage the ability of the Partners to mobilize resources is still limited, the task is considerable and with sectors such as wind energy the threat is urgent (retro-fitting mitigation or avoidance measures is much more costly than incorporating them into the design phase of any energy project). GEF financing for Tranche II of the MSB project is hence necessary to allow the RFF and the Partners to “get ahead” of what is effectively a “backlog” of MSB and flyway issues by properly establishing a network of existing BirdLife Partners capable of coordinating MSB flyway issues within their national boundaries and as a whole along the flyway.

96. However, due to the differences in awareness, challenges created by conflict or security, and general governance across the countries in the flyway not all countries are at the stage where it is possible to implement a full “vehicle” project. Furthermore, some potential “vehicle” projects will only come “on stream” over the next two to three years. Therefore the project will assign a significant share of resources (see Section 4 *Total Budget Work Plan* and Budget Notes 7d-k, and Tables 2 and 3 hereunder for the rationale of the distribution) to “vehicles” in each sector for which mainstreaming contracts will be entered into during the coming years in order to ensure completion of “vehicle” projects before the close of the project. After which time all “vehicles” will be under implementation or have been completed.

97. The mainstreaming contracts between the project and each targeted “vehicle” will specify that national BirdLife Partners (or Affiliates) will act as service providers delivering technical content (e.g.

technical advice, training courses, guidelines) on MSB and flyway issues into relevant activities to be undertaken by the vehicle. The project will fund this service provision while the vehicle will co-finance its delivery through its existing or planned activities.

98. To this end, mainstreaming contracts have already been reached with sectoral programmes in eight flyway countries within the flyway, which are funded by the IFC, EIB and EBRD, KfW and other donors, to provide MSB technical content into their associated project vehicles. Full details are given in the next section.

99. Considerable time and effort has been expended on identifying appropriate “reform vehicles”, and working with their project managers and donor agencies to determine where mainstreaming could operate, what the MSB project will provide to the reform “vehicle” in terms of content, tools, services and support, and how they will be integrated during Tranche II. “Reform vehicles” were chosen on the basis of: (i) “vehicle” relevance - the vehicle is relevant to a sector which represents a significant flyway-scale risk to soaring birds; (ii) demonstration opportunity - there is a significant opportunity to demonstrate mainstreaming conservation measures including policy reform for soaring birds through this vehicle; (iii) the opportunity presented by the vehicle to engage with statutory agencies and primary donors (IFC, EIB, ERBD and KfW) along the flyway for the target sectors, thus facilitating scaling-up and replication in the future; and (iv) the possibility for expansion and development of new linkages during the project and beyond.

100. Moreover, each “vehicle” has been carefully vetted for its relevance to, and likely impact on, threats to the MSBs along the flyway. In order to demonstrate this, project monitoring must include specific sector indicators from the MSB project’s SRF/PRF.

101. Unlike in Tranche I, during Tranche II all five key sectors will have at least one reform “vehicle”. Although these will, in the case of a number of countries, be phased across the next five years. This partly is due to the need to still build capacities of BirdLife and national partners in some of these countries, partly due to the challenges of working in some of the countries and the still-poor general level of awareness regarding MSBs and the flyway and partly due to the stage at which the intended “vehicle” project is at in its development (i.e. the “vehicle” project will not come on stream immediately).

102. The RFF will continue to work closely with the BirdLife Partners, assisted by BirdLife and importantly the two BirdLife Regional Offices (Amman and Nairobi) to build the capacity of the BirdLife Partners to ensure that there is continuity of the network post project.

103. Content, delivery, and operational, financial and management arrangements will be formalized during the inception phase of Tranche II, and for those “vehicles” not due to start immediately this will be an ongoing process.

104. In the event that a “vehicle” fails to materialize or performs poorly, the funds allocated will be rapidly re-assigned within that sector to another vehicle but not necessarily to that country unless there is another suitable reform “vehicle” project that can be utilized.

105. While the term “*double mainstreaming*” has been dropped from the MSB terminology, the MSB project will still be working at different levels within each sector. Through the BirdLife and the RFF’s engagement with international financing mechanisms, regional initiatives and Conventions, at the national government level with both the RFF and the BirdLife Partner working closely with relevant statutory agencies and the private sector and the implementation level through the reform “vehicle” project providing a powerful and tangible demonstration of the positive impacts of mainstreaming and creating innovative ways of ensuring that the sector does not impact negatively on the flyway and the MSBs.

2.1.1. Reform project “vehicles”

106. Unlike Tranche I in which GEF financing was assigned by country, the project will under Tranche II allocate these resources by sector. For each sector, the RFF/project has already pre-selected an initial round of “vehicles” to be targeted. A further round of “vehicles” will be selected and targeted subsequently under the project. For a full account of the “vehicle” projects see Section 2.1.1 *Reform project “vehicles”* and Annex 6). The allocation of funds is prioritized by sector based upon; i) an objective regional assessment, and, ii) the pilot mainstreaming reviews, as outlined in the following:

Table 2: Sector prioritization scoring

Criteria		
Importance	I	Importance of sector as a threat to MSBs
Feasibility	F	Feasibility of mainstreaming with the sector to conserve MSBs
Effectiveness	E	Likely Effectiveness of mainstreaming with sector to conserve MSBs
Priority ranking		
High	5	
Low	1	

Table 3: Sector prioritization by participating country

Conservation priority	Hunting			Agriculture			Energy			Waste			Tourism		
	I	F	E	I	F	E	I	F	E	I	F	E	I	F	E
Lebanon	5	4	2	2	2	1	3	4	3	1	2	1	2	3	1
Jordan	3	3	3	3	2	2	5	4	4	3	3	3	2	3	1
Egypt	3	2	2	3	2	2	5	5	4	5	4	3	4	4	3
Sudan	1	1	1	5	3	3	4	4	4	1	1	1	1	1	1
Ethiopia	1	1	1	4	2	2	3	2	2	2	2	2	1	2	2
Eritrea	?	1	1	?	1	1	?	1	1	?	1	1	?	1	1
Djibouti	2	1	1	2	1	1	3	1	1	2	1	1	1	1	1
Number of countries scoring >3 in sector	1			2			4			1			1		
Total raw score and % of budget allocated	5	14%		9	24%		14	38%		5	14%		4	10%	

*: please see Budget Notes in Section 4 Total Budget and Work Plan

107. The pilot mainstreaming reviews assessed each sector according to its Importance as a threat to MSBs, Feasibility (i.e. how easy it is to engage with the sector) and likely Effectiveness of the project intervention having a significant impact on the sector particularly in relation to reducing the threat to MSBs (see Tables 2 and 3). An important aspect of this approach is it gives greater weight to the threat to MSBs from a sector because addressing these threats, with the limited resources available, is considered more urgent at this point in time. The sectors are ranked by country to provide and overall ranking for the flyway. It was therefore expected that countries would develop “vehicles” compatible with the most threatening sectors (those scoring 4 or 5) at a national level.

108. This overview of country priorities was validated by the partners during a participatory workshop held in Amman, Jordan³².

³² Phase II Preparatory Workshop, Amman, Jordan, December 2014

109. The “vehicles” provide a practical entry point for the project to a sector. In general they are selected to address the most pressing threats to the MSBs as they travel along the flyway. The selection of “vehicles” in each country generally reflects the nature of the threats along the flyway.

110. Consequently, Lebanon will work with hunting, Jordan will implement a multi-sector “vehicle” addressing several sectors (energy, tourism and waste management) through land use planning, Egypt, because of its economic and geographic significance in the flyway has the widest selection of sectors (energy, tourism and waste management) as separate “vehicles”. Further south in the flyway Ethiopia and Sudan will implement agricultural “vehicles” illustrating the importance of agriculture in the southern portion of the flyway and in particular the use of agro-chemicals, mostly pesticides.

111. The “vehicles” will be implemented by an National Implementing Agent (NIA). In most cases this will be a BirdLife Partner, Affiliate or other CSO which has a close relationship with both BirdLife and the project (e.g. the Sudanese Wildlife Society/SWS).

112. The NIA will work closely with the respective government agencies (e.g. the New and Renewable Energy Authority / NREA in Egypt), private sector (e.g. the JAZ Chain³³ of hotels in Egypt) and other NGOs and institutions (e.g. the Pesticide Action Nexus (PAN), with PAN UK the lead while PAN-Ethiopia is the host country coordinator, the Institute of Sustainable Development (ISD), Ethiopian Biodiversity Institute (EBI), Addis Ababa University Department of Zoological Sciences and Plant Health Regulatory Directorate of Ministry of Agriculture).

113. The “vehicle’s” efforts will be strategically linked and supported by the regional BirdLife and RFF initiatives, for instance working closely with the global financing mechanisms (e.g. the IFC) addressing the wind energy sector at the regional scale.

114. Therefore the use of “vehicles” is an integrated approach and all efforts have been made to ensure these smaller components of the project remain as parts of a larger strategic effort to build resilience into the flyway and avoid them becoming standalone small projects.

115. Table 4 provides a brief description of the “vehicles” identified or under development at the start of the project. These will be complemented as the project progresses towards the midway mark of Tranche II. All GEF-funded vehicles are expected to finish before the close of Tranche II. Annex 6 provides a more detailed description of the “vehicles”.

Table 4: Identified vehicles.

Sector	Country	Project partner/NIA	RFF partner	“Vehicle” partner/NIA	Type	Description
Energy	Egypt	Nature Conservation Sector (NCS) and Nature Conservation Egypt (NCE)	Yes	New and Renewable Energy Authority (NREA) under the Ministry of Electricity and Renewable Energy	Project	Reducing MSB mortality from collisions at Gabel Al-Zayt wind farm development, radar-assisted turbine shut down on demand, post construction monitoring, etc.
Energy (under preparation)	Sudan	Sudanese Wildlife Society (SWS)	Yes	Renewable energy and power transmissions projects funded by international donors and financial institutions	Project	Reducing MSB mortality by electrocution from power transmission lines
Agriculture	Ethiopia	Ethiopian Wildlife and Natural History Society (EWNHS)	Yes	Pesticide Action Nexus (PAN), PAN-Ethiopia, Institute of Sustainable Development (ISD), Ethiopian Biodiversity Institute (EBI), Addis	3 Projects	Reducing mortality from agro-chemicals particularly pesticides

³³ The Jaz Chain of Hotels is part of the TRAVCO Group.

				Ababa University Department of Zoological Sciences, Plant Health Regulatory Directorate of Ministry of Agriculture.		
Agriculture	Sudan	Sudan Wildlife Society (SWS)	Yes	Agricultural development schemes funded by donors and international investors	Project	Reducing mortality of MSBs from pesticides by promoting the integration of the MSB project guidelines into pest management (IMP) initiatives
Hunting	Lebanon	Society for the Protection of Nature in Lebanon (SPNL)	Yes	Ministry of Environment (MoE), Higher Hunting Council ³⁴ (HHC)	Reform process	Reducing MSB mortality from illegal hunting by implementing hunting regulations developed during Tranche I by establishing the first “Responsible Hunting Area” (RHA)
Tourism	Egypt	Nature Conservation Sector (NCS) and Nature Conservation Egypt (NCE)	Yes	JAZ Chain (private sector), Ministry of Tourism, Egyptian Environmental Affairs Agency (EEAA)	Reform process	Reducing mortality of MSBs resulting from tourism activities and the promotion of ecotourism (MSB watching)
Tourism	Lebanon	Society for the Protection of Nature in Lebanon (SPNL)	Yes	Lebanon Mountain Trail Association (LMTA)	Project	Integrating MSBs into the tourism sector through the promotion of MSB watching and eco-tourism
Waste management	Egypt	Nature Conservation Sector (NCS) and Nature Conservation Egypt (NCE)		Ministry of Environment, South Sinai Governorate, South Sinai Company for Water and Waste Water	Project (under preparat ion)	Reducing MSB mortality from poor waste management practices and to integrate waste water treatment sites into eco-tourism and MSB watching (both addressing a threat and supporting an opportunity)
Multi-sector	Jordan	Royal Society for the Conservation of Nature (RSCN)		Ministry of Municipal Affairs (MoMA), Jordan Valley Authority (JVA), Dead Sea Development Zone (DSDZ) and the Aqaba Special Economic Zone Authority (ASEZA).	Reform process	Reducing MSB mortality by integrating MSB conservation and MSB project guidelines into four key sectors, energy, agriculture, waste management and tourism

2.2. Project goal, objective, outcomes and outputs/activities

116. The overall project goal remains the same as in 2007 and is to **ensure that globally threatened and significant populations of soaring birds that migrate along the Rift Valley/Red Sea flyway are effectively maintained**. The immediate objective also remains the same and is that **conservation management objectives and actions for MSBs are mainstreamed effectively into the hunting, energy, agriculture, waste management and tourism sectors along the Rift Valley/Red Sea flyway, making this a safer route for soaring birds**.

³⁴ The HHC is the highest legislative body for the regulation of hunting issue in Lebanon. It is mandated to set the application decrees for the hunting law, evaluate the situation and develop annual reviews for the policies and regulations as needed.

117. The **original project design / PRODOC in 2007 was built around four components** (1. Raised awareness of the flyway and altered social and cultural behaviours among target groups that threaten MSBs in the key sectors, decision-makers and the general public; 2. Increased national and regional capacity to effect mainstreaming and application of Flyway concept; 3. Content and tools to enhance flyway friendly practice developed, delivered and mainstreamed effectively into sector processes and programmes; 4: Learning, evaluation and adaptive management increased.) **to deliver four expected outcomes** (development of the Flyway concept to be used for “flyway friendly” promotion and double mainstreaming; building capacity of national partners and other agencies to effect double mainstreaming; the actual delivery of double mainstreaming to incorporate MSB issues into targeted sectoral programmes; and the monitoring and adaptive management of the approach).

118. The MTR (i.e. evaluation of Tranche I) observed that the Project Document spoke of four components but in reality these were only described as outcomes without an overarching description of how the outcomes held together within a single component.

119. **For Tranche II the project framework was therefore slightly amended and expanded to incorporate more recent GEF project development standards and rigour, and to reflect the learning and evaluation of Tranche I.** The changes do not really affect the project scope or content but provide a more coherent structure and improved monitoring framework for this new phase.

- **Component 1 (as per GEF PIF and CEO Endorsement Request, equivalent to “Outcome 1” in UNDP PRODOC terminology) is maintained as follows:** “Raised awareness of the flyway and altered social and cultural behaviours among target groups that threaten MSBs in the key sectors, decision-makers and the general public”.
- **The former Components 2 and 3 were merged into a single new Component 2 / PRODOC Outcome 2** that captures their essence as follows: “Content, tools and capacity developed and delivered to mainstream MSBs/Flyway concept into sector processes, practices and programmes.”
- **The former Component 4 became Component 3 / PRODOC Outcome 3** slightly reformulated to “Learning, evaluation, adaptive management and upscaling”.

120. These and the related expected project results (the Outcomes as per the GEF PIF and CEO Endorsement Request, and the Outputs) are explained in further detail in the following.

Component 1 / Outcome 1: Raised awareness of the flyway and altered social and cultural behaviours among target groups that threaten MSBs in the key sectors, decision-makers and the general public

121. This Component/Outcome aims to achieve the following result outcomes, to be monitored through the Project Results Framework (SRF/PRF) and its indicators :

- 1.1. Public “visibility” of the flyway and MSBs increased: at least 15 articles or other substantive media releases highlighting MSBs and flyway importance, per country each year by the end of the project.
- 1.2. MSB project/RFF website is a source of information for public, politicians and production sectors.
- 1.3. RFF is the *locus* of decision-making for conservation policies, plans and activities to coordinate MSB conservation efforts along the flyway.

122. Component/Outcome 1 and the associated result outcomes and outputs remain largely the same in Tranche II, however, the activities will either be further advanced in some countries, or repeated in others which have not advanced during Tranche I.

Output 1.1 Concept of MSB Flyway established and promoted.

123. The development and promotion of the Flyway concept is critical to the success of the project, indeed to the survival of these thirty-seven MSB species. It will articulate why MSB considerations are important and reinforce the position that flyway considerations have a value and are worth mainstreaming into the target productive sectors. The aim is to lift the barriers to sector change. It has begun to create a regional flyway “brand” upon which a common approach can be based all along the flyway that simply and creatively expresses the aim of the project – to have the needs of MSBs mainstreamed into the targeted productive sectors. However, this is no longer geared towards a quasi-commercial enterprise of “branding” the flyway³⁵ but rather in creating an awareness amongst the flyway countries that they are responsible for the MSBs as they pass through their territory, that these thirty-seven species “belong” to a much broader constituency which is both prepared to support their conservation on migration but also expects the flyway countries to discharge their responsibilities.

124. Simply put, without the RFF at least thirty-seven species of migratory soaring birds, of which five are globally-threatened, will leave their northern breeding ranges in autumn, travel south along the flyway and return in spring each year and there will be little, if any, coordinated conservation effort across the flyway countries, which are already struggling with internal conflicts, serious social and economic development challenges and most of which have grossly under-resourced conservation capacities. This is the concept of the RFF.

Output 1.2: RFF promotes mainstreaming of MSB considerations and moves from being the “custodian” of the MSB project to being the “custodian of the flyway”.

125. The RFF is a critical component, because it is the sum of the flyway countries and is also a “work in progress”. The RFF was established under Tranche I to overcome the barrier of a lack of coalition along the flyway. It has naturally developed as a platform and operational “hub” for collective planning and decision-making about MSB and flyway activities, providing a coordinating role, a cohesion between the different countries, a centre of expertise good for information sharing and technical knowledge. It allows content providers and recipients to communicate and share knowledge throughout the flyway acting as an interactive repository for all issues connected to MSBs and the mainstreaming process.

126. The RFF it is also functioning very effectively as the PMU³⁶. The RFF has a small staff³⁷ experienced in communication and advocacy as well as technical issues relating to MSBs and their conservation. It acts as a portal through which the larger expertise and material resources of BirdLife can be channeled; project services and products can also be accessed by the member countries. It provides a source of MSB and flyway concept materials, including details of training courses and guidelines, manuals, information sheets; links to funding sources for local mainstreaming initiatives and other relevant data sources. It has established partnerships, especially with relevant actors in the MSBs’ breeding and wintering grounds (e.g. EU conservation programmes) and built linkages with the Raptor MOU Secretariat and IFIs. However, as was made clear during the MTR, this mission is not yet accomplished. While it has worked well with three countries implementing reform “vehicles” in just two sectors it will now roll this out to in the seven countries targeted and all five key sectors.

127. In Tranche II, the RFF will also take on a surveillance, monitoring and evaluation role to ensure that the RFF remains responsive to emerging flyway-related issues and remains adaptive in its response to these.

³⁵ In the original project design for tranche I it was intended that the RFF would even develop a financial model based upon the “branding” of “flyway friendly” activities as part of its financing strategy.

³⁶ During tranche II the RFF will have much greater executive powers over the GEF fund in relation to the implementation of the “vehicle” projects.

³⁷ The RFF is staffed by a Coordinator, two Flyway Officers and a Communications Officer. It is housed in the BirdLife Regional Office in Amman Jordan.

The RFF is critical for sustaining the project outcomes after the close of the GEF-funded project. During Tranche II the RFF will itself migrate from being the custodian of the project to the custodian of the flyway.

128. Multi-sectoral and multi-stakeholder partnerships will be developed, and existing ones enhanced, at regional, national, and local levels to effect long-term changes to the perception, value, and sustainable management of MSBs along the flyway leading to three Outputs.

129. During the first project design much was made of the branding opportunities of the RFF and indeed it was suggested that this aspect could be moved to a quasi-commercial operation to finance the RFF in the future. However, experience suggests, and the MTR also observed³⁸, that this is unlikely to be the case.

Output 1.3: Targeted awareness and media / social media campaigns on MSB flyway issues designed and carried out.

130. Stakeholders from all flyway countries agree to varying degrees that the awareness of the flyway and MSBs still has some way to go. During the early stages of mainstreaming it is often heavily dependent upon individuals in various agencies and given there are frequent changes in these staff, awareness building and establishing broad institutional support is an iterative challenge. Furthermore, it takes time to develop a “groundswell” of popular public support which is best achieved through a civil society approach. However, Lebanon has demonstrated to great effect that it is possible to achieve this even within societies in which hunting (some might argue irresponsible hunting) is deeply ingrained. Similarly, in Egypt through just a few individuals in the beginning a whole authority (the NREA) has been enthused in the conservation of MSBs. These successes have been repeated in the other countries to a lesser degree and are at varying stages of “development”.

131. Using the concept of the flyway as a central element of awareness campaigns it has been possible, through the national Partners, to target large swathes of the general public but perhaps more importantly, to bring to bear the RFF, BirdLife and other BirdLife Partners upon a specific MSB mainstreaming issue (e.g. Bulgaria and Sudan to resolve the threat of uninsulated power lines killing migratory Egyptian vultures). It is important not to overlook the human dimension of mainstreaming; that is, it is very often individuals in institutions, organisations or statutory agencies who need to be reached out to and through the RFF they become part of a larger community which is the flyway.

132. Therefore the RFF and the countries participating in the project are central to continuing to keep the flyway and MSBs on the agenda, to raise awareness and support. This is enhanced by BirdLife which can bring to bear promotional events on its and other organisation’s calendars (e.g. World Migratory Bird Day³⁹) in order to build a constituency for change, and the support of decision makers within the target sectors, groups and communities including those around bottleneck sites with a direct role in the management or use of bottleneck sites.

Output 1.4: Coordination of Convention on Migratory Species (CMS) and African-Eurasian Waterbird Agreement (AEWA) translated into sector activities and actions.

133. An important aspect of the RFF’s role as in effect (and unofficially) an intermediary between the CMS (especially the CMS Raptor MOU) and the Range States translating the Convention into actions on the ground where it relates to MSBs.

³⁸ “It is this “self-sustaining” through “charges to the private sector and government” which raise concern. Clearly it must be self-sustaining once the project ends but its sources of income need to be determined in the next half of the project through developing its fund-raising capacities and any notion of charging for services, given the current and dire state of the regional economy should be removed from the project’s strategy.” MTR p. 40

³⁹ www.worldmigratorybirdday.org/2014/

Component 2 / Outcome 2: Content, tools and capacity developed and delivered to mainstream MSBs/Flyway concept into sector processes, practices and programmes

134. This Component/Outcome aims to achieve the following result outcomes, to be monitored through the SRF/PRF and its indicators :

- 2.1 Capacity of national BirdLife partners and other key national stakeholders in government, private sector and civil society to mainstream MSB/flyway issues increased.
- 2.2 Ecological/conservation status of Flyway monitored and showing local improvements and/or significant reduction of harmful development impacts at target sites.
- 2.3 Mainstreaming and intervention methodologies for reducing harmful impacts on MSB/Flyway tested, validated and implemented through “vehicles” in target countries in key sectors (at least 8, in hunting, energy, agriculture, tourism and waste management).

135. This Component/Outcome 2 was newly formulated for Tranche II, pooling the former Components/Outcomes 2 and 3 that were found to be too-closely linked to merit the prior separation. The associated result outcomes and outputs remain largely the same in Tranche II but especially the latter were expanded and enhanced. Activities may be further advanced in some countries that benefited from Tranche I interventions, or might be repeated in others which have not advanced during Tranche I.

Output 2.1: Capacity of national partners strengthened to develop and promote concept of Flyway, respond to new opportunities and monitor content standards.

136. Despite considerable gains made during Tranche I, not all national partners have the capacity to deliver high quality content consistently into reform and change management processes⁴⁰. It is critical that capacity continues to be built to address this since the mainstreaming approach will fail if the recipients of the flyway content question its technical standard or added value. Furthermore, the Partners will continue to “manage” the flyway after the GEF-funded project has ended, therefore building their capacities is not just about project execution but ensuring that they continue to engage in a competent manner to ensure that the flyway remains safe. Arguably, this is mainstreaming the flyway in the non-governmental and civil society sector.

137. Maintaining confidence in the RFF and the countries participating in the project is important. Ensuring that content standards are maintained, creating content development methodologies, creating networks and opening up access to BirdLife best practice worldwide, and building BirdLife national partner capacity to identify new opportunities for providing content. In order to achieve this, the project will provide training, resources and support to national BirdLife partners through, or coordinated by, the RFF with support of consultants as required, to enable all relevant partners to participate in Tranche II in implementing reform “vehicles”, at which time they will be expected to have developed relationships with a wider range of stakeholders to achieve mainstreaming.

138. Training of recipients will be based on capacity needs assessments undertaken during Tranche I and further refined at the inception stage. This can be undertaken for each vehicle upon agreement between the project and vehicle task manager.

139. Regional workshops will be used as means for capacity building and also serve to raise awareness in line with sectors targeted by the project. They will form platforms for networking and partnership building and also act as important avenues to share and exchange information on emerging mainstreaming

⁴⁰ Tranche I of the project included specific triggers, one of which was “at least 5 BirdLife national Partners achieving capacity markers that indicate their ability to provide mainstreaming technical content” based upon the BirdLife capacity assessment scorecard. By the MTR at least seven of the ten Partners had achieved a score of over 2 (scores range 0-3) and the remaining three had agreed plans in place to address the weaknesses.

opportunities and issues. These workshops will include relevant stakeholders, partners⁴¹ and sector agencies from those countries. These will be substantive workshops which are intended to provide a basis for the participation of sectoral agencies and the private sector in the work of the project and the RFF.

140. BirdLife has recently enhanced its capacity building programme. The process is gradually producing a sophisticated network of CSOs and NGOs along the flyway – those who will be driving the conservation of MSBs. The project will be introducing an updated capacity building and measurement/evaluation⁴² system, which will also consider the UNDP-GEF Capacity Development Guidelines and Scorecard. This will be applied to all the national BirdLife Partners, Affiliates and further NIAs during Tranche II. Continued assessment of the project and BirdLife Partners capacities will be maintained throughout the project enabling the RFF and BirdLife to tailor capacity building to the individual country needs..

Output 2.2: Capacity of national government and private sector institutions strengthened to understand, promote and adopt “flyway friendly” practices.

141. Building the capacity of key government and private sector stakeholders will be critical for the uptake of MSB issues amongst decision makers, to ensure continued support across the flyway and drive the mainstreaming and general conservation efforts after the project has ended. Training seminars on MSB issues, including information on sensitive sites and sector impacts, relevant sector legislation, the mainstreaming process, integrating MSB concerns into EIA and economic opportunities associated with MSBs, along with manuals and other training literature, will be offered to relevant government and private sector institutions. Training will sometimes be separate and sometimes held together with those described under Output 1.1 above, as appropriate.

142. Dedicated training will be carried out for sector workers and users (particularly in hunting and tourism) to promote MSB awareness and "non-consumptive" utilisation. For example 2,000 hunters will be trained in Lebanon and Jordan will license 100% of the hunters (who now must be registered by Law). 30 hotels or tourism operators will include MSBs in their eco-certification schemes.

Output 2.3: MSB-related technical content and guidelines developed, especially for targeted key sectors (energy, agriculture and pesticide use, hunting, tourism and waste management)

143. The provision and promotion of MSB content is at the heart of delivering mainstreaming. BirdLife will ensure the technical quality of the targeted and tailored content developed, most notably where this relates to the pilot “vehicle” projects in Tranche I (see Output 2.4 below). This will be ensured through regional and nationally-based activities, expert input, application of BirdLife best practice, and peer review of content using the technical expertise from its world wide networks.

144. The MSB RFF has already produced numerous and high quality guidance and other technical documents using the MSB-RFF project website to make these resources available (<http://migratorysoaringbirds.undp.birdlife.org/en/documents>). Requests for the guidance and other technical material are not recorded on the website but official approaches to the RFF are frequent. The flyway and the threats to MSBs are dynamic and the nature and content of the resources is constantly being updated, incorporating experience from elsewhere in the BirdLife network. The web-based resource is an important tool for sector agencies and other stakeholders along the flyway.

Output 2.4: MSB project content and guidelines tested, adapted and implemented through appropriate sector reform vehicle projects and programmes along the flyway.

⁴¹ For instance not all countries are affected by pesticides or hunting and waste management.

⁴² A new Quality Assurance System has been introduced and is being applied across the Partnership to assess their capacity in compliance to tougher new BirdLife Criteria and effectiveness in contributing to the BirdLife 2020 strategy. All existing Affiliates or Partners Designate are asked to comply with the Full Partner Criteria within two years or leave the Partnership altogether.

145. The application of BirdLife-developed information concerning MSBs into existing vehicles of reform, i.e. other projects and initiatives already developed for the specific productive sector greatly enhance this process because of the large pool of BirdLife expertise and experience. Using “vehicles” to promote mainstreaming has two significant advantages. First, it overcomes many of the barriers associated with sector entry since the existing “vehicle” of reform will already operate within the sector. Second, it is an extremely cost-effective method of achieving the necessary changes since a mainstreaming project will be co-financed by the existing reform vehicle and there will be a much reduced need for independent project management and implementation structures thereby making significant savings.

146. There are numerous ways that MSB content may be added to programmes, such as: additions to existing training manuals, courses, workshops, and guidelines; additional analysis of MSB impacts when EIAs and SEAs are being undertaken; provision of information to decision-makers on cause-effect relationships between sector actions and MSB impacts; development and submission to governments of recommendations for national and/or sector-relevant policies and regulations; development of innovative incentive mechanisms; additional complementary work plan activities, particularly at the site level; and complementary demonstration activities, some of which will take place at bottleneck sites. The content will be tailored to the needs and circumstances of the partnership. This has proven to work well during tranche I and is greatly facilitated by the non-confrontational approach taken by the RFF and partners. There is a clear recognition that the RFF and the project must operate with a culture of coalition building on issues such as hunting, waste management and wind energy. This *culture* or *atmosphere* of collaboration has demonstrably worked well in countries such as Egypt, Lebanon and Sudan amongst others and often at times when relations are strained between countries the RFF and Partners are able to continue working and collaborating.

147. NIA/Government and NIA/Private sector partnerships linked to these vehicles will be developed in the targeted sectors aimed at mainstreaming MSBs, The partnerships leveraged will pave the way for future cooperation not only with the concerned Government or NGOs implementing the project, but also with the donors funding these vehicles as has been demonstrated with the RFF and BirdLife cooperation with the IFC and other donors involved in energy development projects.

148. Tranche II of the MSB project will consist of working with a first wave of reform vehicle projects which have been identified and designed during this preparatory phase. As a measure to ensure mainstreaming effectiveness and avoid the failures encountered in Tranche I, a window to identify and enroll a second wave of viable “vehicles” will be kept open. This second wave will consist of “vehicle” projects that the sector partners and project will have identified within the next two to three years and/or in countries where the project partner (BirdLife Partner, Affiliate or other NIA) is still developing its own internal capacity. By year three of Tranche II, it is envisaged that mainstreaming within the relevant vehicles will be underway in time to have completed by the close of the GEF-funded project.

149. Examples for the vehicles include the adaptation and testing of responsible hunting in one hunting area in Lebanon; adaptation and testing of two different approaches to harm reduction on windfarms; and the integration of MSBs / bird-watching at bottleneck sites in (eco)tourism strategies and packages. They will also contribute to the lifting of the sector change barrier by emphasizing the potential benefits from making the flyway safer. The project will also identify and test other incentive mechanisms for “flyway sensitive” alternative practices where these are appropriate.

Output 2.5: Regular surveillance of Flyway and MSB conservation status and of known and emerging threats, including to predict impacts on MSBs of sector developments and to identify other potential project target sectors and vehicles.

150. The nature and dimension of threats to MSBs along the flyway is constantly changing. New threats are emerging and, more positively, new technologies and approaches to mitigating threats are being developed (e.g. radar shutdown on demand to protect MSBs from the threat of moving wind turbine

blades). It is critical to the future of the MSBs passing through the flyway that these threats are constantly monitored, evaluated and mitigated. While it has been already stated that the RFF has a backlog of issues that need to be documented and addressed it is important that the RFF also identifies threats early on, not just in terms of their physical impact on the MSBs but also in terms of policy and financing mechanisms (e.g. by interacting with international financing organisations at an early stage, as has been the case with the development of wind energy). Therefore the RFF will, possibly using scenario planning as a structured approach, continuously screen species, developments and mitigating interventions to ensure a proactive approach to managing the passage of the MSBs along the flyway.

Component 3 / Outcome 3: Learning, evaluation, adaptive management and upscaling

151. This Component/Outcome aims to achieve the following result outcomes, to be monitored through the SRF/PRF and its indicators :

- 3.1 M&E of socioeconomic and environmental impacts at regional and site level tracked.
- 3.2 Adaptive project management reflects M&E recommendations.
- 3.3 Project lessons, best practices and case studies analysed, codified and disseminated nationally and internationally for replication in other sites along the flyway and beyond
- 3.4 The flyway is integrated into global conservation efforts and newly raised / assigned financing allows the application of lessons learned from demonstration activities in other sites along the flyway.

152. The sheer size of some of the targeted sectors (e.g. wind energy) and the complexity of different drivers in multiple fields such as ecology, economics, natural resource management, politics, business and the social sciences produces a daunting task for anyone trying to predict the future for the thirty-seven MSB species as they navigate the flyway in autumn and spring. There are a large and unquantifiable number of known and potential variables, all subject to continual change, all interacting with each other in ways that may be predictable or non-predictable. Applying science to the problems will make no difference to our inability to predict precisely or accurately given the complexity of multivariate, non-linear, cause and effect relationships⁴³. In this sense, sustainability of the flyway for MSBs cannot be defined, it cannot be a fixed set of practices or technologies prescribed for the flyway which would not keep pace with the speed of change and might easily ignore emerging threats. It has to be dynamic and based upon understanding the complex inter-relationships between social, economic, political, sectoral, ecological and climatic drivers. Component 3 / Outcome 3 is hence partly about ensuring that the “management” of the flyway remains adaptive during the project and beyond.

153. The project will implement activities under the following Outputs:

Output 3.1. Project monitoring, evaluation, reporting and dissemination frameworks and structures established and operational at regional level and at selected sites, to fully and regularly assess quantitative and qualitative environmental and socio-economic impacts of all interventions.

154. A monitoring scheme and field research was begun to assess the impact of the mainstreaming interventions during Tranche I but has not yet been completed. This included the collection of outstanding data at the start of the project to provide a baseline for project impact assessment. The design is such that Flyway Officers collect data as part of the project’s adaptive management framework to ensure the routine measurement of progress towards the impact indicators. However, the MTR (evaluation of Tranche I) raised a number of concerns about the projects SRF/PRF pointing to a number of weaknesses particularly in the indicators and in its functionality as an adaptive management tool.

⁴³ Adapted from a discussion by Dr. Graham Webb

155. During Tranche II these monitoring efforts will be further developed into a full flyway monitoring system which will provide surveillance and early warning, detect trends in threats to MSBs as well as relevant production sectors. It will also provide monitoring and evaluation for specific interventions, RFF campaigns, etc., to be established and operated beyond the lifetime of the current project.

156. Experience from Tranche I has shown that the effect of sectors on MSBs is complex and dynamic. It is a result of socio-political, economic and environmental drivers. As such the future of the flyway and the impact of these drivers (including climate change) is highly unpredictable. Therefore continuous monitoring coupled with the mechanism for participatory analysis (to include as many aspects and views as practicable) is critical to detecting trends, understanding the “direction” of change and keeping the flyway safe for MSBs.

157. A guiding principle of the monitoring scheme will be to *keep it simple* avoiding the collection of unnecessary data, identifying suitable and cost effective indicators and in particular ensuring that there is a reliable measure of performance and impact of the RFF and its activities both as a means of ensuring the flyway remains safe for MSBs and to ensure accountability of the RFF.

Output 3.2. Flyway/RFF adaptive management framework developed.

158. All the project partners (BirdLife Partner, Affiliate or other NIA) and appropriate individuals from national agencies and/or relevant sectors will meet annually for a substantive workshop. These will be externally facilitated and are intended to challenge the project (initially) and the flyway *per se* in the long term. These workshops, with an expanded participation, will provide an opportunity for flyway members to meet, assess the relevance of data collected, and examine the efficacy of interventions, share experience and plan future interventions. A substantive report will be produced from the workshop. It will also provide an opportunity for non-flyway countries (e.g. the northern and southern breeding and wintering ranges and the BirdLife Partners, specifically the EU partnerships) to interact with the flyway members. Consideration will be given to using scenario planning as a structure and tool for facilitating the workshop (see Annex 3).

Output 3.3. RFF fully absorbed into BirdLife International.

159. The RFF currently, and for the duration of the GEF-funded project acting as the PMU, is becoming increasingly part of BirdLife and will be fully integrated into the organization’s planning and budgeting systems and procedures by the end of the project. This will include, *inter alia*, developing an “exit strategy” from the GEF-funded project activities and a financial strategy for the continued funding of flyway MSB conservation activities, the latter being developed by the end of the second year of the second *tranche*.

Output 3.4. Selected learning and knowledge management products developed.

160. The RFF has accumulated considerable knowledge about MSBs, the conservation status, threats and the future development of the flyway both as a conservation area and in terms of the direction of anthropoploclial change. The RFF with its excellent communications, web-based resources and focus as a hub for those interests in the MSBs and the flyway will produce learning and knowledge management products and make these freely available to stakeholders. This will include products useful for replication and upscaling and providing new benchmarks for this type of project where linked to analyses of its socio-economic and environmental impacts.

Output 3.5. Coherent financial plan developed for the RFF including key funding areas, sources of financing, financing gaps, financial strategy for flyway conservation activities.

161. Financial planning is critical to the continued conservation efforts along the flyway. Many, if not most of the countries through which the MSBs pass on their migration are economically challenged. As a result MSB conservation received a low priority when it comes to government spending. While the purpose of the MSB project is to address this through mainstreaming into the sectors most likely to impact negatively on the MSB migration it is also clear that this will require the strategic use of financing and furthermore, much of this financing will come from global sources for the foreseeable future. The purpose of the financial plan is to move away from a “firefighting” approach to financing conservation efforts and produce a longterm strategic plan with financing to secure the flyway into the future. In order to do this it is necessary to review historical spending on conservation, identify the present and future financing needs and develop a strategy, calculate the gaps secured or “supply” funding and development or “demand” financing needs and to actively go out and secure these resources.

Output 3.6. Targeted promotion and fundraising through BirdLife at international events such as the annual BirdLife Bird Fair.

162. As above, BirdLife has proved itself a capable fund raiser. Birdlife will actively promote the RFF and the Rift Valley-Red Sea flyway project in its fund raising events and apportion a part of funds raised at various Birdlife initiated events around the world.

2.3. GEF country eligibility and strategic alignment

2.3.1. Alignment with CBD and CMS

163. Six out of the seven flyway countries targeted under this project signed the *Convention on Biological Diversity* (CBD) and ratified it on the dates given: Djibouti on 1 September 1994; Egypt on 2 June 1994; Ethiopia on 5 April 1994; Jordan on 12 November 1993; Lebanon on 15 December 1994; and Sudan on 30 October 1995. While Eritrea acceded to the CBD on 21 March 1996.

164. The project is consistent with three articles of the CBD and guidance provided by recent Conferences of the Parties (COPs) of the CBD. Article 6 (b) of the CBD calls on Contracting Parties to ‘*integrate, as far as possible and as appropriate, the conservation and sustainable use of biodiversity into relevant sectoral or cross-sectoral plans, programmes and policies*’. In Decision VI/21, the COP of the CBD further adopted an annexed contribution to the World Summit on Sustainable Development in which it urged Member States and all relevant stakeholders to make further efforts to incorporate and mainstream the objectives of the Convention into relevant national sectoral or cross-sectoral plans, programmes and policies and to recall that the conservation and sustainable use of biodiversity is a cross-cutting issue.

165. The project also addresses Article 14 of the CBD on ‘Impact Assessment and Minimizing Adverse Impacts on Biodiversity’ as well as Article 22 which deals with the ‘Relationship with other International Conventions’. In Decision VI/7, the CBD COP approved the guidelines for incorporating biodiversity-related issues into environmental impact assessment legislation and/or processes and urged Parties, other Governments and organisations to apply the guidelines. The guidelines recommend that EIA procedures should refer to the policy documents of other biodiversity-related Conventions of which the Convention on Migratory Species was specifically mentioned.

166. Similarly, Decision VI/20 of the CBD Conference of the Parties endorsed a joint work programme between the CBD and the CMS and recognized that the conservation and sustainable use of migratory species need to be undertaken in their migratory range and through cooperative action. Furthermore it invited the CBD Secretariat to generate guidance for the integration of migratory species into the national biodiversity strategies and action plans. The joint work programme⁴⁴ details specific activities to be

⁴⁴ Document UNEP/CBD/COP/6/INF/15 of 14 March 2002

carried out jointly by the CBD and the CMS and covers several areas relevant to this project including: the biodiversity of dry and sub-humid lands; the ecosystem approach: indicators, identification and assessment and monitoring of biodiversity: impact assessment and minimizing adverse impacts: public education and awareness: sustainable use of biodiversity and sustainable tourism: and national strategies, plans and policies. One particularly important activity listed in the work programme is the inclusion of migratory species considerations in guidelines for the integration of biodiversity considerations in impact assessment procedures.

167. The project is in line especially with CBD Aichi Target 12 (By 2020 the extinction of known threatened species has been prevented and their conservation status, particularly of those most in decline, has been improved and sustained.).

168. The CMS and its framework of Agreements and MoUs provides a substantive (albeit not exhaustive) policy framework for MSBs at inter-governmental and inter-regional level. Arrangement are more complex with Contracting Parties and Signatories to Agreements⁴⁵ under the Convention (e.g. the Agreement on the Conservation of African-Eurasian Migratory Waterbirds/AEWA⁴⁶ and the Memorandum of Understanding on the Conservation of Migratory Birds of Prey in Africa and Eurasia/Raptors MoU) and single species Action Plans for MSBs (existing or under development) (e.g. for Northern Bald Ibis, Saker Falcon, Sooty Falcon and Egyptian Vulture).

