

TERMS OF REFERENCE N° 005/2018

**Ref: RedLAC – CAFÉ Knowledge for Action Project – Project K – Specialist consultant for updating a mid and long-term indicators study on the REDLac and CAFÉ networks**  
**Deadline for applications: August 30, 2018**

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**Rio de Janeiro, August 13, 2018**

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## **1. Context**

International agreements on biodiversity conservation and climate change have common targets, but the gap in funding at the global scale, still prevents them from being achieved. Debate at the international forums, such as the IUCN World Parks Congress, the COP of the United Nations Framework Convention on Climate Change, and the Convention on Biological Diversity (CBD), highlights the huge challenges in terms of scaling up and diversifying funding for conservation and climate change mitigation.

In this context, Environmental Funds (EFs), first developed in the 1990s, provide long-term financing derived from a variety of sources. Most EFs are legally independent private institutions and have become efficient conservation supporters, providing resources mobilization mechanisms, funds management and grant making mechanisms. EFs deploy several types of financing mechanisms and provide funding for a variety of activities, including biodiversity conservation, climate change mitigation and adaptation, sustainable production, community development, green energy, etc.

To improve their performances, 40 EFs have joined forces in two networks: RedLAC (a network of EFs from Latin America and the Caribbean) founded in 1999, and the more recently created CAFÉ (the Consortium of African Funds for the Environment), in 2011. The objective of the two networks is to strengthen EFs operation, by helping them to achieve excellence in their operations and practices, promoting innovative financing mechanisms and impact monitoring. Like other networks, they focus on capacity building, exchanging lessons learned, information sharing, knowledge development and innovation. The two networks and their members have matured to different extents but their synergies and exchanges are rewarding. The list of EFs is available in Annex 01.

With the support of RedLAC and CAFÉ, the CFA (Conservation Finance Alliance) has drawn up Practice Standards for EFs after almost a year of discussions with several EFs donors. The Practice Standards for EFs will be a reference for the present project and will be used as a common ground for EFs to assess their specific strengths and challenges.

Today the key challenges faced by EFs are: 1) Innovate and improve performances, 2) strengthen institutional integration, 3) focus on quality and effectively introduce best practices through collaboration and partnership and 4) continue to exchange information among EFs and strengthen capacities while promoting synergies between biodiversity conservation financing and climate change mitigation and adaptation.

The “Knowledge for Action project – Project K” grew from the lessons learned after the final evaluation of the previous project, “RedLAC Capacity Building for EFs”, which was implemented with

success by Funbio (the Brazilian Biodiversity Fund) on behalf of RedLAC, from 2010 to 2014, in close collaboration with the RedLAC Secretariat. This previous project revolved around the same principles for stimulating innovation, exchanging experience and learning by means of participative workshops involving the EFs belonging to both RedLAC and CAFÉ. Project K is co-financed by the French Facility for Global Environment (FFEM), Mava Foundation and the Global Environment Facility (GEF through UNEP).

Project K aims at enlarging the EFs' portfolios of innovative financial mechanisms that take up the challenges of biodiversity conservation and climate change. In addition, it aims at strengthening capacities by providing support for EFs to adopt standards of excellence. The project is designed to provide the 40 RedLAC and CAFÉ EFs with an opportunity to test new financial mechanisms that they would otherwise be unable to test due to a lack of both resources and support for their ventures. In parallel, it is an opportunity to exchange and learn from the experience of other EFs and to document and disseminate their solutions.

The project comprises four components:

- **Component 1: Innovation Seed Fund to support new EF financing mechanisms** - The fund is specially designed to support new ways of increasing and diversifying conservation programme finance streams (park bonds, PES, REDD+, taxes, etc.). The Seed Fund will finance at least ten pre-viability studies of innovative financing mechanisms and five of them will be selected for implementation. .
- **Component 2: Capacity-building, peer-to-peer mentoring and exchange knowledge mechanism** - an interactive peer-to-peer learning programme for EFs will be developed based on their individual needs, best practices and volunteering mentor-EFs identified by means of a survey based on CFA Standards of Practice (CFA categories and standards). The mechanism is to be secured thanks to a monitoring system and terms of reference. Tools will then be shared and used across the networks. The workgroup on the impacts of EFs on biodiversity will be continued. Thematic training workshops will be included in the overall capacity building strategy in conjunction with e-learning activities.
- **Component 3: Communication and databases** - strengthening the networks and transfer of best practices: A simple database will allow development of the following: "EF Solutions from A to Z and e-learning" database, "Experts" database for network expertise and "EF Typology / Activity & Project Indicators" database to document project monitoring indicators and the effects of component 4 on the Baseline situation. The idea is to produce a full compilation of EF experiences in a format that can be widely reproduced, disseminated and communicated over the web.
- **Component 4: Institutional capacity-building for the RedLAC and CAFÉ networks and their enhanced sustainability** - at least 10 EFs from each network (RedLAC and CAFÉ) will receive financial support so that they can attend the General Assemblies of the other network and exchange knowledge. Questionnaires filled in by the EFs during years 1 and 3 will lead to the establishment of a reference situation describing the activities of the networks and their evolution (activities, volumes of financing per activity...). Qualitative and quantitative