169. The project has already proven very effective in encouraging countries to sign up to various CMS Agreements (e.g. the Raptor MoU) and in operationalizing these along the flyway for instance by supporting Contracting Parties to the AEWA with species such as storks, ibis, cranes and pelicans. Thus the project and ultimately, because the project will end, the RFF (as a partnership along the flyway) is proving itself as an effective tool to increase participation in the CMS framework and its implementation. This includes operationalizing existing, and developing new initiatives aimed at conserving MSBs during their migration.

170. Out of the 7 targeted flyway countries, Ethiopia (2010) and Jordan (2001) are CMS Contracting Parties. Djibouti, Egypt, Eritrea, Lebanon, and Sudan are not Contracting Parties to the Convention but are Contracting Parties to the AEWA and/or Signatories to the Raptor MoU. Annex 2 provides an account of the relationship of these flyway countries to the CMS.

2.3.2. GEF eligibility and alignment

171. All the seven targeted flyway countries are eligible for GEF funding.

172. *Alignment with GEF-3.* The project was originally designed and approved under the GEF-3 cycle, which provided grants through Operational Programmes (OPs) – five of which were in the Biodiversity Focal Area: OP-1 Arid and Semi-Arid Zone Ecosystems; OP-2 Coastal, Marine, and Freshwater Ecosystems; OP-3 Forest Ecosystems; OP-4 Mountain Ecosystems; and OP-13 Conservation and Sustainable Use of Biological Diversity Important to Agriculture⁴⁷.

173. The project was and remains consistent with the GEF-3 OP-1 on Arid and Semi-arid Zone Ecosystems, and OP-2 on Coastal, Marine, and Freshwater Ecosystems – the two main groupings of ecosystems present along the flyway. The project was especially consistent with two outputs under OP-1: Output c) *Sectoral integration. Incorporation of biodiversity protection into the main productive sectors of the economy and integrated community development addressing livelihood issues of local and indigenous communities living in the buffer zone and areas of influence of protected areas*; and Output e) *Institutional strengthening. Stronger institutions and well-trained staff to address these issues.* The

⁴⁵ The former being a Party and the latter a Non-Party Range State

⁴⁶ www.unep-aewa.org

⁴⁷ <https://www.thegef.org/documents/gef-3-operational-program-biodiversity>

project was to a minor degree consistent also with two outputs under OP-2: Output b) *Sectoral integration. Well established and well-managed systems of coastal/marine, and freshwater conservation units with effective management plans; integrated land-use and sea-use which includes conservation units as part of the regional landscape/seascape; and integrated community development addressing livelihood issues of local and indigenous communities living in the buffer zone and areas of influence of conservation units; and again with Output e) Institutional strengthening. Stronger institutions and well-trained staff to address these issues.* This is achieved by mainstreaming conservation management actions specifically for MSBs into key productive sectors – hunting, agriculture, energy, and waste management – along the flyway, to make this route safer for soaring birds. In doing so, the project has adopted the guidance provided by the *UNDP-GEF Biodiversity Advisory Note on GEF Biodiversity Strategic Priority 2* issued on 9 March 2005 by mainstreaming within a distinct geographical area (the Rift Valley/Red Sea flyway) as well as specific sectors, and incorporated the design elements included therein, thus: (i) strengthening sectoral policies and policy making capacities to take account of biodiversity; (ii) integrating biodiversity conservation objectives into sectoral and spatial planning systems; (iii) building broad-based awareness in the production sectors of the relationship between biodiversity and sector performance; (iv) promoting and adopting “flyway friendly” practice in different productive sectors through partnerships, technical assistance, and demonstration activities; and (v) reforming supply chains to better take account of biodiversity friendly production practices (e.g. certification schemes). The project has built on the concept that mainstreaming is a process, hence, its design stresses its catalytic function in transforming systems primarily through raising awareness and altering social and cultural behaviours among target groups in the key sectors, as well as the general public – by increasing national and regional capacity to achieve the required changes; and by developing and delivering the tools necessary to enhance flyway-friendly practices. The GEF Secretariat Information Paper on “Strategic Priorities in the Biodiversity Focal Area” dated March 2003⁴⁸ stated that: “Given the broad character of mainstreaming, the operational emphasis will be flexible to allow for the development of tailored activities based on understanding of country context, biodiversity conservation problems, opportunities and demand.”

174. *Alignment with GEF-6.* Given the requirement to produce a second Project Document and CEO Endorsement Request to trigger the release of the second tranche of GEF funding, the project is here also put in context of the current GEF-6 Programming Directions, approved in May 2014. The project is aligned with **Objective 4: Mainstream biodiversity conservation and sustainable use into production landscapes and seascapes and production sectors, Programme 9: Managing the Human-Biodiversity Interface**, with Outcome 9.1 *Increased area of production landscapes and seascapes that integrate conservation and sustainable use of biodiversity into management* and Indicator 9.1: *Production landscapes and seascapes that integrate biodiversity conservation and sustainable use into their management preferably demonstrated by meeting national or international third-party certification that incorporates biodiversity considerations (e.g. FSC, MSC) or supported by other objective data; and especially Outcome 9.2 Sector policies and regulatory frameworks incorporate biodiversity considerations* and Indicator 9.2 *The degree to which sector policies and regulatory frameworks incorporate biodiversity considerations and implement the regulations.*

2.4. Incremental reasoning and global benefits

175. Under Tranche II of the MSB project, GEF funding will be additional to existing funding levels, and directed towards achieving global environmental benefits. Full accountability for the incrementality of GEF funding will be achieved, during implementation and project completion by monitoring and evaluating for progress towards achieving global environmental benefits and for levels of co-funding. This is the purpose of the RFF, to consider the flyway *per se* and to ensure global benefits and their

⁴⁸ “Emerging Directions in Biodiversity Under GEF 3: Information Document for the May 2003 GEF Council”, GEF Secretariat, 25 March 2003.

measurement during implementation through the execution of the standard RFF Mainstreaming Contract with “vehicle” implementers.

176. The Incremental Reasoning for Tranche II of the MSB project can be summarized as follows: The current situation, after Tranche I / at mid-term of the umbrella programme, provides a degree of coordination (the RFF) to the world’s second-largest flyway that is supported by an international NGO (BirdLife International) and a network of affiliated BirdLife Partners at the national level. Prior to this there was no overall coordinating organisation. The RFF provides coordination and access to technical expertise and material and financial resources to the flyway countries⁴⁹.

177. These flyway countries are experiencing rapid economic growth while at the same time almost all have experienced and continue to experience severe political, social, economic and security challenges – which makes prioritizing the environment, and particularly transient migrant species, especially challenging at the national level, and often complicates cooperation between flyway countries.

178. Reaching consensus on flyway related issues, particularly where these may clash with national priorities, is quite clearly challenging and would arguably not take place without the RFF acting as a locus for organisation and to some extent for the control of conservation efforts relating to the flyway and MSBs.

179. While the RFF now exists, it has a considerable backlog of issues (sectoral, data deficits, capacities, awareness, financial, emerging threats, etc.) because it has only existed in its current structure and function since around 2012 due to the problems encountered in the early years of the project which, it can be argued, were not necessarily failures in the project; but part of the mainstreaming process *per se*.

180. While the RFF is likely to persist to some extent also without further GEF support, its impact on the flyway would be severely diminished without Tranche II. Without Tranche II, the issue of engaging with sectors through vehicles, and effectively of beginning to clear the “backlog”, is unlikely to take place because there are simply insufficient financial resources to engage with all five sectors on this scale. The planned reform “vehicles” would almost certainly not take place and therefore mainstreaming the interests of the MSBs into these production sectors would be a much slower and much more passive process. It is not unreasonable, given the pace and scale of change in areas such as the energy sector, that mainstreaming would take effect too late for a number of the more critically threatened species of MSBs.

181. In addition to this the IFIs and other investment in renewables could experience delays due to compliance issues and the required fitting of mitigation and/or avoidance measures to planned projects would be largely piecemeal and lack a coherent strategy and regulatory framework.

182. Other development investment would almost certainly go ahead with little attention being paid to their effect on MSBs. The flyway countries receive varying amounts of foreign assistance through bi-lateral and multi-lateral projects and programmes. These provide support for development and reform across the spectrum of productive and other sectors in an effort to help the countries reach their full potential. This level of assistance will continue also in the absence of further GEF support; but will continue to have little or no beneficial effect on MSBs (and in many cases may inadvertently have considerable negative impacts for them), and the opportunity available for them to act as vehicles of change for MSB issues will be lost.

183. In areas such as hunting the gains made in developing a regulatory framework for responsible hunting (which included the prohibition of hunting MSBs) will likely remain a regulatory framework but without any means to operationalise it into hunting systems and ensuring that it is enforced. Once again, this is a case of clearing a backlog of issues. The critical countries, Lebanon and Jordan, have no recent

⁴⁹ The original Project Document calculated that “in the baseline no mainstreaming of MSB considerations would be made into the target productive sectors of agriculture, energy, hunting and waste management. As a result, very few – if any – “flyway sensitive” activities would exist and the flyway would continue to become less safe for MSB”. Clearly this has now changed as a result of the Tranche I successes.

history of regulated and responsible hunting. While a framework now exists this still needs to be embedded in hunting practices with both state and non-state actors.

184. Without GEF Tranche II, the awareness of the need for conservation of MSBs will remain low, the requisite information base upon which to develop conservation measures will remain poor, conservation legislation will remain weak, the technical capacity for conservation activities and the resources committed to the enforcement of environmental regulations will remain inadequate, and the economic incentives necessary to encourage fundamental changes in human behaviour will remain unshaped. As a result, MSBs will continue to be shot in large numbers as they pass through the flyway; collide with power transmission lines and wind turbines at existing and new sites; and succumb to physical and chemical threats associated with agriculture and waste management.

185. Likewise the RFF will be severely diminished in its effectiveness. Mainstreaming of MSB considerations would be made into the target productive sectors of agriculture, energy, hunting and waste management. However, this would be a painfully slow process often entirely dependent upon the efforts of the national BirdLife Partner and their meagre resources. As a result, very few, if any, “flyway sensitive” activities would exist and the flyway would continue to become less safe for MSBs as population growth, development and economic expansion continue to drive increased anthropogenic activity in the productive sectors. The decrease in flyway safety and the fact that large proportions of world MSB populations pass through the flyway at the same time would increase the chances of a localized threat having a catastrophic effect on MSBs.

186. Given the perilous state of a number of these birds’ global populations there is a very real increased risk of extinctions occurring given that such large percentages of their populations pass through the flyway every year. While this project is targeting the flyway *per se* it is important to bear in mind a “perfect storm” scenario in which conditions lead to catastrophic events in the summer ranges and the wintering ranges, perhaps across a number of consecutive years. Without Tranche II of the MSB project it is a *given* that the birds would soon be exposed to catastrophic conditions along the flyway⁵⁰.

187. For Tranche II, the incremental costs is analysed by sector and not by country, just like also the allocation of budgets. There are four key reasons for this. Firstly it is intended to reduce the risk of “vehicle” failure encountered in Tranche I. During Tranche II if a vehicle fails or under performs the GEF fund can easily be reassigned to another “vehicle” in the same sector but not necessarily in the same country. Secondly, there are potential “vehicle” projects which are currently under development (most importantly in the rapidly expanding areas of wind energy and power transmission but also in agriculture). These are likely to come “on stream” in the next two years. By assigning vehicle funds by sector the MSB project will be able to meaningfully engage with these upcoming projects. Thirdly, several countries are not in a position to develop full “vehicles” at this point in time but with continued support from BirdLife and the RFF they will be in a position to do so during the next two years. Lastly, by arranging the funding through sectors and not by country the coordination role of the RFF is strengthened as the principal decision-making forum for GEF funds and any other financing which is channeled through the Facility. Therefore there is an included amount (matched by existing “vehicle” co-financing) for Tranche II “vehicles” (i.e. each sector includes identified and planned “vehicles” as well as those that are either still under development or have not yet been identified). Furthermore, in order to calculate these costs it is necessary to consider two aspects of the project. The first aspect is directly related to the RFF because this has been established and BirdLife is committed to supporting the facility as an integral part of its global conservation efforts. The RFF will function with or without tranche II all be it much diminished, but it will still be a “force for good” where the flyway and MSBs are concerned.

188. The **Global Environmental Benefit** expected from GEF financing for Tranche II of the MSB project is that the populations of at least thirty-seven globally threatened species of MSBs using the

⁵⁰ For example wind farms and associated power transmission lines are planned along the Red Sea Coast from Jordan to Sudan. Currently the majority of these have no mitigation measures for MSBs.

flyway remain stable or increase. Seven of these species have between 50 and 100 % of their world populations passing through the flyway. While these species are the focus of considerable conservation efforts in their northern and southern ranges encompassing northern Europe and Central Asia to Southern Africa, the flyway remains a critical bottleneck through which the sum of all this endeavor must pass twice yearly for survival. Unless the Rift Valley / Red Sea flyway can be made safe for MSBs during their autumn and spring migration, now and in the future, all this endeavor, the sum of all this human effort, financial, material, intellectual and emotional may be lost. The risk of such a considerable waste of time and resources is perhaps a persuasive enough argument for the global benefits which will accrue from Tranche II of the MSB project.

Table 5: Incremental Cost Reasoning

Component/ Outcome	Mid-term Baseline / BAU	Increment under GEF Alternative
Objective	<ul style="list-style-type: none"> - No material global benefits in the mainstreaming “vehicles”. MSB conservation remains “outside” of sector reform processes. - BirdLife and Partners continued support to the RFF provides limited coordination to flyway conservation efforts. - Conservation effort in summer and winter ranges is separated by the flyway. 	<ul style="list-style-type: none"> - Enhanced conservation prospect for the 37 MSB species. - Realignment of mainstreaming activities to take into account MSB considerations. - Coordination and collaboration on MSB flyway issues. - North and south conservation efforts linked by flyway efforts. - Flyway framework for investment in renewable energies. - Rift Valley/Red Sea flyway provides safer passage for MSBs. - MSBs contribute to the functioning of critical ecosystems, from northern Europe to southern Africa. - Mainstreaming of global environmental benefits into the reform and development of productive sectors along the flyway. - Coordination and linkages built between northern breeding and southern wintering conservation efforts (e.g. a larger number of MSBs arriving in northern breeding areas every spring). - Projects in one focal area avoid negative impacts on objectives of other focal areas (e.g. wind energy).
Component 1 / Outcome 1: Raised awareness of the flyway and altered social and cultural behaviours among target groups that threaten MSBs in the key sectors, decision-makers and the general public	<ul style="list-style-type: none"> - The RFF and BirdLife Partners provide advocacy and awareness raising to target groups along the flyway. Advocacy and awareness efforts are largely reactive and limited by opportunity. 	<ul style="list-style-type: none"> - The RFF and BirdLife Partners are providing advocacy and awareness to target groups along the flyway using “vehicles” and campaigns to focus attention on MSBs and emerging sector-based issues. Advocacy and awareness efforts are proactive and mainstreamed. - In consequence, behavioural changes and awareness of MSBs is mainstreamed in society, private sector and statutory agencies and institutions in a coherent and strategic manner.
Component 2 / Outcome 2: Content, tools and capacity developed and	<ul style="list-style-type: none"> - Seven BirdLife Partners have capacity to deliver MSB mainstreaming but few opportunities to focus efforts through “vehicles” with statutory agencies and address the “backlog” of flyway issues. 	<ul style="list-style-type: none"> - At least nine BirdLife Partners with enhanced capacity to deliver mainstreaming, “vehicles” provide a focused value for mainstreaming with strategic flyway objectives into national planning systems with statutory agency engagement as part of a flyway-wide

Component/ Outcome	Mid-term Baseline / BAU	Increment under GEF Alternative
delivered to mainstream MSBs/ Flyway concept into sector processes, practices and programmes	<ul style="list-style-type: none"> - In Egypt the BirdLife Partner would struggle to participate because external funding is through UNDP and the NCS PMU due to restriction on external assistance to NGOs. 	initiative. <ul style="list-style-type: none"> - In Egypt the BirdLife Partner would continue to engage in the mainstreaming of MSBs. - NGOs, statutory agencies and private sector working together as part of a flyway-wide (regional) group ensuring safe passage for MSBs along the flyway.
	<ul style="list-style-type: none"> - Sector-specific guidelines available on the RFF website, broadly recognised by three flyway-country governments and integrated into planning process or regulatory framework in three countries in two sectors. 	<ul style="list-style-type: none"> - Sector-specific guidelines available on the RFF website, broadly recognised by seven flyway-country governments and integrated into their planning processes or regulatory frameworks in five sectors. - Technical measure to address MSB threats along the flyway available and backed by statutory regulations.
	<u>Energy sector:</u> <ul style="list-style-type: none"> - Wind energy and power transmission lines is a rapidly emerging issue and threat to MSBs in at least nine flyway states. Guidelines for the sector exist and the MSB project has engaged with the sector successfully. A large backlog of donor-funded and DFI projects is likely to go ahead during the next five years and would currently overwhelm the RFF and Partners abilities to successfully mainstream MSB conservation into these developments. - In Egypt it is likely that these efforts would be severely diminished due to the closure of the PMU. 	<u>Energy sector:</u> <ul style="list-style-type: none"> - A fully-functioning, well-resourced RFF engages with the sector at a strategic (donor and financier) level. At the country level cooperation between the MSB project and wind energy (and associated infrastructure) projects provides working examples of avoidance, mitigation and monitoring which is rolled out as a standard for the sector along the flyway. - Wind energy and associated power transmission infrastructure does not become an impenetrable barrier across the flyway.
	<u>Agricultural sector:</u> <ul style="list-style-type: none"> - A number of initiatives in Ethiopia are targeting agro-chemicals through specific projects. Agro-chemicals is the most urgent threat from this sector but is largely unquantified as yet. These project will likely achieve a reduction in the use of agro-chemicals and promote responsible application of these chemicals and the RFF guidelines will be included in this. In Sudan there are no projects specifically aimed at reducing the negative aspects of chemicals in the agricultural sector. 	<u>Agricultural sector:</u> <ul style="list-style-type: none"> - In Ethiopia the BirdLife Partner will actively integrate MSB issues into these three projects to reduce the harm to MSBs, promote the benefits of MSBs in IPM and carry out surveys to quantify the effect of these chemicals on MSBs. - In Sudan the MSB project will engage with relevant donor-funded pest control initiatives and agricultural schemes to integrate MSB concerns into their policies and operational activities. - Increased understanding of the impact of agro-chemicals on MSBs particularly at the southern end of the flyway. - Decrease in bio-accumulation of agro-chemicals in MSBs. - Assumed increased MSB survival and breeding success.
	<u>Waste management sector:</u> <ul style="list-style-type: none"> - Waste management appears to only pose a serious threat to MSBs at a number of localities identified in Egypt and Jordan. The MSB project has successfully worked with the Municipal government in Sharm el-Sheik to not only improve waste water treatment of settlement ponds which was causing killing large numbers of white 	<u>Waste management sector:</u> <ul style="list-style-type: none"> - Egypt and Jordan will develop “vehicles” designed to address the specific concerns of MSBs into the development and operation of waste water management facilities where MSBs are considered to be at risk (Egypt) and to integrate MSBs into the waste management component of Land Use Planning along a critical component of the flyway

Component/ Outcome	Mid-term Baseline / BAU	Increment under GEF Alternative
	<p>storks but also to promote the site for birdwatching. However, waste management remains a difficult sector to engage principally because the sector <i>per se</i> is under-resourced at a national level making it extremely difficult for the BirdLife Partner to engage with this sector on MSB issues.</p> <ul style="list-style-type: none"> - In Egypt it is likely that these efforts would be severely diminished due to the closure of the PMU. 	<p>(Jordan).</p> <ul style="list-style-type: none"> - Increased survival of MSBs particularly white storks.
	<p><u>Hunting sector:</u></p> <ul style="list-style-type: none"> - Lebanon and Jordan have revised existing (and outdated) hunting laws which promote responsible hunting and prohibit the killing of MSBs. - Jordan has made good efforts to ensure the enforcement of these laws but in Lebanon these still have to be “operationalised”. - In Lebanon the hunting season, closed for twenty-one years is yet to be legally re-opened (noting that the ban on hunting has had no practical effect on the dramatic and wholly un-managed hunting which has taken place regardless of the ban). - The BirdLife Partners will continue to engage with the hunting sector. However, this engagement will be diminished due to a lack of resources. 	<p><u>Hunting sector:</u></p> <ul style="list-style-type: none"> - The BirdLife Partner in Jordan will continue to engage with the hunting sector working with the Land Use Planning (LUP) process along the Jordan Valley section of the flyway to integrate responsible hunting (including the complete protection of MSBs) into the Municipal LUPs. - In Lebanon the BirdLife Partner will continue to pursue, in line with the revised Hunting Law, the establishment of at least one Responsible Hunting Areas (RHAs) as a second wave of MSB project “vehicles”. - Reduced MSB mortality as a result of illegal and irresponsible hunting.
	<p><u>Tourism sector:</u></p> <ul style="list-style-type: none"> - A number of BirdLife Partners already promote birds generally to enhance national eco-tourism initiatives thus mainstreaming birds into the sector. However, these efforts are generally limited in scope and passive in process. - This sector is most important in the northern section of the flyway and Lebanon, Jordan and Egypt will actively promote MSBs as part of an overall strategy to raise awareness of the role MSBs can play in diversifying the tourism market and adding value. - In Egypt and Jordan the BirdLife Partners will continue to work with the industry and statutory agencies (e.g. the TDA in Egypt) to limit the impact of mass tourism on the flyway. However, these efforts will lack focus and impetus due to reduced resources available to the Partners. - In Egypt it is likely that these efforts would be severely diminished due to the closure of the PMU. - In Lebanon the BirdLife Partners will continue to promote MSBs as an important aspect of diversifying the tourism 	<p><u>Tourism sector:</u></p> <ul style="list-style-type: none"> - In Jordan the BirdLife Partner will actively address the effects of mass tourism on the flyway through the Land Use Planning process as a dedicated “vehicle” mainstreaming the protection of the flyway and MSBs into the Municipal planning process. - Egypt will engage with a key private sector partner through a process “vehicle” to mainstream the RFF guidelines into the corporate strategy for hotel and tourism development of a key operator including capacity building, responsible tourism development and operations. This will provide considerable opportunities for engagement with local communities, demonstrating the potential of the annual migration as a tourism event and working with the statutory agencies. - Lebanon will implement project “vehicles” intended to mainstream the positive aspects of MSBs into two existing eco-tourism projects. - Reduction in the negative impacts of mass tourism on the flyway and MSBs. - MSBs and the migration <i>spectacle</i> mainstreamed into the tourism experience providing a positive (and pecuniary) incentive for protection.

Component/ Outcome	Mid-term Baseline / BAU	Increment under GEF Alternative
	experience in those countries.	
Component 3 / Outcome 3: Learning, evaluation, adaptive management and upscaling	<ul style="list-style-type: none"> - The RFF provides an information hub which has access to the considerable technical resources provided by BirdLife. As such it provides a forum for Partners and participating statutory agencies to share experience. Importantly it provides not just a repository for MSB and flyway-related data but also a cognitive hub where evaluation, learning and adaptive management can take place. This will continue because BirdLife is already materially and technically supporting the RFF. However, the available finances will greatly limit the opportunities to meet as an “entity”, as <i>the flyway</i> to collectively consider MSB issues. 	<ul style="list-style-type: none"> - GEF funds will allow a greater participation of Partners and flyway state national statutory agencies, institutions and the private sector to participate in this “<i>thinking process</i>”. The use of GEF funds will greatly increase the participation and expansion of the RFF as a place to think about the flyway and develop pragmatic solutions to the challenges it already faces and will invariably encounter in the future. - An organisational structure capable of solving present and future challenges to continued migration of soaring birds along the Rift Valley/Red Sea flyway. - Time is important. Without the GEF financing the RFF will eventually achieve these objectives because it has the commitment of the BirdLife support. However it is reasonable to argue that this would come at the expense of increased conservation spending in the summer and winter areas (to compensate for losses along the flyway) and possibly the loss of at least one of the thirty-seven species.

2.5. Cost-effectiveness

189. The cost-effectiveness of the MSB approach has not changed in principle since Tranche I which argued quite reasonably that: *“a number of approaches were considered to address the threats to MSBs from productive activities along the flyway. A site-based approach was quickly discounted. Due to the characteristics of the migration and its vulnerability to the vagaries of local weather conditions, soaring birds do not regularly make predictable stops at any particular habitat type along the flyway. They are therefore vulnerable to anthropocentric threats at any point along the flyway. The most effective response is to alter the threatening behavior at the sector level so that MSB issues are considered along the flyway. It is not easy to change actions that are undertaken to earn a living (agriculture), have strong cultural and historical links (hunting), are designed to deliver developmental benefits (energy⁵¹) or are considered to be of little consequence (waste). It is a costly and time consuming exercise to develop an appreciation of the sector, the factors that influence and drive the sector, to establish mechanisms to mainstream the global environment issues and to build working relationship with those within the sector who can bring about the change. Experience suggests that it takes a compelling global environmental issue to capture the attention of a productive sector and drive the necessary change”*.

190. Quite simply put: the threats to MSBs lie mostly outside of the PA system, and/or it is simply unfeasible to establish PAs at all bottleneck sites because they are too numerous and already extensively developed. Furthermore, addressing the threats by only working through a statutory environmental agency and building a regulatory framework would be time consuming and place the initiative outside the sectors. By using the “vehicles” the initiative is embedded within the sector thus effecting change more positively and quickly, while still engaging government.

191. The new management arrangements established following the MTR offer more efficiencies. The network of BirdLife Partners reduces the need for costly national PMUs. In Tranche II only Egypt will have a GEF-funded national PMU, all other countries will operate through their respective BirdLife Partners or directly through the RFF.

⁵¹ Tourism was not included in this assessment but the arguments are similar.

192. Finally, the RFF has now become part of the BirdLife global programme (and the BirdLife Regional Offices in Jordan and Kenya) which absorbs many of the costs of running the facility, provides considerable economies of scale and allows it access to a large body of technical support without incurring the associated overheads.

2.6. Stakeholder analysis and engagement

193. Given the geographic scale of the MSB project the stakeholder relations are far-reaching and diverse. The following table provides a breakdown of stakeholder categories, their interest in the project and their anticipated roles.

Table 6: Key stakeholders and their roles and responsibilities in the project

Stakeholder	Stakeholder's interest and influence	Role/ responsibility in the project
Government agencies	In most instances the government agencies directly involved in the project go beyond the statutory environmental agency because of the different sector engagement. Therefore Ministries of Agriculture, Energy, Tourism and also Municipalities (e.g. local government) will be directly involved, mostly through the implementation of the “vehicle” projects. In most instances during Tranche I national Partners and the RFF established good working relationships with these sector agencies and the interests of the project are broadly aligned with those of the agencies (e.g. improving pesticide application, reducing incidents of power outages due to electrocution of MSBs, etc.). They will also (as has already been demonstrated in Tranche I) benefit from the best practice sector guidelines.	Even though Tranche II of the project will operate through NGO implementation modality and BirdLife and its partners will be the lead executing partner, government agencies play a pivotal role in the project; they will be involved in the process of proposing policy recommendations, of implementing regulations, of engaging sectors, they will benefit from capacity development, etc.
Non-governmental organizations and civil society groups	In five of the seven project countries that will receive GEF resources, the lead executing agency is a national NGO which forms part of the Middle East or Africa Partnership of BirdLife. In Egypt due to the present restrictions placed upon NGOs the Nature Conservation Sector of Egyptian Environmental Affairs Agency is closely partnered with the Egyptian BirdLife Partner, Nature Conservation Egypt	An important aspect of the MSB project is that it encourages civil society and other non-state players to participate in conservation, and not just at a national level, but also through the RFF. Therefore, the BirdLife Partners, all national non-governmental or other civil society organizations are closely, or can be negotiated to be, aligned with the objective and outcomes of the project, even though this on occasions requires them to override national priorities in favour of the MSB project. The project is also engaging with NGOs and CSOs on another level. This is particularly marked in countries where hunting is an issue (e.g. Jordan, Lebanon) where hunter groups are actively involved in the project with a view to developing a rational and responsible framework to protect their interests in the long term. The project therefore engages with NGOs and CSOs on the basis that it does not have absolute authority but it does provide a level of democratic decision-making with regards the flyaway.
Private sector	The private sector interests are many and various. These have mostly been developed through the tourism sector with regard to sustainable tourism and eco-tourism initiatives started by the project ⁵² . This	The private sector is engaged at different levels. Essentially the private sector is likely to operate at the lower limits of the regulatory framework or where it provides them with a commercial

⁵² In Egypt the private sector (Jaz Hotels) is co-financing the project to the sum of US\$2,000,000 of clearly identified in-kind contributions.

	sector remains the largest private sector player at this time. Most other sectors are financed by government or international donors (e.g. energy, agriculture). It is still not clear how FDI by the private sector will integrate into the project. Although there are no large-scale instances of this along the flyway at this point in time it is likely that FDI from the private sector may play a major role in the future. When this happens the RFF will develop a strategy to engage with investors and developments.	advantage. The presence of the RFF and BirdLife provides a framework to raise this bar and hold individuals to account.
International agencies	Spanning seven countries (not including the summer and winter ranges and the four other countries of the flyway) and five key sectors of development results in a considerable number of international agencies which can be regarded as stakeholders. A number of these are involved directly in implementing reform project “vehicles” that have interests which are very closely aligned to those of the MSB project (e.g. FAO and the Pesticide Action Nexus (PAN) in Ethiopia). Other agencies such as the IFC that are governed by strict environmental policies see the project as a means to reduce the harm of investing in renewable energies without impacting negatively on other areas of the environment.	International agencies play a significant role in the project. These organisations have specific mandates and the role of the project and the RFF is to ensure that these mandates include the conservation of MSBs along the flyway. Some offer a basis of mainstreaming vehicles projects. Generally these organisations are introduced through BirdLife and engaged through the RFF.
UNDP Jordan	UNDP has a very clear interest in the project. It is responsible for project assurance and it is firmly behind achieving the outcomes successfully, something which has been demonstrated during Tranche I. The project is aligned with UNDP’s current Strategic Plan, and its Ecosystems and Biodiversity Strategy.	UNDP is the GEF Implementing Agency and will delegate its implementing authority to UNDP Jordan. Essentially UNDP is the ultimate executive for the project. Furthermore, UNDP’s Country Offices (COs) provides it with a considerable comparative advantage as an Implementing Agency (for example in Egypt). However, these COs will not be directly involved in the execution of the MSB project because this will be carried out by BirdLife. However the various UNDP COs continue to play a supporting role. UNDP Jordan will play a critical role in the project’s relationship with the other UNDP COs in the flyway countries, and on occasions also by extension with the respective governments.
BirdLife International	BirdLife is headquartered in Cambridge, United Kingdom with regional offices (in this case Jordan and Nairobi) and national affiliated Partners.	The BirdLife “family” increases the stakeholder pool considerably including the Partners in the northern and southern range states of the MSBs but also farther afield in countries unconnected to the flyway by border or migratory birds but still have a keen interest in the future of the flyway and the MSBs and have demonstrated that they are willing to translate existence values into pecuniary values and provide finance to the project through BirdLife and events such as the Bird Fair ⁵³ .
International Conventions	The Convention on Migratory Species (CMS) while not an entity <i>per se</i> represents the interests of a large number of nations, NGOs, academics, and a global public good. The MSB and ultimately the activities of the RFF are essentially about translating the objectives of the CMS into conservation actions on the ground where these relate to the Rift Valley / Red Sea flyway and the MSBs. As such the CMS and all it represents has a considerable vested interest in the outcomes and	In Tranche I the CSM has shown that it can play a role in the project by issuing agreements such as the Raptor MoU, etc. Therefore it continues to play an important role in the project.

⁵³ www.birdfair.org.uk

194. The relationships with the MSB project are in some instances quite remote from the flyway itself. For instance the Royal Society for the Protection of Birds/RSPB, a UK registered charity and BirdLife Partner with over a million members who although distant from the flyway have tangible interest in the project (more than vague existence values) because they too have a territorial stake in the birds, albeit in their wintering or breeding grounds.

195. The project has worked through and with NGOs already in Tranche 1 and will do so even more under Tranche 2 – which will in fact be implemented by BirdLife International under UNDP’s NGO Implementation Modality. This applies to the regional coordination, which is based in BirdLife’s regional office in Amman, Jordan, and at national level in the targeted countries by working primarily through national BirdLife Partners and Affiliates or further NGOs. During Tranche 1, the project was successful in facilitating the involvement of the national NGO Nature Conservation Egypt (NCE) in project activities. They were involved in delivering environmental awareness activities, the monitoring of migratory birds, and were provided with an opportunity to input to managing the risks to migratory birds from wind energy development. NCE also had a key role in the implementation of the tourism component of the project, leading to collaboration with a major tour operator and the Ministry of Tourism. The project is considered to have played an important role in building dialogue and collaboration between civil society, government and the private sector in the conservation of migratory birds. NCE was also represented on the project steering committee mentioned above. The respect and understanding between the different parties that has been built up during Tranche 1, and the close collaboration and understanding between BirdLife International and UNDP at regional and national levels, provide an excellent basis for ensuring a continued and strengthened NGO involvement during Tranche 2.

2.7. Coordination with other relevant GEF financed initiatives

196. This project will draw on the experience from Tranche I and the increasing body of experience from other GEF-funded mainstreaming projects past and present, even if the specificity of the flyway sets this project slightly apart from many other projects because of its narrow focus on a discrete number of species, its geographical scope and the number of targeted sectors.

197. Given the time that has lapsed since the project was originally proposed and since the Tranche I PRODIOC was written, a number of new projects have become relevant. The project will align with other UNDP-GEF projects, including two in Jordan and Egypt that are addressing biodiversity and the tourism sector. As such they have areas of overlap and cover significant areas of the flyway in both countries.

198. Considering these and others, the relevant GEF-financed projects are:

- Mainstreaming the conservation and sustainable use of biodiversity into tourism development and operations in threatened ecosystems in Egypt (GEF # 5073). This is a 4-year project designed to mainstream biodiversity into the Egyptian tourism industry. The project is due to start soon after a number of complications and delays related to Egypt’s political situation. It will work on two levels. The first level will engage directly with the industry to fill gaps in the existing planning and regulatory framework, including through a Strategic Environmental Assessment to identify key areas, habitats and ecological processes and assess their vulnerability and guidelines for the existing EIA regulations specific to biodiversity and developing a monitoring programme to track the impacts of tourism on biodiversity for conservation management purposes. It will also engage the tourism industry by developing Responsible Tourism Accommodation Grading and promoting Egypt as a global destination for ecotourism and developing community-based systems to allow those closest to the resources to benefit and manage them sustainably. The project will work in three areas one of which is located on the Red Sea coast.

- Mainstreaming biodiversity conservation in tourism sector development in Jordan (GEF # 4586): This is a 4-year project intended to mainstream biodiversity conservation objectives through the tourism sector development in Jordan. Halfway through its implementation period, it has elements of institutional capacity development, improved PA management effectiveness and – most importantly to the MSB project – it seeks to develop a regulatory framework to avoid, mitigate and offset adverse impacts of tourism on biodiversity. The geographical location of this project is important in terms of the area of the flyway and bottlenecks which it covers.
- The Sustainable Land Management Project 2 (GEF # 5220) is a five-year (2014-2019) World Bank-GEF project by the Federal Ministry of Finance and Economic Development, Federal Democratic Republic of Ethiopia. The Project's Development and Global Environment Objective is to reduce land degradation and improve land productivity in selected watersheds in targeted regions in Ethiopia. Integrated Watershed and Landscape Management, Institutional Strengthening, Capacity, Development and Knowledge Generation and Management, Rural Land Administration, Certification and, Land Use. The project will may offer the MSB, through the Ethiopian Partner to integrate its experience in agriculture and particularly pesticide use into the project's outcomes.
- Promoting Utility Scale Power Generation from Wind Energy (GEF # 4745) is a joint government-UNDP initiative and financially supported by the Global Environment Facility (GEF), seeking to address these problems by promoting the generation of electric power from wind energy at utility scale in Sudan. Sudan currently has a power generation capacity of 2,723 MW, has no wind generation capacity and no grid-connected solar capacity. Publicly-owned utilities own all of the power generation facilities, transmission and distribution lines. The Government owns 5,984 km of 220 kV transmission lines and 965 km of 500 kV transmission lines. The baseline wind power plant represents the first of its kind in the country and as such tangible efforts are needed to make it successful as any failure will represent a setback to any future efforts in grid connected renewable energy projects. Therefore, the project is following a holistic approach whereby all technical and non-technical issues surrounding the project are carefully addressed and a wide scale stakeholder involvement is ensued. This includes hardware design, planning and installation, metrological data collection, analysis and mapping, land ownership, effect on local communities, effect on migratory soaring birds (MSB) and ecosystem in the project areas. The MSB project is already in contact with this project.

2.8. Project consistency with national priorities and plans

199. All countries in the Rift Valley/Red Sea migratory flyway region have **National Environmental Action Plans (NEAPs)**, **National Biodiversity Strategy and Action Plans (NBSAPs)** and/or **other relevant strategies** (wildlife or coastal/marine policies/strategies, etc.) with biodiversity elements relevant to the conservation of migratory birds – including most notably the thirty-seven key species of soaring birds at the core of the project. There have been no *significant* changes to the relevance of the MSB project regarding these national strategies or plans since its original design. The most notable change is that between the original approval of the project and the present CEO Endorsement Request for Tranche II, many CBD parties have developed new NBSAPs and National Reports on Biodiversity in response to the CBD COP-10 decisions in 2010 including the Strategic Plan for Biodiversity 2011-2020.

Table 7: Status of CBD documents (versions, submission dates) for the targeted flyway countries

Country	NBSAP Status	National Report Status	Relevant references
Djibouti	v1 2002	5 th NR 2014	Both with only very limited references to migratory birds

Egypt	v2 2016	5 th NR 2014	Both with relevant references to migratory birds/soaring birds/flyway
Eritrea	v2 2015	5 th NR 2014	Both with relevant references to migratory birds/migration routes
Ethiopia	v2 2016	5 th NR 2014	Both with only limited references to migratory birds
Lebanon	v2 2016	5 th NR 2015	Both with relevant references to migratory birds/flyway
Jordan	v2 2015	5 th NR 2014	Both with relevant references to migratory birds/flyway
Sudan	v2 2015	5 th NR 2014	Both with relevant references to migratory birds/soaring birds

200. Some of these documents make specific reference or include Action Plans relating to migratory birds (e.g. Egypt), species at risk outside protected areas (Jordan) or habitats used by MSBs including protected areas, Important Bird Areas (IBA) and bottleneck sites (Egypt, Ethiopia). Some national conservation policies (e.g. Jordan NBSAP v2, Draft Ethiopia Wildlife Policy) pay specific attention to the conservation needs of migrants or the creation and protection of habitat corridors along which species can migrate and several countries have afforestation/ reforestation policies (e.g. Eritrea, Jordan) or coastal/ marine strategies (Jordan, Lebanon) incorporating species or habitat conservation measures at bottleneck sites and other key areas on the migratory flyway. Of the twenty-three bottleneck sites along the flyway, identified by the project, eight have some level of protection and fifteen are unprotected.

201. Moreover, five of the seven targeted flyway countries (except Lebanon and Sudan) are Party to the CMS⁵⁴ and six are Contracting Party to AEW (except Eritrea). CMS and AEW commit Parties to action to conserve migratory species and their habitats, including concerted action between Parties as well as non-Party range states. AEW specifically covers several MSBs (storks, pelicans, cranes and the northern bald ibis) and Resolution 7.5 of CMS COP-7⁵⁵ details potential negative impacts of wind turbines on migratory birds and calls on Parties to take action (identifying areas where migrant birds are vulnerable, strengthening impact assessments). During the 2014 COP resolutions were taken on developing a programme of work on preventing the risk of poisoning migratory birds, an action plan for migratory African-Eurasian land birds and ecological networks and climate change on migratory species, all of which have specific relevance to the MSB project. Guidelines were also adopted on renewable energy.

202. The CMS Memorandum of Understanding on the Conservation of Migratory Birds of Prey in Africa and Eurasia (Raptors MOU) which is aimed at *promoting internationally coordinated actions to achieve and maintain the favorable conservation status of migratory birds of prey throughout their range in the African-Eurasian region, and to reverse their decline when and where appropriate* has been signed by four of the targeted flyway countries (Djibouti, Egypt, Lebanon, Sudan) and a further three (Eritrea, Ethiopia and Jordan) are Range States to the agreement.

203. NGO interest in MSBs conservation in the region is strong and increasing. In most countries, this is led by national NGOs or institutions that are BirdLife Partners, and both the Middle East and African Regional Programmes of the BirdLife Partnership (both 2013-2020) highlight mainstreaming of migratory bird conservation into policies and legislation, monitoring of traded and migratory species, and the need to work with national governments to conserve bird migration flyways. However, NGO and CSO activity is not uniform across the flyway. MSB Tranche I strengthened the national BirdLife Partners considerably and it is the intention under Tranche II to continue driving this process of involving civil society in conservation *per se*, and particularly in the conservation of MSBs; that is to say, mainstreaming MSB conservation in civil society.

204. Following Tranche I there has been demonstrable commitment from national governments to include the MSB project through the use of reform project “vehicles” indicating both a willingness to cooperate on MSB-flyway issues and a broad alignment with national priorities (e.g. in Egypt the MSB

⁵⁴ Convention on the Conservation of Migratory Species of Wild Animals (Bonn Convention), www.cms.int

⁵⁵ 7th Meeting of the Conference of the Parties to the CMS, Bonn, 18-24 September 2002

project provides technical expertise which helps wind energy projects comply with international environmental norms necessary to secure approval for donor-funded wind energy projects).

2.9. Sustainability and replicability

205. A number of actions have already been undertaken based upon the experience from Tranche I to increase the likelihood of sustainable project outcomes. The Mid Term Review conducted towards the end of Tranche I provided insights on sustainability that were reflected in the Tranche II management arrangements and are also reflected in the following.

2.9.1. Environmental sustainability

206. The project's entire goal is to enhance environmental sustainability along the Rift Valley / Red Sea flyway. A Social and Environmental Screening Procedure (SESP) was carried out for the preparation of Tranche II and found the project to be a low environmental risk (see Annex 9: *UNDP Social and Environmental Screening*).

207. By taking a mainstreaming approach the MSB project seeks to build a framework through which MSB and flyway management are integrated into each sector that is currently impacting upon it in a negative way. Furthermore, the project, and mainstreaming *per se*, affects the entire length of the flyway. The RFF and its constituent members will literally pick up the birds as they enter the flyway, north or south, and ensure that their basic needs are met during the migration (e.g. by ensuring the integrity and integration of bottlenecks, reducing the impact of pesticides on prey, etc.) and that those human activities such as wind farms, power transmission lines, etc., do not block their pathways. Therefore the project, and indeed the continuation of the RFF and BirdLife Partners post-project takes a systemic approach to the flyway and recognizes that this will be an ongoing endeavor.

208. To this end the RFF will provide constant monitoring and surveillance of the flyway. Only in this way can the project outcomes be sustainable. While the RFF will not have "responsibility" over the summer and winter ranges to the north and south of the flyway, through the BirdLife Partnership⁵⁶ there are very strong working linkages with many of these countries already.

209. The results already leveraged in Egypt during Tranche I further illustrate the project's approach to environmental sustainability. Through its mainstreaming efforts, the project was successful in aligning with and providing technical input to major donor and private sector funded renewable energy projects, approaching this in a collaborative way with relevant parties. This greatly increases the prospects for the energy projects themselves to be environmentally sustainable, by reducing the risk posed by these projects to migratory birds.

2.9.2. Social sustainability

210. A Social and Environmental Screening Procedure (SESP) was carried out for the preparation of Tranche II and found the project to be a low social risk (see Annex 9: *UNDP Social and Environmental Screening*). The project has enhanced participation of local stakeholders, the private sector and NGOs in conservation programmes. It has been designed using a collaborative approach, involving consultations with a wide range of NGOs, local and national government authorities, and local communities, as well as UNDP Country Office staff, to ensure that stakeholder interests and needs have been incorporated and to seek feedback on the emerging design. Through this process the project during Tranche I established strong linkages with sector players (e.g. NREA in Egypt, Plant Health Regulatory Directorate of Ministry of Agriculture in Ethiopia, the hunting sectors in Jordan and Lebanon, etc.). This participatory approach will continue through multi-stakeholder mechanisms.

⁵⁶ www.birdlife.org/worldwide/partnership/birdlife-partners

211. The use of the BirdLife Partners, a flyway-wide network of NGOs and CSOs means that the project itself, its aims and objectives and the activities it carries out are accessible to a very broad cross-section of society in each country which fosters a broad spectrum of support for the flyway and MSBs.

212. A number of the “vehicles” are targeted at community-level participation (e.g. ecotourism training in Egypt, small-scale producer pesticide application training and IMP in Ethiopia and Sudan). Through these “vehicles” the benefits of the project will be embedded with local producers providing a basis for sustainability at this level.

213. National, local and provincial government authorities and institutions have been involved from the start of the project in the capacity building and education activities which have increased awareness and experience of the importance of MSBs and flyway sensitive practices as factors in decision-making processes and have helped build political will in government institutions. These interventions will be continued in all or most targeted flyway countries also during Tranche II.

2.9.3. Institutional and financial sustainability

214. Notwithstanding the successes of Tranche I, the Mid Term Review argued in favour of a change in the management arrangements during Tranche II of the project to enhance the institutional and financial sustainability of project outcomes. Although the project had originally been intended as an NGO-executed project, Tranche I for a number of factors was largely executed by UNDP Country Offices in the three countries that implemented “vehicles”. Following the recommendations of the MTR, Tranche II will revert to full NGO execution, including at national level through the BirdLife Partner NGOs wherever possible; with the exception of Egypt where – due to the current constraints on NGOs – implementation should remain under the UNDP CO.

215. As the MSB takes a mainstreaming approach, activities at the national level are carried out largely within existing or approved future mainstreaming initiatives that are consequently already embedded within country-driven development strategies and programmes. Through close working relationships with governments, the project will foster a more favourable enabling environment for MSB conservation. The project’s approach hence maximises chances that measures supported by the project will be continued beyond the end of the project. Most of the countries involved in the project have national policies and strategies (e.g. NBSAPs, NEAPs) containing elements of relevance to soaring bird conservation. In cooperation with government agencies and other relevant stakeholders, the project will be reviewing existing policy and legislation, proposing related recommendations and supporting efforts to fill ‘gaps’ where soaring bird conservation is concerned. For instance, project goals and outcomes have already been, and will be further, incorporated into environmental permits and financing agreements adopted by donors, developers and governments. The use of reform project “vehicles” – both during Tranche II and post-project – contributes to institutional and financial sustainability because MSB-favorable outcomes are embedded at an operational level within any given sector.

216. The project is implemented through a partnership between government, NGOs and CBOs, and private businesses (e.g. environmental consultancy groups, waste management companies, energy providers and tour companies), with each organization carrying out activities for which their mandate and resources make them most suited. This helps to ensure the sustainability of project processes. In addition, working through NGOs and CBOs is a cost-effective way of achieving conservation because of the lower overheads usually associated with these types of organization, and engagement of the business community offers opportunities for raising awareness through customers and shareholders and potentially corporate sponsorship further embedding the project’s message within national populations.

217. The development of systemic and institutional capacities of governments, NGOs and other stakeholders, through a strong focus on training personnel (for research, planning, management, education), legislation and policy and building new partnerships between the public and private sectors is

supporting biodiversity conservation in the long term. The engagement of key sector agencies has been contributing to the integration of bird sensitive measures within broader development activities in the agriculture, energy, urban development and environmental sectors. These are likely to persist post project. During Tranche I of the project, seven of the ten NGOs working with the project achieved satisfactory capacity scores as measured by the capacity assessment scorecard applied to the project (see 2007 Tranche I PRODOC Annex 8). The work with the partners did not just assess how they could meet the minimum requirements but also how they could work towards higher scores to enhance their organizational abilities. This is part of a continuous process of improvement driven by BirdLife International which will increase the likelihood of institutional sustainability of project outcomes.

218. At national level, the project during Tranche II will, as much as practicable, continue to work through existing national and local structures and institutions and donor-funded programmes, for project execution, management and coordination to help ensure sustainability. Egypt is the only exception, because restrictions placed upon external support to NGOs required the project to work through a conventional PMU. However, even this is working very closely with the BirdLife Partner (NCE) which will continue to associate with the RFF and carry out MSB conservation activities after the close of the project.

219. At the regional level the RFF was established largely with project funds but is now securely nested within the BirdLife Secretariat and will only be part-funded with GEF funds during Tranche II, the remainder being provided by BirdLife. The RFF will remain in place after the close of the project and represents a key element of institutional sustainability. As already stated in §123/129 the MTR raised concerns about the originally proposed financial model for the RFF, in particular the intention to use a quasi-commercial approach to branding sectors “Flyway or MSB-sensitive”. These concerns were accepted wherefore these plans will be abandoned and the RFF be financed through more conventional means during Tranche II and beyond – by the end Tranche II the BirdLife Secretariat will absorb all the financial aspects of its operation.

220. The RFF, its position within the overall BirdLife system and the use of the network of BirdLife Partners wherever possibly provides important economies over a project implemented through dedicated PMUs in each country. There is a significant reduction in overheads because the Partners are existing entities within themselves, and each Partner already brings with it considerable in-kind co-financing and the BirdLife Partners have proved themselves effective in fund-raising in their own right. The RFF offers economies of scale also in terms of training, holding and providing technical expertise and the provision of guidelines, etc. This is further increased because the RFF has privileged access to BirdLife’s technical expertise and professional services.

221. To provide an example, the results already leveraged in Egypt during Tranche I illustrate the project’s impacts in terms of institutional and financial sustainability. Sustainability was enhanced through the development and adoption of government policies and best practice guidelines in the energy sector, covering safeguards for migratory birds in renewable energy development and the application of mitigation measures in renewable energy projects. Institutional sustainability was and will be further strengthened through enhancing the understanding and capacity in EEAA and NREA to manage environmental risks, and the strengthening of collaboration between these two key agencies to advance renewable energy development in the country. Furthermore, through the direct involvement and training of local experts in environmental impact assessments, in the monitoring of migratory birds, and in the implementation of mitigation measures, the project will continue to strengthen national technical confidence and capacity. The project is contributing towards the development and expansion of a pool of skilled technicians thus reducing the reliance on (expensive) international consultants.

222. Much of the above applies equally to the approach that will be taken in relation to waste management and tourism under Tranche 2.

223. It is reasonable to assume that the project will not “fix” all of the problems facing the MSB flyway by the close of the GEF-funded intervention, this would be an unreasonable expectation. However, as the Biodiversity Advisory Note⁵⁷ states “*a project may launch a mainstreaming process but does not need to conclude it*”, and the changes brought about by the project are intended to be permanent and irreversible as successful mainstreaming requires.

2.9.4. Replicability

224. Replication of the project’s approach is at the heart of the project strategy and design. During Tranche I the MSB project developed a systemic approach to mainstreaming in each of the targeted sectors. Engaging with a sector through a “vehicle” at the country level while at the same time providing high quality information/policy material to governments and other decision-makers and other sector-specific guidance⁵⁸ through the BirdLife Regional Flyway Facility – results in a well thought-through response to flyway challenges tailored to each sector and addressing aspects of technology, adaptation, financing, regulation, etc. The foundations established and experience gained from project activities, and documentation of lessons learnt, will be actively disseminated and used to to inform similar initiatives elsewhere.

225. The RFF – which will remain in place after project end – will be at the heart of replication attempts together with the different national counterparts including NGOs, government agencies and private companies. It is noteworthy that the RFF will eventually work in and with more countries in the region than those benefiting from the present GEF project. Project experiences will be shared through regional project activities, as well as through interactions at the regional and international levels through intergovernmental bodies such as the CMS (incl. its energy task force) and discussions with the donors (e.g. the IFIs).

226. Also specific products of the project can inform and guide the conservation of MSBs in other countries in the region and beyond. These include the Guidelines on Responsible Hunting and Code of Conduct for Hunters that will provide an important resource for developing a response to illegal shooting of MSBs in North African and Southern European countries where hunting has been shown to have a major impact on migrating bird populations. Lessons learned on the location, design and management of waste sites, wind farms and power lines will be similarly available to inform the design of similar development in other countries along Africa-Eurasia flyways important for MSBs, such as Spain, Morocco, Italy, Tunisia, Bulgaria and Turkey, particularly where developments are planned near bottleneck sites. This transfer of experience outside of the boundaries of the flyway *per se* is facilitated by the development of the RFF and its substantive links with other international and national agencies and organisations. The BirdLife network of partner NGOs will be a further conduit promoting replication.

227. Replication has already been demonstrated in Egypt with the rapidly expanding energy sector where industry and project have produced workable solutions to many of the site specific challenges which are being up-scaled to other wind energy developments.

2.10. Risk assessment and mitigation measures

228. The Risk Assessment was redone and updated. It includes the risks identified in the Tranche I PRODOC alongside new risks identified during the development of Tranche II. (This new risk assessment now complies with GEF-6 standards). (H-High, M-Medium, L-Low)

Table 8: Risk assessment and mitigation measures

⁵⁷ UNDP-GEF Biodiversity Advisory Note on GEF Biodiversity Strategic Priority 2 issued on 9 March 2005.

⁵⁸ <http://migratorysoaringbirds.undp.birdlife.org/en/documents>

IDENTIFIED RISKS AND CATEGORY	IMPACT	LIKELIHOOD	RISK	MITIGATION MEASURES
<p>POLITICAL Political unrest and security concerns impact on the implementation of the project in one or more countries, weakening their ability to engage and for mainstreaming to take place.</p>	High	Moderate	H	<p>The project has thus far demonstrated that it can continue to operate and make significant progress in situations where political and security issues represent a challenge to project implementation. Should major risks arise, the mix of CSOs, international NGO, UNDP and government participation will provide a solid basis for maintaining a presence and a meaningful level of activity in a country until such time as the situation improves (as was demonstrated for example in relation to Egypt during Tranche I). Furthermore, the spread of activities across seven countries, and the project design, mean that it will still be possible to operate and produce result for the flyway as a whole should a situation in any one country mean that project implementation needs to be put on hold. UNDP provides a distinct comparative advantage in these environments and the project with its CSO country Partners is a means to overcome challenges. Risk management procedures will be put in place in accordance with UNDP guidelines and requirements to ensure the safety of staff and security of operations.</p>
<p>STRATEGIC (Tranche I risk) Existing reform vehicles do not accept, or choose not to implement, MSB technical content.</p>	High	Low	M	<p>Experience from Tranche I suggests that this is unlikely. However the mix of tactical support (through the “vehicle”) with strategic support (through the RFF and BirdLife) reinforce and support each other. For example with wind energy there is practical support from the project “vehicle” and a larger policy support through financing mechanism and donors from the RFF.</p>
<p>STRATEGIC (Tranche I risk) Recipients of flyway content question technical standard or added value of content provided by project because project is testing a new approach.</p>	High	Low	M	<p>This risk is a further articulation of the one above. The project has provided a very high standard of technical advice which is also tailored to the realities of each individual market. The RFF provides a portal through which the considerable technical expertise of the BirdLife Secretariat and the BirdLife Partnership can be brought to bear on a specific issue. Technical advice and expertise has been well-received and is highly regarded by the recipients.</p>
<p>STRATEGIC (Tranche I risk) Amendments to legislation and regulations modifications are not officially approved or enacted in a timely fashion.</p>	Moderate	Moderately likely	M	<p>The Tranche I Project Document stated: <i>The [double] mainstreaming approach, with MSB activities set within existing mainstreaming projects and processes, is likely to facilitate and speed the adoption of measures to better protect MSBs through the greater influence and lobbying capabilities of the two sets of partners (this project and the mainstreaming vehicle).</i></p> <p>The present assessment for Tranche II in addition considers that with given the number of participating countries the likelihood of this occurring in some countries and in some sectors is likely; however, the likelihood of it occurring in a significant number of countries and across the majority of sectors is manageable. While this might affect the project outcome at the point of final evaluation because the RFF will continue to pursue</p>

IDENTIFIED RISKS AND CATEGORY	IMPACT	LIKELIHOOD	RISK	MITIGATION MEASURES
				these reforms (and that this would have to occur across the majority of sectors and in more than half the countries) it is unlikely to affect the long term impact of the project.
<p>STRATEGIC (Tranche I risk) Regional projects frequently consist of countries with different priorities and degrees of interest, which can make project management and administration difficult and progress slow. The current project is particularly ambitious given it comprises seven project countries and three non-project countries which are partners in the RFF spanning two regions with differing cultures and at different stages of social, economic and scientific development. Consequently there is a risk that some countries may not be able to deliver on project activities.</p>	<p>Low (Tranche I) Moderate (Tranche II)</p>	<p>Moderately Unlikely</p>	<p>M</p>	<p>The Tranche I PRODOC stated: <i>The successful completion of the PDF-A and PDF-B against severe constraints and deadlines demonstrates that the countries along the flyway are willing and able to work together and that the political will to implement the full project exists. However, during the PDF-B phase capacity issues were identified as a limitation to full project implementation in some countries. This will be addressed through a phased approach with project partners in Egypt, Jordan and Lebanon undertaking the full suite of activities during Tranche I, while the other project partners will undergo capacity building to enable them to participate fully and effectively during Tranche II. Many of the project partners – in Egypt, Ethiopia, Jordan and Lebanon – are BirdLife Partners or Affiliates within the Middle Eastern or African Partnerships and therefore have experience of working together on large regional or global projects.</i></p> <p>The present assessment for Tranche II considers that this was a somewhat overoptimistic assessment and in fact it has been extremely challenging and time consuming; however, this process as much as the more tangible “vehicles” is a <i>bona fide</i> project outcome. Getting countries, statutory agencies, CSOs and NGOs to agree common objectives and work collectively with a common interest is part and parcel of what the GEF grant is intended to do. While it may not be possible to get agreement across all seven GEF-beneficiary countries or eleven flyway countries on a specific issue at any one time due to national, sectoral and individual differences in priorities, capacities and so many other parameters the RFF serves as a locus for reaching agreement. In this Tranche the RFF has been given significantly greater powers to intervene where the GEF fund is concerned and if necessary call down on BirdLife’s considerable technical expertise and capacity building experience.</p>
<p>STRATEGIC Disagreements and misunderstandings between the different interests cannot be overcome. The project is not based upon a win-win premise. For instance national priorities may override the strategic objectives of the project. Thus, consensus on long term strategic objectives for the flyway cannot be reached within the project time frame.</p>	<p>Moderate</p>	<p>Moderately likely</p>	<p>M</p>	<p>The project is <i>process-oriented</i>. Overcoming these divisions and disagreements is essentially at the root of the RFF. Developing a common vision in which ecological sustainability/resilience underpins social and economic development are at the core of the projects activities. Awareness raising and communications with stakeholders will be targeted at reaching a consensus on the way forwards.</p> <p>Furthermore, due in part to the achievements of the project in Tranche I, there is an increased realisation of the need for the mainstreaming of soaring birds into some sectors (e.g. energy and hunting), and greater public awareness and concern, such that there is a willingness on the part of the</p>

IDENTIFIED RISKS AND CATEGORY	IMPACT	LIKELIHOOD	RISK	MITIGATION MEASURES
				<p>private sector, financial institutions and governments to ensure advice is sought and safeguards are in place, thus reducing the risks of major disagreements arising amongst stakeholders. The project will seek to recognise and profile successful mainstreaming, which will provide reputational benefits from good practices, further enhancing a constructive approach by relevant stakeholders..</p> <p>Furthermore, the RFF will continue to operate after the close of the GEF-funded project therefore strategic objectives can be attained without giving way to project expedience.</p>
<p>STRATEGIC The BirdLife structure, with regional offices and a Global Secretariat and regional and global governance, provides a sustainable and democratic framework in support of the BirdLife Partnership. However, at times it can also make it difficult to “enforce” decisions except through a broad consensus. This consensus is both a strength and a weakness because while decisions made in this way are likely to be binding and sustainable it can be time-consuming and there is always a risk that parties fail to agree. Furthermore, at a national and regional level it is often possible for national and regional interests to seek to override larger global interests.</p>	High	Moderately likely	M	<p>The BirdLife Supervisory Committee will oversee all the work of the project and the RFF (as the PMU). In particular it will review and approve Mainstreaming Contracts and it will have the authority to cancel these Contracts with National Implementation Agents for reasons of non-performance or non-compliance with the aims and objectives of the project.</p> <p>Should any difficulties arise with BirdLife Partners during implementation, resolution will be sought through the involvement of the Chief Executive or if required the BirdLife Chairman and Council.</p> <p>The Mid-Term Review and Terminal Evaluation will be tasked with specifically examining these arrangements to determine how effective they have been in building a coalition of NGOs/CSOs throughout the flyway and to what extent the capacity building has enabled these NGOs/CSOs to develop policies and carry out activities that go beyond national interest to take account of the needs at a supra-national level within the flyway.</p>

2.11. Gender mainstreaming

229. During Tranche II the project will work to achieve a UNDP Gender Marker 2 rating (gender equality as a significant objective). Also BirdLife International will apply its own internal gender policies and codes of practice to the project. This will take place through a number of actions including by, but not limited to:

- striving for gender parity in new project, RFF, partner and government personnel recruitment, including gender considerations as appropriate in TORs;
- ensuring & documenting participation by and discussions with and women during all site/field visits;
- ensuring that women’s views will be sought and taken into account through the “vehicle” projects in each country;
- documenting gender-balanced participation in all project activities;

- conducting disaggregated-by-gender spot surveys on learning levels at the end of all project workshops;
- requesting Birdlife partners to develop data on women in national NGO's and seek similar data in the mainstreaming contracts with partners/NIAs in all the five productive sectors covering the seven countries of Tranche II;
- integrating gender fully into the CSO partner capacity building process to incorporate gender equality and women's rights within these partner organizations;
- monitoring and reporting on gender actions and outcomes in annual PIRs and at the mid-term and end of the project.

3 PROJECT RESULTS FRAMEWORK

This project will contribute to the following Sustainable Development Goal (s): list relevant SDG goal (s): 12 *Responsible Consumption and Production*, and 15 *Life on Land*.

This project will contribute to the following country outcome included in the Jordan UNDAF 2013-2017: Under UNDAF priority area 4: *Preserving the Environment*, UNDAF Outcome 5: *Government and national institutions have operationalised mechanisms to develop and implement strategies and plans targeting key cultural, environmental and Disaster Risk Reduction issues (including a transition to a Green Economy) at national and sub-national levels.*

The project will contribute to the following UNDP Strategic Plan / IRRF Outcomes, Outputs and Output-Level Indicators:

Outcome 1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded. Output 1.3: Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste; Output Indicator 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 levels; Output Indicator 1.3.2: Number of new jobs and livelihoods created through management of natural resources, ecosystem services, chemicals and waste, disaggregated by sex.)

Outcome 2- Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance

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; Output Indicator 2.5.1. Number of countries with legal, policy and institutional frameworks in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems.

Applicable GEF-3 Strategic Priorities, for reference:

OP-1 on Arid and Semi-arid Zone Ecosystems: Output c) Sectoral integration. Incorporation of biodiversity protection into the main productive sectors of the economy and integrated community development addressing livelihood issues of local and indigenous communities living in the buffer zone and areas of influence of protected areas; and Output e) Institutional strengthening. Stronger institutions and well-trained staff to address these issues.

OP-2 on Coastal, Marine, and Freshwater Ecosystems: Output b) Sectoral integration. Well established and well-managed systems of coastal/marine, and freshwater conservation units with effective management plans; integrated land-use and sea-use which includes conservation units as part of the regional landscape/seascape; and integrated community development addressing livelihood issues of local and indigenous communities living in the buffer zone and areas of influence of conservation units; and Output e) Institutional strengthening. Stronger institutions and well-trained staff to address these issues.

Applicable GEF-6 Outcomes and Indicators, for reference:

Outcome 9.1 Increased area of production landscapes and seascapes that integrate conservation and sustainable use of biodiversity into management; Indicator 9.1: Production landscapes and seascapes that integrate biodiversity conservation and sustainable use into their management preferably demonstrated by meeting national or international third-party certification that incorporates biodiversity considerations (e.g. FSC, MSC) or supported by other objective data.

Outcome 9.2 Sector policies and regulatory frameworks incorporate biodiversity considerations; Indicator 9.2 The degree to which sector policies and regulatory frameworks incorporate biodiversity considerations and implement the regulations.

	Indicator	Baseline for Tranche II (= MTR value)	Targets (end of project)	Sources of Verification	Risks ⁵⁹ and Assumptions
<p>Project Objective: Conservation management objectives and actions for MSBs are mainstreamed effectively into the hunting, energy, agriculture, waste management and tourism sectors along the Rift Valley/Red Sea flyway, making this a safer route for soaring birds</p>	<p>Number of new and revised country sector policies (hunting, energy, agriculture, waste management and tourism) incorporating MSB issues i) submitted as recommendation to and ii) approved by national governments, in the 7 GEF project countries</p>	<p>22 new policies submitted, of which 13 in progress and 9 approved Egypt: 1 in progress and 3 approved Jordan: 3 in progress and 2 approved Lebanon: 5 in progress and 3 approved Regional: 4 in progress and 1 approved</p>	<p>At least i) 30 policies submitted as recommendation and ii) 20 policies approved by project end</p>	<p>Government sector policy documents</p>	<p>Assumption (1⁶⁰): Reasonably stable political and socio-economic environment in the region Assumption (1): External pressures on MSBs remain within projected threat analysis Risk (2): Some countries like Eritrea remain an extremely challenging environment for NGOs to operate in and the project recognises that there is a project risk in measuring success but believe this risk is outweighed by the benefits of inclusivity</p>
	<p>Number of new private sector projects and schemes incorporating MSB concerns in each target sector</p>	<p>Cumulative Total: 7+4 = 11 projects and 8 in progress Egypt: 5+1 = 6 projects Jordan: 2+2 = 4 projects and 5 in progress Lebanon: 1 project & 1 in progress Regional: 2 in progress</p>	<p>At least 1 in each participating country by project end</p>	<p>Government agency reports Private sector company annual reports</p>	<p>Assumption (2): Waste management is likely to remain the domain of local government and not the private sector</p>
	<p>Degree of MSB conservation integration into production sectors (as measured by GEF BD-2 Tracking Tool)</p>	<p>BD2 TT scores at: Project Start (Tranche I): 23/116; MTR / Tranche II Baseline: 59/116</p>	<p>BD2 TT shows positive gains over time</p>	<p>Application of GEF BD2 tracking tool year 2.5 and year 5</p>	<p>Assumption (2): BD-2 TT can demonstrate improvements in the conservation status of the flyway. The OP2 Mainstreaming TT does not provide a score therefore descriptive comparisons need to be made. The TT provides a</p>

⁵⁹ Specific indicator risks are recorded here. For larger project risks see Annex 1 Risk Assessment

⁶⁰ The number (1) denotes a risk or assumption from Tranche I, SRF. (2) is a risk or assumption added after the MTR.

					large number of indicators which are too numerous to include in the SRF/PRF
	Land managed for hunting, energy, agriculture and waste management under 'flyway sensitive' practices at selected sites ⁶¹ along flyway	Cumulative Total: 187,939.4 ha Egypt: 76,451 ha Lebanon: 29,688.4 ha Jordan: 60,200ha + 15,100ha + 6500ha = 81,800ha	40% increase by project end	Field assessment reports Government statistics	Assumption: Aggregating various project "vehicle" sites will provide a reasonable indication of the of MSB conservation effectiveness
	Number of sites with 'flyway sensitive' practices along flyway	Cumulative Total: 16 sites + 1 in progress Egypt: 2 sites no change but 1 in progress (within the same bottle neck site) Jordan: 8 sites, 4 new bottleneck sites Lebanon: 6 sites	Minimum of 23 bottleneck sites by project end 0	Project progress reports	
Component/ Outcome 1: Raised awareness of the flyway and altered social and cultural behaviours among target groups that threaten MSBs in the key sectors, decision-makers and the general Epublic	Number of articles or other substantive media releases highlighting MSBs and flyway importance, per country each year by the end of the project	59 new articles during Tranche 1 Jordan: 25 new articles been published on daily newspapers and websites Lebanon: 10 new articles (newspaper and online) published in addition to TV and radio interviews (LBC, Future, Manar, Voice of Lebanon...). A documentary film is being prepared regarding MSB in Lebanon and Jordan Egypt: 15 articles – 1 radio meeting – 2 TV shows.	Minimum of 15 articles (and other media releases) in each country annually by project end	Copies of national newspaper articles Project progress reports Documentation (letters, emails, etc.) on requests for information	Assumption (1): Awareness campaigns are able to alter behaviour and choices of general public, influencing the political and decision-making process Assumption (2): Current and future trends allow for a free press or equally free press in all countries
	Awareness questionnaire developed and applied including to selected focus	To be defined at Tranche 2 Inception	To be defined at Tranche 2 Inception	To be defined at Tranche 2 Inception	To be defined at Tranche 2 Inception

⁶¹ The various 'selected...sites' indicated in this SRF (largely referring to bottleneck sites) will be agreed during Tranche II inception based on the feasibility of data collection, local social and environmental conditions, existing baseline data, whether included within area of operation of project "vehicles" and other criteria. The exact boundaries and area of these sites will also be defined at inception. However, the baseline area will comprise that of the flyway covered by the project "vehicles" in Tranche I.

	groups in national and local governments, local communities near sites, private sector, CSOs, etc.				
	Number of government and private sector requests to project for ‘flyway sensitive’ guidelines, best practice, and related materials ⁶²	Cumulative total: 50	At least 100 requests by project end	Documentation, (letters, emails, etc.) on requests for information Project progress reports	Assumption (2): It is possible to record or account for the use of these guidelines through the web site
Output 1.1: Concept of MSB Flyway established and promoted					
Output 1.2: RFF promotes mainstreaming of MSB considerations and moves from being the “custodian” of the MSB project to being the “custodian of the flyway”.					
Output 1.3: Targeted awareness and media / social media campaigns on MSB flyway issues designed and carried out.					
Output 1.4: Coordination of Convention on Migratory Species (CMS) and African-Eurasian Waterbird Agreement (AEWA) translated into sector activities and actions					
Component/ Outcome 2: Content, tools and capacity developed and delivered to mainstream MSBs/Flyway concept into sector processes, practices and programmes. <u>Pooled from the former:</u> 2. Increased national and regional capacity to effect mainstreaming and application of Flyway concept.	Capacity of national BirdLife partners / civil society to mainstream MSB/flyway issues increased, as indicated by partner capacity assessment scores ⁶³ including new gender-specific component (% of women members; number of employed women.)	Two partners: NCE and RSCN currently meet the required level of organisational capacity. EWNHS, SPNL, and SWS fall short of the requirements in just two or three key areas. Follow-up actions have been agreed to develop these areas and the NGOs are confidently predicted to meet at least the minimum requirements by December 2014. One organization (ADN) is deficient in five areas. Gender baseline for Tranche II will be established in Tranche II Inception) .	National BirdLife Partners in all participating countries in the capacity program score over 18 at final assessment (scale and target TBC in Tranche II inception) .	Capacity assessment/ development scorecards for MTR and project end Project reports	Assumption (2): Current selection of BL Partners and candidate partners remains the same Risk (2): Some Partners or candidate partners are unable to become full partners or are replaced by other NGOs during the project Risk (3): Some Partners have very small staffs and limited membership (membership of non-state organisations is not as widely practiced in many of the project countries), which makes it very difficult to

⁶² The project recognizes that many requests will be made “anonymously” by downloading the guidelines from the website. The project will attempt to account for these possibly with a request to register or similar technical fix on the website.

⁶³ BirdLife and the project partners, with guidance and input from UNDP-GEF, undertook several assessments of the capacity of the partners: Annex 8 of the 2007 Tranche I Project Document provides the baseline of Tranche I; this scorecard was repeated in 2014 for the MTR; in 2016 an expanded BirdLife capacity assessment version was applied). In the Tranche I PRODOC nine key areas for mainstreaming were identified, and a target score of at least 2 (scores range from 0-3) for each of the 9 key areas was set for partners to allow entry into tranche II. The self-assessment was verified by UNDP and set as the baseline before CEO endorsement of Tranche I. This was a modified UNDP Capacity Assessment Scorecard. The modifications were specifically related to the project partners capacities as NGOs and their ability to effectively mainstream interventions. It is suggested that the assessment scorecards in the project are updated at the start of Tranche II, using more recent methodologies and standards developed by both BirdLife and UNDP, and both these and the old scorecards be applied for comparative purposes.

3. Content and tools to enhance flyway-friendly practice developed, delivered and mainstreamed effectively into sector processes and programs					collect statistically meaningful data
	Capacity of other key national stakeholders in government and private sector to mainstream MSB/flyway issues increased, as indicated by an adapted new scorecard built on the UNDP-GEF capacity development scorecard	To be defined during inception of Tranche II	To be defined during inception of Tranche II	To be defined during inception of Tranche II	To be defined during inception of Tranche II
	Existence of a MSB /Flyway monitoring programme tracking conservation status, impact sectors, threats, drivers of change and effectiveness of RFF interventions	No such flyway-wide monitoring programme	Flyway-wide monitoring programme established by project end	RFF Flyway Monitoring Programme designed and financial and material resources identified	Assumption (1): Existing suitable donor-funded mainstreaming projects welcome added value provided by project Assumption (1): Stable political, civil and socio-economic environment in region continues allowing donor- and country-driven development projects in target sectors to continue and be developed Risk (2): Current trends in the region are leading to instability and uncertainty both of which may mitigate against the inclusion of environmental concerns in development projects Assumption (1): Approval and entry of agreed 'flyway sensitive' policy and sector regulations and practices occurs without significant
	Number of joint NIA - government and NIA-private sector partnerships established in key sectors during project period to achieve mainstreaming of MSB concerns	Cumulative total: 20 New partnerships since 2005: 17 Egypt: 2005 + 2 + 2 Jordan: 2005 + 1 + 3 Lebanon: 2005 + 3 + 6	2015 figure + minimum of 10 by project end for each participating country	NGO evaluation reports from BirdLife Secretariat Government and private sector company report Project progress reports	
	Number of MSB/ flyway-mainstreaming "vehicle" projects implemented in target countries in key sectors	6 programmes with MSB issues integrated into project	At least 10 programmes with MSB issues integrated into project activities by project end	Project progress reports 'Vehicle' project reports Reports of national UNDP and other involved multinational, bilateral and national donor programmes	
	Hunting: Number of hunters and tour guides trained in MSB conservation awareness and best (sector) practices	Lebanon: hunting groups remain at 675 additional hunters fully trained on bird identification and sustainable hunting at workshops (by EFL) in September 2013 and April 2014 in addition to the hunting clubs. Comes to 325 hunters since the start of the project. 10 signed responsible hunting charter in December 2013. Jordan:	Lebanon: 2,000 hunters trained Jordan: 100% of hunters are licensed	Project progress reports, certificates issued	

	800 new hunters from Jul 2013 to Jun. 2014 have acquired hunting licences. Total: 1800 + 800 = 2600. 22 tour guides were trained in Mujib, and other bottleneck sites through the Baraka training program on birdwatching tourism			delays Assumption (1): Adopting 'flyway sensitive' designs and practices bring an economic or social benefit or have minimal cost
Hunting: Number of hunted MSBs recorded for sale (live and dead) at specific markets in Beirut including Sunday flea market, and Jordan	Lebanon: A market study of the 5 biggest markets of Lebanon over a period of 4 months, recorded 37 individuals of 12 MSBs extrapolating this for the year would be 111 birds a reduction of 68% on the project start baseline. Jordan: No MSBs were found in market surveys, however one case for two kestrels and three buzzards were recorded through the internet.	80 % reduction in number birds traded by project end compared to year 1	Field assessment reports	Assumption (1): Political instability (including changes in government administration) does not cause major changes in policy priorities Recipients of flyway content accept technical standard or added value of content provided by project despite project testing a new approach (mainstreaming). Note that this can be rephrased as a Risk.
Hunting: Number of hunting groups along the flyway endorsing responsible hunting practices	Cumulative Total: 9 groups Jordan: 2 + 1 = 3 groups Lebanon: 6 groups	At least 12 hunting groups endorsing responsible hunting practices by project end	Signed endorsements of Responsible Hunting Guidelines and Codes of Practice by hunting groups/associations; hunting group/ association records and annual reports; law enforcement and licensing agency statistics; survey reports	Assumption (1): Amendments to legislation and regulations modifications are officially approved and enacted in a timely fashion. Note that this can be rephrased as a Risk.
Hunting: Number of ammunition and gun suppliers in Lebanon endorsing responsible hunting	In progress: Workshop with ammunition traders in which Lebanese ammunitions and gun traders will be signing a declaration of conduct set to take place on 12th of August 2014. At least 20 ammunition traders are expect to sign and endorse responsible hunting out of a total of 25 in the country (expected percentage: 80%) Letter sent from Minister of Environment to minister of economy in addition to several meetings between the Director General of Ministry of Economy regarding the adding of an awareness label on ammunition boxes, this initiative is in progress.	At least 80% of suppliers in Lebanon endorse responsible hunting by project end	Signed endorsements of Responsible Hunting Guidelines and Code of Practice by ammunition and gun suppliers	Assumption (1): National agencies and private sector companies open to joint monitoring activities. Note that this can be rephrased as a Risk. Assumption (1): Level

	Energy: Number of planners taking account of bottlenecks in national and local energy planning	4 countries (Lebanon, Jordan, Egypt and Sudan)	At least 5 countries by project end	National energy strategies and national and local plans in comparison with MSB sensitivity maps	of public and government interest in the project is maintained throughout and beyond the project period
	Energy: Number of new energy projects adopting best practice in avoidance and mitigation of MSB risks	Cumulative Total: 7 Egypt: 3 Jordan: 3 Sudan: 1	Minimum of 10 projects by project end	Project plans and EIA assessments and mitigation	Assumption (2): There is a commercial advantage in tour guides being trained in MSB awareness and conservation
	Energy: Number of collaborative monitoring schemes in place at existing and new energy projects to assess mortality rate	Egypt: 1 new and 1 in progress	Monitoring schemes in place for at least 10 projects by project end with full stakeholder participation/endorsement	Multi-stakeholder monitoring reports; annual reports from private energy companies and government energy agencies	Assumption (2): There is a commercial advantage in hotels and tour guides implementing these adapted certification schemes
	Energy: Number of cases where mitigation measures have been adopted following the detection of high levels of MSB mortality	Cumulative total: 2 sites in Egypt	10 cases	Multi-stakeholder monitoring reports; annual reports from private energy companies and government energy agencies	
	Tourism: Number of locations with demonstration of benefits to tourism sector from MSB activities	Egypt: 4 Lebanon: 2	15 tourist locations at project end	Interviews with tourism companies Site visits by project team Tour company and guide records Project progress reports	
	Tourism: Number of hotels and tour operators including MSB conservation concerns in their labelling/ certification schemes	0 at MTR	15 by project end	Certificates/labels issued	
	Tourism: Number of hotels and tourism operations (e.g. guides, etc.) implementing labelling/ certification	0	At least 30	Specific hotel and tour guide policies	

	schemes especially adapted for MSBs				
	Waste management: Number of EIAs for new waste management projects that address MSB concerns in project area	Egypt: 2	At least 5 new EIAs address MSBs by project end in areas receiving mainstreaming support	Copies of EIA reports Reports from government agencies responsible for EIAs Site monitoring reports	
	Waste management: Number of existing waste management sites where 'flyway sensitive' best practice measures have been adopted	Egypt: 2	At least 5 sites	"Vehicle" project reports Field survey reports	
	Agriculture: Number of agriculture development plans incorporating MSB conservation considerations	None at MTR. Guidelines produced in Tranche I. The project has entered into contractual agreements with the NGOs Sudanese Wildlife Society (SWS) and The Ethiopian Wildlife and Natural History Society (EWNHS) to mainstream the guidance on agriculture and promote incorporation of MSB conservation considerations into agricultural development plans in their respective countries. The Scientific Council of Convention on Migratory Species of Wild Animals (CMS) has endorsed the global guidelines on migratory birds poisoning which borrowed heavily on the agrochemical guidance developed by the project.	At least five agriculture development plans by project end	Agricultural plans reports Field surveys reports	
	Agriculture: Number of agricultural projects incorporating MSB conservation considerations	None at MTR. SWS, and EWNHS through the signed contractual arrangements will be working towards the mainstreaming of the agrochemical guidelines into agricultural projects in their respective countries.	At least three projects by project end	"Vehicle" project reports Field survey reports	

	Output 2.1: Capacity of national partners strengthened to develop and promote concept of Flyway, respond to new opportunities and monitor content standards.				
	Output 2.2: Capacity of national government and private sector institutions strengthened to understand, promote and adopt “flyway friendly” practices.				
	Output 2.3: MSB-related technical content and guidelines developed, especially for targeted key sectors (energy, agriculture and pesticide use, hunting, tourism and waste management)				
	Output 2.4: MSB project content and guidelines tested, adapted and implemented through appropriate sector reform vehicle projects and programmes along the flyway.				
	Output 2.5: Regular surveillance of Flyway and MSB conservation status and of known and emerging threats, including to predict impacts on MSBs of sector developments and to identify other potential project target sectors and vehicles.				
Component/ Outcome 3: Learning, evaluation, adaptive management and upscaling	Quality of yearly Progress Implementation Reports	To be confirmed	PIR quality rated S or HS each year	PIR and PIR quality assessment	
	Existence of substantial environmental and socio economic M&E reports beyond PIR	Not available	At least 1/year		
	Existence of Flyway/RFF adaptive management plan and implementation	Not available Not implemented	Developed Implemented as required	Project report	
	Existence of project-based learning and knowledge management products	Not available	At least 1 major dissemination report by project end	Project report	
	Existence of a coherent approach to Flyway and MSB financing and fundraising	Uncoordinated and piecemeal funding of specific components of flyway and MSB conservation	Coherent financial plan for the RFF including key funding areas, sources of financing, financing gaps, financial strategy for flyway conservation activities	RFF Financial Plan Flyway and MSB conservation financing levels	
	Number of other sites along the flyway in which newly raised / assigned financing allows the application of lessons learned from demonstration activities	Cumulative Total: 3 sites Egypt: 0 sites , many in progress Lebanon: 1 site and 2 in progress	At least 10 further sites along flyway by project end	Project progress reports Other project/donor finance reports Documents from additional bottleneck sites	Qualified, experienced and affordable project and technical staff are available in the region Countries are able to deliver on project