performance indicators will also be used to monitor the evolution and impacts of the project. The CAFÉ network will receive operational support and both networks will draw up new long-term strategies including their strategic plans. Two innovative financial mechanisms promoted by EFs will be tested in order to secure sustainable financing for recurrent network activities over the short and the long term.

Funbio – The Brazilian Biodiversity Fund – who coordinated the RedLAC Capacity Building Project is also the manager of the Project K.

## 2. Justification and products previously developed

In 2016, within component 04 of Project K, a baseline study was developed establishing simple measurable mid and long-term indicators with the following objectives:

1. RedLAC and CAFÉ networks to understand the current status of their member EFs, making it possible to follow quantitative and qualitative information on a frequent basis about their Funds' resource base composition and main aspects of their operations and position the members as a group;
2. EFs to understand their strengths and weaknesses and follow quantitative and qualitative information on a frequent basis in order to help them to develop strategies to grow and enhance efficiency on delivering resources for conservation by improving practices and day-to-day operations;
3. Donors to obtain evidences of conservation on the ground as a return on the investments made in conservation projects developed by EFs.

In this baseline study, there were 25 indicators established and divided as follows: 7 on network, 12 on EF development and 5 on EF impact. This set of indicators was established to be useful for all main three target audiences: RedLAC and CAFÉ networks, EFs and donors. Additionally to the baseline study, a monitoring plan for the networks was developed, previewing the continuity of the data collection.

To test these indicators, a web monitoring tool was built, which has allowed the representatives of the funds to answer on-line the questions arising from the indicators and also check its position in relation to the goal and to the average (total and by network). The access to this platform will be given to the selected consultant, allowing changes on the indicators list and data collection.

Six environmental funds (EFs), three from RedLAC and three from CAFÉ, with diverse profiles have answered the questionnaire. Funds were selected with a view to represent the different regions, types, sizes and years of operation. In addition, the baseline pilots sought to integrate both EFs that usually participate in network activities, and those that tend to be absent. All the data collected in the baseline study will also be shared with the consultant.

The term of reference of the consultancy hired for the baseline study (in 2016) is available through this link for consulting: <https://redlac.org/wp-content/uploads/2016/04/Project-K-ToR-Study-on-the-networks-Feb-2016.pdf>

### 3. Objectives of the Consultancy

This consultancy aims at updating the baseline study (new round for indicators application) for the networks, as part of the developed monitoring plan. The indicators identified and applied in the first study shall be reviewed according to the inputs from Project K coordination and the consultant diagnosis. At the same time that monitoring the baseline indicators will allow the Consultants to check for any changes over time, adding new indicators can bring new findings related to the first study. There is also the possibility to include a few additional points that could support both working groups on the sustainability of the networks and monitoring and evaluation – both ongoing activities of Project K.

The set of indicators shall order, complement and combine the information, if updated, from the following information sources about EFs: a) Networks' database; b) EFs' database; c) Project K; d) EFs' responses from the self-assessment tool on the 'Practice Standards for EFs (template in annex 02); and e) Publications and reports available from donors and others. The results of the application of the indicators should be the objective of the consultant's critical analysis, which should provide practical indications (subsidies, guidelines) for networks to reach higher levels of effectiveness.

Like the baseline study, this updated study shall be useful for the three target audiences: RedLAC and CAFÉ networks, EFs and donors. It should provide information and analyzes: a) impacts (results); and b) management, and needs to guide actions necessary for the evolution of networks and funds (to reach their objectives). This update should be able to capture how incipient and deeper impacts as possible of its activities on the networks and Funds by participating in the Project K (after three years of project).

### 4. Activities

The following activities are included in this consultancy:

Product 1: Prepare a simple work plan with methodology	A simple work plan (considering the previous study) shall be developed containing the methodology (with respective tools for data collection) and schedule.
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<p>Product 2.1.: Review of the list of indicators (Base line Study)</p>	<p>The list of indicators should be updated considering the indicators already developed in the previous study and the identification of new indicators. Existing indicators can be revisited with the aim of: improving their description (greater clarity), redefining the alternatives for possible responses (for the indicators that provided pre-defined response options), reassessing the viability or relevance of the indicators. The consultant should perform the analysis of the previous indicators and the proposal of new indicators based on his/her expertise and in consultation with the presidencies of the networks (CAFÉ and RedLAC) and the Project K Coordination Team.</p> <p>All the products from the previous network study will be made available for the consultant and the confidentiality shall be kept according to the contract. The project team will support the consultants with information and materials from the project, but the consultant is fully responsible to search additional studies and secondary data available. This update shall be validated by the Project K coordination.</p>
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<p>Product 2.2.: Update of the list of indicators and methods</p>	<p>To update the list of indicators that will be monitored the consultant needs to consider that:</p> <ul style="list-style-type: none"> <li>• The list of indicators from the first version of the Network Study shall be kept, so that the results can be compared with the results of the previous study.</li> <li>• The list of indicators of the first version may be modified if the need for improvement or exclusion of indicators is identified.</li> <li>• The strategic planning of the two networks should be consulted as a source of inspiration for the revision of the list of indicators.</li> <li>• The results (even if partial) of other consultancies that are being developed should be considered (when possible and when provided by the Project K coordinator)</li> <li>• If the consultant identifies the need of new indicators, they shall be justified by their relevance, comprehensibility and viability of measurement.</li> </ul> <p>To update the method and used tools the consultant needs to consider that:</p> <ul style="list-style-type: none"> <li>• The consultant will have full access to all the research tools (survey questionnaire, web system with indicators) developed and used in the first version of the study.</li> <li>• The consultant will need to analyze the tools used in the first version of the study and see if they are appropriate for the objectives of this consultancy. The review shall consider the content, complexity, response rate in the first study.</li> <li>• The consultant shall use the tools of the first study (for comparison), but he/she can improve or develop new ones if the Consultant identifies this necessity.</li> <li>• The new methodology and/or tools should be able to maximize the response rate of the funds and, for this, shall consider the following aspects:             <ul style="list-style-type: none"> <li>○ Simplicity of application of the tool</li> <li>○ Access to the tool (it can be by several simultaneous forms, like online, filling of document sent by e-mail, interviewers, others).</li> <li>○ Clarity in explaining the indicators</li> <li>○ Length of the questionnaire (number of questions)</li> <li>○ Low time availability of EF managers</li> </ul> </li> </ul> <p>In the first study, as part of the methodology, the presidencies of RedLAC and CAFÉ networks, Project K donors, and some EFs were contacted by email, direct interviews and they answered a survey, so that the consultant could have a better vision of the context to develop the indicators. This material can be consulted and, if necessary, may be expanded to other stakeholders.</p>
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<p>Product 3: Data Collection</p>	<p>Once the set of indicators are established, the consultant will have to approach all the stakeholders involved in this study:</p> <ul style="list-style-type: none"> <li>• EFs may be contacted by emails, direct interviews, via conference calls - according to the methodology presented in the work plan and also according to the recommendation of Project K coordination.</li> <li>• The target (ambition) is to obtain the response to the indicators of all EFs from RedLAC and CAFÉ. A special focus should be given to EFs which have answered the questionnaire of the first study.</li> </ul> <p>An Excel file containing the hard data (secondary and primary) must be delivered.</p> <p>The consultant will have the support of the networks secretaries and the coordinator of Project K to access the funds, but it is his/her responsibility to communicate directly with them.</p>
<p>Product 4: Consolidation and analysis</p>	<p>Based on the collected information and on the baseline study, the consultant shall elaborate a report (i) analyzing the results obtained and (ii) comparing the results of both studies. For that, the consultant will have to:</p> <ul style="list-style-type: none"> <li>• Demonstrate and appoint the results generated in aggregate form for: <ul style="list-style-type: none"> <li>○ Each network</li> <li>○ Comparative between the networks</li> <li>○ Consolidated of the two networks.</li> </ul> </li> <li>• Perform a comparative analysis between the funds, aiming to show the current status of the pool of funds (individual analysis of each fund is not an objective of this consultancy).</li> <li>• Identify and analyze the key strengths and weaknesses, opportunities and threats, of the networks and of the pool of funds (aggregated by network) analyzing their strategic plan of the networks in an integrated way with the results of the indicators.</li> <li>• The analysis should be performed considering the quantitative values and the qualitative information. The qualitative analysis should also consider: the information gaps; what the funds choose not to respond to; and what the funds do not monitor.</li> <li>• Identify and propose action guidelines for the improvement of fragile aspects, considering network strategic planning expectations, common EFs objectives and the expectations of key donors.</li> <li>• Identify how EFs/networks should use this information to develop and communicate and strengthen their positioning</li> <li>• Carry out a comparative analysis between the results obtained with the results of the previous application.</li> </ul> <p>Additionally, about the study, it is important to:</p> <ul style="list-style-type: none"> <li>• Identify the difficulties faced by the participants to answer the questions.</li> <li>• Analyze if the methodology has worked as planned.</li> <li>• Report the lessons learned, describing the main findings, main challenges of the study and what were the tools to face them</li> <li>• Propose what can be improved for future applications.</li> </ul>