					<p>activities on a large complex regional project with many partners</p> <p>New funding can be found where required, most notably by BirdLife</p>
	<p>Output 3.1: Project monitoring, evaluation, reporting, and dissemination systems and structures established and operational, at regional level and at selected sites</p>				
	<p>Output 3.2: Project-specific M&E framework developed to fully and regularly assess quantitative and qualitative environmental and socio-economic impacts of all interventions</p>				
	<p>Output 3.3: Flyway/RFF adaptive management framework developed</p>				
	<p>Output 3.4: RFF fully absorbed into BirdLife International</p>				
	<p>Output 3.5: Selected learning and knowledge management products developed</p>				
	<p>Output 3.6: Coherent financial plan developed for the RFF including key funding areas, sources of financing, financing gaps, financial strategy for flyway conservation activities</p>				
	<p>Output 3.6: Targeted promotion and fundraising through BirdLife at international events such as the annual BirdLife Bird Fair.</p>				

4 TOTAL BUDGET AND WORKPLAN

Atlas Project ID (formerly Award ID):	00093761	Atlas Output ID (formerly Project ID):	00098004
Award Title:	Mainstreaming Conservation of Migratory Soaring Birds into Key Productive Sectors along the Rift Valley / Red Sea flyway- Tranche II		
Business Unit:	JOR10		
Project Title:	Mainstreaming Conservation of Migratory Soaring Birds into Key Productive Sectors along the Rift Valley / Red Sea flyway- Tranche II		
UNDP PIMS #:	1878		
Implementing Partner (Executing Agency):	BirdLife International		

GEF Component-Outcome / Atlas Activity	Resp. Party/ Implem. Agent	Fund ID	Donor Name	ATLAS Code	ATLAS Budget Description	Amount Yr 1 (USD)	Amount Yr 2 (USD)	Amount Yr 3 (USD)	Amount Yr 4 (USD)	Amount Yr 5 (USD)	Total (USD)	Budget Note
1. Raised awareness of the flyway and altered social and cultural behaviours among target groups that threaten MSBs in the key sectors, decision-makers and the general public	Birdlife	62000	GEF	71600	Travel - Other	30,000.00	20,000.00	20,000.00	20,000.00	20,000.00	110,000.00	1
				71800	Contractual Services-Individual /Imp Partn	22,256.57	23,369.39	24,537.86	25,764.76	27,053.00	122,981.58	2
				71800	Contractual Services-Individual /Imp Partn	67,843.65	71,020.73	74,348.05	77,832.79	81,482.46	372,527.69	3
				72200	Equipment and Furniture	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	37,500.00	4a
				72800	Information Technology Equipmt	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	37,500.00	4b
				74200	Audio Visual & Print Prod Costs	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	50,000.00	5
				75700	Trainings, Workshops and Conferences	40,000.00	0.00	0	0	0	40,000.00	6
				Total Component-Outcome 1						185,100.22	139,390.12	143,885.92
2. Content, tools and capacity developed and delivered to mainstream MSBs/Flyway concept into sector processes, practices and programmes.	Birdlife	62000	GEF	71800	Contractual Services-Individual /Imp Partn	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	100,000.00	7a
				71800	Contractual Services-Individual /Imp Partn	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	100,000.00	7b
				71800	Contractual Services-Individual /Imp Partn	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	250,000.00	7c
				72100	Contractual Services Companies	64,972.00	75,172.00	75,172.00	64,972.00	64,972.00	345,260.00	7d
				72100	Contractual Services Companies	25,516.00	31,116.00	31,116.00	25,516.00	30,516.00	143,780.00	7f
				72100	Contractual Services Companies	5,516.00	6,116.00	8,616.00	5,516.00	5,516.00	31,280.00	7h
				72100	Contractual Services Companies	18,940.00	22,940.00	22,940.00	18,940.00	18,940.00	102,700.00	7j
				72100	Contractual Services Companies	69,456.00	79,056.00	79,056.00	69,456.00	69,456.00	366,480.00	7m

				72100	Contractual Services Companies	45,000.00	50,000.00	50,000.00	45,000.00	45,000.00	235,000.00	7e
				72100	Contractual Services Companies	15,000.00	15,000.00	15,000.00	15,000.00	10,000.00	70,000.00	7g
				72100	Contractual Services Companies	35,000.00	40,000.00	37,500.00	35,000.00	35,000.00	182,500.00	7i
				72100	Contractual Services Companies	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	50,000.00	7k
				Total Component-Outcome 2		379,400.00	419,400.00	419,400.00	379,400.00	379,400.00	1,977,000.00	
3. Learning, evaluation, adaptive management and upscaling	Birdlife	62000	GEF	71200	International Consultants	0.00	0.00	20,000.00	0.00	40,000.00	60,000.00	8
				71800	Contractual Services- Individual /Imp Partn	59,511.26	61,883.41	64,355.21	66,931.04	69,615.48	322,296.41	9
				72100	Contractual Services Companies	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	15,000.00	10
				75700	Trainings, Workshops and Conferences	29,487.54	29,487.54	29,487.54	29,487.54	29,487.54	147,437.70	11
				Total Component-Outcome 3		91,998.80	94,370.95	116,842.75	99,418.58	142,103.02	544,734.11	
Project Management Unit	Birdlife	62000	GEF	74100	Professional Services	35,307.32	36,848.86	38,468.86	40,171.28	41,960.30	192,756.62	12
		04000	UNDP	74500	Miscellaneous	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	100,000.00	12
	UNDP Egypt	62000	GEF	64397	Services to Projects – CO staff	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	7,500.00	13
		62000	GEF	74596	Services to Projects - GOE for CO	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	7,500.00	14
	Total Project Management		58,307.32	59,848.86	61,468.86	63,171.28	64,960.30	307,756.62				
Project Overall Total						714,806.35	713,009.93	741,597.52	690,587.41	739,998.79	3,600,000.00	
UNDP Egypt Activities						105,000.00	115,000.00	112,500.00	105,000.00	100,000.00	537,500.00	
UNDP Egypt PMC						3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	15,000.00	
BirdLife International						606,806.35	595,009.93	626,097.52	582,587.41	636,998.79	3,047,500.00	

#	Budget Notes
1	International and regional travel to promote mainstreaming of flyway conservation into productive sectors, including proactive engagement with targetted sectors through attendance at trade fairs, professional meetings and conferences.
2	Full time Regional Flyway Facility Coordinator who will be responsible for overall coordination of mainstreaming activities across the five sectors and seven countries and the delivery of the outputs in the results framework. This position was recruited to coordinate Tranche I of this project, and in Tranche II 2/3 of the costs of this position will be covered by BirdLife. This figure represents the 1/3 UNDP/GEF share of the costs.
3	Provision of technical experts in the Regional Flyway Facility who will provide technical guidance to and supervision of national partners in mainstreaming activities including monitoring of technical content in national mainstreaming activities. These positions are: CEPA officer to communicate and promote mainstreaming content through appropriate media channels (full time); Regional Flyway Officers in the Middle East and East Africa (full time), and Regional Conservation Managers in Middle East and East Africa (half time). This figure represents the UNDP/GEF 1/3 share of the cost, with BirdLife providing 2/3 of the cost as co-financing.
4a	Car maintenance etc. All equipment purchased by the project in Tranche I will be kept until totally depreciated.
4b	Enhancement of project website, computers, software. All equipment purchased by the project in Tranche I will be kept until totally depreciated.
5	Printing and distribution of project materials to promote mainstreaming into productive sectors including guidelines, best practice, conference materials including brochures and posters, short videos etc.)
6	Project inception workshop in year I to review total workplan and budget and finalise regional and country workplans
7a	Upgrading and maintenance of Migratory Soaring Birds Sensitivity Map to provide an on-line guidance tool for governments, financiers, developers, consultancy firms for early-stage project

	screening and risk assessment.
7b	Promotion of safeguards for Migratory Soaring Birds with financial and development institutions and technical inputs based on Sensitivity Map to governments, financial institutions, and consultancy firms to mainstream soaring bird conservation into specific projects
7c	Capacity development support to project partners to strengthen technical and management capabilities including application of BirdLife's Quality Assurance System and tailored assistance based on the needs identified, to ensure lasting national level capacity is in place by end of project.
	7d-7l: Support to vehicle projects in Tranche II distributed at targeted sectors as follows: 38% energy, 24% agriculture, 14% hunting, 14% waste management, and 10% tourism (see Tables 3-4 in Section 2.1.1. Reform project "vehicles" for the rationale).
7d	Energy: mainstreaming costs to engage with wind energy projects in Jordan and Sudan, to ensure: land under energy projects is managed according to flyway sensitive practices at key bottleneck sites; national and sector policies, and projects are flyway sensitive; biodiversity monitoring arrangements are in place, and mitigation measures are taken as needed.
7e	Energy: as in 7d, yet in Egypt
7f	Hunting: mainstreaming costs to engage with hunting sector in Jordan and Lebanon to ensure: land under hunting management is subject to responsible hunting; policies and regulations are in place in support of responsible hunting; alliances are forged with responsible hunters and other stakeholders; monitoring arrangements are in place, and mitigation measures are taken as needed.
7g	Hunting: as in 7f, yet in Egypt
7h	Waste management: mainstreaming costs to engage with waste management projects in Jordan to ensure flyway sensitive practices are in place; monitoring arrangements are in place, and mitigation measures are taken as needed.
7i	Waste management: as in 7h, yet in Egypt
7j	Tourism: mainstreaming costs to engage with tourism development projects, and hotels and tourist operators, in Lebanon and Jordan, to ensure flyway sensitive practices are in place, that benefits to the sector are identified, and that certification/labelling schemes have been adapted for MSBs
7k	Tourism as in 7j, yet in Egypt
7m	Agriculture: mainstreaming costs to engage with agricultural development projects in Jordan, Sudan and Ethiopia to ensure land under agriculture is managed according to flyway sensitive practices; national and sector policies and projects are flyway sensitive; monitoring arrangements are in place, and mitigation measures are taken as needed.
8	Mid-Term Review and Terminal Evaluation
9	Technical support and direction by BirdLife International to ensure that the project benefits from global experience; is linked to and benefits from conservation initiatives to the north and south of the Red Sea - Rift Valley; that network and capacity development is advanced, and that mainstreaming and funding opportunities are exploited to ensure sustainability of the RFF beyond end of project. Covering BirdLife Senior Technical Advisor (50 days per year); Director Middle East Office (70 days per year); Director Africa Office (24 days per year)
10	Annual audit costs
11	Regional meetings to strengthen approaches to mainstreaming, share best practice and experience and enhance regional and national-level sector engagement plans. Also travel for staff of Regional Flyway Facility and BirdLife International
12	Project management and support costs of BirdLife International including provision of financial, legal, HR, and administrative services, and senior-level management oversight and support. Finance and Administration Officer (full time)
13	Direct Project Costs (Staff) incurred by the UNDP Egypt Country Office
14	Direct Project Costs (GOE) incurred by the UNDP Egypt Country Office

Summary of project finance including formal co-finance towards the GEF-financed part of the project

Source	Amount Yr 1 (USD)	Amount Yr 2 (USD)	Amount Yr 3 (USD)	Amount Yr 4 (USD)	Amount Yr 5 (USD)	Total (USD)
GEF	694,806.35	693,009.93	721,597.52	670,587.41	719,998.79	3,500,000.00
Co-finance: UNDP	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	100,000.00
Co-finance: Sudanese Wildlife Society – SWS (Sudan); New & Renewable Energy Authority – NREA and JAZ Resorts & Hotels (Egypt); Horn of Africa Regional Environment Center, Ethiopian Wildlife and Natural History Society - EWNHS and Pesticide Action Nexus Association (Ethiopia); Society for the Conservation of Nature – SPNL (Lebanon); Ministry of Municipal Affairs (Jordan), and BirdLife International	1,970,822.00	2,120,196.00	2,145,356.00	2,046,376.00	2,152,135.00	10,434,885.00
TOTAL	2,685,628.35	2,833,205.93	2,886,953.52	2,736,963.41	2,892,133.79	14,034,885.00

Origin and description of formal co-finance towards the GEF-financed part of the project

Country	Co-financer	Vehicle	Type	Description	Amount and currency*
International	BirdLife International	No	Cash	Support to the RFF	US\$ 797,956
		No	In-kind	Project support	US\$ 1,458,085
Egypt	Jaz Hotels and Resorts	Yes	In-kind	Protecting and conserving the environment and implementing the standards for helping our country to be one of the pioneers in the field of sustainability	US\$ 2,000,000
	National Renewable Energy Authority	Yes	In-kind	i) Estimated allocated budget for implementation of post construction monitoring at 200MW wind farm at Gabel El-Zayt, Spring 2015 ii) Estimated allocated budget for implementation of post construction monitoring at 200MW wind farm at Gabel El-Zayt, Autumn 2015 iii) In case of establishing the radar system to apply the shut down on demand in 200MW project during the period 2016 – 2020 iv) Operation and maintenance costs of radar stations during the period 2016 – 2020 v) General support	i) US\$ 160,000 ii) US\$ 160,000 iii) US\$ 2,490,000 iv) US\$ 670,391 v) US\$ 19,609 <u>Total US\$ 3,500,000</u>
Ethiopia	Pesticide Action Nexus Association	Yes	In-kind	i) Pesticide impacts on biodiversity in Ethiopia and agro-ecological solutions ii) Tackling pesticide dependency in cotton production in the Ethiopian Rift Valley	i) GBP 29,500 / US\$ 44,840 ii) GBP 50,506 / US\$ 76,769 <u>Total US\$ 121,609</u>
	Ethiopian Wildlife and Natural History Society	No	In-kind	i) Personnel administrative support ii) Office premises iii) Office furniture and running costs iv) Vehicle and running costs v) Support of PAN-Ethiopia and HoA-REC/N pesticide mitigation activities in the Rift Valley of Ethiopia	i) US\$ 24,000 ii) US\$ 12,000 iii) US\$ 18,000 iv) US\$ 47,500 v) US\$ 21,000 <u>Total US\$ 122,500</u>
	Horn of Africa Regional Environment Centre and Network	Yes	In-kind	i) Facilitate action-oriented research in the Rift Valley landscapes ii) Provide technical support to the private floricultural enterprises around Lake Zeway iii) Promote and support compost preparation and utilization by small-holder farmers iv) Integration of IPM with compost supplied-farmers healthy produce v) Assessment of pesticides usage and IPM status in the Central Rift Valley	i) EUR 12,250 / US\$ 13,842 ii) EUR 50,000 / US\$ 56,500 iii) EUR 177,800 / US\$ 200,914 iv) EUR 17,000 / US\$ 19,210 v) EUR 11,300 / US\$ 12,769 <u>Total US\$ 303,235</u>
Jordan	UNDP	No	Cash	Support to the RFF	US\$ 100,000
	Ministry of Municipality Affairs	Yes	In-kind	Land use planning and capacity building, environmental plans covering mainly three areas: a. nature and heritage layer including new national regulations, b. land-use national plans, c. implementation and enforcement.	US\$ 2,000,000
Lebanon	Society for the Protection of Nature in Lebanon	No	In-kind	Source is Capacity Development for Flyway Conservation in the Mediterranean – Phase II – Lebanon Component	EUR 50,000 / US\$ 56,500
		No	In-kind	Empowering Local Communities Through Eco-tourism in Hima Sites Project	US\$ 60,000
Sudan	Sudanese Wildlife Society	Yes	In-kind	Evaluate the effect of agro-chemicals on MSBs in five agricultural schemes	US\$ 15,000
TOTAL					US\$ 10,534,885.00

* Exchange rates will differ at time of implementation therefore EUR and GBP amounts are provided for comparison

230. Where the RFF and project partners (BirdLife Partner, Affiliate or other NIA) are concerned, the co-financing has been calculated on the basis of:

- Direct cash inputs to the project (e.g. cash contributions from BirdLife).
- In-kind contributions to the RFF (e.g. BirdLife staff inputs, BirdLife Partners, national governments, etc.).

231. Where the reform “vehicles” are concerned, the co-financing has been calculated on the basis of:

- An increase in spending over the original “vehicle” budget due to the inclusion of MSBs (e.g. mitigating measures, re-location, etc.).
- A proportion of the overall budget spent in a manner different to that already planned due to MSB considerations (e.g. redesign, implementing part of a planned project but in a different manner, etc.).

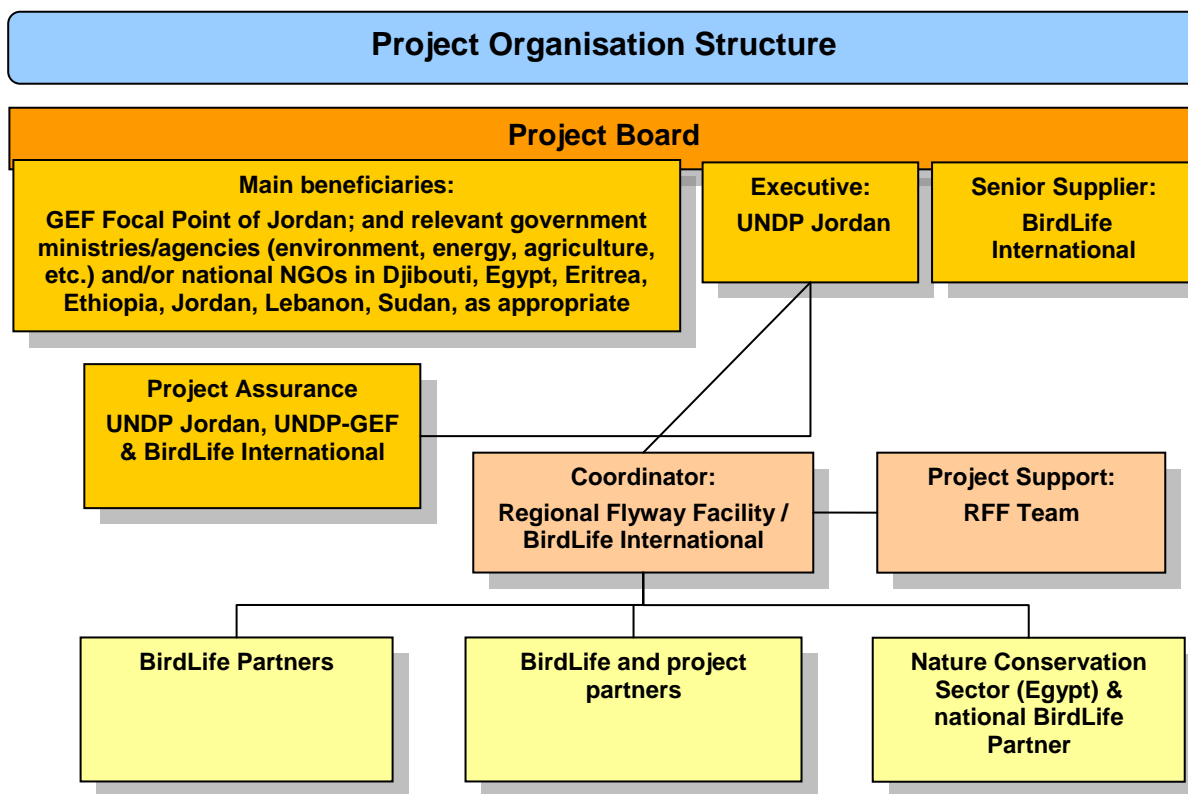
232. It is important to note that during the startup of Tranche I the project lost the majority of its co-financing due to the collapse of the planned “vehicles”⁶⁴. However, the project managed to replace this co-financing and even outperform the original prediction. Therefore the mix of UNDP Jordan, BirdLife (including Regional Offices), BirdLife Partners and the respective national governments have demonstrated that they can mobilize co-financing to some considerable effect already.

233. Lastly it is important to note that BirdLife has been very careful to ensure that the project does not “game” co-financing⁶⁵. Reform project “vehicles” have been selected because of their relevance to MSBs and flyway conservation. Some sectors offer much higher opportunities for co-financing (e.g. the energy sector) whereas others prove much harder to co-finance (e.g. waste management because it is often funded from provincial or municipal budgets where the public purse is lighter). Therefore co-financing has been, as agreed by the project partners (BirdLife Partner, Affiliate or other NIA) , aggregated across the flyway and the project and does not equate to a proportion of the GEF fund to match a specific countries co-financing commitment.

⁶⁴ Five out of six “vehicles” failed to materialize once the project had started. In tranche II the GEF fund is distributed by sector and not by countries to avoid this being repeated.

⁶⁵ Some “vehicles” offered better co-financing but less potential for conserving MSBS whereas other “vehicles” offered limited co-financing but better opportunities for conserving MSBs. In every instance the latter were selected for inclusion in the project.

5 MANAGEMENT ARRANGEMENTS



234. The management arrangements for Tranche II of the MSB project are specifically designed to: i) apply the NGO execution modality to benefit from the regional structures and national partnerships of BirdLife International and its specific expertise in bird conservation that is critical to the MSB project; ii) avoid having to establish numerous PMUs across the participating flyway countries; iii) use the project to strengthen the NGO (BirdLife Partners) network along the flyway to ensure continuity and sustainability of flyway coordination and interventions after the close of the GEF-financed project, and iv) develop the governance of the flyway *per se*. These changes in management arrangements in Tranche II are supported by the recommendations of the Tranche I MTR and an independent report commissioned by UNDP (Jordan) in 2009 “Recommended Modification of Implementation Modality and Steps in Change Management Process”.

The Project Board

235. The Project Board (PB) will be responsible for making management decisions for the project, acts as the highest strategic and policy-level body of the project (regional and national components) and provides overall guidance and direction to ensure the unity and coherence of the project. The Project Board will meet at least once a year and can invite other stakeholders to participate in its meetings as needed.

236. It can invite other stakeholders to participate in its meetings as needed.

237. The PB can appraise and endorse budgets and work plans relating to GEF financial resources for submission to and approval by the UNDP-GEF Regional Coordinating Unit / Regional Technical Advisor

(RCU/RTA) in Istanbul. The PB can approve the use of non-GEF budgets and work plans that fall under its authority. The PB evaluates performance against the completion of these plans.

238. The PB will ensure that required resources are committed and will arbitrate where possible on any conflicts within the project or negotiate a solution to any problems between the project and external bodies. In case a consensus cannot be reached, final decision shall rest with the UNDP Principal Project Resident Representative (PPRR).

239. The PB plays a critical role in implementing recommendations emerging from the independent evaluations of the MSB project, including the evaluation conducted at the end of Tranche I and the expected MTR of Tranche II.

240. In the project's final year, the PB will hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to highlight project results and lessons learned with relevant audiences. This final review meeting will also discuss the findings outlined in the project terminal evaluation report and the management response.

241. The PB is comprised of:

- GEF Operational Focal Point in Jordan, representing all flyway countries
- UNDP Jordan Resident Representative acting as UNDP PPRR, or his/her delegate
- Director, Conservation Department, BirdLife International UK or his/her delegate
- RFF Coordinator as Secretary
- Any additional stakeholders invited by the PB

The GEF Implementing Agency: UNDP

242. UNDP is the GEF Implementing Agency for the project and as such remains the ultimate responsible party towards the GEF Secretariat and Council with regard to the use of GEF financial resources – and of any cash co-financing passing through UNDP accounts.

243. UNDP Jordan shall be designated as the **lead UNDP Country Office responsible for the overall supervision and monitoring of the project. UNDP will thus provide project assurance through UNDP Jordan and the UNDP-GEF RCU**, in addition to an effective network of country offices (COs) – particularly important in the case of Egypt where the UNDP CO in Cairo allows the establishment of an effective Project Management Unit nested in the Egyptian Environmental Affairs Agency (EEAA) and the full participation of the national BirdLife Partner, Nature Conservation Egypt (NCE), despite the current restrictive circumstances (see below §263-268).

244. UNDP Jordan will:

- On behalf of UNDP-GEF, the UNDP Jordan Resident Representative (RR) shall, as Principal Project Resident Representative (PPRR), sign the Project Document with the Government of Jordan.
- Sign the Project Cooperation Agreement between UNDP and BirdLife International, following clearance by UNDP-GEF
- Together with BirdLife International, facilitate the signature of any further project documents with national governments and/or National Implementation Agents, as appropriate.
- Facilitate the signature of any written agreements (MoUs, Mainstreaming Contracts, etc.) between BirdLife International, the RFF and NIAs, as appropriate.
- In collaboration with BirdLife International, **establish the Project Board** and represent UNDP thereon, as well as call for PB meetings at least on an annual basis.
- Facilitate and participate in the Tranche **II Inception Workshop ensuring** that all stakeholders have attended and that project is put on track.

- Assign a dedicated UNDP Coordination Officer and a Finance Assistant to oversee and monitor the implementation of the project, verify and approve the expenditure reports certified by BirdLife International, and ensure overall coordination among and between partners in support to the role of the RFF.
- Establish/maintain a network among UNDP CO focal points to discuss and monitor implementation at the national level and contribution to the regional project.
- Coordinate with the UNDP-GEF RCU/RTA in Istanbul and with other UNDP country offices, as well as with BirdLife International throughout the duration of the project, including to ensure preparation and submission of high quality and timely reports as per the standard UNDP procedures.
- Ensure, in consultation with BirdLife International, that all multi-annual and annual budgets and work plans have been prepared in consultation with constituents, that they feed into the measurable indicators laid out in the SRF/PRF, and that they are submitted for endorsement by the Project Board and for approval by the UNDP-GEF RCU/RTA in Istanbul where they concern GEF financial resources.
- Authorize and process payments based on submitted work plans and proper documentation.
- Monitor financial transactions by the project in terms of delivery, meeting targets and expenditure and ensuring there is no over-expenditure on the project.
- Ensure that annual audits are conducted in line with UNDP's standard procedures.
- Prepare, together with BirdLife International, the RFF and national partners, the annual Project Implementation Reports (PIRs) required by UNDP-GEF and following guidance provided by the UNDP-GEF RCU/RTA.
- Ensure that the Mid-Term Review of Tranche II is conducted and that management responses are prepared and recommendations are followed up.
- Ensure that the final Progress Report / PIR as well as all the necessary project-end UNDP-GEF Tracking Tools are prepared and submitted on time and available for the Terminal Evaluation.
- Ensure that the Terminal Evaluation of the MSB Project is conducted and that management responses are prepared and recommendations are followed up.

245. The costs of any project cycle management services provided by UNDP must be paid exclusively from the agency fees paid to UNDP and not from the project budget. To this end, UNDP Jordan as the lead UNDP Country Office will receive an appropriate share of the agency fee received by UNDP from the GEF. Project cycle management services are the quality assurance and oversight services involved with project identification, preparation of project concept, preparation of detailed project document, project approval and start-up, project implementation and supervision, and project completion and evaluation.

The Executing Agency/Implementing Partner: BirdLife International, and related rules

246. BirdLife International, an international non-governmental organization established in and incorporated under the laws of England and Wales, will be the Executing Agency/Implementing Partner for Tranche II of the MSB Project, which will be run under the NGO modality. To this aim, BirdLife International and UNDP will sign a **Project Cooperation Agreement (PCA)** on the basis of the most recent existing UNDP standard text.

247. BirdLife International will have “full control over project operations, and can use its own supply channels for recruitment and procurement, provided that the process does not contravene the principles of the Financial Regulations and Rules of UNDP and are based on “best value for money”, in line and compliance with UNDP's Programme and Operations Policies and Procedures (POPP).

248. BirdLife International is a world recognized bird conservation organisation with a Global Council made up of Partners NGOs alternating on a rotating basis, allowing for broad representation and transparency. Its structure provides a platform for Partner and Affiliate NGOs to participate in and benefit

from the project's activities and results. BirdLife has demonstrated adequate fund mobilization capacities and also has considerable intellectual, technical and managerial capacities. It is a trusted and well-recognised advocate for bird conservation. BirdLife has two Regional Offices spanning the flyway, BirdLife Middle East (based in Amman, Jordan) and Birdlife Africa (based in Nairobi, Kenya).

249. BirdLife will be responsible both for the regional components of the project delivered through the Regional Flyway Facility/RFF, and for the national level activities to be carried out through Birdlife Partners and Affiliates (based upon capacity assessments) where these have sufficient capacities or directly through the RFF where no such arrangements exist.

250. The Lead Office will be BirdLife's Middle East Regional Office in Amman, Jordan. Day to day reporting by the RFF Coordinator will be to the Director of the ME Regional Office. The project will be overseen by a Project Supervisory Committee comprising the BirdLife Directors for the Middle East and for Africa and the Director for Conservation. The Director for Conservation will provide technical and programmatic oversight.

251. The above-mentioned PCA between BirdLife International and UNDP will be key in defining the management relationships for the project. The following will apply *inter alia*:

- BirdLife will be responsible for financial and procedural accountability in line with the PCA. As established in the UNDP Toolkit for NGO/CSO Implementation⁶⁶, under this modality *"management responsibility for the entire project, including achieving the project outputs, lies with the NGO."* The Toolkit also indicates that *"like other implementing partners, CSOs can contract other partners (consultants, suppliers, other CSOs), give out grants to other CSOs; or request support services from other UN agencies, including UNDP CO."*
- BirdLife must meet UNDP requirements for managing projects, including collaborative activities, risk mitigation, assurance mechanisms and management arrangements. Policies and procedures for cash transfers, audits, assurance and monitoring are based on the Harmonized Approach to Cash Transfer (HACT) assessment of BirdLife instigated by UNDP.
- BirdLife had a Low Risk Rating in the HACT assessment conducted during Tranche I. The HACT assessment established BirdLife compliance with UNDP Financial Rule 16.05 that the financial governance of the implementing partner must provide *"the required guidance to ensure best value for money, fairness, integrity, transparency and effective international competition."* On this basis the chosen cash transfer modality is advanced *Direct Cash Transfers* to BirdLife, whereby BirdLife through its Amman Office and the RFF can meet obligations and expenditures to be made in support of regional and national activities, including for vehicle activities.
- BirdLife will monitor and report to UNDP on a quarterly and annual basis on project implementation. Annual and quarterly financial reporting will be as established in the PCA, including consultations *"once every three months or as circumstances arise... to reviewing the Work Plan and Budget"*. Moreover BirdLife should *"notify UNDP about any expected variations on the occasion of the quarterly consultations"*. BirdLife will furthermore submit a certified annual financial statement on the status of funds advanced by UNDP.
- BirdLife will apply its own administrative and financial rules and regulations, in accordance with the principles of UNDP's Financial Regulations and Rules (FRR). UNDP's Financial Rule 16.05 also provides that *"administration by implementing partners of resources obtained from or through UNDP shall be carried out under their respective financial regulations, rules, practices and procedures [only] to the extent that they do not contravene*

⁶⁶ www.undp.org/content/dam/aplaws/publication/en/publications/democratic-governance/oslo-governance-center/civic-engagement/undp-and-civil-society-organizations-a-toolkit-for-strengthening-partnerships/UNDP%20and%20Civil%20Society%20Organizations%20a%20Toolkit%20for%20Strengthening%20Partnerships.pdf

the principles of the Financial Rules and Regulations of UNDP". This includes an audit requirement for the project, which are covered by BirdLife's own auditing procedures.

- BirdLife will appoint the Project Coordinator/Manager "*in consultation with UNDP and with the approval of the government coordinating authority.*" This is the standard PCA text, applicable in the case of national projects. In the case of this regional project, approval by the Government in the RFF host country (Jordan) and by UNDP will suffice.
- BirdLife will make arrangements it deems appropriate in delegation of management responsibility to the RFF/PMU, in line with the TORs in the Project Document. In general, funds disbursement will be made from BirdLife. Moreover there will be substantive delegation of authority to the RFF to implement budgets, disburse funds and approve narrative financial reports from NIAs and mainstreaming "vehicles".
- BirdLife, through the RFF, will assume responsibility for identifying and negotiating contractual agreements (Mainstreaming Contracts, or similar) with National Implementing Agents (NIAs, mostly BirdLife Partners) for both non-vehicle and vehicle activities, will provide related oversight and technical assistance and ensure alignment between the national and regional components of the project. In the case where such contractual arrangements already exist with UNDP COs (e.g. Egypt), BirdLife may assume oversight responsibility, probably requiring revision of the current documents. For further details on national implementation please see the separate section below (§258-262).
- BirdLife may establish additional arrangements, either directly or through the RFF/PMU and its regional offices, with UNDP COs to obtain any support services required in implementing either regional activities or national components. These may include facilitating relationships with Government, particularly in regard to national "vehicle" projects; obtaining agreement on roles and activities of national BirdLife Partners and affiliates; and identification, design and signature of contractual agreements for new "vehicle" projects. Such relationships would in principle fall under the Responsible Party regulations of UNDP-GEF.

The Regional Flyway Facility: Project Coordinating/Management Unit and beyond

252. For the duration of the GEF-financed project the RFF functions as the PMU for the regional endeavour⁶⁷. The RFF, as the technical and operational arm established for the purposes of this project, is institutionalised within and supported by the BirdLife International management structure. The effectiveness of the RFF during Tranche I has been largely due to this wider support, in terms of technical, project management and governance support provided by the Secretariat (International and Regional) and the BirdLife Partnership. This wider team has played a vital role in the development of the technical content and tools, such as the guidance materials and sensitivity map and the project's implementation *per se*. Establishment of the RFF was funded during Tranche I and its costs and operations will be fully absorbed by the Secretariat's budget and institutional organisation by the end of Tranche II of the project. This combined effort which, *inter alia*, links the various components of the flyway, north, south and the flyway countries, provides a locus for collective thinking and for addressing adaptive challenges and cannot be separated from the wider BirdLife organisation; but serves to focus these resources, the sum of this global endeavour, on the issues affecting the flyway. In this sense the RFF provides direction to the flyway.

253. The RFF is led by a RFF Coordinator backstopped by a part-time Senior Technical Advisor. The Coordinator is assisted by: one Communications, Education and Public Awareness (CEPA) Officer based at the RFF office; two Regional Flyways Officers (one based in the BirdLife Amman office, and the other based in the Africa Regional Office), two Conservation Managers for Africa & the Middle East with

⁶⁷ Except in Egypt where this responsibility is carried out by the Nature Conservation Sector (NCS), Egyptian Environmental Affairs Agency (EEAA).

appropriate technical skills and knowledge of the regions concerned; and one part-time Finance and Administration Officer (for ToRs, see Annex 5).

254. The RFF will help to further build the capacity of national partners to enable them to participate in Tranche II and develop relationships with a wider range of stakeholders to effectively mainstream MSBs in the relevant production sectors in each targeted country. The RFF will provide technical support to, and assist UNDP COs in drawing up national components and substantive monitoring of national component activities, including both “vehicle” and “non-vehicle” activities.

255. The RFF will be managed from the BirdLife Middle East Division office in Amman. Through the BirdLife network there will be linkages to BirdLife Partner and Affiliate organisations in participating countries. Working in association with the BirdLife Partnership, the Flyway Officers will be expected to deliver most of the regional components of the project and to oversee initiation and coordination of the national-level activities.

256. The RFF will be overseen and guided by a BirdLife Supervisory Committee (BSC) comprising the Regional Director for the Middle East, Regional Director for Africa, and the Senior Programme Manager, Conservation Department. The Regional Director for the Middle East will lead on behalf of the BSC in providing technical and management direction to the RFF Coordinator and the Senior Technical Advisor⁶⁸. The input of these positions will be covered by the project.

257. Ensuring the direct technical involvement of existing BirdLife International staff (at both regional and global levels) is key to the delivery of sound technical advice and assistance to mainstreaming and conservation of the MSBs during their migration. This will be delivered through the BSC (see above), a global Finance Manager to oversee project accounting and administration, and global communications officer to ensure quality and integration of communications materials and the provision of BirdLife technical expertise on an ad hoc basis. These staff positions and their involvement are detailed in the TORs in Annex 5.

National Implementation Agents

258. In the countries participating in the project, there will be several types of National Implementation Agents (NIA) with and through which the project will operate, working in support of and together with national governments and statutory agencies and under the overall umbrella and guidance by BirdLife International and the RFF. This includes

- Birdlife Partner NGOs
- Birdlife Affiliate NGOs
- Further national CSOs / NGOs not affiliated with BirdLife
- National project/vehicle/sector agents, including from the private sector

259. Under the revised project management structure, national activities and vehicle projects will be delivered through the RFF together with any of the above NIA. This will be governed by a contractual agreement (“Mainstreaming Contract”, or similar) to be signed between the project/BirdLife and the respective NIA. Key points:

- The allocation of GEF funds to Birdlife Partners and other NIAs carrying out national activities will follow the budgets and work plans approved by the PB and UNDP (including the GEF RCU/RTA), and according to agreed criteria related to the projects outcomes and objectives.
- The RFF will be responsible for flyway policy formulation and coordination of flyway interventions.
- Birdlife Partners strategic plans must reflect the flyway needs as articulated through the RFF.

⁶⁸ 40 days per year

- TORs for National Project Managers are established in this Project Document.

260. The responsibilities of NIAs will entail

- Working under guidance from the RFF, implement national activities and deliver the results outlined in the mainstreaming contract and present PRODOC, through vehicle projects (i.e. provision of technical content and services) and beyond (e.g. higher level opportunities to mainstream MSB considerations into national or sector development);
- Contribute to the preparation of workplans;
- Ensure adequate financial and narrative reporting to RFF;
- Participate in technical or liaison groups coordinated by RFF.
- Document and codify experiences and best practices for uptake and replication at the flyway level

261. This model appears to be broadly accepted by national governments, largely depending on the status and stage in development of governance at a national level but on the whole it provides a workable model for MSB conservation activities along the flyway which, due to the Partnership, offers significant chances of post project sustainability.

262. At least in the five countries in which the project will support national-level activities, the project will set up – where appropriate and national investments justifies – national consultation and engagement committees, linked to and building on the proposed vehicle projects. These will complement the overall Project Board meetings and provide specific national-level guidance, coordination and policy-making, as well as a platform for stakeholder engagement such as the private sector.

Exception: the role of Egypt CO

263. Egypt represents an exception to the overall arrangements due to the current circumstances relating to non-governmental organizations and their ability to receive funds from international sources. It is the considered opinion of UNDP Jordan and Egypt, the RFF, the Tranche I Egypt PMU and the national BirdLife Partner (Nature Conservation Egypt/NCE) that the current arrangements must remain in place for reasons beyond the control of the project, as the most effective and efficient way of supporting MSB activities in Egypt. **Therefore management arrangements in Egypt will again be through the UNDP Country Office, with UNDP Egypt appointed and acting as a Responsible Party.** The reporting relationship of the National Project Manager in Egypt will be through UNDP Egypt.

264. A national Steering Committee in Egypt will be established consisting of UNDP Egypt, the RFF, the GEF-OFP and the Government’s Nature Conservation Sector (NCS), the BirdLife Partner in Egypt (Nature Conservation Egypt/NCE) and any national implementing agents (see Annex 5).

265. **Regarding the flow of GEF and UNDP financial resources from UNDP Jordan to UNDP Egypt and onwards to national beneficiaries, for which suitable arrangements in compliance with the UNDP/BirdLife PCA and financial regulations needed to be formalised:**

- Under the overall NGO execution modality, the elements and funds eventually managed by UNDP Egypt – relating to project activities and to the earmarked DPC – **will be excluded from the PCA between UNDP and BirdLife.**
- .
- **Under this setup, the release of funds will happen** as follows: after preparation of consolidated multi-annual and annual work plans and budgets by UNDP Jordan, UNDP Egypt and BirdLife/RFF, and approval thereof by the UNDP-GEF RCU/RTA, the Authorised Spending Limit will be issued i) to UNDP Jordan budgetary department for the share implemented by BirdLife under the PCA, and ii) to UNDP Egypt budgetary

department . In Egypt the UNDP Country Office will then adopt **Direct Payment as Cash Transfer Modality.**

266. UNDP Egypt will continue to be responsible, in collaboration with BirdLife (delegated to the RFF where appropriate), for negotiating, drawing up and approving Mainstreaming Contrasts with National Implementing Agents, for national activities in Egypt.

267. The project and its budget and work plans will make provision for a role for BirdLife national Affiliates or Partners, at a minimum in non-vehicle activities and in capacity-building, to be agreed with the RFF. This will be facilitated by UNDP Egypt. **UNDP Egypt will submit financial and substantive progress implementation reports to UNDP Jordan while BirdLife/RFF will integrate these into the region-wide reports about the project.**

268. As a very general reiteration, in Egypt the project is strongly aligned to the work of EEAA and NREA. **The National Project Officer is seconded to the project by EEAA and the project office is hosted by EEAA.** Project activities are covered by a Memorandum of Understanding between the project, EEAA and NREA, and EEAA and NREA sit on the National Steering Committee established by UNDP, which oversees the development of the annual work plan and budget, and annual reporting on project activities and progress. **Tranche 1** of the project supported EEAA to perform its policy and regulatory functions with regard to ensuring adequate environmental standards and approaches were in place to safeguard migratory soaring birds in the design and start-up of wind energy developments in a very sensitive region for bird migration. This included the pre-construction assessment of the risks posed by planned development, the design of mitigation measures including advanced shut-down-on-demand arrangements, and the oversight of these measures being put in place as wind farms were built. The project helped to facilitate an effective working relationship between EEAA and NREA which assisted NREA in adopting and applying the necessary mitigation measures and meeting the environmental conditions required by donors. **In Tranche 2**, the project will support EEAA and NREA in ensuring that the mitigation measures are effective where wind farms are now operational, and in ensuring that environmental safeguards are in place for wind energy developments that are in the pipeline and which have the support of a wide range of donors and private sector finance. The project will also be ensuring that lessons learnt are shared with other wind energy developments that are underway in the region, especially in the countries targeted by Tranche 2 of the project. In addition to the energy sector the project will be assisting EEAA in relation to addressing waste management and tourism risks to migratory birds which are priorities for the agency including in the context of the importance Egypt attaches to its commitments to the Convention on Migratory Species (CMS) and its agreements on water birds (AWEA) and raptors (Raptor MOU).