Product 5: Review the monitoring plan and the legacy of the study	Based on the Consolidation and integration between the first version and the updated study, the consultant shall: <ul style="list-style-type: none"> <li>Review the monitoring plan designed to keep this information updated regularly, capable to be implemented in short-term and long-term.</li> <li>Identify the remaining challenges - Are there aspects still needing to be overcome?</li> <li>Propose with the coordination of Project K and networks leaders who will be responsible for the monitoring plan after the end of the project</li> </ul>
Product 6: Final report	As a final report, the consultant will compile the consolidation of the studies and the reviewed monitoring plan in a Power Point file presenting both products. The results shall be summarized for RedLAC Assembly.

The consultant will be asked to present the updated study or partial results at the RedLAC General Assembly (October, 2018) – according to the progress of this study. In this case, travel costs (hotel and accommodation) will be covered by Project K.

The proper introduction and contacts will be provided by the Project K team, but the consultant must be able to communicate in English and Spanish, French may be an added advantage when talking to some of the African EFs. The official language of the products is English, but the formularies shall be, at least in Spanish and English. So if the consultant receive answers in French/Spanish, he/she shall be able to translate it into English.

All documents/products must be delivered by e-mail to Project K’s manager in an open format (Word, Excel and PowerPoint). All integrating excel files should be delivered with a step-by-step guidance and its logic when necessary. All the products shall be approved by Project K coordination, the Networks Presidencies (with the executive committee) for respective payment.

## 5. Expected Products and timeline

As results of the above described activities, the following products should be delivered following the dates indicated. The presentation in RedLAC Assembly will be requested with Product 5 or 6 according to the progress of the work:

Products		Delivery Week After the Contract Signature
Product 1	Prepare a simple work plan with methodology	Week 1
Product 2.1.	Review of the list of indicators (Base line Study)	Week 2
Product 2.2.	Update of the list of indicators and methods	Week 3
Product 3	Data Collection	Week 7
Product 4	Consolidation and analysis	Week 9
Product 5	Review the monitoring plan and the legacy of the study	Week 11
Product 6	Final report	Week 14



## 6. Coordination and required profile

This consultancy is supposed to be carried out by an individual consultant to congregate complementary skills needed to perform the required activities:

- Practical experience on the conservation sector, preferably with experience working for or in an EF, to have domain on how EFs operate;
- Work experience on monitoring and evaluation activities, including monitoring plans and impact evaluation of projects and programs;
- Knowledge in informatics tools – shall be able to update indicators in a website (wordpress format) and to build simple survey tools on-line
- Full proficiency in English and Spanish, French may be an advantage.
- Ability of communication, considering the virtual communication, the different time zones and the low availability of time of the EF managers
- Availability of time to disseminate the questionnaire, engage funds to respond, monitor responses (and take action to obtain missing answers), respond to inquiries that arise, and coach funds with greater difficulty in responding.

The specialists will be hired by Funbio, on behalf of RedLAC and CAFÉ, and will rely on the project team in Funbio to coordinate all activities of this TOR.

## 7. Payment Conditions

Payments will be made according to the following schedule, always, until 10 days, after product approval:

Product 1	5%
Products 2.1. and 2.2.	25%
Products 3 and 4	45%
Products 5 and 6	25%

## 8. Application process

Consultants interested in this call are asked to send the resume (CV) and a cover letter showing previous similar professional experiences related to the activities, products and required competences. The cover letter should have a maximum of 2 pages. All resumes shall be sent to [projectk@funbio.org.br](mailto:projectk@funbio.org.br) by August 30<sup>th</sup>, 2018. The selected consultant will be asked to send a technical and financial proposal a week after the formal approval of the curriculum (as part of the selection process).

Travel costs will be covered by Funbio separately from this proposal. The consultant is responsible for necessary visas to be able to take part in the meetings. Funbio will provide any letters of support where needed.

## Annex 01 – List of RedLAC and CAFÉ members

CAFÉ Members	Countries
1. Fondation des Savanes Ouest Africaines	Bénin
2. Botswana Forest Conservation Fund	Botswana
3. Fondation pour l'Environnement et le Développement au Cameroun (FEDEC)	Cameroon
4. Fondation Tri National de la Sangha	Cameroon
5. BioGuinee	Guinee Bissau
6. Foundation for National Parks and Reserves of Côte d'Ivoire	Ivory Cost
7. Fondation pour les Aires Protégées et la Biodiversité de Madagascar – Madagascar Biodiversity Fund	Madagascar
8. Tany Meva Environmental Foundation	Madagascar
9. Malawi Environmental Endowment Trust	Malawi
10. Mulanje Mountain Conservation Trust	Malawi
11. Banc d'Arguin, and Coastal and Marine Biodiversity Trust Fund Limited	Mauritania
12. Fundação para a Conservação da Biodiversidade (BIOFUND)	Mozambique
13. Eastern Arc Mountains Conservation Endowment Fund	Tanzania
14. Tanzania Forest Fund	Tanzania
15. Bwindi Mgahinga Conservation Trust	Uganda
16. Uganda Biodiversity Fund	Uganda

RedLAC Members	Countries
1. PACT Belize	Belize
2. Fundación para el Desarrollo del Sistema Nacional de Áreas Protegidas - FUNDESNAP	Bolivia
3. Fundación para la Conservación del Bosque Seco Chiquitano - FCBC	Bolivia
4. Fundo para a Biodiversidade - FUNBIO	Brazil
5. Fondo para la Acción Ambiental y la Niñez	Colombia
6. Fondo Patrimonio Natural	Colombia
7. Asociación Costa Rica por Siempre	Costa Rica
8. Fondo Nacional de Financiamiento Forestal - FONAFIFO	Costa Rica
9. Fondo Marena	Dominican Republic
10. Fundación Sur Futuro	Dominican Republic
11. Fondo Ambiental Nacional - FAN	Ecuador
12. Fondo de la Iniciativa de las Américas - FIAES	El Salvador
13. Guyana Protected Areas Trust - PAT	Guiana
14. Fondo para el Manejo de Areas Protegidas y Vida Silvestre - FAPVS	Honduras
15. Environmental Foundation of Jamaica	Jamaica
16. Fondo Mexicano para la Conservación de la Naturalez - FMCN	México

17. Fundación Natura para la Conservación de los Recursos Naturales	Panama
18. Fondo de Conservación de Bosques Tropicales de Paraguay	Paraguay
19. Fondo de las Américas - FONDAM	Peru
20. Fondo de Promoción de las Áreas Naturales Protegidas del Perú - PROFONANPE	Peru
21. Fondo para el Sistema Arrecifal Mesoamericano - MARFUND	Regional
22. Caribbean Biodiversity Fund	Regional, Caribbean
23. Suriname Conservation Foundation	Surinam

## Annex 02 – Practice Standards for EFs (52 standards in 6 core areas)

CORE AREA	NUMBER	STANDARD	EXTREME DEFINITIONS	
			Fully comply	Do not comply
1. Governance	1.1	Governing documents clearly define the purposes for which a Conservation Trust Fund's or a Fund's assets may be used	My Fund's bylaws clearly define the purposes for the use of our assets.	My Fund's bylaws are not clear enough about the purposes for the use of our assets, nor do they provide specific guidance.
1. Governance	1.2	Governing documents clearly define the composition, powers and responsibilities of the governing body (or bodies). A governing body's composition is designed so that its members will have a high level of independence and stakeholder representation	My board is multi stakeholder, operates with a high level of autonomy and our governing documents have clear rules, responsibilities and procedures for selecting members.	My board is not diverse, is dependent on one stakeholder and does not have clear rules, responsibilities and procedures for selecting members.
1. Governance	1.3	Governing body members are selected or appointed based on their competencies and commitment to contribute meaningfully to the CTF's (or Fund's) overall mission and responsibilities	All board members have been selected based on their competencies and are committed to my Fund's mission. They are renewed in a regular (preferably staggered) basis.	My Board members were not selected based on their competencies and/or are not so committed. They are not renewed as per the governing documents.
1. Governance	1.4	Specialized committees are established by governing bodies to provide advice and to perform certain functions of the CTF or Fund more effectively and efficiently	We have specialized committees operating to provide advice and help the board to perform more effectively and efficiently.	We don't have any specialized committees advising the board or they are not operating.
1. Governance	1.5	A governing body has at least two face-to-face meetings per year, and maintains accurate written records of all meetings and decisions	My board has regular meetings (at least 2 face-to-face meetings) per year, with accurate minutes to record all decisions.	My board meetings are not regular and written records are not always prepared and/or are not very accurate about the decisions taken.
1. Governance	1.6	Governing body members understand their fiduciary responsibilities and ensure they have (or acquire) the competence necessary to carry them out	My board members understand their fiduciary responsibilities and have, or acquire, the competence necessary to carry them out.	My board members don't really understand their fiduciary responsibilities and think that they do not need to acquire competences to carry them out.