UNDP Direct Project Services

269. An NGO selected as an Implementing Partner, “has full control over project operations, and can use its own supply channels for recruitment and procurement, provided that the process does not contravene the principles of the Financial Regulations and Rules of UNDP and are based on “best value for money”, according to the POPP. Thus, UNDP’s costs must be recovered in full accordance with GEF-specific Bureau of Management Services (BMS) policy on **Direct Project Costs (DPCs) only when UNDP is selected as Responsible Party.** To comply with BMS policy, UNDP will need to ensure for the project that the DPCs for the outcomes/activities where UNDP is designated as Responsible Party are within the Project Management Cost (PMC) component of the project budget identified as Direct Project Costs. Eligible Direct Project Costs should not be charged as a flat percentage. They should be calculated on the basis of estimated actual or transaction based costs and should be charged to the direct project costs account codes: “64397- Direct Project Costs – Staff” and “74596-Direct Project Costs – General Operating Expenses (GOE)”.

270. The anticipated Direct Project Costs are documented in the total Budget and Work Plan in Section 4 and have been approved by the GEF.

Audit Clause

271. Audit will be conducted according to UNDP rules and regulations and applicable audit policies.

6 MONITORING FRAMEWORK AND EVALUATION

272. The project will be monitored through the following monitoring and evaluation (M&E) activities. The M&E budget is provided in the table below.

Inception

273. Although this is Tranche II of a 10-year undertaking, the project will benefit from an Inception Phase to allow absorption into the project of *inter alia* the change to the management arrangements (NGO execution) and the new mode of executing the “vehicle” projects. As part of the project’s adaptive management framework, this Inception Phase will provide an opportunity for any further necessary adjustments to the design of Tranche II, to consolidate the new management arrangements, establish the second wave of “vehicle” projects, prepare a multi-year budget and work plan that integrates the remaining “vehicle” projects, fine tune and fully operationalize the Project Document.

274. The Inception Phase will last a maximum of six months and entail an Inception Workshop, after which an Inception Report will be prepared.

Project Reporting

275. BirdLife, will be responsible for the preparation and submission of the following reports that form part of the monitoring process. The first six reports are mandatory and strictly related to monitoring, while the last two have a broader function and their focus will be defined during implementation.

276. An Inception Report will be prepared within six months of starting Tranche II. It will follow the standard template provided by the UNDP-GEF RCU/RTA. It will include a provisional multi-year budget and work plan, and a first annual budget and work plan divided in quarterly time-frames detailing the activities and progress indicators that will guide implementation during the first year of the project. These work plans will include the dates of specific field visits, support missions from the UNDP-CO⁶⁹ or the UNDP-GEF RCU or consultants, as well as time-frames for meetings of the project's decision making structures.

277. The Inception Report will include a more detailed narrative on the institutional roles, responsibilities, coordinating actions and feedback mechanisms of project related partners. In addition, a section will be included on progress to date on project establishment and start-up activities and an update of any changed external conditions that may affect project implementation. When finalized, the report will be circulated to project counterparts who will be given a period of one calendar month in which to respond with comments or queries. Prior to this circulation of the IR, the UNDP Jordan and UNDP-GEF’s RCU/RTA will review the document.

278. The annual Project Implementation Review (PIR) must be completed once every year. The PIR is an essential management and monitoring tool for GEF, UNDP, BirdLife and Project Coordinator and offers the main vehicle for extracting lessons from on-going projects at the portfolio level.

279. Quarterly progress reports: Short reports using UNDP formats and outlining main updates in project progress will be provided quarterly to the local UNDP Country Office and the UNDP-GEF RCU by the RFF.

280. UNDP ATLAS Monitoring Reports: A Combined Delivery Report (CDR) summarizing all project expenditures, is mandatory and should be issued quarterly. The project Coordinator will send it to the PB for review and BirdLife will certify it. The following logs should be prepared: (i) The Issues Log is used

⁶⁹ As this is a multi-country project and the RFF is based in Amman close to the UNDP Office it is unlikely that field visits will be necessary from the CO.

to capture and track the status of all project issues throughout the implementation of the project. It will be the responsibility of the Coordinator to track, capture and assign issues, and to ensure that all project issues are appropriately addressed; (ii) the Risk Log is maintained throughout the project to capture potential risks to the project and associated measures to manage risks. It will be the responsibility of the Coordinator to maintain and update the Risk Log, using Atlas; and (iii) the Lessons Learned Log is maintained throughout the project to capture insights and lessons based on the positive and negative outcomes of the project. It is the responsibility of the Coordinator to maintain and update the Lessons Learned Log. Risks can, and do, change throughout a project, indeed they are expected to change.

281. Project MTR & Terminal Report: A new MTR will be conducted half-way through Tranche II of the project to ensure that project implementation is on the right track and guide the work for the remaining duration of the project, for which a management response must be developed by UNDP and implemented. During the last three months of the project the project team under the Project Coordinator will prepare the Project Terminal Report. This comprehensive report will summarize all activities, achievements and outputs of the Project, lessons learnt, objectives met or not achieved, structures and systems implemented, etc. and will be the definitive statement of the project's activities during its lifetime. It will also lay out recommendations for any further steps that may need to be taken to ensure the long term sustainability and the wide replicability of the project's outcomes. It will be drafted prior to the launch of the independent Terminal Evaluation and finalized after. In this way it will both contribute to the understanding of the evaluators and can benefit in its final version from the Terminal Evaluation's conclusions and recommendations. Also the TE will be followed by a management response by UNDP.

282. UNDP / GEF Tracking Tools. The project will equally need to prepare the relevant UNDP / GEF Tracking Tools outlined in the SRF/PRF, to be available for the MTR of Tranche II and before launch of the TE: the Biodiversity SO-2 Mainstreaming Tracking Tool, the Capacity Development Scorecard for BirdLife partners (in both original version and an updated version reflecting more recent standards at both UNDP and BirdLife), and a to-be-developed new capacity assessment scorecard for further stakeholders (government, private sector, etc.; see in the SRF/PRF) to be adapted from the standard UNDP-GEF Capacity Development Scorecard.

283. Exit Report: This is not a standard UNDP-GEF requirement but it is recommended. The exit strategy serves to demonstrate continuity between projects ending and the post project period. Immediately prior to the TE the Coordinator, in consultation with the PB, will prepare an Exit Strategy using the template provided in Annex 8⁷⁰. It is recommended that this is reviewed during the TE because it serves to focus the RFF's mind on the successful transfer of project achievements to the post project period.

284. Periodic Thematic Reports: As and when called for by UNDP, GEF or BirdLife, the RFF will prepare or commission Specific Thematic Reports, focusing on specific issues or areas of activity. The request for a Thematic Report will be provided to the RFF in written form by UNDP and will clearly state the issue or activities that need to be reported on. These reports can be used as a form of lessons learnt exercise, specific oversight in key areas, or as troubleshooting exercises to evaluate and overcome obstacles and difficulties encountered.

285. Technical Reports: These are detailed documents covering specific areas of analysis or technical or scientific specializations within the overall project. As part of the Inception Report, the RFF will prepare a draft Reports List, detailing the technical reports that are expected to be prepared on key areas of activity during the course of the project, and tentative due dates. Where necessary this Reports List will be revised and updated, and included in subsequent PIRs. Technical Reports may also be prepared by external consultants and should be comprehensive, specialized analyses of clearly defined areas of research within the framework of the project and its sites. These technical reports will represent, as

⁷⁰ This template was developed through and by the UNDP-GEF-GIZ project "CACILM: Multi-country Capacity Building Project" - PIMS 3231 SLM FSP

appropriate, the project's substantive contribution to specific areas, and will be used in efforts to disseminate relevant information and best practices at local, national and international levels.

286. Project Publications will form a key method of crystallizing and disseminating the results and achievements of the project. These publications may be scientific or informational texts on the activities and achievements of the project, in the form of journal articles, multimedia publications, etc. These publications can be based on Technical Reports, depending upon the relevance, scientific worth, etc. of these reports, or may be summaries or compilations of a series of Technical Reports and other research. The project team, under the PM, will determine if any of the Technical Reports merit formal publication, and will also (in consultation with UNDP, and other relevant stakeholder groups) plan and produce these publications in a consistent and recognizable format. Project resources will need to be defined and allocated for these activities as appropriate and in a manner commensurate with the project's budget.

Independent Evaluations

287. The project underwent an independent evaluation at the end of Tranche I that was coined Mid-Term Review (MTR) of the overall MSB umbrella project and serves as the baseline for Tranche II. Tranche II will be subjected to two scheduled independent external evaluations as follows: A Mid-Term Review (MTR) half the way through Tranche II, and a Terminal Evaluation (TE) to take place three months prior to the terminal Project Board meeting, focusing on evaluating the overall impact of the project in the context of its goal, objectives outcomes and outputs, considering both Tranche II and the overall umbrella programme. The TE will look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals. The TE should also provide recommendations for follow-up activities including the RFF.

288. The Terms of Reference for the MTR and TE will be prepared by the UNDP CO based on guidance from the UNDP-GEF RCU/RTA and require a management response which should be uploaded to PIMS and to the [UNDP Evaluation Office Evaluation Resource Center \(ERC\)](#).

Table 9: Indicative M&E work plan and corresponding budget

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team staff time</i>	Time frame
Inception Workshop & Report	<ul style="list-style-type: none"> ▪ Project Coordinator, RFF and BirdLife ▪ UNDP CO, UNDP GEF 	Indicative cost: 5,000	Within first six months of project start up
Measurement of Means of Verification of project results.	<ul style="list-style-type: none"> ▪ BirdLife /RFF Coordinator will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members. 	To be finalized in Inception Phase and Workshop.	Start, mid and end of project (during evaluation cycle) and annually when required.
Measurement of Means of Verification for Project Progress on output and implementation	<ul style="list-style-type: none"> ▪ Oversight by RFF Coordinator ▪ RFF 	To be determined as part of the Annual Work Plan's preparation.	Annually prior to ARR/PIR and to the definition of annual work plans
PIR	<ul style="list-style-type: none"> ▪ RFF Coordinator, RFF and BirdLife ▪ UNDP CO ▪ UNDP RTA ▪ UNDP EEG 	None	Annually
Periodic status/ progress reports	<ul style="list-style-type: none"> ▪ RFF Coordinator and RFF team 	None	Quarterly
Mid-term	<ul style="list-style-type: none"> ▪ RFF Coordinator and team and BirdLife 	Indicative cost :	End of first half of

Review	<ul style="list-style-type: none"> ▪ UNDP CO ▪ UNDP RCU ▪ External Consultants (i.e. evaluation team) 	20,000	Tranche II
Terminal Evaluation	<ul style="list-style-type: none"> ▪ RFF Coordinator and team and BirdLife ▪ UNDP CO ▪ UNDP RCU ▪ External Consultants (i.e. evaluation team) 	Indicative cost : 40,000	At least three months before the end of project implementation
Project Terminal Report	<ul style="list-style-type: none"> ▪ RFF Coordinator and team ▪ BirdLife ▪ UNDP CO ▪ Local consultant 	0	At least three months before the end of the project
Audit	<ul style="list-style-type: none"> ▪ BirdLife ▪ RFF Coordinator and team 	Indicative cost: 3,000/yr x 5	As per UNDP request
Visits to field sites	<ul style="list-style-type: none"> ▪ UNDP CO ▪ UNDP RCU (as appropriate) ▪ Government representatives 	For GEF supported projects, paid from IA fees and operational budget	Yearly
TOTAL indicative COST Excluding project team staff time and UNDP staff and travel expenses		US\$ 80,000 (+/- 2.2 % of total budget)	

Learning and Knowledge Sharing

289. Results from the project will be disseminated both within and beyond the project intervention zone through a number of existing information sharing networks and forums and in particular the RFF website and the BirdLife network. On-going internal assessment by RFF staff will help to collate lessons learned, and will seek to identify what the project team considers to be useful and practical information to gather and analyze. Because this requires additional effort, time and funds, an associated budget has been included for this under Component/Outcome 3.

290. In addition, the project will participate, as relevant and appropriate, in UNDP / GEF sponsored networks, organized for Senior Personnel working on projects that share common characteristics. The UNDP-GEF team through its M&E and KM teams shares lessons between projects. 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. Identify and analyzing lessons learned is an on- going process, and the need to communicate such lessons as one of the project's central contributions is a requirement to be delivered not less frequently than once every twelve months. UNDP-GEF shall provide a format and assist the team in categorizing, documenting and reporting on lessons learned.

291. Capturing and sharing knowledge and lessons learned will constitute an important component of the project and an essential way to ensure sustainability and replicability of project achievements. This project element cuts across all project components. It is also noteworthy that many field areas are unable to receive electronic information. Therefore reliance on printed materials will be high.

Communications and Visibility Requirements

292. Full compliance with UNDP's Branding Guidelines and guidance on the use of the UNDP logo will be maintained. These can be accessed at <http://web.undp.org/comtoolkit/reaching-the-outside-world/outside-world-core-concepts-visual.shtml>. Full compliance will also be maintained with the GEF Branding Guidelines and guidance on the use of the GEF logo. These can be accessed at http://www.thegef.org/gef/GEF_logo. The UNDP and GEF logos will be the same size. When both logos

appear on a publication, the UNDP logo will be on the left top corner and the GEF logo on the right top corner.

293. Full compliance will also be maintained with the GEF’s Communication and Visibility Guidelines (the “GEF Guidelines”)⁷¹. 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.

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

7 LEGAL CONTEXT

295. 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 SBAs 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 SBA with UNDP, attached hereto and forming an integral part hereof.

296. This project will be executed by the agency **BirdLife International** (“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.

297. 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.

298. 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 http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

299. Any designations on maps or other references employed in this project document do not imply the expression of any opinion whatsoever on the part of UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

⁷¹ The GEF Guidelines can be accessed at www.thegef.org/gef/sites/thegef.org/files/documents/C.40.08_Branding_the_GEF%20final_0.pdf

8 ANNEXES

Annex 1: Key species list for Rift Valley/Red Sea MSB flyway

English Name	Scientific Name
White Pelican	<i>Pelecanus onocrotalus</i>
Black Stork	<i>Ciconia nigra</i>
White Stork	<i>Ciconia ciconia</i>
Northern Bald Ibis	<i>Geronticus eremita</i>
European Honey Buzzard	<i>Pernis apivorus</i>
Crested Honey Buzzard	<i>Pernis ptilorhyncus</i>
Black Kite	<i>Milvus migrans</i>
Red Kite	<i>Milvus milvus</i>
White-tailed Eagle	<i>Haliaeetus albicilla</i>
Egyptian Vulture	<i>Neophron percnopterus</i>
Eurasian Griffon	<i>Gyps fulvus</i>
Short-toed Snake-eagle	<i>Circaetus gallicus</i>
Western Marsh-harrier	<i>Circus aeruginosus</i>
Marsh Harrier	<i>Circus cyaneus</i>
Pallid Harrier	<i>Circus macrourus</i>
Montagu's Harrier	<i>Circus pygargus</i>
Levant Sparrowhawk	<i>Accipiter brevipes</i>
Eurasian Sparrowhawk	<i>Accipiter nisus</i>
Goshawk	<i>Accipiter gentilis</i>
Common Buzzard	<i>Buteo buteo</i>
Long-legged Buzzard	<i>Buteo rufinus</i>
Lesser Spotted Eagle	<i>Aquila pomarina (pomarina)</i>
Greater Spotted Eagle	<i>Aquila clanga</i>
Steppe Eagle	<i>Aquila nipalensis</i>
Imperial Eagle	<i>Aquila heliaca</i>
Booted Eagle	<i>Hieraetus pennatus</i>
Osprey	<i>Pandion haliaetus</i>
Lesser Kestrel	<i>Falco naumanni</i>
Common Kestrel	<i>Falco tinnunculus</i>
Red-footed Falcon	<i>Falco vespertinus</i>
Eleonora's Falcon	<i>Falco eleonora</i>
Sooty Falcon	<i>Falco concolor</i>
Eurasian Hobby	<i>Falco subbuteo</i>
Lanner Falcon	<i>Falco biarmicus</i>
Saker Falcon	<i>Falco cherrug</i>
Peregrine Falcon	<i>Falco peregrinus</i>
Eurasian Crane	<i>Grus grus</i>

Annex 2: CMS country status

Countries	CMS	AEWA	Raptor MoU
Djibouti	No	Contracting Party (2014)	Signatory (2008)
Egypt	No	Contracting Party (1999)	Signatory (2013)
Eritrea	No	Range State	Range State
Ethiopia	Yes (2010)	Contracting Party (2010)	Range State
Jordan	Yes (2001)	Contracting Party (1999)	Range State
Lebanon	No	Contracting Party (2002)	Signatory (2014)
Sudan	No	Contracting Party (1999)	Signatory (2008)

Annex 3: Scenario planning

- Scenario planning⁷² is an approach which can be applied to complex situations and also as a means to affect the cognitive processes of participants, in other words it can change the way people think about a problem.
- Scenario planning is a planning methodology that has its origins in post WWII military thinking where strategic military planners used scenarios to examine the threats posed to the Western Alliance by the Warsaw Pact countries. It was later applied to business planning by Pierre Wack at the multinational corporation, Shell Oil, to examine the threats and opportunities faced by Shell in the energy sector during the early 1970's. The use of scenarios greatly assisted Shell in its business operations during the 1973 "oil crisis" resulting in Shell considerably improving its own position in the oil industry during a period of great uncertainty.
- Scenarios were also used as a tool for conflict resolution during South Africa's transition from Apartheid to a new democratic disposition in the early 1990's. In this instance the use of scenarios firstly assisted in convincing senior policy makers in the (old) South African government of the inevitability of change and secondly assisted the range of political stakeholders in visioning the future of a democratic South Africa and the possible consequences of not accepting a peaceful and democratic transition to the "new" South Africa.
- In the environmental sector the use of scenario planning is a relatively recent development. Scenario planning was used in the Millennium Assessment report to evaluate global environmental threats and highlight the need for alternative actions to prevent catastrophic environmental and ecological events.
- The core of scenario planning is the identification of those elements that are shaping events or systems. These elements known as "drivers" interact with each other often at different physical and temporal scales. Most conventional planning systems are based on the assumption that drivers are constant (or predictable) and yet because of their interaction drivers are invariably in a state of change and this is often unpredictable. Sometimes this change is quick and at other times the change may be slower. Scenario planning is based on understanding what constitutes the current system drivers and the cause and effect relationship between the drivers. This understanding also helps to understand the scale (both physical and temporal) and impact that various drivers have on a system. Once the drivers are identified and their relationship understood, scenario planning provides a methodology for examining how the drivers might possibly interact in the future. Since driver interactions in socio-

⁷² Scenario planning has already been successfully used in the UNDP-GEF MPCP in South Sinai to assist in the development of a CBNRM system. Regionally it has also been used for protected areas policy development and management planning in the UNDP-GEF BCPAM project in Syria

political, economic and environmental systems are complex the scenario planning process attempts to analyze possible and plausible future driver relationships rather than creating predicted futures.

- While scenario planning may be used in different ways as outlined above there are certain consistent elements regarding the use of scenario planning:
 - There is no one single scenario planning methodology and approaches will vary depending on the issues to be address and the scale of the scenario plan.
 - Scenario planning is a systematic way of looking into and “rehearsing the future” without attempting to be predictive.
 - Scenario planning helps us understand the “drivers” that are shaping the present and how they may influence the future.
 - Scenario planning helps us understand that the future is not pre-determined. We can influence the future by understanding and managing those current drivers over which we might have control. The example of carbon emissions and their effect on climate change is a case in point.
 - Scenario planning helps us prepare for the uncertainties, shocks and surprises that will inevitably arise in any socio-ecological system.
 - It is important however to realise that scenario planning has its limitations and as such scenario planning is not about predicting the future nor is it necessarily a replacement for conventional forms of planning.
- Scenario planning can be used by policy makers, planners, managers and even communities to:
 - Assist in testing existing plans and strategies in different futures, for instance in “climate proofing” the existing tourism development plans, ensuring that the NSTSP does not destroy its resource base in a drive to create employment, etc.
 - Identifying the key drivers for long term monitoring in an adaptive management system.
 - Guide short term management responses where “rapid response scenario planning” is used.
 - Visually demonstrate the importance of drivers that might hitherto have been considered irrelevant.
 - Assist stakeholders in communicating their aspirations in large scale planning processes.
 - To build understanding and consensus on key issues between stakeholders in order to work towards a common vision.
- Lastly scenario planning is a useful tool to engage with “wicked problems”. Given the complexity and multiplicity of different interests and agendas affecting MSB conservation and the flyway *per se* the project is facing what might be termed a “wicked problem”. “The criteria for judging the validity of a “solution” to a wicked problem are strongly stakeholder dependent”. However, the judgments of different stakeholders ...“are likely to differ widely to accord with their group or personal interests, their special value-sets, and their ideological predilections.” Different stakeholders see different solutions as simply better or worse”⁷³.
- In this sense scenario planning can be a powerful tool for building consensus within a group with widely differing backgrounds and agendas and would provide a mechanism to hold the project components together, navigate through a process in which the outcomes are not easily pre-determined and mainstream the project outcomes within the various interest groups.

⁷³ From Murphree, M, Hazard Knowledge Product No. 32 Scenario Planning, African Centre for Disaster Studies, South Africa.

Annex 4: UNDP-BirdLife Project Cooperation Agreement

PROJECT COOPERATION AGREEMENT
between
THE UNITED NATIONS DEVELOPMENT PROGRAMME
and
BirdLife International

Whereas the United Nations Development Programme ("UNDP") and BirdLife International ("the NGO") have, on the basis of their respective mandates, a common aim in the furtherance of sustainable human development;

Whereas UNDP has been entrusted by its donors with certain resources that can be allocated for programmes and projects, and is accountable to its donors and to its Executive Board for the proper management of these funds and can, in accordance with the UNDP Financial Regulations and Rules, make available such resources for cooperation in the form of a Project;

Whereas the NGO, its status being in accordance with [the public law in England and Wales, is committed to the principles of participatory sustainable human development and development cooperation, has demonstrated the capacity needed for the activities involved, in accordance with the UNDP requirements for management, and is apolitical and not profit-making;

Whereas the NGO and UNDP agree that activities shall be undertaken without discrimination, direct or indirect, because of race, ethnicity, religion or creed, status of nationality or political belief, gender, handicapped status, or any other circumstances;

Now, therefore, on the basis of mutual trust and in the spirit of friendly cooperation, the NGO and UNDP have entered into the present Agreement.

Article I. Definitions

For the purpose of the present Agreement, the following definitions shall apply:

- (a) "Parties" shall mean the NGO and UNDP;
- (b) "UNDP" shall mean the United Nations Development Programme, a subsidiary organ of the United Nations, established by the General Assembly of the United Nations;
- (c) "The NGO" shall mean BirdLife International, a non-governmental organization that was established in and incorporated under the laws of England and Wales, with the purpose to prevent the extinction of any bird species, maintain and where possible improve the conservation status of all bird species, conserve and where appropriate improve and enlarge sites and habitats important for birds, help, through birds to conserve biodiversity and to improve the quality of people's lives and integrate bird conservation into sustaining people's livelihoods.

(d) "The Agreement" or "the present Agreement" shall mean the present Project Cooperation Agreement, the Project Document (Annex), which incorporates the Project Outputs and Activities, Project Work Plan, Project Inputs being provided by UNDP resources, and Project Budget, and all other documents agreed upon between the Parties to be integral parts of the present Agreement;

(e) "Project" shall mean the activities as described in the Project Document;

(f) "Government" shall mean the Government of Jordan represented by the GEF Operational Focal Point at the Ministry of Planning & International Cooperation, acting on behalf of the other governments set to benefit from this regional project;

(g) "UNDP Resident Representative" shall mean the UNDP official in charge of the UNDP office in the country, or the person acting on his/her behalf;

(h) "Project Coordinator" shall mean the person appointed by the NGO, in consultation with UNDP and with the approval of the Government coordinating authority, who acts as the overall coordinator of the Project and assumes the primary responsibility for all aspects of it;

(i) "Expenditure" shall mean the sum of disbursements made and valid outstanding obligations incurred in respect of goods and services rendered;

(j) "To advance" shall mean a transfer of assets, including a payment of cash or a transfer of supplies, the accounting of which must be rendered by the NGO at a later date, as herein agreed upon between the Parties;

(k) "Income" shall mean the interest on the Project funds and all revenue derived from the use or sale of capital equipment, and from items purchased with funds provided by UNDP or from revenues generated from Project outputs;

(l) "*Force majeure*" shall mean acts of nature, war (whether declared or not), invasion, revolution, insurrection, or other acts of a similar nature or force;

(m) "Project Work Plan" shall mean a schedule of activities, with corresponding time frames and responsibilities, that is based upon the Project Document, deemed necessary to achieve Project results, prepared at the time of approval of the Project, and revised annually.

Article II. Objective and Scope of the Present Agreement

1. The present Agreement sets forth the general terms and conditions of the cooperation between the Parties in all aspects of achieving the Project Objectives, as set out in the Project Document (Annex of the present Agreement).

2. The Parties agree to join efforts and to maintain close working relationships, in order to achieve the Objectives of the Project.

Article III. Duration of Project Agreement

1. The term of the present Agreement shall commence on **XX November** 2017 and terminate on **XX November** 2022. The Project shall commence and be completed in accordance with the time frame or schedule set out in the Project Document.

2. Should it become evident to either Party during the implementation of the Project that an extension beyond the expiration date set out in paragraph 1, above, of the present Article, will be necessary to achieve the Objectives of the Project, that Party shall, without delay, inform the other Party, with a view to entering into consultations to agree on a new termination date. Upon agreement on a termination date, the Parties shall conclude an amendment to this effect, in accordance with Article XVII, below.

Article IV. General Responsibilities of the Parties

1. The Parties agree to carry out their respective responsibilities in accordance with the provisions of the present Agreement. The NGO shall be fully responsible for carrying out, with due diligence and efficiency, all activities hereunder in accordance with its financial and other regulations, rules and other directives, only to the extent they do not contravene the principles of the Financial Regulations and Rules of UNDP and are consistent with the UNDP Programme and Operation Policies and Procedures, which forms and integral part of the present Agreement. In all other cases, UNDP's Financial Regulations and Rules must be followed.

2. Each Party shall determine and communicate to the other Party the person (or unit) having the ultimate authority and responsibility for the Project on its behalf. The Project Coordinator shall be appointed by the NGO, in consultation with UNDP and with the approval of the government coordinating authority.

3. The Parties shall keep each other informed of all activities pertaining to the Project and shall consult once every three months or as circumstances arise that may have a bearing on the status of either Party in the country or that may affect the achievement of the Objectives of the Project, with a view to reviewing the Work Plan and Budget of the Project.

4. The Parties shall cooperate with each other in obtaining any licenses and permits required by national laws, where appropriate and necessary for the achievement of the Objectives of the Project. The parties shall also cooperate in the preparation of any reports, statements or disclosures, which are required by national law.

5. The NGO may use the name and emblem of the United Nations or UNDP only in direct connection with the Project, and subject to prior written consent of the UNDP Resident Representative in Jordan.

6. The activities under the present Agreement are in support of the efforts of the Government, and therefore the NGO will communicate with the Government as necessary. The Project Coordinator will be responsible for day-to-day contacts with the relevant national authorities and UNDP on operational matters during the implementation of the Project. The UNDP Resident Representative will act as the principal channel for communicating with the Government coordinating authority regarding the activities under the Project Cooperation Agreement unless otherwise agreed with the Parties and the Government.

7. The UNDP Resident Representative will facilitate access to information, advisory services, technical and professional support available to UNDP and will assist the NGO to access the advisory services of other United Nations organizations, whenever necessary.

8. The Parties shall cooperate in any public relations or publicity exercises, when the UNDP Resident Representative deems these appropriate or useful.

Anti-terrorism:

9. The NGO agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received under this Agreement are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Agreement.

Security:

1. The responsibility for the safety and security of the NGO and its personnel and property, and of UNDP's property in the NGO's custody, rests with the NGO.
2. The NGO shall with the assistance of UNDP Jordan:
 - (a) put in place an appropriate security plan, taking into account the security situation in the country and where the services are being provided;
 - (b) assume all risks and liabilities related to the NGO's security, and the full implementation of the security plan.
3. 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 contract. Notwithstanding the foregoing, the NGO shall remain solely responsible for the security of its personnel and for UNDP's property in its custody as set forth in paragraph 3.1 above.

Article V. Personnel Requirements

1. The NGO shall be fully responsible for all services performed by its personnel, agents, employees, or contractors (hereinafter referred to as "Personnel").
2. The NGO personnel shall not be considered in any respect as being the employees or agents of UNDP. The NGO shall ensure that all relevant national labour laws are observed.
3. UNDP does not accept any liability for claims arising out of the activities performed under the present Agreement, or any claims for death, bodily injury, disability, damage to property or other hazards that may be suffered by NGO personnel as a result of their work pertaining to the project. It is understood that adequate medical and life insurance for NGO personnel, as well as insurance coverage for service-incurred illness, injury, disability or death, is the responsibility of the NGO.
4. The NGO shall ensure that its personnel meet the highest standards of qualification and technical and professional competence necessary for the achievement of the Objectives of the Project, and that decisions on employment related to the Project shall be free of discrimination on the basis of race, religion or creed, ethnicity or national origin, gender, handicapped status, or other similar factors. The NGO shall ensure that all personnel are free from any conflicts of interest relative to the Project Activities.

Article VI. Terms and Obligations of Personnel

The NGO undertakes to be bound by the terms and obligations specified below, and shall accordingly ensure that the personnel performing project-related activities under the present Agreement comply with these obligations:

(a) The personnel shall be under the direct charge of the NGO, which functions under the general guidance of UNDP and the Government;

(b) Further to subparagraph (a) above, they shall not seek nor accept instructions regarding the activities under the present Agreement from any Government other than the Governments of the countries participating in the project or other authority external to UNDP;

(c) They shall refrain from any conduct that would adversely reflect on the United Nations and shall not engage in any activity which is incompatible with the aims and objectives of the United Nations or the mandate of UNDP;

(d) Subject to the requirements outlined in the document "UNDP public information disclosure policy", information that is considered confidential shall not be used without the authorisation of UNDP. In any event, such information shall not be used for individual profit. The Project Coordinator may communicate with the media regarding the methods and scientific procedures used by the NGO; however, UNDP clearance is required for the use of the name UNDP in conjunction with Project Activities in accordance with Article IV, paragraph 5, above. This obligation shall not lapse upon termination of the present Agreement unless otherwise agreed between the Parties.

Article VII. Supplies, Vehicles and Procurement

1. UNDP shall contribute to the Project the resources indicated in the Budget section of the Project Document.

2. Equipment, non-expendable materials, or other property furnished or financed by UNDP shall remain the property of UNDP and shall be returned to UNDP upon completion of the Project or upon termination of the present Agreement, unless otherwise agreed upon between the Parties, and in consultation with the government coordinating authority. During Project implementation and prior to such return, the NGO shall be responsible for the proper custody, maintenance and care of all equipment. The NGO shall, for the protection of such equipment and materials during implementation of the Project, obtain appropriate insurance in such amounts as may be agreed upon between the Parties and incorporated in the Project Budget.

3. The NGO will place on the supplies, equipment and other materials it furnishes or finances such markings as will be necessary to identify them as being provided by UNDP.

4. In cases of damage, theft or other losses of vehicles and other property made available to the NGO, the NGO shall provide UNDP with a comprehensive report, including police report, where appropriate, and any other evidence giving full details of the events leading to the loss of the property.

5. In its procedures for procurement of goods, services or other requirements with funds made available by UNDP as provided for in the Project Budget, the NGO shall ensure that, when placing orders or awarding contracts, it will safeguard the principles of highest quality, economy and efficiency, and that the placing of such orders will be based on an assessment of competitive quotations, bids, or proposals unless otherwise agreed to by UNDP.

6. UNDP shall make every effort to assist the NGO in clearing all equipment and supplies through customs at places of entry into the countries where Project activities are to take place.

7. The NGO shall maintain complete and accurate records of equipment, supplies and other property purchased with UNDP funds and shall take periodic physical inventories. The NGO shall provide UNDP annually with the inventory of such equipment, property and non-expendable materials and supplies, and at such time and in such form as UNDP may request.

Article VIII. Financial and Operational Arrangements

1. In accordance with the Project Budget, UNDP has allocated and will make available to the NGO funds up to the maximum amount of USD 3,047,500 (three million forty-seven thousand five hundred US dollars). The first installment will be advanced to the NGO within 30 working days following signature of the present Agreement. The second and subsequent installments will be advanced to the NGO quarterly, when a financial report and other agreed-upon documentation, as referenced in Article X, below, for the activities completed have been submitted to and accepted by UNDP as showing satisfactory management and use of UNDP resources.

2. The NGO agrees to utilise the funds and any supplies and equipment provided by UNDP in strict accordance with the Project Document. The NGO shall notify UNDP about any expected variations on the occasion of the quarterly consultations set forth in Article IV, paragraph 3, above. Any variations on any one line item that may be necessary for the proper and successful implementation of the Project shall be subject to prior consultations with and approval by UNDP.

3. The NGO further agrees to return within two weeks any unused supplies made available by UNDP at the termination or end of the present Agreement or the completion of the Project. Any unspent funds shall be returned within 60 days of the termination of the present Agreement or the completion of the Project.

4. UNDP shall not be liable for the payment of any expenses, fees, tolls or any other financial cost not outlined in the Project Work Plan or Project Budget unless UNDP has explicitly agreed in writing to do so prior to the expenditure by the NGO.

Article IX. Maintenance of Records

1. The NGO shall keep accurate and up-to-date records and documents in respect of all expenditures incurred with the funds made available by UNDP to ensure that all expenditures are in conformity with the provisions of the Project Work Plan and Project Budgets. For each disbursement, proper supporting documentation shall be maintained, including original invoices, bills, and receipts pertinent to the transaction. Any Income, as defined in Article I, paragraph 1 (k), above, arising from the management of the Project shall be promptly disclosed to UNDP. The Income shall be reflected in a revised Project Budget and Work Plan and recorded as accrued income to UNDP unless otherwise agreed between the Parties.

2. Upon completion of the Project/or Termination of the Agreement, the NGO shall maintain the records for a period of at least five years.

Article X. Reporting Requirements

1. The NGO shall provide UNDP and the government coordinating authority with periodic reports on the progress, activities, achievements and results of the Project, as agreed between the Parties. As a minimum, the NGO shall prepare an annual progress report.

2. Financial reporting will be quarterly:

(a) The NGO prepares a financial report and submits it to the UNDP Resident Representative no later than 30 days after the end of each quarter, in English language.

(b) The purpose of the financial report is to request a quarterly advance of funds, to list the disbursements incurred on the Project by budgetary component on a quarterly basis, and to reconcile outstanding advances and foreign exchange loss or gain during the quarter.

(c) The financial report has been designed to reflect the transactions of a project on a cash basis. For this reason, unliquidated obligations or commitments should not be reported to UNDP, i.e., the reports should be prepared on a "cash basis", not on an accrual basis, and thus will include only disbursements made by the NGO and not commitments. However, the NGO shall provide an indication when submitting reports as to the level of unliquidated obligations or commitments, for budgetary purposes;

(d) The financial report contains information that forms the basis of a periodic financial review and its timely submission is a prerequisite to the continuing funding of the Project. Unless the Financial Report is received, the UNDP Resident Representative will not act upon requests for advances of funds from UNDP;

(e) Any refund received by the NGO from a supplier should be reflected on the financial report as a reduction of disbursements on the component to which it relates.

3. Within two months of the completion of the Project or of the termination of the present Agreement, the NGO shall submit a final report on the Project activities and include a final financial report on the use of UNDP funds, as well as an inventory of supplies and equipment.

Article XI. Audit Requirements

1. The NGO shall submit to the UNDP Resident Representative in Jordan a certified annual financial statement on the status of funds advanced by UNDP. The Project will be audited at least once during its lifetime but may be audited annually, as will be reflected in the annual audit plan prepared by UNDP Headquarters (Office of Audit and Performance Review) in consultation with the Parties to the Project. The audit shall be carried out by the auditors of the NGO or by a qualified audit firm, which will produce an audit report and certify the financial statement.

2. Notwithstanding the above, UNDP shall have the right, at its own expense, to audit or review such Project-related books and records as it may require and to have access to the books and record of the NGO, as necessary.

3. Each invoice paid by UNDP shall be subject to a post-payment audit by auditors, whether internal or external, of UNDP or the authorized agents of the UNDP at any time during the term of the Agreement and for a period of three (3) years following the expiration or prior termination of the Agreement. The UNDP shall be entitled to a refund from the NGO for any amounts shown by such audits to have been paid by the UNDP other than in accordance with the terms and conditions of the Agreement. Should the audit determine that any funds paid by UNDP have not been used as per contract clauses, the NGO shall reimburse such funds forthwith. Where the NGO fails to reimburse such funds, UNDP reserves the right to seek recovery and/or to take any other action as it deems necessary.

4. The NGO acknowledges and agrees that, at any time, UNDP may conduct investigations relating to any aspect of the Agreement, the obligations performed under the Agreement, and the operations of the

NGO generally. The right of UNDP to conduct an investigation and the NGO's obligation to comply with such an investigation shall not lapse upon expiration or prior termination of the Agreement. The NGO shall provide its full and timely cooperation with any such inspections, post-payment audits or investigations. Such cooperation shall include, but shall not be limited to, the NGO's obligation to make available its personnel and any documentation for such purposes and to grant to UNDP access to the NGO's premises. The NGO shall require its agents, including, but not limited to, the NGO's attorneys, accountants or other advisers, to reasonably cooperate with any inspections, post-payment audits or investigations carried out by UNDP hereunder.

Article XII. Responsibility for Claims

1. The NGO shall indemnify, hold and save harmless, and defend at its own expense, UNDP, its officials and persons performing services for UNDP, from and against all suits, claims, demands and liability of any nature and kind, including their cost and expenses, arising out of the acts or omissions of the NGO or its employees or persons hired for the management of the present Agreement and the Project.
2. The NGO shall be responsible for, and deal with all claims brought against it by its Personnel, employees, agents or subcontractors.

Article XIII. Suspension and Early Termination

1. The Parties hereto recognise that the successful completion and accomplishment of the purposes of a technical cooperation activity are of paramount importance, and that UNDP may find it necessary to terminate the Project, or to modify the arrangements for the management of a Project, should circumstances arise that jeopardise successful completion or the accomplishment of the purposes of the Project. The provisions of the present Article shall apply to any such situation.
2. UNDP shall consult with the NGO if any circumstances arise that, in the judgment of UNDP, interfere or threaten to interfere with the successful completion of the Project or the accomplishment of its purposes. The NGO shall promptly inform UNDP of any such circumstances that might come to its attention. The Parties shall cooperate towards the rectification or elimination of the circumstances in question and shall exert all reasonable efforts to that end, including prompt corrective steps by the NGO, where such circumstances are attributable to it or within its responsibility or control. The Parties shall also cooperate in assessing the consequences of possible termination of the Project on the beneficiaries of the Project.
3. UNDP may at any time after occurrence of the circumstances in question, and after appropriate consultations, suspend the Project by written notice to the NGO, without prejudice to the initiation or continuation of any of the measures envisaged in paragraph 2, above, of the present Article. UNDP may indicate to the NGO the conditions under which it is prepared to authorise management of the Project to resume.
4. If the cause of suspension is not rectified or eliminated within 14 days after UNDP has given notice of suspension to the NGO, UNDP may, by written notice at any time thereafter during the continuation of such cause: (a) terminate the Project; or (b) terminate the management of the Project by the NGO, and entrust its management to another institution. The effective date of termination under the provisions of the present paragraph shall be specified by written notice from UNDP.
5. Subject to paragraph 4 (b), above, of the present Article, the NGO may terminate the present Agreement in cases where a condition has arisen that impedes the NGO from successfully fulfilling its responsibilities under the present Agreement, by providing UNDP with written notice of its intention to terminate the present Agreement at least 30 days prior to the effective date of termination if the Project has a

duration of up to six months and at least 60 days prior to the effective date of termination if the Project has a duration of six months or more.

6. The NGO may terminate the present Agreement only under point 5, above, of the present Article, after consultations have been held between the NGO and UNDP, with a view to eliminating the impediment, and shall give due consideration to proposals made by UNDP in this respect.

7. Upon receipt of a notice of termination by either Party under the present Article, the Parties shall take immediate steps to terminate activities under the present Agreement, in a prompt and orderly manner, so as to minimise losses and further expenditures. The NGO shall undertake no forward commitments and shall return to UNDP, within 60 days, all unspent funds, supplies and other property provided by UNDP.

8. In the event of any termination by either Party under the present Article, UNDP shall reimburse the NGO only for the costs incurred to manage the project in conformity with the express terms of the present Agreement. Reimbursements to the NGO under this provision, when added to amounts previously remitted to it by UNDP in respect of the Project, shall not exceed the total UNDP allocation for the Project.

9. In the event of transfer of the responsibilities of the NGO for the management of a Project to another institution, the NGO shall cooperate with UNDP and the other institution in the orderly transfer of such responsibilities.

Article XIV. Force Majeure

1. In the event of and as soon as possible after the occurrence of any cause constituting *force majeure*, as defined in Article I, paragraph 1, above, the Party affected by the *force majeure* shall give the other Party notice and full particulars in writing of such occurrence if the affected Party is thereby rendered unable, in whole or in part, to perform its obligations or meet its responsibilities under the present Agreement. The Parties shall consult on the appropriate action to be taken, which may include suspension of the present Agreement by UNDP, in accordance with Article XIII, paragraph 3, above, or termination of the Agreement, with either Party giving to the other at least seven days written notice of such termination.