1. Governance	1.7	An effective conflict of interest policy is in place to identify, avoid and manage potential and actual conflicts of interest to reduce exposure of the CTF to favoritism and reputational risk	My Fund has a comprehensive conflict of interest policy that is used effectively.	My fund does not have a conflict of interest policy.
1. Governance	1.8	The governing body recruits a full-time chief executive or Fund manager to manage the CTF's or Fund's daily operations, and oversees his/her performance, which is evaluated annually	The Executive Director was selected by the board and his/her performance is overseen and evaluated annually.	The Executive Director was not selected by the board and they do not evaluate his/her performance on a regular basis.
1. Governance	1.9	A CTF keeps a "compliance list" in order to monitor and ensure its full compliance with all applicable laws and regulations, with all legal agreements between the CTF and donors, and with the CTF's own governing documents	My Fund has a compliance list with all applicable laws and regulations, governing documents, and legal agreements with donors.	We don't have a compliance list with all legal requirements we need to comply with.
1. Governance	1.10	A CTF is established under the laws of a country that effectively ensures the CTF's independence from government, that has clear and well enforced laws concerning private non-governmental organizations (including foundations or trusts), and that does not subject the CTF to paying substantial taxes	My Fund is registered under laws that provide political independence and tax exemptions.	The laws of the country my Fund is registered in don't ensure political independence or any tax exemptions..

2. Operations	2.1	A CTF prepares a strategic and financial plan that translates its broad vision and mission statements into specific goals, objectives and activities	My Fund has a strategic and financial plan including specific goals, objectives and activities	My Fund does not have a strategic and financial plan
2. Operations	2.2	As public benefit organizations, CTFs actively pursue opportunities to collaborate with all relevant levels of national government(s) on achieving conservation priorities	My Fund collaborates with different levels of national government(s) on achieving conservation priorities	My Fund does not collaborate with any levels of national government(s)
2. Operations	2.3	CTFs actively seek partnerships at the national or international levels with key actors in donor agencies, businesses, non-governmental organizations, communities and research and academic institutions	My Fund formed partnerships at the national and/or international levels with key actors	My Fund does not have partnerships at the national or international level with key actors..
2. Operations	2.4	When awarding grants, a CTF evaluates potential grantees by requiring them to submit key information and by making direct contact with them	My Fund requires key and up-to-date information and assesses the grantees capacity before awarding grants	We don't contact potential grantees, we just select them by their proposals and basic institutional information
2. Operations	2.5	CTFs follow a well-defined grant award process that aims at selecting high quality proposals in a timely manner through competitive means	We have a well-defined grant award process and all potential grantees have access to the same opportunities and to a complete information	Our grant award process and eligibility criteria are not well-defined or equally accessed to by all potential applicants
2. Operations	2.6	The grant award cycle concludes with the signature of a contract between the CTF and the grantee; the contract sets out all important understandings and obligations related to the financing the CTF will provide	Our grant contract is clear about responsibilities and obligations for the grantee and my Fund	Our grant contract does not clearly state all obligations and responsibilities and may generate doubts and conflicts between parties.
2. Operations	2.7	CTFs encourage cost-sharing arrangements through which grantees contribute a portion of the project or activity cost, or raise funding from others	We always encourage and monitor cost-sharing arrangements when it is possible	We don't require or monitor any cost-sharing

2. Operations	2.8	Measures to strengthen grantee capacity are carried out which enable grantees to prepare responsive proposals and implement grant-funded activities	My Fund carries out, finances and promotes periodic capacity building activities for the grantees who needs strengthening	We don't deliver any capacity building activities for grantees
2. Operations	2.9	A CTF ensures that the entities to which it awards grant funding apply effective, efficient and transparent acquisition processes and practices such that appropriate quality goods, works or services are obtained at the best prices for value in a given market	We provide grantees with a clear procurement manual (or we analyze and approve grantees procurement manuals) and we monitor their process and results	We don't require procurement procedures (manual) for the grantees and we do not monitor their process and results
2. Operations	2.10	A CTF that accepts execution responsibility applies the same standards to the service it provides for grantees as it applies to the service it carries out for its own administration	We provide services to grantees with the same quality we have for our own needs	We have lower standards for providing services to grantees compared to our own needs

3. Administrative	3.1	Clarity of roles and organization and adequate resources allow the chief executive, managers and CTF staff to perform effectively and efficiently	We have clear roles, the needed skills and resources to operate effectively and efficiently	The roles in my Fund are not well defined and we lack skills and resources to operate effectively and efficiently
3. Administrative	3.2	When proposing a budget or reviewing budget implementation, transparent presentation of management expenses allows a governing body to understand and analyze the full costs of delivering grant programs and any other strategic objectives	Our budgets transparently portrays management expenses. The governing body approves the annual budget request and monitors the use of the approved budget.	Our budgets do not clearly portrait the management expenses
3. Administrative	3.3	A reasonable allocation of the available budget between management expenses and a grant program seeks to maximize funding for the grant program, but also recognizes the importance of achieving the institutional strategic objectives of the CTF	The defined ratio between management expenses and program spending is "reasonable" and measured	The defined ratio between management expenses and program spending is not enough to operate with excellence
3. Administrative	3.4	One or more operations manuals with up-to-date policies, procedures and practices guide the day-to-day management of a CTF or Fund	We follow our administrative, financial and operational manuals, which are updated constantly	We don't have an updated operations manual to follow in our day-to-day management
3. Administrative	3.5	A CTF acquires the goods, works and services needed to carry out its own everyday activities through processes and practices which are efficient, cost-effective and transparent; assure the appropriate quality of goods, works and services, and aim to obtain the best price for value in the market	We apply efficient, cost-effective and transparent procurement practices	We don't have specific procurement practices for our own operation
3. Administrative	3.6	A CTF undergoes an annual audit by independent external auditors who apply standards that are consistent with internationally accepted accounting standards	My Fund is audited annually by recognized external firms and standards	My Fund is not audited by external firms

4. R,M & E	4.1	CTFs are intentional about reporting to different audiences for different purposes	We have clear guidelines about the different types of reports that are prepared, their audiences and purposes.	We do not have clear guidelines about reporting to different audiences and different purposes.
4. R,M & E	4.2	Grant agreements between a CTF and its donor clearly set out the specific formats, information requirements, procedures and timing for technical and financial reports	The grant agreements my Fund signs with donors clearly state the reporting formats, information requirements and timing of reports.	The grant agreements my Fund subscribes with donors are not clear about specific formats and procedures for technical and financial reporting.

4. R,M & E	4.3	CTFs maintain a regularly updated checklist and schedules for all of the reports that they are required to submit to government agencies in the country where the CTF is legally registered and the countries where the CTF operates or has investments	My Fund has a report up-to-date checklist and does not fail in delivering reports on time to governmental agencies	We do not have a checklist and schedule for reporting to governments and have missed some reports to governmental agencies
4. R,M & E	4.4	A CTF monitors and evaluates its programs in relation to the CTF's purpose and its strategic plan, and in relation to national-level and international-level conservation indicators, targets and strategies	We have a monitoring methodology and we monitor our conservation results and how they contribute to national and global targets	We don't monitor conservation results, just financial indicators
4. R,M & E	4.5	A CTF designs internal reporting, monitoring and evaluation, including financial management reporting, to support informed decision-making by its governing body, about the functioning of the CTF as an institution	We prepare periodic reports for the Board to base their decisions on	We don't have regular reports for the Board to base their decisions on
4. R,M & E	4.6	CTF staff, and often the grantee itself, monitor grants using indicators and measures agreed upon in the grant agreement, or its required monitoring plan	We monitor grants using the indicators and/or monitoring plan in our grants agreements	We don't monitor grants and don't have a monitoring plan and/or indicators in our grants agreements
4. R,M & E	4.7	CTFs design monitoring and evaluation to support evidence-based reporting of conservation impacts	We monitor our conservation indicators and evaluate our impact using evidence-based information.	We cannot evaluate our conservation impact as we have not established indicators
4. R,M & E	4.8	CTFs support their grantees by providing clear reporting templates, frameworks and information requirements for monitoring and evaluation of the grant performance in achieving planned outputs and outcomes	We provide user-friendly templates for our grantees to report to us and, when necessary, help the grantees to use our templates	We don't have templates for the reports, only a list of requirements for the reports
4. R,M & E	4.9	CTF staff (and/or independent evaluators) perform due diligence and monitor grantees' progress towards achieving outputs and outcomes	We have capable staff and/or independent evaluators and enough resources to monitor the projects	We don't monitor the projects in site, we just ask for reports
4. R,M & E	4.10	CTFs prepare an Annual Report each year, which is distributed to donors and key stakeholders, and is made available to the general public	We prepare an annual report, which is distributed to donors and key stakeholders and is made available to the general public	We don't prepare annual reports.

5. Asset Management	5.1	A clear and comprehensive investment policy sets out the core principles the CTF applies for managing its assets	We have a clear, comprehensive, approved, monitored and periodically reviewed investment policy	We don't have an investment policy, just a few guidelines to manage the assets
5. Asset Management	5.2	A CTF's investment portfolio is managed in accordance with investment guidelines that set out the specific parameters to be applied by the investment management consultant, financial advisor and/or the investment manager(s)	Our portfolio is managed in accordance with investment guidelines, which are reviewed no less than once per year	Our portfolio is not managed according to investment guidelines, and/or these guidelines are not reviewed very often
5. Asset Management	5.3	The CTF governing body or its committee responsible for overseeing investment management, invests and manages as a prudent investor would invest his or her own funds	The people that are responsible for oversight of investment management do it in a prudent way and considering all the information needed	The people that are responsible for oversight of investment management are not prudent and have put our fund's assets in risk