2. In the event that the present Agreement is terminated owing to causes constituting *force majeure*, the provisions of Article XIII, paragraphs 8 and 9, above, shall apply.

Article XV. Arbitration

The Parties shall try to settle amicably through direct negotiations, any dispute, controversy or claim arising out of or relating to the present Agreement, including breach and termination of the Agreement. If these negotiations are unsuccessful, the matter shall be referred to arbitration in accordance with United Nations Commission on International Trade Law Arbitration Rules. The Parties shall be bound by the arbitration award rendered in accordance with such arbitration, as the final decision on any such dispute, controversy or claim.

Article XVI. Privileges and Immunities

Nothing in or relating to the present Agreement shall be deemed a waiver, express or implied, of any of the privileges and immunities of the United Nations and UNDP.

Article XVII. Amendments

The present Agreement or its Annex may be modified or amended only by written agreement between the Parties.

IN WITNESS WHEREOF, the undersigned, being duly authorised thereto, have on behalf of the Parties hereto signed the present Agreement at the place and on the day below written.

For the NGO:

Signature: _____

Name: _____

Title: _____

Place: _____

Date: _____

For UNDP:

Signature: _____

Name: _____

Title: _____

Place: _____

Date: _____

Annex - Project Document

Annex 5: Terms of Reference

Regional Flyway Facility Coordinator

Purpose of position

The primary responsibility of the Regional Flyway Facility (RFF) Coordinator is to lead the RFF and to ensure that the objectives of the RFF, and outputs and activities of the Migratory Soaring Birds (MSB) project are achieved on time and to the required standard and that objectives and activities of the MSB project are fully integrated with BirdLife work on the flyway. The Coordinator will be based within the BirdLife International Middle East Division office in Amman, with considerable travel to participating countries.

Role of the RFF Coordinator:

General duties:

- Provide strategic vision and planning and lead the RFF;
- Provide overall co-ordination of the technical and administrative aspects of the MSB project;
- Co-ordinate involvement in the project of the national implementing agents and the respective UNDP Country Offices as appropriate;
- Manage the RFF Communications, Education and Public Affairs Officer and the two Regional Flyways Officers (for the Middle East and Africa);
- Liaise with UNDP Jordan, acting as the day-to-day point of contact between BirdLife and UNDP on matters relating to project implementation;
- Ensure that components of the project are delivered on time and assure quality control;
- Ensure that components of the project and BirdLife's overall work on the flyway are fully integrated;
- Oversee resource allocation and ensure budgetary control;
- Play a leading role in securing co-finances for the project (against commitment received) and in putting in place financing for the work of the RFF beyond the current timeframe of the project;

Specific duties:

- Develop and submit to UNDP Jordan, under the supervision of the BirdLife Supervisory Committee, an overall detailed work plan for the execution of the project and the delivery of outputs, with input from the national implementing agents;
- Develop and submit to UNDP Jordan, under the supervision of the BirdLife Supervisory Committee, annual and quarterly work plans and budgets, with input from the national implementing agents;
- Coordinate the preparation of consolidated project progress and financial reports, soliciting inputs from national implementing agents, agree these with the BirdLife Supervisory Committee, and ensure that they are submitted to UNDP Jordan;
- In coordination with UNDP Jordan, establish the Project Board, ensuring that it meet annually during the course of the project;
- Act as the secretary of the Regional PSC, and Board to ensure that the agenda and documents are agreed with the BirdLife Supervisory Committee and UNDP, and circulated prior to the meeting, and that the recommendations of the Regional PSC are distributed and taken into account in the project implementation;
- Oversee resource allocation and budgetary control.
- Ensure that UNDP-GEF norms and standards for project monitoring and reporting are properly met;
- Co-ordinate and provide guidance to achieve mainstreaming objectives at national and regional levels;

- Develop the terms of reference for international and national consultants carrying out specific project components of the project;
- Identify and appoint, under the supervision of the BirdLife Supervisory Committee, and in consultation with UNDP Jordan, any consultants required to carry out specific project components;
- To liaise with the Finance and Administration staff to ensure that finance and administrative matters are in line with BirdLife policies and procedures, and financial reports are integrated into overall reporting by the project
- Develop in consultation with the BirdLife regional and global Secretariat offices, the targeted capacity development component of the project and identify roles in implementing capacity development support for national implementing agents;
- Develop and implement, under the supervision of the BirdLife Supervisory Committee, a fundraising strategy that aims to secure the co-finance committed and sustain the RFF beyond the project duration, and responds to emerging fundraising opportunities (to be integrated within BirdLife's global and regional fundraising plans);
- Provide vision and strategic planning for the RFF to ensure that it remains focused and proactive to MSB and flyway issues.
- Support and facilitate the Mid-Term Review & Terminal Evaluation of the project by an independent evaluation team;
- Coordinate, consult and synthesize relationships with other GEF or non-GEF funded projects which could serve and enhance the objectives of this project;
- Attend as appropriate national, regional and international events to enhance information sharing and dissemination and lessons learned;
- Lead on the preparation of a terminal report on the project, agree this with the BirdLife Supervisory Committee, and submit to UNDP Jordan six months before the end of the project, and lead on the implementation of the recommendations for the successful closure of the project.

Deliverables:

- Detailed work plan for the execution of the project
- Annual and quarterly work plans and budgets
- Consolidated project and financial reports
- Agenda and minutes of meetings for the Regional Project Board
- Monitoring and evaluation system for the project
- Strategic plan for the RFF
- Terms of reference for international and national consultants
- Assist with capacity assessments and development plans for selected national implementing agents
- Fundraising strategy that aims to secure the committed co-financing and sustain the RFF beyond the project duration
- M&E deliverables detailed in the project results framework including the relevant UNDP-GEF Tracking Tools
- Mid-Term Review & Terminal Evaluation of the project by an independent evaluation team
- Terminal Report on the project

Relationships

- To report to the BirdLife Supervisory Committee for major issues regarding project planning and delivery;
- The Regional Director (Middle East) will have lead responsibility on behalf of the BirdLife Supervisory Committee for supervision of the RFF Co-ordinator, and will be responsible for all administrative and personnel matters relating to the position given that it will be based in Middle East Division. The Regional Director (Middle East) and Regional Director (Africa) will be responsible for

ensuring that the project and the work of the RFF Co-ordinator are fully integrated into the overall operations of their regional offices, and the BirdLife Partnerships and Programmes, and participation in capacity development of national implementing agents, in their respective regions;

- To be the first point of contact, communication and coordination with UNDP (CO Jordan and RCU/RTA) for the achievement of project objectives, results, and other aspects of project execution, and maintain regular communication with UNDP.
- Technical supervision of the regional project consultants and coordination of BirdLife international consultants;
- Facilitate communications with and among national implementing agents.

Qualifications

The RFF Coordinator will have the following qualifications or be able to demonstrate:

- An advanced university degree (PhD or MSc) in any discipline related to the natural sciences.
- A minimum of five years of professional experience, three of which should be at the international level in project development, strategic planning and management, related to the conservation of biological diversity.
- An ability to work with a variety of people including government officials, international and national non-governmental organizations (NGOs), local stakeholders, experts and consultants.
- Proven experience of working with government.
- Proven experience in facilitating and chairing meetings and/or workshops.
- Proven knowledge of the environmental sector in the Middle East and/or North and East Africa. Knowledge of ornithology and relevant bird conservation issues an additional advantage.
- Excellent communication skills.
- A proven ability to manage budgets.
- Proven track record in fundraising.
- Good organizational and planning skills and an ability to adhere to deadlines.
- Excellent writing skills.
- Fluency in written and spoken English. Arabic is a significant additional advantage.

Input

- Full-time, co-funded by BirdLife and GEF/UNDP.
- The terms of reference for the RFF Coordinator will cover the duration of the Project

RFF Communication, Education and Public Awareness (CEPA) Officer

Purpose of position

The RFF CEPA Officer will act as the lead on communication and capacity building activities by the RFF, and have the appropriate marketing, advocacy and communication, and capacity development skills to enable them to perform that role. The RFF CEPA Officer will be based at the Regional Flyway Facility (RFF) office in Amman.

Role of the CEPA Officer

General duties:

- Maintain overall direction and co-ordination of the communication, education and public awareness (CEPA) aspects of the project and ensure they are successfully implemented;
- Provide direction and co-ordination of the institutional capacity building elements of the project and ensure they are successfully implemented.
- Develop and implement a flyway-sensitive marketing concept and advocacy plans for application during Tranche II of the project and beyond.
- Assist in developing national and regional flyway-related campaigns as appropriate

Specific duties:

- Take lead to develop and implement an overall CEPA strategy and action plan for the promotion and marketing of the project and dissemination of the project findings, results and outputs, in coordination with relevant BirdLife Secretariat and departments;
- Lead on communicating project activities and issues relating to MSB to government agencies, civil society organisations, and media outlets through inter alia the issuing of news alerts and media material, building and maintenance of mailing lists, and building relationships with regional media;
- Maintain the project website as a distinct but integral part of the BirdLife International website;
- Ensure that all communication materials conform to the BirdLife house style, and meet UNDP-GEF visibility requirements;
- Co-ordinate through the Flyway Officers, the performance of national implementing agents in carrying out specific CEPA components of the Project, under the supervision of the RFF Coordinator;
- Lead on the production of CEPA tools and materials that are best developed regionally rather than nationally;
- Provide reasonable assistance to national implementing agents in the production of tools and materials that are needed to meet specific national requirements;
- Maintain existing mechanisms for communicating internally on project activities and issues amongst the project team including national implementing agents;
- Contribute and support the development of an overall strategy and action plan for the capacity development of national implementing agents, in coordination with the Flyway Officers, the BirdLife Capacity, Communities and Partnership Department, and national implementing agents;
- Assist the RFF coordinator to develop and submit quarterly progress and financial reports to UNDP-GEF and to develop and submit a terminal report to UNDP- GEF.
- Support the Flyway Officers as appropriate to design and develop a flyway monitoring program including indicators, means of data collections & mechanism for reporting

Deliverables:

- CEPA strategy and action plan
- News alerts and media material
- Maintained project website
- CEPA tools and materials that are best developed regionally

- Communication section in annual UNDP-GEF Project Implementation Reports
- Maintain tool for sharing project documents, materials and resources
- Strategy and action plan for the capacity development

Relationships

The RFF CEPA Officer will:

- Be supervised by and report on a day-to-day basis to the RFF Coordinator. The CEPA Officer will be accountable to the RFF Coordinator for the achievement of delegated project outcomes;
- Coordinate with the two Flyways Officers (FOs) with regard to CEPA activities ;
- Coordinate with national implementing agents on regional and national CEPA activities and provide support as required and agreed with the FOs
- Liaise with UNDP (Jordan CO and RCU/RTA) to ensure that project material and outputs meet UNDP-GEF visibility requirements
- Maintain regular contact with and supervise the work of relevant CEPA consultants as required
- Build and maintain links with media contacts in the region
- Maintain regular communication with the BirdLife Global Secretariat's Communications Department, and the Regional Communications Officer for Africa, for quality control, input of technical support, and integration with BirdLife's overall communications work
- Maintain regular communications with the BirdLife department for Capacity Communities and Partnership to obtain their guidance and assistance in the capacity development support for national implementing agents including but not limited to bespoke e-earning opportunities

Qualifications

The RFF CEPA Officer will have the following qualifications or be able to demonstrate:

- A degree or advanced degree (MSc) or proven equivalent experience, in any appropriate discipline e.g. Natural Sciences, Project Management.
- Ancillary qualifications related to marketing and communication will be highly advantageous.
- A minimum of five years' experience in CEPA, related to conservation of biological diversity.
- Excellent communication skills both verbally and in writing, and in particular an ability to write clearly and succinctly in a style suitable for the media.
- An ability to work with a variety of people including government officials, international and national non-governmental organizations (NGOs), local stakeholders, experts and consultants.
- Proven knowledge of the environmental sector in the Middle East and/or North and East Africa.
- Good organizational and planning skills and an ability to adhere to deadlines.
- Fluency in written and spoken English and Arabic. Knowledge of French will be a distinct advantage.
- Willingness to travel within the region

Input

- Full-time, co-funded by BirdLife and GEF/UNDP.
- The terms of reference will cover the full duration of the project.

RFF Regional Flyways Officer(s)

Purpose of position

The RFF Regional Flyways Officers (FOs) will lead on MSB conservation activities at the regional level, and provide technical support to the national implementing agents on all issues relating to the conservation of MSB at the national level, with a particular emphasis on the implementation of mainstreaming activities. Working in association with the BirdLife Partnership, the Flyway Officers will be expected to deliver most of the regional components of the project and to oversee initiation and coordination of the national-level activities. The two FOs will have appropriate technical skills and knowledge of the regions concerned (Middle East, North and East Africa). The FO for the Middle East will be based at the BirdLife International Middle East Division office in Amman, and the FO for Africa will be based at the BirdLife Regional Secretariat for Africa in Nairobi.

Role of the Flyways Officers

General duties:

- To supervise and co-ordinate the performance of national implementing agents, and ensure the integration of national components with the regional component
- To provide technical support to national implementing agents, especially in relation to work with project “vehicles” and the development of mainstreaming activities.
- Develop and design a flyway monitoring program including indicators, means of data-collection and mechanisms for reporting
- To provide necessary support on soaring bird conservation issues in the project.

Specific duties:

- To assist the RFF Coordinator to develop and submit a detailed work program for the regional execution of the project and the delivery of outputs.
- To review the annual work plans and project reports covering the national-based activities of the project, ensure there is integration with the regional components, and provide feedback and guidance to the national project managers.
- To assist the RFF Coordinator to develop and submit annual and quarterly progress and financial reports to UNDP-GEF.
- To provide targeted technical support to national-based activities in line with requirements as identified by national work plans.
- To develop personal skill and knowledge in the conservation of soaring birds and mainstreaming opportunities in relation to productive sectors and share this expertise through workshops and training courses
- To ensure that individual components of the regional project are delivered on time and reports are submitted on schedule.
- In liaison with the national implementing agents and under the supervision of the RFF Coordinator, compile evidence and document national co-financing of the project;
- To assist the RFF Coordinator with exploring new “vehicles” during Tranche II and the sustainability of the RFF.
- To assist the RFF Coordinator to draft TORs for external consultants as required by the project.
- To review technical documents and reports prepared by the project and coordinate consolidated input from various staff members and individuals involved.
- To identify, flag up and build linkages and synergies with other projects and programmes that can benefit conservation of migratory soaring birds.
- To work closely with the RFF Coordinator and AC to support institutional development of the participating NGOs when necessary.

- Contribute to the Eurasian-African flyway coordination team under Birdlife flyway program, including to the flyway strategy and programs in Birdlife on the global scale.

Deliverables:

- Technical inputs to and reviews of annual work plans and project reports from national-based activities
- Technical content in support of mainstreaming activities
- Technical inputs to workshops and training courses
- Assessments of existing and proposed project vehicles including mainstreaming opportunities
- Articles and reports on soaring birds and the project for communication and regional reporting

Relationships

The FOs will:

- Co-ordinate project implementation within their respective regions;
- Be accountable and report to the RFF Coordinator who will supervise their work;
- Be accountable to the RFF Coordinator for the achievement of project objectives, results, and all fundamental aspects of project execution;
- Liaise with and seek technical support from the BirdLife Conservation Officers (or their equivalents) to ensure project activities are integrated with BirdLife's overall flyway work (and other conservation work) in the regions;
- Liaise with and seek guidance from the BirdLife Regional Directors to ensure that work with BirdLife network organisations is integrated with BirdLife's overall network and capacity building agenda in the regions;
- Maintain regular communication with national implementing agents of the countries within their respective regions, and with the respective UNDP Country Offices as appropriate;
- Maintain regular communication with potential national implementing agents of the countries within their respective regions and delivery of capacity building programmes;
- Maintain regular contact with and supervise the work of hired consultants as required.

Qualifications

The FOs will have the following qualifications or be able to demonstrate:

- Degree (MSc desirable), or proven equivalent experience, in any discipline related to the natural sciences.
- A minimum of five years' experience in project management, related to conservation and the conservation of habitats and/or their biological diversity.
- An ability to work with a variety of people including government officials, international and national non-governmental organizations (NGOs), local stakeholders, experts and consultants.
- Proven knowledge of the environmental sector within the respective region (Middle East/or North and East Africa).
- Good communication skills.
- Good organizational and planning skills and ability to adhere to deadlines.
- Fluency in written and spoken English, as well as Arabic (for the Middle East FO). Knowledge of either French or Arabic will be a distinct advantage for the Africa FO.
- Willingness to travel within the region

Input

- Full-time, co-funded by BirdLife and GEF/UNDP.
- The terms of reference will cover the full duration of the project.

Regional Conservation Manager(s) Middle East and Africa

Purpose of position

The purpose of the Regional Conservation Manager positions is to provide specific technical support to other RFF staff, and to ensure that the project informs, and is informed by and linked to the regional conservation programme and in particular other flyway initiatives underway in the region. Their input will be co-funded by BirdLife and the project. The position will be filled by existing BirdLife International staff members to ensure the necessary level of integration of the project into BirdLife's regional programmes, and are based at the BirdLife Regional Division offices in Amman and Nairobi respectively.

Role as related to the project

The Regional Conservation Manager(s) will:

- Support other RFF staff through the provision of appropriate regional technical guidance;
- Ensure that the project informs, and is informed by, the regional conservation programme.
- Facilitate communication between the Regional Flyway Facility and BirdLife regional partnership;
- Promote the flyway approach within the BirdLife International regional partnership.
- With the relevant Regional Director, ensure linkages and coordination between the project and other BirdLife flyway initiatives in the regions
- With the relevant Regional Director, ensure linkages and coordination between the project and other flyway initiatives being advanced by other parties in the Middle East and Africa regions.

Relationships

The Regional Conservation Manager(s) will:

- Maintain good communications with other RFF staff BirdLife partners in their respected regions;
- Work with the BirdLife Regional Divisions and Conservation Department.

Input:

- Their input will be co-funded by the BirdLife and the project.
- The terms of reference will cover the full duration of the project.

Finance and Administration Officer (Amman)

Purpose of position

The Finance and Administration Officer will have appropriate financial accounting and reporting skills to ensure accurate financial management by the RFF. The position will be filled by an existing BirdLife International staff member to ensure integrity of the project accounts with BirdLife financial procedures, and is based at the BirdLife Regional Office in Amman.

Role

The Finance and Administration Officer will:

- Support the Regional Flyway Facility Coordinator with managing project funds in accordance with BirdLife finance management procedures and requirements;
- Maintain accurate, up-to-date, project accounts related to the project component directly implemented by the RFF and obtain for coordination and follow up on delivery other financial records for components implemented by the national implementing agents;
- Support the RFF coordinator in the preparation of annual and quarterly project budgets;
- Produce financial reports, for approval by the BirdLife Finance and Administration Department, for internal and external purposes according to reporting schedules;

- Supervise and monitor procurement procedures to conform to BirdLife and UNDP requirements;
- Provide support to other RFF staff in the preparation and implementation of consultancy contracts;
- Ensure BirdLife Middle East office procedures are understood and followed by RFF staff;
- Ensure finance management procedures are understood and followed by RFF staff;
- Keep track of all assets procured by the project and ensure appropriate record-keeping is in place;
- Ensure the smooth running of the RFF office and that the necessary materials and equipment are available to RFF staff in collaboration with Middle East Regional Division staff;
- Support the preparation of annual independent financial audits under the supervision of the BirdLife Finance and Administration Department

Relationships

The Finance and Administration Officer will:

- Report to the RFF Coordinator on financial management and administration directly relating to the project,
- Be accountable to the Director Middle East in ensuring that finance management processes and procedures are in line with the requirements of the BirdLife Middle East Office ;
- Be accountable to the BirdLife Finance and Administration Department in the UK with regard to financial management and reporting ;
- Provide the RFF Coordinator with accurate and timely financial and accounting reports;
- Maintain good communications with other Regional Flyway Facility, BirdLife International and national implementing agent staff;
- Liaise and coordinate with UNDP Jordan as required to ensure the smooth implementation of finance and administrative tasks.

Qualifications

The Finance and Administration Officer will have the following qualifications or be able to demonstrate:

- A recognised accountancy or business management (or suitable relevant experience) qualification.
- A minimum of five years' experience in accounting of donor funded projects.
- A proven ability to manage book-keeping, and in preparing accurate financial reports on time.
- Good organizational and planning skills and an ability to adhere to deadlines.
- An ability to work with a variety of people including government officials, international and national non-governmental organizations (NGOs), local stakeholders, experts and consultants.
- Excellent communication skills.
- Fluency in written and spoken English and Arabic.

Input

- The terms of reference will cover the full duration of the project.
- Full time

Senior Technical Advisor (UK)

Purpose of position

The purpose of the Senior Technical Advisor position is to provide clear and timely technical advice and support direction on project implementation, acting on the decisions taken by the BirdLife Supervisory Committee, and ensure that the project is fully integrated into fits within the framework of BirdLife's global Flyways Programme. His/her input will be pro-rata (50 days per annum) and will be funded by the project. The position will be filled by an existing BirdLife International staff member to ensure the

necessary level of backstopping and integration of the project into BirdLife's programmes, and is based at the BirdLife global head office in Cambridge, UK.

Role as related to the project - Tasks to be performed

- Provide technical guidance and backstopping relevant to migratory soaring bird conservation;
- Provide guidance to achieving mainstreaming objectives;
- Undertake project missions to provide specific assistance to national implementing agents as required.
- Provide technical input during the formulation of workplans as required;
- Participate and provide input as required in project meetings and workshops;
- Prepare technical materials, as required, in support of specific project activities;
- Review, as required, technical documents and reports prepared by the project;
- Help build the technical capacity of the project and partners staff;
- Assist the BirdLife Supervisory Committee with monitoring and evaluating the impact of project activities;
- Undertake travel as required by the BirdLife Supervisory Committee
- Ensure linkages with other BirdLife flyway initiatives and sharing of best practices and lessons learned;
- Input as required with Multi-Environmental Agreements (MEA's) and International Financial Institutions (IFI's) processes;
- Support RFF in the development of TOR's and technical review of outputs appointment of international consultants as required by the project and provide technical oversight for this work;
- Support the BirdLife Supervisory Committee as required with emerging fundraising opportunities as relevant.
- Support liaison between BirdLife and UNDP.

Relationships

The Senior Technical Advisor will:

- Report to the BirdLife Supervisory Committee;
- Provide technical support as required to the RFF Coordinator (note: this does not include management responsibilities).
- Provide technical support to other project staff as directed by BirdLife Supervisory Committee.
- Provide technical support to national vehicle components as directed by BirdLife Supervisory Committee.
- Support the Lead in building of links between the project and the BirdLife's African-Eurasian Strategy;
- Facilitate input by other BirdLife Secretariat Divisions (Communications, and Science and Policy);

Input:

- The terms of reference will cover the full duration of the project.
- 50 days per annum for the duration of the project. This input will be funded by the project. Additional days to be covered by BirdLife as a co-funding contribution.

Regional Director Middle East

Purpose of position

The Regional Director, Middle East will be responsible for ensuring that the project and the operations of the RFF are fully integrated into the overall operations of the BirdLife Regional Office for the Middle East and the BirdLife Partnership and Programme in the region. The Regional Director will have lead responsibility on behalf of the BirdLife Supervisory Committee for supervision of the RFF Co-ordinator,

will line manage the RFF coordinator on a day-to-day basis, and will be responsible for all administrative and personnel matters relating to the RFF team in the Middle East. The input will be pro-rata (70 days per annum) and will be funded by the project. The position will be filled by an existing BirdLife International staff member to ensure the necessary level of backstopping and integration of the project into BirdLife, and is based at the BirdLife Regional Office in Amman.

Role as related to the project

The Regional Director will:

- Participate in the BirdLife Supervisory Committee and have final authority on all project issues relating to the BirdLife Middle East Partnership and Programme
- Provide lead responsibility on behalf of the BirdLife Supervisory Committee for supervision of the RFF Co-ordinator
- Have overall administrative and personnel management responsibility for the RFF Coordinator and the team in Amman;
- Providing direction and co-ordination of the technical aspects of the project in the Middle East region.
- Ensure RFF staff based in Amman office follow BirdLife Middle East office rules and procedures;
- Support the RFF Coordinator in exploring new “vehicles” in the ME and sustainability of the RFF.
- Oversee the capacity building of the Partners in the Middle East, and support the FO in developing the capacity of Partners to undertake mainstreaming activities;
- Supervise the RFF Coordinator to develop and submit a detailed work program for the execution of the Project and the delivery of outputs.
- Supervise the RFF Coordinator to develop and submit annual and quarterly progress and financial reports to UNDP-GEF.
- Provide senior-level in-country representation for BirdLife in the partnership with UNDP Jordan to implement the project;
- Work towards institutionalising of the RFF into the existing BirdLife International Secretariat and Partnership structure;
- Ensure linkages and coordination between the project and other BirdLife flyway initiatives in the Middle East region;
- Ensure linkages and coordination between the project and other flyway initiatives being advanced by other parties in the Middle East region;
- Develop the long-term vision for the RFF and its future role in the conservation of migratory birds on the Red Sea/Rift Valley Flyway;
- Build support for the long term sustainability of the RFF amongst BirdLife Partners in the Middle East and in Europe;
- Build support for the long term sustainability of the RFF amongst donors, governments in the region, intergovernmental agreements, and the private sector that are working in the Middle East;
- Promote the flyway approach within the BirdLife International regional partnership.

Relationships

The Regional Director will:

- Supervise the RFF Coordinator on a day to day basis and be responsible for HR and office administration issues;
- Work closely with the other members of the BirdLife Supervisory Committee;
- Work with the BirdLife Conservation Department, Finance and Administration Department and UNDP regarding project administrative and financial issues;
- Facilitate communication between the Regional Flyway Facility and BirdLife International partners;
- Build links with donors, governments and the private sector.

Input

- 95 days per year for the duration of the project. This input will be funded by the project;
- Additional days to be covered by BirdLife as a co-funding contribution;
- The terms of reference will cover the full duration of the project.

Regional Director Africa

Purpose of position

The Regional Director, Africa will be responsible for ensuring that the project and the operations of the RFF are fully integrated into the overall operations of the BirdLife Regional Office for Africa and the BirdLife Partnership and Programme in the region. The Regional Director will be responsible for all administrative and personnel matters relating to the FO. Their input will be pro-rata (24 days per annum) and will be funded by the project. The position will be filled by an existing BirdLife International staff member to ensure the necessary level of backstopping and integration of the project into BirdLife, and is based at the BirdLife Regional Office in Nairobi.

Role as related to the project

The Regional Director will:

- Participate in the BirdLife Supervisory Committee and have final authority on all project issues relating to the Africa Partnership and Programme;
- Provide overall administrative and personnel management responsibility for FO as a member of staff in Nairobi;
- Support the FO and Conservation Manager in exploring new “vehicles” during tranche II.
- Support the institutional capacity of Partners to undertake mainstreaming activities in Africa to meet the BirdLife standards and perform mainstreaming;
- Work towards institutionalising of the RFF into the existing BirdLife International Secretariat and Partnership structure;
- Ensure linkages and coordination between the project and other BirdLife flyway initiatives in the rest of Africa;
- Ensure linkages and coordination between the project and other flyway initiatives being advanced by other parties in East and South Africa;
- Contribute towards the development of a long-term vision for the RFF and its future role in the conservation of migratory birds on the Red Sea/Rift Valley Flyway and its extension into Southern Africa;
- Build support for the long term sustainability of the RFF amongst BirdLife Partners in the Africa and Europe;
- Build support for the long term sustainability of the RFF amongst donors, governments in the region, intergovernmental agreements, and the private sector that are working in East and South Africa.

Relationships

The Regional Director (Africa) will:

- Supervise the FO for Africa and be responsible for their HR and office administration requirements;
- Work closely with the other members of the BirdLife Supervisory Committee;
- Work with the BirdLife Conservation Department, Finance and Administration Department and UNDP regarding project administrative and financial issues;
- Facilitate communication between the Regional Flyway Facility and BirdLife International partners;
- Oversee the capacity building efforts of the Partners in Africa;
- Build links with donors, governments and the private sector.

Input

- 24 days per year for the duration of the project. This input will be funded by the project. Additional days to be covered by BirdLife as a co-funding contribution;
- The terms of reference will cover the full duration of the project.

Finance Manager (UK)

Purpose of position

The purpose of the Finance Manager (UK) position is to provide oversight of the project's financial accounting and reporting, and ensure that reports accurately reflect the expenditure across the regions. The Finance Manager will also facilitate and support the execution of independent project audits. The role will also ensure that the operations of the project are in line with BirdLife Finance and Administrative procedures and to a standard required by UNDP-GEF. Their input will be pro-rata (50 days per annum) and will be funded by the project. The position will be filled by an existing BirdLife International staff member to ensure the necessary level of financial and administrative oversight and integration of the project into BirdLife's financial and administrative procedures and accounts, and is based at the BirdLife global head office in Cambridge, UK.

Role as related to the project

The Finance Manager will:

- Work with the Finance and Administration Officer (Amman) and have final responsibility to ensure that the financial management of the project complies with BirdLife financial management procedures;
- Ensure administration and financial management systems and procedures in place in the BirdLife offices in Amman, Nairobi and Cambridge meet with the requirements of UNDP-GEF;
- Ensure that accurate financial records for the RFF/BirdLife elements of the project are maintained;
- To finalise and sign-off on annual and quarterly budgets for consideration by the BirdLife Supervisory Committee for onward submission to UNDP (Jordan Country Office and RCU/RTA);
- To finalise and sign-off on annual and quarterly financial reports for consideration by the BirdLife Supervisory Committee for onward submission to UNDP;
- Ensure payments and transfers from the BirdLife Global Secretariat to the offices in Amman and Nairobi are timely in order to ensure smooth operations
- Commission and ensure that the independent annual audit is completed successfully, and that the audit statement is provided to UNDP Jordan.

Relationships

The Finance Manager will:

- Ensure good communications with the RFF Finance and Administration Officer and supervise their work;
- Ensure good communications with BirdLife Regional Offices;
- Maintain good communications with the BirdLife Supervisory Committee, and with UNDP (Jordan Country Office and RCU) as required;
- Ensure good liaison and communications with the external audit company.

Input

- 50 days per annum for the duration of the project. This input will be funded by the project.
- The terms of reference will cover the full duration of the project.

Project Board

Overall responsibility:

The Project Board (PB) will be responsible for making management decisions for the project, acts as the highest strategic and policy-level body of the project (regional and national components) and provides overall guidance and direction to ensure the unity and coherence of the project. It can invite other stakeholders to participate in its meetings as needed.

The PB can appraise and endorse budgets and work plans relating to GEF financial resources for submission to and approval by the UNDP-GEF Regional Coordinating Unit / Regional Technical Advisor (RCU/RTA) in Istanbul. The PB can approve the use of non-GEF budgets and work plans that fall under its authority. The PB evaluates performance against the completion of these plans.

The PB will ensure that required resources are committed and will arbitrate where possible on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In case a consensus cannot be reached, final decision shall rest with the UNDP Principal Project Resident Representative (PPRR).

The PB will consider the Mid-Term Review and its recommendations to ensure that the project is on the right track.

In the project's final year, the PB will hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to highlight project results and lessons learned with relevant audiences. This final review meeting will also discuss the findings outlined in the project terminal evaluation report and the management response

Composition:

- GEF Operational Focal Point in Jordan, representing all flyway countries
- UNDP Jordan Resident Representative acting as UNDP PPRR, or his/her delegate
- Director, Conservation Department, BirdLife International UK or his/her delegate
- RFF Coordinator as Secretary

Duties

- Act as the highest strategic and policy-level body of the project (regional and national components) and provide overall guidance and direction to ensure the unity and coherence of the project.
- Review delivery rate and undertake qualitative assessments of achievements to ensure that the overall project is sufficiently meeting its objectives.
- Appraise and endorse annual GEF Project Implementation Reports (PIR) and Financial Reports, for submission to and approval by UNDP-GEF.
- For GEF resources, appraise and endorse regional multi-annual, annual and quarterly budgets and work plans suggested by RFF for submission and approval by UNDP-GEF; and review and approve national budget and work plans cleared by RFF and national counterparts, in line with overall cleared budgets and work plans cleared by UNDP-GEF.
- For non GEF resources, approve multi-annual, annual and quarterly budgets and work plans.
- Address project issues as raised by RFF, the National Project Steering Committees and UNDP.
- Provide guidance and agree on possible countermeasures/management actions to address specific problems or risks.
- Assess the need for changes to the project.
- Provide input to the independent Mid-Term Review & Terminal Evaluation of the project.
- Review and approve the Final Project Report, ensuring that all Project deliverables have been produced satisfactorily, and identify lessons-learned and follow-up actions required.

Procedures

- The Project Board shall convene at least once a year.
- At the first meeting of the Project Board, its members will review this TOR and adopt changes as appropriate, in consultation with UNDP (incl. UNDP-GEF RCU) as required. The Project Board can invite others to attend as needed.
- The RFF Coordinator will organize the meetings and act as Secretary and will prepare and distribute all concerned documents in advance of meetings, including the meeting agenda.
- In between meetings, Project Board business will be conducted through e-mail, coordinated by the RFF Coordinator.

Input

- At least 1 formal meeting per each year of the project duration

BirdLife Supervisory Committee (BSC)

The BirdLife Supervisory Committee is an internal BirdLife mechanism that is accountable to oversee the delivery of the project in accordance with the workplan and budget, and will ensure support from and integration with the wider work of BirdLife at global and regional levels.

Composition (all executive positions)

- Director, Director of Conservation Department, BirdLife International UK
- Director, BirdLife Middle East Regional Office
- Director, BirdLife Africa Regional Office
- RFF Coordinator (Secretary)

Duties

- Provide technical oversight and guidance to the RFF as an additional filtering layer;
- Review and finalise RFF workplans, budgets and reports, prior to their submission to approval by the Project Board and UNDP (incl. UNDP-GEF RCU).
- Review and approve contractual agreements (“Mainstreaming Contracts” or similar) with national implementing agents, to be signed by the Director of the BirdLife Middle East Regional Office on behalf of BirdLife International;
- Supervise the implementation and review progress of such contracts;
- Coordinate information sharing among relevant BirdLife Departments;
- Monitor project implementation against the project workplan and ensure adaptive management is applied by the RFF;
- Facilitate coordination with other BirdLife flyways projects and regional partnership programmes;
- Facilitate sharing of lessons and experiences within BirdLife
- Assist in resource mobilization activities and efforts for the sustainability of the RRF;
- Liaise with UNDP as required.

Procedures

- The BSC shall conduct business through (virtual) meetings convened every two months;
- The RFF Coordinator will convene the meetings and act as Secretary and will prepare and distribute all concerned documents in advance of meetings, including the meeting agenda;
- In between scheduled meetings, any additional BSC business will be conducted through e-mail and teleconference discussions.

Input

- At least one formal virtual meeting on bi-monthly basis throughout the duration of the project, with additional meetings as required.
- The BSC will convene in person once each year at no cost to the project within the framework of BirdLife's senior management team meetings.

Powers of the BSC

- The top BirdLife organ regarding implementation and management of the project, providing oversight to RFF Coordinator.
- The BSC will have the role of arbitrator where there are major conflicts in opinion that cannot be resolved by the RFF Coordinator.
- The BSC will have authority to cancel Mainstreaming Contracts in the event of non-compliance, breach of contract or poor performance.

TERMS OF REFERENCE (Egypt)

National Project Manager (NPM), Egypt

Description of Responsibilities

Under the direct supervision of UNDP Egypt, the National Project Manager (NPM) has the responsibility for the national delivery of the project's outcomes and activities in accordance with the project document and agreed work plan as signed off by the RFF. He/she will serve on a full-time basis and will be committed to the day-to-day implementation of the national project component in line with the UNDP-GEF standards. The specific tasks and responsibilities include the following:

Project management

- Provide overall management and planning for the implementation of the national project's outcomes, outputs and activities according to the project document and annual work plan;
- Participate in regional conferences, workshops and meetings to provide input in the strategic planning & implementation of the project.
- Establish coordination mechanisms and maintain continuous liaison with BirdLife International, UNDP Egypt, GEF-OFP, 'vehicle' projects and the national implementing agents.
- Play a lead role in the alignment and implementation of national project activities and help ensure that these are coordinated with the 'vehicles', other national and UNDP initiatives.
- Develop and submit a detailed work program for the national execution of the project and the delivery of outputs.
- Ensure that individual national components of the project are delivered on time according to the work plan and assure quality control.
- Document project activities, processes and results.
- Provide financial oversight and ensure financial accountability for the Project (monitor and manage the allocation of available budget to project activities, undertake all necessary financial arrangements, processes, requests for authorizations, payments).
- Prepare annual workplans and budgets, and seek approval for these from UNDP and the RFF Coordinator,
- Ensure preparation & timely delivery of narrative and financial reporting (quarterly, progress and annual reports/PIRs) submitted to BirdLife International and UNDP-GEF; taking into account the norms and standards for project monitoring and reporting are properly met.
- Provide management oversight to daily operational and administrative aspects of project (procurement, recruitment, staff supervision); Supervise all staff assignments, consulting agreements and procurements,
- Identify and appoint (in collaboration with UNDP Egypt) national experts/consultants, in conjunction with the RFF Coordinator, to be hired for the implementation of specific project components or training of the project, develop TOR and agreements, and follow-up on performance.
- Initiate, in coordination with UNDP Egypt, the National Advisory Committee and including the BirdLife Partner in Egypt, and ensure that the Project acts as the Secretariat for the Committee (calling for meetings, preparing and consulting on agenda, steering discussions, follow-up on decisions, keep members informed on the progress, etc.).
- Establish and manage office facilities as needed to support project activities.
- Ensure sound programme monitoring and evaluation.
- Develop a resource mobilization strategy, to be considered as part of the RFF resource mobilization strategy, for the national component of the project; maintain effective liaison with funding partners and further develop the project's resource base, whenever possible.
- Contribute to overall RFF activities and respond to its requests as relevant

- Delegate as necessary project activities best led by BirdLife Partner in Egypt in consultation with UNDP CO & RRF.

Project Outreach (Education, Awareness, Networking)

- Participate in project regional capacity building workshops.
- Prepare, in collaboration with the Regional Flyway Facility, a national outreach plan for mainstreaming MSB concerns.
- Work closely with the BirdLife Partner in Egypt, ensuring their involvement in the project, and delegating to them all aspects of the project that can be effectively delivered by a civil society organisation in Egypt
- In liaison with and with the involvement of the BirdLife Partner, prepare and perform awareness campaign and presentations to target audiences (decision makers, universities, general public, etc.).
- Attend as appropriate national, regional and international events to enhance information sharing and dissemination and lessons learned.
- Establish continuous liaison with media providing updates on the project.
- Document and disseminate lessons learned and best practices.
- Participate in, and contribute to, the regional activities and network established by BirdLife international for the project; a network for influence, exchange, support, capacity-development and knowledge management.
- Contribute to, and draw from, relevant knowledge management networks
- Develop and implement national activities of Branding and Marketing and Private Sector engagement.

Technical input for mainstreaming ‘vehicles’

- Participate in the capacity building regional workshops organized by the project, on skills for double mainstreaming SB concerns.
- Research, prepare & provide technical input (content and services) on MSB concerns to vehicle project activities as identified in discussions with the ‘vehicles’ and the Regional Flyway Facility.
- Implement national activities separate from the ‘vehicles’ (e.g. opportunities to mainstream MSB considerations directly into the national private sector) in collaboration with the Regional Flyway Facility.
- Participate in technical or liaison groups as required by the Regional Flyway Facility.

Relationships

The National Project Manager will:

- Report directly to the BirdLife International Regional Flyway Facility and UNDP Egypt regarding project performance, administrative and financial issues.
- Be accountable to BirdLife International and UNDP for the achievement of national project objectives, results, and all fundamental aspects of project execution.
- Maintain regular communication with BirdLife International, UNDP Egypt, GEF-OFP, mainstreaming ‘vehicles’ and the National Advisory Committee.

Qualifications and Experience

The National Project Manager will have the following qualifications, or be able to demonstrate:

Education

- An advanced university degree (MSc or higher) in any appropriate discipline related to environment, biodiversity, natural resource management, project management.
- Additional qualifications or experience related to marketing and communication will be advantageous

Experience, Skills and Competencies

- A minimum of six years national experience in project development and management; related to conservation and the conservation of habitats and/or biological diversity.
- Proven knowledge of the environmental sector in the country; overview knowledge of the region is an added asset.
- Previous success in resource mobilization;
- A thorough understanding of national socio-economic issues, civil society and NGO environment, institutional setup, legal framework and regulation.
- Proven ability to work with a variety of people including government officials, international and national NGOs, local stakeholders, experts and consultants.
- Strong leadership, managerial and team-building skills; committed to enhancing and bringing additional value to the work of the team as a whole.
- Proven experience in facilitating and chairing meetings and/or workshops.
- Excellent communication, presentation and facilitation skills.
- A proven ability to manage budgets.
- Good organizational and planning skills and a proven ability to adhere to deadlines.
- A proven ability to provide financial and progress reports in accordance with reporting schedules.
- Good computer skills;
- Fluency in verbal and written English and Arabic or French.

Input

Full-time for the duration of the project

National Assistant (NA), Egypt

Description of Responsibilities

Under the overall guidance of the National Project Manager (NPM), the National Assistant (NA) has the responsibility to support the delivery of the project's outcomes and activities in accordance with the project document and agreed work plan. He/she will be committed to the day-to-day support of the project and for its successful implementation in line with the UNDP/GEF standards. The specific tasks and responsibilities include the following:

Project management

- Assist NPM to co-ordinate project implementation.
- Assist the NPM in maintaining continuous liaison with BirdLife International, UNDP-CO, GEF-OFP, 'vehicle' projects, and the national implementing agents of the project.
- Ensure documenting project activities, processes and results.
- Facilitate all necessary financial arrangements, processes, requests for authorizations, and payments.
- Support the NPM in maintaining continuous contacts with vehicle projects on progress of activities, and collating reported information to be included in progress reports.
- Assist NPM to develop and submit progress and financial reports to BirdLife International and UNDP in accordance with the reporting schedule.
- Support the NPM in daily operational and administrative aspects of project.
- Assist NPM to maintain regular contact with and supervise the work of hired national experts/consultants as required.
- Facilitate the role of the project as the Secretariat for the National Advisory Committee (calling for meetings, preparing and consulting on agenda, steering discussions, follow-up on decisions, keep members informed on the progress, etc.).

- Manage office facilities as needed to support project activities.
- Support the NPM in assuring sound programme monitoring and evaluation.
- Perform other related functions as required by the National Project manager.

Project Outreach (Education, Awareness, Networking)

- Support the NPM in preparing awareness campaigns & presentations to target audiences (decision makers, universities, general public...).
- Assist the NPM in keeping continuous liaison with media providing updates on the project.
- Support the NPM in documenting and disseminating lessons learned and best practices.
- Assist NPM to implement national activities of Branding & Marketing and Private Sector engagement.

Technical input for Mainstreaming in Vehicles

- Support the NPM in research, & preparing technical input (content and services) on MSB concerns to vehicle project activities as identified in the bilateral agreements.
- Assist the NPM in implementing national activities remote from the vehicles (e.g. opportunities to mainstream MSB considerations directly into the national private sector) working with assistance from the BL.
- Participate in technical or liaison groups powered by BL.

Relationships

The National Assistant will:

- Report to the NPM regarding project performance, administrative and financial issues.
- Be accountable to NPM for the achievement of national project objectives, results, and all fundamental aspects of project execution.

Qualifications and Experience

The National Assistant will have the following qualifications or be able to demonstrate:

Education

- A first university degree (BSc), in any appropriate discipline related to environment, biodiversity, natural resource management, project management.
- Additional qualifications or experience related to Marketing and communication will be advantageous

Experience, Skills and Competencies

- A minimum of three years' experience in project management, related to conservation and the conservation of habitats and/or their biological diversity.
- Proven knowledge of the environmental sector in the country.
- Previous experience in management of project cycles, including project formulation, monitoring, reporting and evaluation;
- An ability to work with a variety of people including government officials, international and national non-governmental organizations (NGOs), local stakeholders, experts and consultants.
- Proven experience in facilitating meetings and/or workshops.
- Excellent communication, presentation and facilitation skills.
- A proven ability to manage budgets.
- Good organizational and planning skills and an ability to adhere to deadlines.
- A proven ability to provide financial and progress reports in accordance with reporting schedules.
- Good computer skills; Fluency in verbal and written English and Arabic or French.

Input

Full-time for the duration of the Project (100%)

National Steering (Advisory) Committee (NSC), Egypt

The National Steering (Advisory) Committee will oversee the delivery of the national component of the project in accordance with the national workplan and budget, and will ensure integration with the Regional Flyway Facility and the Project Board.

Composition

- Representatives from UNDP Egypt, the National Project Manager, GEF-OFP, national implementing agents including mainstreaming ‘vehicle’ project executives.
- RFF Coordinator
- Nature Conservation Sector
- Nature Conservation Egypt (BirdLife Partner in Egypt)
- Other stakeholders (e.g. academic and scientific institutions and other NGOs or governmental departments in the country) and relevant private sector institutions will be co-opted as necessary.

Duties

- In collaboration with the NPM, provides overall guidance and strategic direction to the national implementation in accordance with the project document and annual work plan, and oversees its implementation.
- Review progress reports and proposed workplans, review project compliance to implementation strategy (project monitoring and evaluation).
- Contributes to developing and implementing strategies for national sustainability.
- Mobilise political and institutional support for the project and harness the engagement of other stakeholders and identify more opportunities for mainstreaming.

Procedures

- The NAC should meet on a quarterly basis.
- NAC will appoint a chair from its membership. Chairmanship could be rotational.
- The NAC will co-opt relevant experts in the identified threats to MSB and in advocacy and marketing as necessary.
- NAC can form sub-committees or Task Forces to address specific aspects of the project.
- The National Project Manager will act as Secretary for the NSC.

Annex 6: Description of “vehicles”

Energy

Egypt (project)

- The “vehicle” project, Gabel Al-Zayt wind farm development, is the focus of the MSB project efforts in Egypt. The project’s guidelines and technical assistance have already been widely integrated into the emerging and extensive wind energy sector in Egypt. However, wind energy and the associated power transmission lines are rapidly emerging as a significant and, if not planned with MSBs in mind, potentially very serious threat to MSBs in Egypt and the region. Fortunately the MSB project in Egypt is leading the way in mainstreaming MSB conservation within this sector. All wind farm projects in Egypt are managed by the New and Renewable Energy Authority (NREA), the governmental para-statal authority, responsible for production of renewable energy in Egypt. NREA is already a significant and willing participant in the project following the tranche I. The 200 MW wind farm project at Gabel Al-Zayt has been constructed at one of the five identified Egyptian bottlenecks⁷⁴ which represent a high risk to MSBs and it will be this development which is used as the focus for the “vehicle” although there are expected to “spin-offs” to other major schemes.
- NREA has already changed their policy at wind farm projects situated at critical points along the flyway, in response to the MSB project guidance, by developing a separate bird migration study within the EIA for wind farm projects, they have requested for EIA guidelines and monitoring protocols for wind farm projects, changed the criteria for shutdown on demand system at wind farms on the flyway, and have carried out post-construction monitoring for spring and autumn migrations in 2014. Some of these responses have even included quite significant changes to the design of ongoing developments. For instance, NREA has decreased the height of wind turbines by twenty meters and are planning to apply shutdown on demand system at Gabel Al-Zayt starting from 2016. In response to the planning of Tranche II of the MSB project NREA has already renewed the MoU between the Egyptian Environmental Affairs Agency (EEAA) and MSB project on 5th of January, 2015.
- KFW is funding the 200 MW wind farm project at Gabel Al-Zayet and another planned wind farm project in the same area. The MSB project organized a spring post-construction bird monitoring at the 200 MW site funded by KFW following a request from the NREA and leading to long term cooperation between all parties in all wind projects funded by KFW at Gabel Al-Zayet. Collaboration has been particularly successful in this area and is linked to the RFF efforts to mainstream at a higher strategic level with the IFC.
- Tranche II will build upon this strong and cordial working relationship to continue to provide capacity building opportunities for NREA and EEAA staff. It will act as a facilitator for the future cooperation between the EEAA and NREA, develop the EIA guidelines and monitoring protocols for wind energy projects, identifying sensitive areas to energy developments, providing technical support (guidelines and best practices), establish criteria for shutdown on demand of wind farms as well as backstopping to both the EEAA and NREA on MSB conservation issues in the sector. The “vehicle” will also involve organizing events to promote the conservation of MSBs widely within the energy sector. Jointly, with NREA and the EEAA the project will test the efficacy of different technical solutions to safeguard MSBs (e.g. radar shutdown on demand, etc.).

⁷⁴ In Spring 2014 293,000 MSBs passed through this site

- This “vehicle’s” efforts are strategically linked to the regional BirdLife and RFF initiative to work closely with the global financing mechanisms (e.g. the IFC) addressing the wind energy sector at the regional scale.

Sudan (under preparation)

- Under Tranche II the project will build on successful interventions by the Sudanese Wildlife Society (SWS) such as the award-winning fixing of the “killer” Port Sudan power line. Private service providers and emerging donor projects are expected to offer entry points for identifying solutions to power outages caused when birds are electrocuted. SWS undertook a reconnaissance survey of another bird killing power line in Gezeira that showed high numbers of birds being killed including MSBs. The majority of the people (86%) interviewed reported that most bird deaths were associated with electrocution. These findings will be used in the ongoing talks with the prospective vehicle NIA and will most likely lead to a “vehicle” for the energy sector in Sudan that could have considerable and positive implications as to how power transmission lines are planned and constructed in Sudan in the future. This proposed “vehicle” to be led by SWS as the sole recipient of funds.

Agriculture

Ethiopia (project)

- The Ethiopian BirdLife Partner, the Ethiopian Wildlife & Natural History Society (EWNHS) will implement three “vehicles” targeted at the agricultural sector and in particular the issue of agricultural chemical (agro-chemicals) use. Pesticides and the improper use of this range of chemicals is thought to constitute a significant threat to MSBs. While there is no empirical evidence there is considerable anecdotal evidence⁷⁵ and experience elsewhere suggests that pesticides are a significant factor in the mortality of raptors and other soaring birds such as storks and cranes because of their position in the food web and a tendency to bio-accumulate these chemicals in their bodies. The agricultural sector in Ethiopia is a major contributor to the economy with both large intensive cropping schemes (e.g. cotton) and small holder systems as well as the locust control schemes. These agricultural schemes are located in the Rift Valley directly in the path of the MSBs as well as a number of species which remain in these areas over winter and don’t move any further south as well as resident species of soaring birds.
- The purpose of all three “vehicles” is to raise awareness of improper pesticide use and the danger to MSBs and human health, introduce better methods of pest control including integrated pest management (IPM), and increase understanding of the effects of agro-chemicals on MSBs in this part of the flyway. The overall objective is to reduce MSB mortality due to agro-chemicals.
- The key ally in the “vehicle” project is the Pesticide Action Nexus (PAN). PAN UK is the global lead while PAN-Ethiopia is the host country coordinator. Other domestic collaborating institutions include: the Institute of Sustainable Development (ISD), Ethiopian Biodiversity Institute (EBI), Addis Ababa University Department of Zoological Sciences and Plant Health Regulatory Directorate of Ministry of Agriculture.

Sudan (project)

⁷⁵ A survey carried out by the Sudanese Wildlife Society (SWS) found that 40% of respondents in agricultural schemes said that they had seen MSBs die as a result of spraying and 46% said they had seen them die as a result of ingesting pest post spraying

- The Sudanese Wildlife Society (SWS) has successfully worked with the MSB project and the RFF on issues such as the power line from Port Sudan. Irrigated farming schemes (1.764 million ha), rain-fed mechanized (5.88 million ha) and rain-fed traditional or artisanal (7.56 million ha) cover large areas of the southern portion of the flyway. SWS will implement one reform process “vehicle” targeting the sector.
- The “vehicle” will enable the SWS as an independent NGO and the sole recipient of project funds in Sudan to assess the impact of agro-chemical use on MSBs and mainstream the MSB project agricultural guidelines into local and national approaches and initiatives on pest control.

Hunting

Lebanon (reform process)

- Lebanon has had considerable success during Tranche I of the project in developing ten separate regulations for the Law 580 on Hunting in Lebanon adopted in 2004⁷⁶. The absence of these regulations had prevented the effective implementation of the Law in the past and the Law was never truly enacted – near-maximum hunting effort by hunters throughout Lebanon have made it the single most important threat to MSBs in the country. Working with the MoE and the Higher Hunting Council⁷⁷ (HHC) the project developed the regulations (decrees) that were passed and adopted and the Law can now be enacted and regulated hunting can be opened thus forming the basis, the first steps, towards a managed system for responsible hunting.
- By way of example of the challenges of working in the region, a change in Ministerial positions has delayed the opening of the first regulated hunting season in Lebanon. Therefore the “vehicle” in Lebanon is a *process* “vehicle” which will continue to drive this process forwards. However, it will not simply be doing “more of the same”. Rather it is intending to take the process to the “next steps” by translating the new regulations into actions and activities on the ground. In particular this will involve supporting the development of at least one “Responsible Hunting Area” (RHA).
- The Society for the Protection of Nature in Lebanon (SPNL) in cooperation with the MSB PMU⁷⁸ and Ministry of Environment has identified ten RHA in Lebanon as a solution to support the proper enforcement of the hunting Law and regulations developed by the Ministry of Interior and Municipalities during tranche I of the MSB project.
- SPNL and the relevant authorities will work to establish at least one pilot RHA during Tranche II with all the needed infrastructure, institutional setup, management plan, code of practice, trainings for staff and municipalities, etc.

Tourism

Egypt (reform process)

- In Egypt the “vehicle” project (JAZ Chain⁷⁹) is one of the largest hotel chains in the tourism market located in the flyway (South Sinai and Red Sea). The tourism sector in Egypt poses significant risks to MSBs in the flyway as well as good potential of engagement of the tourism

⁷⁶ Hunting was banned in 1994 however this has had little, if any, effect on the intensity of recreational and market hunting.

⁷⁷ The HHC is the highest legislative body for the regulation of hunting issue in Lebanon. It is mandated to set the application decrees for the hunting law, evaluate the situation and develop annual reviews for the policies and regulations as needed.

⁷⁸ The project was executed through a PMU nested in the MoE during tranche I of the project. In tranche I it will be directly executed by the Lebanese BirdLife Partner SPNL.

⁷⁹ The Jaz Chain of Hotels is part of the TRAVCO Group.

sector to increase the bird watching tourism in the flyway. During Tranche I the MSB project, the EEAA and JAZ Chain developed a strong working relationship that includes the Tourism Development Authority (TDA), a pivotal player in tourism activities in Egypt.

- Through the ongoing relationship established in Tranche I, the Jaz Chain have already included in their management policies: cost reduction by reducing, reusing and recycling waste monitoring and improving energy efficiency and reducing water consumption. They have participated in international environmental awards, celebrated international events by providing guests with more environmental information, developed awareness material by printing brochures, books, posters and flyers related the environment and migratory birds. They have introduced internal policies to improve environmental protection by cooperating with appropriate partners, participating in social activities, increasing the green areas around their hotels, using environmental friendly products, etc. With the help of the project this has been integrated into their staff development by offering training course all the year round to all staff on environmental awareness and bird friendly activities, waste management, plantation, etc., and implementing the best practices of flyway friendly hotel guidelines (scheduled in 2015), and, the training of JAZ (and affiliated tour companies) tour guides.
- A MoU exists between the MSB project and the JAZ Chain that provides for: regular dialogue and coordination meetings between EEAA, MSB project and JAZ; participation of each Party in activities implemented by the other Party; the execution of separate legal instruments between the Parties to define and implement joint activities and programmes. During Tranche II the MSB project will provide technical support and capacity building opportunities for team work in the EEAA, the JAZ Chain and other interested bodies in the areas of the protection of MSBs and work as a coordinator for future cooperation between the MSB project and the JAZ Chain as well as providing technical support and guidelines for best applications for each of the EEAA and the Ministry of Tourism and the wider sector on MSBs.

Lebanon (project)

- Lebanon will implement a project “vehicle” intended to mainstream the positive aspects of MSBs into an existing eco-tourism project, the Lebanon Mountain Trail (LMT) project. The project is implemented by the NGO, Lebanon Mountain Trail Association (LMTA). Using the LMT as a pilot, it will also seek to mainstream MSB conservation into the implementation of the National Strategy and Action Plan for Ecotourism⁸⁰
- The LMT is the first long-distance hiking trail in Lebanon extending from Andqet in the north of Lebanon to Marjaayoun in the south (470 km). The LMT crosses six of the most important Protected Areas of Lebanon, including a UNESCO Cultural Landscape World Heritage Site (The Qadisha Valley) and links them together via a protected ‘Biodiversity Corridor’. The protected areas are: Hima Aandqet, Hima Upper Aakkar, Ehden Forest Nature Reserve, Tannourine Cedars Nature Reserve, Jabal Moussa Biosphere Reserve, Shouf Cedars Biosphere Reserve, several of which are bottlenecks sites for MSBs. It transects more than seventy-five towns and villages at altitude ranging from 600 to 2,000 m above sea level. The LMT showcases the natural beauty and cultural wealth of Lebanon's mountains and demonstrates the determination of the people of Lebanon to conserve this unique heritage. The trail brings communities closer together and expands economic opportunities in rural areas through environmentally and socially responsible tourism. Directly relevant to this project, the trail follows a similar route to that used by MSBs

⁸⁰ The National Strategy and Action Plan for Ecotourism was developed by SPNL during Tranche I of the MSB project. It involves three ministries (Tourism, Environment, and Agriculture) and includes the following objectives: to protect the MSBs, raise awareness among the public (specifically through schools) on the importance of bird protection, protect the flyways for MSBs, support the protection of the LMT and extend for new trails and loops reaching additional natural areas and villages, initiate new Hima protected areas on municipal land, support the enforcement of the new hunting law in Lebanon, and support the rural economy by promoting responsible tourism along the LMT and the flyways and the Hima protected areas through bird watching and other ecotourism initiatives.

during their spring and autumn migration – including as mentioned a number of bottleneck sites - and there is therefore the potential for observing MSBs to be part of the hiking experience. This connection further leads to the possibility of building local stakeholder awareness and support for MSBs, and in particular for these local stakeholders to take a greater interest and involvement in addressing the illegal shooting that represents at present a major threat to MSB on their migration.

- Engaging with the LMT therefore provides an opportunity for mainstreaming MSB concerns into local guides training, certification, bed and breakfast facilities and development of tourism packages, marketing and promotion.
- More specifically, activities that are proposed to be implemented through this vehicle with the LMT include: assessing the spots favorable for bird watching on the LMT, various celebration events during the migration periods (spring and autumn) and the World Bird Migratory Days, delineation of additional trail links to the LMT where protection for important bird areas are needed, awareness activities for schools groups, creating packages for the public where birdwatching could be added, developing awareness kits where birds conservation could be added, a series of conferences and town hall meetings with municipalities and local communities, training schemes and implementation for local guides, etc.
- Alongside work with the LMT, and learning from the practical application of mainstreaming activities, LMT “vehicle” will advocate for the adoption of the National Ecotourism Strategy and Action Plan (amendments and development of relevant laws), and wider mainstreaming of MSB conservation. It will develop “Hima to Hima” trails from East to West and link them to LMT, and more widely develop relevant awareness material and implement awareness campaigns for schools and general public, and build the capacity of local guides, tourism providers on national basis.

Waste management

Egypt (under preparation)

- Tranche I has improved the project’s understanding of the issues surrounding waste management and its impact upon MSBs⁸¹. The threat from waste management is mostly localized although it can have dramatic and negative impacts on occasions (e.g. contaminated waste water killing large numbers of storks) and is most seen as a threat at bottlenecks and in particular in Egypt where the flyway aligns itself closely with tourism and urban development that create considerable amounts of untreated waste. The project has developed a comprehensive set of guidelines for the sector⁸².
- Waste management facilities can prove to be a dangerous attractant for soaring birds, providing apparently inviting resting sites, and a source of food and water for exhausted migratory birds. There is evidence of soaring bird mortality in the vicinity of such facilities, potentially as a result of ingesting toxic materials from unsorted solid waste, or drinking polluted wastewater⁸³.
- There is clear governmental intent to collaborate with the project. For instance, in 2014 a protocol was signed between the Ministry of Environment and the South Sinai Governorate to rehabilitate the sewage ponds at Sharm El-Sheikh and the South Sinai Company for Water and Waste Water Treatment officially requested to take part in this protocol. However, there is still a desperate need for changing policies in the waste management sector to adopt bird-friendly practices in the management of waste, to raise awareness of the South Sinai and Red Sea Governorates, to help them realize and endorse the importance and potential of MSBs and to mainstream conservation of MSBs among the different local government entities.

⁸¹ Sensitivity Atlas of Migratory Soaring Birds in Egypt, Draft, 2014; Sherif Baha El Din, Phd.

⁸² <http://migratorysoaringbirds.undp.birdlife.org/en/sectors/waste-management>

⁸³ Ibid.

- The possible waste management vehicle is not yet fully developed reflecting the difficulties of aligning “vehicle” start-ups with project start-ups. However, changes made in the way Tranche II funds will be allocated and distributed (e.g. by sector and not by country) mean that it is possible to pursue the development of this critical “vehicle” before the midpoint of Tranche II and close it by the end of Tranche II.
- While this proposed “vehicle” is not immediately ready to start it is already well-developed and proposes the implementation of a waste water management guidelines, active protection of MSBs, particularly white storks, at different sites along the flyway, the transformation of sewage ponds to suitable destinations for birdwatching activities and highlighting the importance of the waste management facilities to MSBs, human well-being and the tourism sector.

Multi-sector

Jordan (reform process, land use planning)

- The Royal Society for the Conservation of Nature (RSCN), Jordan has developed a single “vehicle” covering four sectors – energy, agriculture, tourism and waste management and with a provision to incorporate the earlier Tranche I hunting reforms as well.
- The “vehicle” is a collaboration between the RSCN and the Ministry of Municipal Affairs (MoMA), Jordan Valley Authority (JVA), Dead Sea Development Zone (DSDZ) and the Aqaba Special Economic Zone Authority (ASEZA).
- The “vehicle” involves several government agencies, in particular, the MoMa which is the main planning authority in Jordan. MoMA is mandated to develop Land Use Plans (LUPs) including for the geographical areas of importance to MSBs. Utilizing the best practice guidance developed by the project, the “vehicle” is intended to upscale and replicate the use of mainstreaming outputs in geographical areas of importance to MSBs by institutionalizing MSB considerations in LUP processes.
- The LUP vehicle is relevant to four key sectors, energy, agriculture, waste management and tourism, but it also cuts across other sectors from a planning and regulation perspective. For example, the “vehicle” will ensure that IBAs, bottleneck sites and MSB hotspots are integral elements of the Natural Heritage System (NHS) layer in LUP, which will be prepared by MoMA. The vehicle will encourage cooperation between the relevant local planning authorities and other influential agencies (i.e. Ministry of Energy). For instance, incorporating the layer of potential wind/solar energy project sites as one of the layers considered by the planning process will minimize the negative impact on MSBs. Moreover; through the activities of this “vehicle”, the MSB conservation measures will be integrated into the LUP’s associated guidelines. Therefore, through LUP the MSB project guidelines will be mainstreamed into the four sector developments that have a direct impact on MSBs such as wind energy developments, power lines projects, agricultural projects, mega-tourism projects, etc.
- The LUP guidelines will also regulate land use in bottle neck sites and MSB hotspots. Hunting sites, hunting species, hunting seasons, etc., will not be neglected and will be considerably incorporated into the guidelines wherever appropriate.
- The “vehicle” activities will be extended to strengthen the capacities of concerned authorities in MSB conservation and environmental land use planning. As part of this process the vehicle activities will contribute to raising awareness of the developers (i.e. renewable energy investors) and local communities.
- The “vehicle” project will provide an influential opportunity to demonstrate mainstreaming conservation measures, as this “vehicle” is intended to tackle several sectors and will collaborate with different stakeholders including government, civil society and private sector. Therefore, the “vehicle” will play an important role in intervening at both policy reform as well as planning

levels, it will enhance the enforcement of land use plans and the implementation of their associated guidelines.

- Therefore the “vehicle” will include two major policy reform elements. LUP as a cross-sectoral planning tool offering a significant opportunity to influence land use policies, practices and licensing, and, the LUP-associated guidelines providing a legal platform for land control and mitigation actions wherever and whenever needed.

Annex 7: Co-financing letters



Partnership for
nature and people

To whom it may concern

Subject: Co-Funding Letter – Tranche II of the BirdLife/UNDP/GEF project *Mainstreaming Conservation of Migratory Soaring Birds into Key Productive Sectors along the Rift Valley/Red Sea Flyway* ('Migratory Soaring Birds Project').

This is to confirm that BirdLife International, with BirdLife Partners and collaborating organizations, is committed to providing a cash and in-kind contribution towards Tranche II of the 'Migratory Soaring Birds Project' of \$10,534,885

A breakdown of this commitment is as follows:

Sudanese Wildlife Society – Sudan	15,000
New & Renewable Energy Authority – Egypt	3,500,000
Jaz Resorts & Hotels – Egypt	2,000,000
Horn of Africa Regional Environment Center	303,235 ¹ *
Ethiopian Wildlife and Natural History Society	122,500
Pesticide Action Nexus Association 1 – Ethiopia	44,840 ² **
Pesticide Action Nexus Association 2 – Ethiopia	76,769 **
Society for the Conservation of Nature 1 – Lebanon	60,000
Society for the Conservation of Nature 2 – Lebanon	56,500 *
Ministry of Municipality Affairs – Jordan	2,000,000
BirdLife International (cash)	797,956
BirdLife International (In kind)	1,458,085
UNDP (cash)	100,000

¹ * The rate of exchange from € to \$ is 1.13

² ** The rate of exchange from £ to \$ is 1.52

BirdLife International
The David Attenborough Building
Pembroke Street, Cambridge
CB2 3QZ, UK

T: +44 (0)1223 277318
F: +44 (0)1223 281441
E: birdlife@birdlife.org
www.birdlife.org

Honorary President: HH Princess Takamado of Japan.
BirdLife International is a charity (No 1042125).
BirdLife International is a company limited by guarantee, registered in England
(No 2985746). A list of directors of the company can be obtained from the registered
office in Cambridge

Besides, its in-kind contribution of \$1,458,085, BirdLife International (with the kind support of UNDP Jordan to commit \$100,000) secured the cash co-funding that equals two thirds of the total budget of the Regional Flyway Facility (RFF) for the duration of the project. This requirement is one of the triggers for the project to move from tranche I to tranche II, where the total cost of the RFF is \$1,346,934 and the secured cash co-funding is \$897,956.

The supporting co-financing letters setting out the commitments of the BirdLife partners and collaborators in the project are attached

Your sincerely



Patricia Zurita
Chief Executive
BirdLife International



PROG/2015/26

11 Feb, 2015

Dear Ms. Dinu,

Subject: Co-financing for UNDP/GEF project “Mainstreaming Conservation of Migratory Soaring Birds into Key Productive Sectors Along the Rift Valley/Red Sea Flyway - Regional Project – phase II

I am pleased to refer to the above mentioned project jointly initiated by the United Nations Development Programme (UNDP) and the Birdlife International, and to confirm that if the project is approved, UNDP Jordan is committed to provide a cash contribution to the project in the amount of \$ 100,000 over a period of five years.

I confirm that the above-mentioned project proposal is in accordance with the UNDAF for Jordan (2013 -2017), and with the Jordan’s obligations under the Convention on Biodiversity, that Jordan is party to.

Best Regards.

Zena Ali-Ahmad
Country Director

Mr. Adriana Dinu
GEF Executive Coordinator
United Nations Development Programme



Cairo, Egypt, 1st February, 2015

To: Biologist: Mamdouh Mousa
Director of Nature Conservation Sector, Egyptian Environmental Affairs
Agency.

Att., Biologist: Osama El-Gebaly
Manager of Mainstreaming Conservation of Migratory Soaring Birds Project into
key productive Sector Along Rift valley/Red Sea Fly way

Dear Dr. Mamdouh Mousa

First we would like to thank you for giving us the opportunity to work with the "Egyptian Environmental Affairs agency", "Bird Life international" and "United Nations Development Programme" on the GEF- funded project "Mainstreaming Conservation of migratory soaring birds into key productive sectors along the "Rift valley/ Red Sea fly way"

Jaz hotels and resorts is glade to be part of this cooperation and your innovative project which will help us in our background and experience in the field of environment, sustainability and conservation of migratory soaring birds.

On behalf of Jaz hotels & resorts we confirm that the expected expenditure of JAZ hotels in the next 5 years –between 2015 and 2020 will be US\$ 2 million as a company over the project period, for protecting and conserving the environment and implementing the standards for helping our country to be one of the pioneers in the field of sustainability.

This participation doesn't involve Jaz hotels & resorts in any sort of payments or monetary dealing as explained above.

We look forward to our collaboration on the project.

Sincerely,


Alaa Akel
General Manager Jaz Hotels & Resorts Division
Jaz Hotels, Resorts & Cruises



Ministry of Electricity & Energy
New & Renewable Energy Authority
(NREA)
Dr. Ibrahim Aboulnaga St., Ext. of Abbas El Akkad St.,
Nasr City, Cairo , Egypt



وزارة الكهرباء والطاقة
هيئة تنمية واستخدام الطاقة الجديدة والمتجددة
شارع د. إبراهيم أبو النجا - إمتداد شارع عباس العقاد
حي الزهور - مدينة نصر - القاهرة

Att.: Dr. Osama El-Gebaly
Migratory Soaring Birds Project
National Project Manager

**Mainstreaming Conservation of Migratory Soaring Birds Project along
the Rif Valley/Red Sea Flyway**

Cairo, Feb. 2, 2015

With reference to your letter dated on 14th of Jan., 2015 to estimate the financial expenditure to be paid by NREA in the next 5 years in order to protect and monitor the Migratory Soaring Birds (MSBs) in the Red Sea Flyway at Gabel Al Zayt 200 MW wind farm project and other projects within the application of the shut down on demand system and post construction monitoring. I am glade to confirm that the estimated costs will be as follow:

1. Estimated allocated budget for implementation of post construction monitoring at the 200 MW wind farm project at Gabel El-Zayt – Spring 2015 will be 160,000.0 US\$.
2. Estimated allocated budget for implementation of post construction monitoring at the 200 MW wind farm project at Gabel El-Zayt - Autumn 2015 will be 160,000.0 US\$.
3. In case of establishing and operating the Radar System to apply the shut down on demand in the 200 MW project during the period (2016-2020) will be 2,490,000.0 US\$.
4. Operation and maintenance costs of Radar stations during the period (2016-2020) will be 670,391.0 US\$.

Given the amount above, NREA expenditures on protecting and monitoring MSBs during the next 5 years will be around million 3.5 US\$ (Three millions and half US\$).

WE look forward to enrich our future cooperation during the second phase of the MSB project in Egypt.

Yours sincerely,

Dr. Eng.

Mohamed Mostafa El-Khayat

Managing Director of Technical Affairs



P.O. Box : 4544 Masakin Dobat - Elsaff
El-Hay El-Sades, Nasr City, Cairo
Fax : (202) 22717173 - 22717172
Tel. Switch : 22725891 , 2 , 3 , 4

ص . ب : ٤٥٤٤ مكتب بريد مساكن ضباط الصف
الحى السادس - مدينة نصر - القاهرة
فاكس : ٢٢٧١٧١٧٣ - ٢٢٧١٧١٧٢ (٢٠٢)
التليفونات العمومية : ٢٢٧٢٥٨٩١ ، ٢ ، ٣ ، ٤

ቀን
Date: 5 Feb 2015

ቁጥር
Ref. No.: PAN/ITA/115/1006

Mr. Richard Grimmett
Director of Conservation
BirdLife International
Welbrook Court, Girton Road
Cambridge CB3 0NA

Dear Mr. Grimmett,

Re. Co-Funding for Phase II of the Migratory Soaring Birds Project

Pesticide Action Nexus Association of Ethiopia (PAN-Ethiopia) is a non-governmental organization established to work on environment and development issues. It complements with the effort of Ethiopian government in development and contributes to the eradication of poverty in Ethiopia by raising awareness of the public in order to prevent public health and environmental impacts of pesticides and other hazardous chemicals. PAN-Ethiopia's goal is to enhance and promote a safe and sustainable environment suitable for inhabitants, which is protected from harms posed by hazardous chemicals. It aims to achieve its long term goal (toxic free future) by working hand-in-hand with government, non-governmental organizations, civil society interest groups, urban and rural communities.

In line with this, PAN-Ethiopia strives to a) promote shared responsibility and cooperation in environmental management; b) provide capacity building at different levels regarding the handling, usage and disposal of pesticides and other hazardous chemicals; c) conduct research regarding impacts of toxic chemicals (including but not limited to pesticides) on public health and the environment; d) organize public forums to enhance awareness on the negative impacts of pesticides; e) contribute towards good agricultural practices at grassroots levels; g) contribute towards introduction and implantation of policies and strategies to protect the environment from negative impacts of pesticides; h) promote IPM and other non-hazardous and safe alternatives; i) works on Global alliance to phase out highly hazardous pesticides, global alliance to eliminate Lead in Paint, early ratification and implementation of the Minamata Convention on Mercury and environmentally sound management of electrical and electronic products.

Currently, PAN-Ethiopia is implementing two projects in the Ethiopian Rift Valley, namely: i) Pesticide Impacts on Biodiversity in Ethiopia and Agro-ecological Solutions and ii) Tackling pesticide dependency in cotton production in the Ethiopian Rift Valley. Both projects are implemented in the Rift Valley Ecosystem of Ethiopia in partnership with a number of government and nongovernment institutions, of which EWNHS is the one.

Pesticide Action Nexus
Association



ፔስቲሲድ አክሽን
ኔክሱስ አሳሴሽን

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25765 code 1000

pan.ethiopia@gmail.com

It is to be recalled that EWNHS has been partnering in the implementation of the two PAN-Ethiopian projects that are being implemented at the moment in the Rift Valley of Ethiopia. Consensus built and agreement reached between the two parties for EWNHS to use the two projects mentioned above as 'Vehicles' for fiscal year 2015 and, the components of the budget lines of these projects related to MSB conservation, amounting £80,006.00 (eighty thousand six pounds), as co-funding for the fund that BirdLife is anticipating to raise from GEF/UNDP. Furthermore, PAN-Ethiopia would also like to substantiate that similar collaborative project implementations in the same field of discipline will be continuing in the years beyond 2015, subject to securing a scale up project funding from donors.

1. The total project cost for the project entitled "**Pesticide Impacts on Biodiversity in Ethiopia and Agro-ecological Solutions**" for the period 2013 to 2016 is £299,565.00. Of this total budget, about £29,500.00 has been allocated for activities pertinent to MSB mainstreaming (see Table below).

Activities	Budget (£)
Ecotox survey and community monitoring	22,000.00
Awareness raising Conferences, workshops and seminars	2000.00
Field work operating costs	1500.00
Residue analysis lab and ecotox monitoring	4000.00
Total	29,500.00

2. The total project cost for the project entitled "**Tackling pesticide dependency in cotton production in the Ethiopian Rift Valley**" for the period 2013 to 2015 is £188,233.00. Of this total budget, about £50,506.00 has been allocated for activities pertinent to MSB mainstreaming (see Table below).

Activity	Budget (£)
Farmers FFS training	17172.00
Pest management	25240.00
Organic certification cost	8094.00
Total	50506.00

This letter is, therefore, to endorse that PAN-Ethiopia is in agreement for the two projects mentioned above and their associated budgets to be used as 'vehicles' and 'co-funding', respectively, for the anticipated GEF grant for conservation of MSBs project in Ethiopia that we will be privileged to partner with.

Sincerely yours,



Tadesse Amera
Director



ETHIOPIAN WILDLIFE AND NATURAL HISTORY SOCIETY

Ref No: EWNHS/026/2015

Date: February 7, 2015

Mr. Richard Grimmett
Director of Conservation
BirdLife International
Welbrook Court, Girton Road
Cambridge CB3 0NA

Dear Mr Richard,

Re. EWNHS In-kind Contribution as Co-funding for Phase II of the Migratory Soaring Birds Project

It is evident that the Ethiopian Wildlife and Natural History Society (EWNHS) has been a party to and actively involved in the implementation of Phase I of the GEF/UNDP BirdLife Migratory Soaring Birds (MSBs) Project. Although it has not been able to implement a full project on the ground during Phase I, there is no doubt that EWNHS has played decisive roles and contributed to a great extent towards meeting the objectives of the project.

The process of taking part in the project as Tranche 2 country has been an eye opener for EWNHS to look out into other productive sectors considered to impact negatively on birds in general and migratory soaring birds in particular. Furthermore, our participation in the mainstreaming process of the MSBs conservation considerations into the priority productive sectors (Agriculture and Energy) has enabled us to build consensus of working together and partnership with government stakeholders that own the sectors. As both these sectors are extremely sensitive issues in Ethiopia, we have never anticipated that this relationship with government stakeholders could have been fostered.

The close relationships built with government stakeholders, civil societies and NGOs and the widened scope of knowledge regarding dynamics of the five productive sectors in general, and the agriculture sector in particular, could have not been possible for EWNHS without involvement in the implementation of the project. To that effect, we are highly indebted to BirdLife for giving EWNHS the opportunity to partake in the project and GEF/UNDP for their generous funding.

The interest developed to be involved in the mainstreaming process, knowledge and skills gained, overall capacity built, and the partnership created with relevant stakeholders, relating to the two priority sectors in Ethiopia (Agriculture & Energy), puts EWNHS in a central position to be the right institution in Ethiopia to implement the MSB Project. However, it is extremely difficult to quantify the monetary values of these assets to guarantee the co-funding requirement of



ETHIOPIAN WILDLIFE AND NATURAL HISTORY SOCIETY

GEF/UNDP, though it is our firm belief that these special assets will be taken into consideration. On the other hand, EWNHS has other existing assets that can be approximately quantified into monetary values, which, taken as in-kind contribution, could be considered by BirdLife as co-funding to meet the requirements of GEF (see table below).

No.	Specifications of in-kind contribution	Monetary Value/year in USD	Total monetary value for 2015-2020 in USD
1	Personnel Administrative support	4800.00	24,000.00
2	Office premises	2400.00	12,000.00
3	Office furniture and running costs	3600.00	18,000.00
4	Vehicle and running costs	9,500.00	47,500.00
5	In kind contribution in support of PAN-Ethiopia and HoA-REC/N pesticide mitigation activities in the Rift Valley of Ethiopia	4200.00	21,000.00
	Total	24,500.00	122,500.00

The purpose of this letter, therefore, is to kindly request BirdLife to consider the budget indicated above as in-kind contribution of EWNHS towards fulfilling the GEF/UNDP co-funding requirement to participate in phase II of the MSB project.

Sincerely yours,

Mengistu Wondafrash
Executive Director
EWNHS

Tel: + 251 116 636792

P. O. Box 13303, Addis Ababa

ewnhs.ble@gmail.com

Date: 5 February 2015
Ref: AAU-HoA/1080/2015/2007

Mr. Richard Grimmett
Director of Conservation
BirdLife International
Welbrook Court, Girton Road
Cambridge CB3 0NA

Dear Mr. Richard Grimmett:

Subject: Co-Funding for Phase II of the Migratory Soaring Birds Project

The Horn of Africa Regional Environment Centre and Network (HoA-REC&N) was established in 2006 to promote cooperation and knowledge exchange between organisations with environmental expertise, including Non-Governmental Organisations, Community Based Organisations, Research Institutions and Universities across the Horn of Africa. It seeks to harness currently underutilised, environmental resources across the Horn of Africa region and facilitate, strengthen and advocate for initiatives relating to environmental conservation and natural resources management. It also aims to improve environmental governance and management in the region and to enhance the development of environmental support sectors such as the promotion of renewable energy and the stimulation of new value chains for sustainable products and services so that it would be possible to prevent ecological collapse and breakdown of the social fabric in many parts of the region.

One of the core geographic focus sites of HoA-REC&N is the Central Rift Valley region of Ethiopia, an area where the human population growth is steadily increasing, economic growth and diversification remains limited, livestock densities are very high and parts of the area are intensively cultivated with high application of agrochemicals. Due to expansion of floriculture and horticultural activities within the valley, which is also being used by migratory soaring birds as a flyway, the magnitude of pollution is extreme. To avert the aforementioned intertwined environmental problems within the Rift valley region, the Center launched a landscape intervention project with funding secured from the Netherlands Embassy in Addis Ababa.

In connection with its activities within the Rift valley region, the HoA-REC&N has been requested by EWNHS through an official letter, Ref: EWNHS/ 219/ 2014 on 8th December 2014, for collaboration in the implementation of a joint project that will promote a safe and responsible agrochemical usage, in



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www.hoarec.org



particular, that will encourage non-chemical pest control methods such as IPM in the Rift Valley region ecosystem of the country. The Centre found this request to be highly relevant, as there is a perfect fit in geographic focus area and shared objective of enhancing best practice pesticide usage in the Central Rift Valley region of Ethiopia.

Accordingly, the two parties reached consensus that EWNHS is most welcome to use the project titled "Sustainable Development of the Gambella and Rift Valley Landscapes", which is being implemented currently in the Gambella and CRV areas, as a "Vehicle" for fiscal year 2015 and the component of the budget lines of this project related to MSB conservation, amounting €268,350.00 (two hundred sixty eight thousand and three hundred and fifty Euros), as co-finance for the fund that BirdLife is anticipating to secure from GEF. Furthermore, the Centre would also like to further the collaborative project implementation in the same area in the years beyond 2015, subject to securing a scale-up project funding from the Embassy of the Kingdom of the Netherlands in Ethiopia, as we are confident enough that this will be realized.

The total project cost for the period 2013 to 2015 is € 703,650.00. Of this total budget, about €268,350.00 has been allocated for activities pertinent to MSB mainstreaming (see table below) in fiscal year 2015.

No.	Activity	Budget (€)
1	Facilitate action-oriented researches in the rift valley landscapes	12,250.00
2	Provide technical support to the private floriculture enterprises around Lake Zeway (Central Rift Valley)	50,000.00
3	Promote and support compost preparation and utilization by smallholder farmers	177,800.00
4	Integration of IPM with the compost supplied-farmers for healthy produce	17,000.
5	Assessment of the pesticide usage and IPM status in central rift valley	11,300.00
	Total	268,350.00

Given that EWNHS is a founding member of the Horn of Africa – Regional Environmental Network and cognizant of our longstanding close collaborations in implementation of projects in the past, the HoA-REC&N has no reservation to endorse the use of the fund indicated above as co-finance for the anticipated GEF grant for MSBs conservation in the Ethiopian leg of the flyway.