5. Asset Management	5.4	CTFs seek to preserve endowment capital in order to protect future earnings streams	We do all efforts to preserve endowment capital	We don't apply different strategies that would help to preserve our endowment capital
5. Asset Management	5.5	The governing body may delegate responsibilities related to investing the CTF's assets to a committee of the governing body or investment professionals, but the governing body itself must review and approve the investment policy, investment guidelines, the process of selecting a financial consultant and/or investment manager(s), and reports on investment and financial consultant and/or asset manager performance	My Board reviews and approves the investment policy, guidelines, the selection of investment professionals and investment reports	My Board does not approve the investment policy, guidelines, the selection of investment professionals and investment reports
5. Asset Management	5.6	To appropriately carry out its own responsibilities with regard to investment management, a governing body (i) has at least one director who is a qualified professional with knowledge and experience in one or more of the fields of finance, business or economics and (ii) ensures that all its members receive targeted training on the key concepts required to make informed decisions when it carries out its responsibilities	The governing body with regard to investment management has at least one director with ample experience and knowledge in the field of finance or related fields and the other people understand the key concepts to make informed decisions	The governing body with regard to investment management does not have people with ample experience and knowledge in the field of finance or related fields nor have they received targeted training on key investment concepts
5. Asset Management	5.7	The CTF assesses its existing investment capacity, identifies what types of investment professionals it may require, and selects these professionals through a competitive process and from among investment industry service providers of recognized quality	The investment professional selection process is made through a competitive process seeking to obtain the highest quality services, considering the Fund's internal capacity, the available resources and investment goals.	The investment professional is selected directly, without a competitive process.
5. Asset Management	5.8	Contracts for services to be provided by investment professionals state in a clear and comprehensive manner the services to be provided, the objectives of the services, the costs of delivering the services, and the responsibilities of both the service provider and the CTF	Our contracts with the investment professionals are clear and comprehensive and include the costs of delivering the services and the responsibilities of both the service provider and the Fund	Our contracts with the investment professionals don't have all the details on services, costs and responsibilities
5. Asset Management	5.9	A CTF engages in regular reviews of investment management performance	We do regular reviews (at least 4 per year) of our investment management performance	I don't remember the last time we reviewed our investment management performance

6. Resource Mobilization	6.1	CTFs have strategies to diversify and multiply their short-term and long-term sources of financing, rather than depending on a single source or a single funding mechanism	My Fund has a diversified resource base, with multiple funding sources and has a strategy to maintain this diversity	My Fund depends on one or very few funding sources
6. Resource Mobilization	6.2	CTFs develop resource mobilization strategies or action plans for raising long-term capital as well as shorter-term funding for particular projects or programs	My Fund has (and reviews) a resource mobilization plan or strategy for both short and long term funding to fulfill different projects and program's needs, develops (and review) a resource mobilization plan or strategy, and allocates sufficient time and budgetary resources for resource mobilization	My Fund does not have a resource mobilization strategy or action plan.
6. Resource Mobilization	6.3	CTFs have policies for screening and determining which donor contributions and conditions they will accept	We have policies for screening donor conditions before accepting a contribution	We normally accept donor contributions and adapt to their conditions, without a specific policy for this screening process

6. Resource Mobilization	6.4	CTFs analyze and pursue opportunities for using funds from particular donors or government sources as a way of leveraging additional resources	We have multiplied our resources by developing matching agreements	We don't have any case of leveraging funds through matching agreements
6. Resource Mobilization	6.5	CTF governing bodies and management try to identify, analyze and utilize opportunities for the CTF to be used as the financial and institutional mechanism for disbursing PES, user fees, REDD+, climate adaptation funding, biodiversity offset payments, environmental compensation and fines, in order to support activities that are aligned with the purpose of the CTF	We have been using market-based mechanisms and other new environmental financing mechanisms to attract resources to achieve our mission	We have not worked with market-based mechanisms yet
6. Resource Mobilization	6.6	CTF governing body members and the chief executive coordinate with, and seek the support of, national government ministries and politicians in mobilizing additional financial resources for the CTF from national governments and international donors	My Fund seeks support of national government and/or international donors in order to mobilize additional financial support for national conservation priorities	My Fund has never sought support of national government and/or international donors in order to mobilize additional financial support for national conservation priorities
6. Resource Mobilization	6.7	CTFs are able to show potential donors the role that the CTF plays in providing long-term financial support for the national system of protected areas and/or for national environmental action plans and programs	My Fund provides and communicates long term and strategic financial support for the national conservation priorities	My Fund's financial support is not related to the national conservation priorities