Sincerely,



Araya Asfaw
Executive Director



Tel: +251(0)11-895 1992 or +251(0)11-655 0226 Fax: +251 (0)11-123 9469

E-mail: info@hoarec.org P.O.Box: 80773 Addis Ababa, Ethiopia

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In the name of Allah, Most Merciful, Most Compassionate

Ministry of Municipal Affairs

Ref. G/20/15279

Date 28.05.2015

General Director of the Royal Society for the Conservation of Nature – RSCN

Greetings,

Reference to your letter no. RS/31/529 dated 21/05/2015 related to your request to estimate co-funding contribution of the Ministry in Tranche II of the Mainstreaming Conservation of Migratory Birds into Key Productive Sectors along the Rift Valley/Red Sea Flyway project, please note that based on the content of your letter and your previous coordination with the specialists in the Ministry, we are pleased to participate in this project due to its huge impact on applying the environmental planning approach, which the Ministry is working to adopt in the land-use planning process in compatible with the priorities of the Ministry; and as it has another impact on increasing coordination between the responsible authorities on land-use planning and building capacities in the field of environmental planning. We would like to inform you that the contribution of the Ministry can be summed up as follows:

1. Developing the cultural & natural heritage layer:

Includes development of cultural & natural heritage layer and its associated instructions in order to conserve and improve the natural landmarks within the boundaries of the areas where land-use planning process are taking place. Noting that this layer includes three main areas, which are: the primary cultural & natural heritage area, the environmentally-sensitive areas and the water streams' protection area.

2. Developing the master land-use schemes:

Includes introducing the different land-uses and issued regulations and policies for the targeted areas; which ensures greater protection of the natural heritage systems in the protected and boundaries areas.

3. Implementation & enforcement:



Based on the technical expertise of the specialists at the Ministry of Municipal Affairs;
the Ministry can contribute in the implementation process and application of the project
outputs especially with regards to the land-use instructions

Accordingly, the Ministry estimates its in-kind - **no-cash contribution** - in this project along its
mandated areas in the Jordan Valley of **two million Dollars**.

Looking forward to a continuous cooperation and exchange of technical experiences

Respectfully yours,

Engineer Walid Mouhy Al Din Al Masri

Minister of Municipal Affairs

Engineer Walid Adel Al Otoom

General Secretary

Copy to:

General Secretary

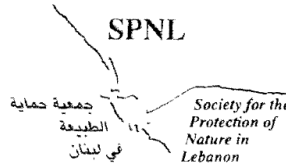
Master Plan Development Manager

Head of Cultural & Natural Heritage Department/ RSCN Liaison Officer

The Hashemite Kingdom of Jordan

Telephone: +962 6 4641393-97 Fax: +962 6 4617138 P.O. Box 1799 Amman 11118 Jordan www.moma.gov.jo





2 February 2015



Dear Osama,

Re: Mainstreaming Conservation of Migratory Soaring Birds into Key Productive Sectors along the Rift Valley/Red Sea Flyway (Tranches 2)



The Society for the Protection of nature in Lebanon (BirdLife in Lebanon) is pleased to be collaborating with the BirdLife/UNDP/GEF Migratory Soaring Birds Project in the Red Sea – Rift Valley Flyway. We share a common objective to conserve migratory soaring birds on this flyway, because threatened soaring birds breeding in Lebanon are using this flyway, and we know that they are facing threats from hunting, Energy, Agriculture and the Tourism sector in the Red Sea – Rift Valley region.



On behalf of **Capacity Development for Flyway Conservation in the Mediterranean – phase II Project-Lebanon component**, we confirm our intention to provide around /50,000 Euros/ as in-kind co-financing to the above mentioned project, over the duration of the project's implementation.

We look forward to our collaboration on the project.

Sincerely,

Name: *Assad Serhal*

Position: *Director General*

Institution: *Society for the Protection of Nature in Lebanon*

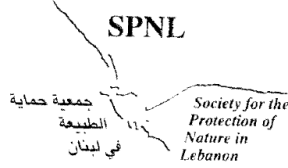
Country: *Lebanon*

جمعية حماية الطبيعة والموارد الطبيعية في لبنان
**SPNL - Society for the Protection of
Nature in Lebanon**

Cc: UNDP - Jordan
Fax: 00962 6 567 6582

Richard Grimmit, BirdLife Global Secretariat, Cambridge
Fax: 0044.1223.277200

Ibrahim Al-Khader, BirdLife International, Middle East Division
Fax: 00962 6 5548172



2 February 2015



Dear Osama,

Re: Mainstreaming Conservation of Migratory Soaring Birds into Key Productive Sectors along the Rift Valley/Red Sea Flyway (Tranches 2)

The Society for the Protection of nature in Lebanon (BirdLife in Lebanon) is pleased to be collaborating with the BirdLife/UNDP/GEF Migratory Soaring Birds Project in the Red Sea – Rift Valley Flyway. We share a common objective to conserve migratory soaring birds on this flyway, because threatened soaring birds breeding in Lebanon are using this flyway, and we know that they are facing threats from hunting, Energy, Agriculture and the Tourism sector in the Red Sea – Rift Valley region.

On behalf of **Empowering local community through Eco-tourism in Hima sites Project**, we confirm our intention to provide around /60,000 Dollars/ as in-kind co-financing to the above mentioned project, over the duration of the project's implementation.

We look forward to our collaboration on the project.

Sincerely,

Name: *Assad Serhal*

Position: *Director General*

Institution: *Society for the Protection of Nature in Lebanon*

Country: *Lebanon*

جمعية حماية الطبيعة والموارد الطبيعية في لبنان
SPNL - Society for the Protection of
Nature in Lebanon

Cc: UNDP - Jordan
Fax: 00962 6 567 6582

Richard Grimmit, BirdLife Global Secretariat, Cambridge
Fax: 0044.1223.277200

Ibrahim Al-Khader, BirdLife International, Middle East Division
Fax: 00962 6 5548172

ص.ب. ٥٦٦٥ ١١ بيروت لبنان هاتف: ٩٦١ ١ ٧٤٨٣٠٨/٩ / فاكس: ٩٦١ ١ ٣٤٣٧٤٠ / ٣١٩٣٣٧
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E-mail: sarileb@cyberia.net.lb - spnlorg@cyberia.net.lb - www.spnlb.org


SUDANESE WILDLIFE SOCIETY **الجمعية السودانية للحياة البرية**
Conserving Wildlife for the Present and Future Generations

Date: 15 February 2015

No: SWS/75/5

Dr Osama Elnouri,

MSB project Coordinator

Dear Dr. Osama,

The Plant Protection Directorate (PPD) agreed to contribute to the vehicle project by providing a car and experts when needed. The PPD and SWS will evaluate the effect of agrochemicals on MSB by jointly surveying the main agricultural schemes in Sudan.

Contribution of Plant Protection Directorate to the Vehicle Project is estimated as follows:

No. Agricultural schemes to be surveyed	= 5		
Period of survey for each scheme	= 15 days		
No experts participating in the survey	= 2		
No. of cars provided for the survey	= 1		
Expert Per Diem	= \$ 50/day		
Car rent	= \$ 100/day		
Total per Diem	$5 \times 15 \times 50 \times 2$	= \$ 7500	
Cost of car rent	$5 \times 15 \times 100$	= \$ 7500	
Total cost		= \$ 15000	

Fifteen thousand US Dollars

Regards

Ibrahim M. Hashim,

SWS

CC: 1. official letter of PPD

2. Official translation of PPD letter

ص.ب: 6041 - الرمز البريدي 11113 - التكامل - الخرطوم - السودان / رقم التسجيل: 1267

P.O Box: 6041- Takamul - Khartoum - Sudan / Mobile: 0154928600 - 0912165374 - 0915804965
E-mail: sudanwild@yahoo.com / Registration no: T. No. 1267



الرقم ١٥٢٧٩ / ٤٠١٤
التاريخ ١٥/٥/٢٠١٨
الموافق

مدير عام الجمعية الملكية لحماية الطبيعة

تحية طيبة وبعد ، ،

إشارة إلى كتابكم رقم ج م / 529/31 بتاريخ 2015/5/21 ، والمتعلق بطلب تقدير الكلفة العينية لمساهمة الوزارة في مشروع دمج مفاهيم حماية الطيور الحوامة في القطاعات الإنتاجية في منطقة وادي الأردن-المرحلة الثانية، يرجى التكرم بالعلم وبناءً على ما ورد في كتابكم وبناءً على تنسيقكم المسبق مع المختصين في الوزارة، فأنا نرحب بالمشاركة بهذا المشروع لما له من أثر كبير على تطبيق مفهوم التخطيط البيئي الذي تعمل الوزارة على تضمينه في عملية التخطيط لاستعمالات الأراضي ويتوافق مع أولويات الوزارة، ولما له من أثر على زيادة التنسيق بين الجهات المسؤولة عن التخطيط لاستعمالات الأراضي وبناء القدرات في مجال التخطيط البيئي، و نود إعلامكم بأن مساهمة الوزارة في هذا المشروع تتلخص بما يلي:

1. تطوير طبقة الموروث الطبيعي والثقافي:

تشمل تطوير طبقة الموروث الطبيعي والثقافي والتعليمات الصادرة معها، بهدف حماية وتحسين المعالم الطبيعية الموجودة في حدود المناطق التي يتم التخطيط لاستعمالات الأراضي فيها، علماً بأن هذه الطبقة تشمل ثلاث مناطق رئيسية وهي: منطقة الموروث الطبيعي والثقافي الرئيسية، ومنطقة المناطق الحساسة بيئياً، ومنطقة حماية المجاري المائية.

الجمعية الملكية لحماية الطبيعة
RSCN

الرسائل الواردة

رقم التسلسل : ١٥٢٧٩ / ٤٠١٤ / ٢٠١٨

التاريخ : ١٥ / ٥ / ٢٠١٨

القسم: المدير العام + مدير بيئي + خاتمة

www.mbma.gov.jo الموقع الإلكتروني

المملكة الأردنية الهاشمية

طابف: ٩٧-١٤١٢٩٢+٩٦٢ ٦ ٤٦١٧١٢٨ فاكس: ٩٦٢ ٦ ٤٦١٧١٢٨ عمان ١١١١٨ الأردن. الموقع الإلكتروني



الرقم
التاريخ
الموافق

2. تطوير المخططات الشمولية لاستعمالات الأراضي:

تشمل التعريف بمختلف استعمالات الأراضي والتعليمات والسياسات الصادرة بموجبها للمناطق المستهدفة، والتي تضمن حماية أكبر لأنظمة الموروث الطبيعي في المناطق المحمية والمناطق المحيطة بها.

3. التنفيذ والتطبيق:

بناءً على الخبرات الفنية للمختصين في وزارة الشؤون البلدية، فإن الوزارة من الممكن أن تساهم في عملية التنفيذ وتطبيق مخرجات المشروع خاصة فيما يتعلق بتطبيق تعليمات استعمالات الأراضي.

بناءً على ما سبق، فيقدر مساهمة الوزارة العينية - **No Cash Contribution** - في هذا المشروع وعلى إمتداد المناطق التابعة للوزارة في منطقة وادي الأردن بـ 2 مليون دولار.

نتطلع للتعاون المستمر بننا وتبادل الخبرات الفنية.

واقبلوا الاحترام ،،،

وزير الشؤون البلدية
المهندس وليد محي الدين المصري
المهندس
وليد عادل العتوم
الأمين العام

س. س.

نسخه/لعطوفة الامين العام .
نسخه/ لمدير المخطط الشمولي التنموي .
نسخه/ لرئيس قسم الموروث الطبيعي والثقافي / ضابط ارتباط مع الجمعية الملكية لحماية الطبيعة .

المملكة الأردنية الهاشمية

هاتف: ٩٧-٤٦٤١٣٩٣+٩٦٢ ٦ ٤٦١٧١٣٨ فاكس: ٩٦٢ ٦ ٤٦١٧١٣٨ ص.ب. ١٧٩٩ عمان ١١١١٨ الأردن. الموقع الإلكتروني: www.moma.gov.jo

Annex 8: Exit Strategy Template

i.) Project Products which will have been developed by the end of the project but which need follow-up for sustainability									
No.	Planned activity	Description of expected results by end of project	Necessary follow-up in order to assure sustainability of the project intervention	Estimation of necessary resources for implementation of the needed follow-up			Description of options for handover and transfer to third parties (projects, state partners...)	Additionally needed activities in order to realize handover scenario	Status of implementation as ofdate
				time (in months)	human resources	minimum financial resources			

ii.) Project activities which have been started but will not be finished until the end of the project									
No.	Planned activity	Description of expected state of implementation by end of project	Necessary follow-up in order to finalize and to assure sustainability of the project intervention*	Estimation of necessary resources for implementation of the needed follow-up			Description of options for handover and transfer to third parties (projects, state partners...)	Additionally needed activities in order to realize finalization and handover scenario	Status of implementation as ofdate
				time (in months)	human resources	minimum financial resources			

* If the recommendation is to stop the implementation of individual activities, a justification for this should be given here

iii.) Project activities which have not been started and should no longer be started as they would not be finished until the end of the project					
No.	Planned activity	Justification for no longer to implementing this activity in the frame of the project	Description of possibilities to recommend the implementation of this activity to third parties	Additionally needed activities in order to realize the takeup of proposals for implementation of the activity by third parties.	Status of implementation as ofdate

iv.) Estimation of risks of recurrence of original problems tackled by the project			
No.	Original problem	Risk of recurrence after end of project lifetime	Options for action to avoid recurrence after end of the project
Status: Prepared by: Approved by:			

Annex 9: UNDP Social and Environmental Screening

Project Information

Project Information	
1. Project Title	Mainstreaming Conservation of Migratory Soaring Birds into Key Productive Sectors along the Rift Valley / Red Sea flyway
2. Project Number	1878
3. Location (Global / Region / Country)	Regional/Arab States: Egypt, Eritrea, Ethiopia, Djibouti, Jordan, Lebanon, Sudan

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

The project is mostly working through CSOs in the countries along the flyway. The levels of governance within these countries varies and in some it is extremely difficult to operate CSOs (e.g. Eritrea). Other countries have less-well developed CSOs while others may have well-established CSOs but are currently experiencing some internal conflicts. The project will continue to work in all of these countries with a broad civil society development agenda (particularly as it relates to conservation) by building the capacity of these organizations and promoting their development as far as possible within the national regulatory framework. In this way it will raise the profile of CSOs in a very positive way and in most instances by partnering with state agencies and institutions to further sustainable socio-economic development.

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

BirdLife international has its own internal gender policies and codes of practice. BirdLife will seek to understand and take account of gender differentiated roles and to promote gender balance internally (within the Partnership) and externally in the locations and among the communities with which we work. These principles will be integrated fully into the CSO project partner capacity building process as a means of incorporating gender equality and women's rights within these partner organizations and as far as possible through the project "vehicles" (projects or reform processes in five production sectors – energy, agriculture, waste management, tourism and hunting – with which the project will work at the country level) into the production sectors themselves.

Briefly describe in the space below how the Project mainstreams environmental sustainability

The project is specifically designed to mainstream biodiversity, in this case migratory soaring birds, into the policy, regulatory and operational framework of five key sectors (energy, agriculture, waste management, tourism and hunting). In order to achieve this it will be promoting adaptive mechanisms, providing capacity building, guidelines, technical assistance, policy and regulatory reform, etc., to five key production areas as a means to reduce and mitigate these sectors impact on key species of migratory soaring birds (MSBs) which are using the flyway. Amongst others these will involve the promotion of integrated pest management as a means to reduce the harm from pesticide use, mitigation of the impact of wind farms and associated power transmission infrastructure, promotion of eco-tourism, regulation and improved management of hunting systems, improvement of waste management facilities and procedures, etc. All of these amount to considerable interventions to reduce the impact of these five production sectors on the environment and in particular on the MSBs.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks?	QUESTION 3: What is the level of significance of the potential social and environmental risks?			QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?
<i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i>	<i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i>			
Risk Description	Impact and Probability (1-5)	Significance (Low, Moderate, High)	Comments	Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.
No risks were identified in the SESP	I = P =			
QUESTION 4: What is the overall Project risk categorization?				
Select one (see SESP for guidance)			Comments	
<i>Low Risk</i>			<input checked="" type="checkbox"/>	No risks were identified in the SESP
<i>Moderate Risk</i>			<input type="checkbox"/>	
<i>High Risk</i>			<input type="checkbox"/>	
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?				
Check all that apply			Comments	
<i>Principle 1: Human Rights</i>			<input type="checkbox"/>	No risks were identified in the SESP
<i>Principle 2: Gender Equality and Women’s Empowerment</i>			<input type="checkbox"/>	No risks were identified in the SESP
<i>1. Biodiversity Conservation and Natural Resource Management</i>			<input type="checkbox"/>	No risks were identified in the SESP
<i>2. Climate Change Mitigation and Adaptation</i>			<input type="checkbox"/>	No risks were identified in the SESP
<i>3. Community Health, Safety and Working Conditions</i>			<input type="checkbox"/>	No risks were identified in the SESP
<i>4. Cultural Heritage</i>			<input type="checkbox"/>	No risks were identified in the SESP
<i>5. Displacement and Resettlement</i>			<input type="checkbox"/>	No risks were identified in the SESP
<i>6. Indigenous Peoples</i>			<input type="checkbox"/>	No risks were identified in the SESP
<i>7. Pollution Prevention and Resource Efficiency</i>			<input type="checkbox"/>	No risks were identified in the SESP

Final Sign Off

<i>Signature</i>	<i>Date</i>	<i>Description</i>
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have “checked” to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have “cleared” the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		Answer (Yes/No)
Principles 1: Human Rights		
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ⁸⁴	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder	No

⁸⁴ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to “women and men” or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

engagement process?	
8. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment	
1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3. Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4. Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below	
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management	
1.1 Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2 Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3 Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4 Would Project activities pose risks to endangered species?	No
1.5 Would the Project pose a risk of introducing invasive alien species?	No
1.6 Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7 Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8 Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No

1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	<p>Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area?</p> <p><i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i></p>	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ⁸⁵ greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	<p>Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)?</p> <p><i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i></p>	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No


⁸⁵ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? ⁸⁶	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No

⁸⁶ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

Annex 10: GEF Mainstreaming Tracking Tool, as completed for MTR and Updated in 2016

 <h2 style="text-align: center;">Tracking Tool for Biodiversity Projects in GEF-3, GEF-4, and GEF-5</h2>			
Objective 2: Mainstreaming Biodiversity Conservation in Production Landscapes/Seascapes and Sectors			
<p>Objective: To measure progress in achieving the impacts and outcomes established at the portfolio level under the biodiversity focal area. Rationale: Project data from the GEF-3, GEF-4, and GEF-5 project cohort will be aggregated for analysis of directional trends and patterns at a portfolio-wide level to inform the development of future GEF strategies and to report to GEF Council on portfolio-level performance in the biodiversity focal area. Structure of Tracking Tool: Each tracking tool requests background and coverage information on the project and specific information required to track portfolio level indicators in the GEF-3, GEF-4, and GEF-5 strategy. Guidance in Applying GEF Tracking Tools: GEF tracking tools are applied three times: at CEO endorsement, at project mid-term, and at project completion. Submission: The finalized tracking tool will be cleared by the GEF Agencies as being correctly completed.</p>			
<p><i>Important: Please read the Guidelines posted on the GEF website before entering your data</i></p>			
I. General Data	Please indicate your answer here	Notes	Values and Comments from Project Start Baseline
Project Title	Mainstreaming conservation of migratory soaring birds into productive sectors along the Rift Valley/Red Sea flyway		
GEF Project ID	1028		
Agency Project ID	1878		
Implementing Agency	UNDP		
Project Type	FSP	FSP or MSP	
Country	Djibouti, Egypt, Eritrea, Ethiopia, Jordan, Lebanon, Palestine, Saudi Arabia, Sudan, Syria and Yemen		
Region	MENA		
Date of submission of the tracking tool	December 1, 2016	Month DD, YYYY (e.g., May 12, 2010)	
Name of reviewers completing tracking tool and completion date	Osama Al Nouri, Project Coordinator, RFF, 10 August 2014	Completion Date	
Planned project duration	10 years		
Actual project duration	7 years		
Lead Project Executing Agency (ies)	BirdLife International		
Date of Council/CEO Approval	Jan 16 2008	Month DD, YYYY (e.g., May 12, 2010)	
GEF Grant (US\$)	10,243,243	Total for Tranche I and II	
Cofinancing expected (US\$)	15,596,732	Total for Tranche I and II	

Please identify production sectors and/or ecosystem services directly targeted by project:			
Agriculture	1	1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project	
Fisheries		1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project	
Forestry		1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project	
Tourism	2	1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project	
Mining		1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project	
Oil		1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project	
Transportation		1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project	
Other (please specify)	Hunting (1) Energy (1) Waste Management (1)		
II. Project Landscape/Seascape Coverage			Values and Comments from Project Start Baseline
1. What is the extent (in hectares) of the landscape or seascape where the project will directly or indirectly contribute to biodiversity conservation			
Foreseen at project start (to be completed at CEO approval or endorsement)			
Landscape/seascape ^[1] area <u>directly</u> ^[2] covered by the project (ha)	5,370,000		
Landscape/seascape area indirectly ^[3] covered by the project (ha)	54,000,000		
Explanation for indirect coverage numbers:	Note: Direct coverage includes the section of the flyway covered by the project "vehicles" identified for Tranche I, that is the Rift Valley in Jordan (estimated 35,000 sq km), all of Lebanon (10,500 sq km), 8100 sq km of the Red Sea Project in Egypt and estimated 100 sq km of the Djibouti Wind Farm project. Explanation for indirect coverage numbers: The calculations for indirect coverage are based on a flyway width of 100km for the two main flyway routes along the Rift Valley (Syria-Turkey border to Ethiopia-Kenya border, approx. 3,400km long) and Red Sea coast (Aqaba to Bab al Mandab, approx. 2,000km long), which together total 5,400 km.	Please indicate reasons	

Landscape/seascape ^[1] area <u>directly</u> ^[2] covered by the project (ha)	258,604	JORDAN: Dana reserve: 29,200 ha; Faifa reserve: 3,300 ha; Al Yarmouk Reserve: 2,100 ha; Mujib Reserve: 21,200 ha; Yarmouk SCA: 2,700 ha; Wadi bn Hammad SCA: 1,800 ha; Humret Maen : 7,300 ha; Aqaba ABO: 2,000 ha. Total: 67,600 ha. EGYPT: Gabel Al-Zayet wind farm 38,500 ha; Zaafaran wind farm project 60,000 ha; Italgen wind farm project 26,000 ha; JAZ hotel chain 400 ha; Sharm El-Sheikh sewage ponds 51 ha; Ain Sokhna bottle neck (Jaz hotel 27 ha). Total: 124,978 ha. LEBANON: Total: 66,026 ha.	
Landscape/seascape area indirectly ^[3] covered by the project (ha)	9,297,400	JORDAN: 3,500,000 ha; Rift valley area (excluding PAs and SCAs areas that has direct management intervention). EGYPT: Ras Mohammed National Park bottle neck 48,000 ha; Sharm El-Sheikh city (tourism area), 4,200 ha; Elba National Park 4,500 ha; St. Katherine PA 450,000 ha; Nile Islands 5,500 ha. LEBANON: 1,045,200 ha; the area of flyway over Lebanon. SYRIA: 4,000,000 ha; the area of flyway over the country. Djibouti: 240,000 ha; the area of flyway over the country.	
Explanation for indirect coverage numbers:	<p>Note: Direct coverage includes the section of the flyway covered by the project "vehicles" identified for Tranche I, that is the Rift Valley in Jordan (estimated 35,000 sq km), all of Lebanon (10,500 sq km), 8100 sq km of the Red Sea Project in Egypt and estimated 100 sq km of the Djibouti Wind Farm project. (Note: Djibouti is no longer part of Tranche I)</p> <p>Explanation for indirect coverage numbers: The calculations for indirect coverage are based on projects influent outside the direct impact as follows: Jordan Rift valley area (excluding PAs and SCAs areas that has direct management intervention) through law enforcement programs supported partially by the MSB project, In Egypt the area included National parks that was influenced directly through the MSB project in addition to Sharm El-Sheikh city through tourism and waste management activities, Lebanon, Syria and Djibouti the area of the major fly way was considered. (Jordan 3,500,000 ha+ Egypt 512,200+ Lebanon 1, 045, 200 ha+ Syria 4000000 ha + Djibouti 240000 ha) = 9297400 ha</p>	Please indicate reasons	

Actual at project closure		
Landscape/seascape ^[1] area directly ^[2] covered by the project (ha)		
Landscape/seascape area indirectly ^[3] covered by the project (ha)		
Explanation for indirect coverage numbers:		Please indicate reasons
[1] For projects working in seascapes (large marine ecosystems, fisheries etc.) please provide coverage figures and include explanatory text as necessary if reporting in		
[2] Direct coverage refers to the area that is targeted by the project's site intervention. For example, a project may be mainstreaming biodiversity into floodplain		
[3] Using the example in footnote 2 above, the same project may, for example, "indirectly" cover or influence the remaining 9,000 hectares of the floodplain through		
2. Are there Protected Areas within the landscape/seascape covered by the project? If so, names these PAs, their IUCN or national PA category,		
Name of Protected Areas	IUCN and/or national category of PA	Extent in hectares of PA
Djibouti		
Iles des Sept Frères (IBA n°DJ003)	Aire Protégée marine (catégorie nationale AP)	4,144
Kadda Gueni-Doumera (IBA n°DJ004)	Aire Protégée terrestre (catégorie nationale AP)	20,000
Egypt		
Elba National Park	National Park	3,560,000 The 4500 ha figure reported at baseline was not accurate.
St. Catherine	National Park	575,000
Nile Islands	Natural Area	5,500
Ras Mohamed	Marine Reserve	48,000
Bura Protected area	Under establishment	This protected area is cancelled and was never established.
Jordan		
Dana Biosphere Reserve	Natural Reserve	29,200
Mujib nature Reserve	Natural Reserve	21,200
Ajloun woodland reserve	Natural Reserve	1,200
Dibbin nature Reserve	Natural Reserve	800
Azraq wetland reserve	Ramsar Site	1,200
Showmari wildlife reserve	Natural Reserve	2,200
Rum protected area	Natural Reserve	54,000
Al Yarmouk	Forest Reserve	2,100 New reserve established in 2010
Fifa	Natural Reserve	2,600 New reserve established in 2011
Qatar	Natural Reserve	11,000 New reserve established in 2011

Lebanon			
Ammiq Swamp	Private Reserve	280?	-
Al-Shouf Cedar Nature Reserve	Nature Reserve	5,500	5,500
Hima Ebel es-Saqi, South Lebanon	Municipal Reserve	267	267
Litani Valley-Rihan (Khalet Khazen)	Private Reserve		-
3. Within the landscape/seascape covered by the project, is the project implementing payment for environmental service schemes?			
	<i>e.g. Water provision</i>	<i>Please Indicate Environmental Service</i>	
<i>e.g. Foreseen at Project Start</i>	<i>e.g. 40,000 hectares</i>	<i>Extent in hectares</i>	
	<i>e.g. \$ 10 per hectare per year</i>	<i>Payments generated (US\$/ha/yr if known at time of CEO endorsement</i>	
Foreseen at project start (to be completed at CEO approval or endorsement)		<i>Please Indicate Environmental Service</i>	
		<i>Extent in hectares</i>	
		<i>Payments generated (US\$/ha/yr</i>	
Actual at mid-term		<i>Please Indicate Environmental Service</i>	
		<i>Extent in hectares</i>	
		<i>Payments generated (US\$/ha/yr</i>	
Actual at project closure		<i>Please Indicate Environmental Service</i>	
		<i>Extent in hectares</i>	
		<i>Payments generated (US\$/ha/yr</i>	

Part III. Management Practices Applied			Values and Comments from Project Start Baseline
4. Within the scope and objectives of the project, please identify in the table below the management practices employed by project beneficiaries			
<i>e.g. Foreseen at Project Start</i>	<i>E.g., Sustainable management of pine forests</i>	<i>Please indicate specific management practices that integrate BD</i>	
	<i>FSC</i>	<i>Name of certification system being used (insert NA if no certification system is being applied)</i>	
	<i>120,000 hectares</i>	<i>Area of coverage</i>	
Foreseen at project start (to be completed at CEO approval or endorsement)	1. Responsible hunting practices at hunting reserves	Please indicate specific management practices that integrate BD	
	[not given]	Name of certification system being used (insert NA if no certification system is being applied)	
	1000 ha	Area of coverage Please note: These figures are combined totals for the 11 participating countries as the project is seeking to mainstream MSB issues into the flyway as a whole.	1000 ha
	2. Wind turbines to follow international best practice operating guidelines to reduce mortality to MSBs	Please indicate specific management practices that integrate BD	
	N/A	Name of certification system being used (insert NA if no certification system is being applied)	
	100 wind turbines	Area of coverage Please note: These figures are combined totals for the 11 participating countries as the project is seeking to mainstream MSB issues into the flyway as a whole.	100 wind turbines
	3. Management of waste sites to reduce mortality and injury to MSBs	Please indicate specific management practices that integrate BD	
	50 sites	Area of coverage Please note: These figures are combined totals for the 11 participating countries as the project is seeking to mainstream MSB issues into the flyway as a whole.	50 sites

Actual at mid-term	1. Responsible hunting practices at hunting reserves	LEBANON: Hunting Reserves are expected to operate during Tranche II in Lebanon after preparations in place including suggestions of specific areas & initial agreements with municipalities involved. REGIONAL: Syria; Rabieh Valley Private Reserve 50 ha, was just created before the conflict but not licensed. TARGET REMAINS 1000 ha.	
	Hunting License	Name of certification system being used (insert NA if no certification system is being applied)	
	0 ha		
	2. Wind turbines to follow international best practice operating guidelines to reduce mortality to MSBs	JORDAN: 32 for only Gharandal Project; not yet, to be constructed but there is confirmation that they will operate within international best practice operating guidelines; there is another project called Al Fujaij, but not yet confirmed. EGYPT: 100 turbines at Gabel Al-Zayt wind farm project. TOTAL: 132 wind turbines.	
	N/A	Name of certification system being used (insert NA if no certification system is being applied)	
	132 wind turbines	Area of coverage Please note: These figures are combined totals for the 11 participating countries as the project is seeking to mainstream MSB issues into the flyway as a whole.	
	3. Management of waste sites to reduce mortality and injury to MSBs	JORDAN: 1 at Aqaba bird observatory station (considered as waste water treatment plant and its managed by RSCN). EGYPT: 3 sites 1- United Company (solid waste) at Ras Shokair; 2- Zeitco company (sewage ponds) at Red Sea; 3- Sharm El-Sheikh (sewage ponds) at South Sinai. TOTAL: 4 sites.	
	N/A	Name of certification system being used (insert NA if no certification system is being applied)	
Actual at project closure	4 sites	Area of coverage Please note: These figures are combined totals for the 11 participating countries as the project is seeking to mainstream MSB issues into the flyway as a whole.	
		Please indicate specific management practices that integrate BD	
		Name of certification system being used (insert NA if no certification system is being applied)	
		Area of coverage	

Part IV. Market Transformation		
5. For those projects that have identified market transformation as a project objective , please describe the project's ability to integrate biodiversity		
		Unit of measure of market impact
Name of the market that the project seeks to affect (sector and sub-sector)	<i>E.g., Sustainable agriculture (Fruit production: apples)</i>	<i>E.g., US\$ of sales of certified apple products / year</i>
	<i>E.g., Sustainable forestry (timber processing)</i>	<i>E.g., cubic meters of sustainably produced wood processed per year</i>
Foreseen at project start		
Name of the market that the project seeks to affect (sector and sub-sector)	Hunting sector	Unit of measure: Income from hunting reserves managed under 'responsible hunting' practices Market condition at the start of the project: US\$0 at selected hunting reserves along flyway
	Energy sector (wind turbine generated electricity)	Unit of measure: Income from 'flyway friendly' electricity generation from wind turbines Market condition at the start of the project: US\$0 from 'flyway friendly' wind farms
	Ecotourism (birdwatching) at selected bottleneck sites	Units of measure: - Income from birdwatching tours to bottleneck sites - Number of birdwatchers to bottleneck sites - Number of tourism companies offering bird tours to bottleneck sites Market condition at the start of the project: US\$X from bird watching tours, Y birdwatchers, Z tourism companies at start of year 1
Actual at mid-term		
Name of the market that the project seeks to affect (sector and sub-sector)	Hunting sector	Unit of measure: Income from hunting reserves managed under 'responsible hunting' practices Market condition at the midterm: Jordan: Each year, nearly 2200 responsible hunters renew their hunting licenses, \$92,000 paid for the government. No hunting reserves in Jordan
	Energy sector (wind turbine generated electricity)	Unit of measure: Income from 'flyway friendly' electricity generation from wind turbines Market condition at the midterm: US\$0 from 'flyway friendly' wind farms. Wind farms in Egypt & Jordan are under construction and are expected to start operation by 2015
	Ecotourism (birdwatching) at selected bottleneck sites	Units of measure: - Income from birdwatching tours to bottleneck sites - Number of birdwatchers to bottleneck sites - Number of tourism companies offering bird tours to bottleneck sites Market condition at the midterm: Jordan: X: 600 - 800 \$ in Mujib and Dana reserves. 700 *7= 6,920 \$ in Aqaba bird observatory. Y: 7 Z: There are nearly 11 licensed adventurous tourism companies, 3 of them are known for some bird watching activities in Jordan

Part V. Policy and Regulatory frameworks			Values and Comments from Project Start Baseline
6. For those projects that have identified addressing policy, legislation, regulations, and their implementation as project objectives, Please			
Djibouti			
<i>Biodiversity considerations are mentioned in sector policy</i>			
Agriculture	1	Yes = 1, No = 0	1
Tourism	1	Yes = 1, No = 0	
Hunting		Yes = 1, No = 0	0
Energy	0	Yes = 1, No = 0	
Waste Management		Yes = 1, No = 0	
<i>Biodiversity considerations are mentioned in sector policy through specific legislation</i>			
Agriculture	0	Yes = 1, No = 0	0
Tourism	0	Yes = 1, No = 0	0
Hunting		Yes = 1, No = 0	
Energy	0	Yes = 1, No = 0	0
Waste Management		Yes = 1, No = 0	
<i>Regulations are in place to implement the legislation</i>			
Agriculture	0	Yes = 1, No = 0	0
Tourism	0	Yes = 1, No = 0	0
Hunting		Yes = 1, No = 0	
Energy	0	Yes = 1, No = 0	0
Waste Management		Yes = 1, No = 0	
<i>The regulations are under implementation</i>			
Agriculture	0	Yes = 1, No = 0	0
Tourism	0	Yes = 1, No = 0	0
Hunting		Yes = 1, No = 0	
Energy	0	Yes = 1, No = 0	0
Waste Management		Yes = 1, No = 0	
<i>The implementation of regulations is enforced</i>			
Agriculture	0	Yes = 1, No = 0	0
Tourism	0	Yes = 1, No = 0	0
Hunting		Yes = 1, No = 0	
Energy	0	Yes = 1, No = 0	0
Waste Management		Yes = 1, No = 0	
<i>Enforcement of regulations is monitored</i>			
Agriculture	0	Yes = 1, No = 0	0
Tourism	0	Yes = 1, No = 0	0
Hunting		Yes = 1, No = 0	
Energy	0	Yes = 1, No = 0	0
Waste Management		Yes = 1, No = 0	

Egypt			
<i>Biodiversity considerations are mentioned in sector policy</i>			
Agriculture	1	Yes = 1, No = 0	1
Tourism	1	Yes = 1, No = 0	1
Hunting	1	Yes = 1, No = 0	0
Energy	1	Yes = 1, No = 0	1
Waste Management	1	Yes = 1, No = 0	1
<i>Biodiversity considerations are mentioned in sector policy through specific legislation</i>			
Agriculture	1	Yes = 1, No = 0	1
Tourism	1	Yes = 1, No = 0	0
Hunting	1	Yes = 1, No = 0	0
Energy	1	Yes = 1, No = 0	0
Waste Management	1	Yes = 1, No = 0	0
<i>Regulations are in place to implement the legislation</i>			
Agriculture	1	Yes = 1, No = 0	1
Tourism	1	Yes = 1, No = 0	0
Hunting	1	Yes = 1, No = 0	0
Energy	1	Yes = 1, No = 0	0
Waste Management	1	Yes = 1, No = 0	0
<i>The regulations are under implementation</i>			
Agriculture	1	Yes = 1, No = 0	1
Tourism	0	Yes = 1, No = 0	0
Hunting	1	Yes = 1, No = 0	0
Energy	1	Yes = 1, No = 0	0
Waste Management	1	Yes = 1, No = 0	0
<i>The implementation of regulations is enforced</i>			
Agriculture	0	Yes = 1, No = 0	0
Tourism	0	Yes = 1, No = 0	0
Hunting	0	Yes = 1, No = 0	0
Energy	1	Yes = 1, No = 0	0
Waste Management	1	Yes = 1, No = 0	0
<i>Enforcement of regulations is monitored</i>			
Agriculture	0	Yes = 1, No = 0	0
Tourism	0	Yes = 1, No = 0	0
Hunting	0	Yes = 1, No = 0	0
Energy	1	Yes = 1, No = 0	0
Waste Management	0	Yes = 1, No = 0	0

Lebanon			
<i>Biodiversity considerations are mentioned in sector policy</i>			
Agriculture	1	Yes = 1, No = 0	1
Tourism	1	Yes = 1, No = 0	0
Hunting	1	Yes = 1, No = 0	1
Energy	1	Yes = 1, No = 0	0
Waste Management	0	Yes = 1, No = 0	0
<i>Biodiversity considerations are mentioned in sector policy through specific legislation</i>			
Agriculture	1	Yes = 1, No = 0	1
Tourism	0	Yes = 1, No = 0	0
Hunting	1	Yes = 1, No = 0	1
Energy	1	Yes = 1, No = 0	0
Waste Management	0	Yes = 1, No = 0	0
<i>Regulations are in place to implement the legislation</i>			
Agriculture	1	Yes = 1, No = 0	1
Tourism	0	Yes = 1, No = 0	0
Hunting	1	Yes = 1, No = 0	0
Energy	1	Yes = 1, No = 0	0
Waste Management	0	Yes = 1, No = 0	0
<i>The regulations are under implementation</i>			
Agriculture	1	Yes = 1, No = 0	1
Tourism	0	Yes = 1, No = 0	0
Hunting	0	Yes = 1, No = 0	0
Energy	0	Yes = 1, No = 0	0
Waste Management	0	Yes = 1, No = 0	0
<i>The implementation of regulations is enforced</i>			
Agriculture	1	Yes = 1, No = 0	1
Tourism	0	Yes = 1, No = 0	0
Hunting	0	Yes = 1, No = 0	0
Energy	0	Yes = 1, No = 0	0
Waste Management	0	Yes = 1, No = 0	0
<i>Enforcement of regulations is monitored</i>			
Agriculture	0	Yes = 1, No = 0	0
Tourism	0	Yes = 1, No = 0	0
Hunting	0	Yes = 1, No = 0	0
Energy	0	Yes = 1, No = 0	0
Waste Management	0	Yes = 1, No = 0	0

Jordan			
<i>Biodiversity considerations are mentioned in sector policy</i>			Yves: copy paste in cell to the left not well placed
Agriculture	1	Yes = 1, No = 0	1
Tourism	1	Yes = 1, No = 0	0
Hunting	1	Yes = 1, No = 0	1
Energy	1	Yes = 1, No = 0	0
Waste Management	1	Yes = 1, No = 0	0
<i>Biodiversity considerations are mentioned in sector policy through specific legislation</i>			
Agriculture	1	New regulations in Jordan considered biodiversity, especially in the energy & agriculture sectors	0
Tourism	0	Yes = 1, No = 0	0
Hunting	1	Yes = 1, No = 0	1
Energy	1	New regulations in Jordan considered biodiversity, especially in the energy & agriculture sectors	0
Waste Management	1	Yes = 1, No = 0	0
<i>Regulations are in place to implement the legislation</i>			
Agriculture	1	Yes = 1, No = 0	0
Tourism	0	Yes = 1, No = 0	0
Hunting	1	Yes = 1, No = 0	1
Energy	1	Yes = 1, No = 0	0
Waste Management	1	Yes = 1, No = 0	0
<i>The regulations are under implementation</i>			
Agriculture	1	Yes = 1, No = 0	0
Tourism	0	Yes = 1, No = 0	0
Hunting	1	Yes = 1, No = 0	1
Energy	1	Yes = 1, No = 0	0
Waste Management	1	Yes = 1, No = 0	0
<i>The implementation of regulations is enforced</i>			
Agriculture	1	Yes = 1, No = 0	0
Tourism	0	Yes = 1, No = 0	0
Hunting	1	Yes = 1, No = 0	1
Energy	1	Yes = 1, No = 0	0
Waste Management	1	Yes = 1, No = 0	0
<i>Enforcement of regulations is monitored</i>			
Agriculture	1	Yes = 1, No = 0	0
Tourism	0	Yes = 1, No = 0	0
Hunting	1	Yes = 1, No = 0	1
Energy	0	Yes = 1, No = 0	0
Waste Management	0	Yes = 1, No = 0	0
All projects please complete this question at the project mid-term evaluation and at the final evaluation, if relevant:			
7. Within the scope and objectives of the project, has the private sector undertaken voluntary measures to incorporate biodiversity considerations			