

CALL FOR PROJECTS

to support exemplary and replicable private sector initiatives, in favor of biodiversity (terrestrial and marine) in the southwest Indian Ocean



PROJECT OWNER'S GUIDE

This guide is intended for all project owners who would like to submit a project to the Indian Ocean Business-Biodiversity Fund launched by the Varuna programme. It aims to provide the parties interested in this call for projects, with essential information on the conditions for participation as well as synthetic and practical recommendations for a better formulation of project ideas. **It does not replace, however, the call for projects rules and regulation available on <https://www.marches-publics.gouv.fr/>**, which is the only official reference document for this call for projects. This guide is intended for guidance only and does not contain any contractual elements binding Expertise France, which reserves the right to modify or cancel certain information contained in this guide at any time.

As part of this call for projects, the Varuna team is organizing information sessions during which interested parties are invited to ask questions live or through the PLACE platform at <https://www.marches-publics.gouv.fr/> . The answers to these questions will be available on PLACE in a dedicated area for all to see.

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A. KEY INFORMATION ON THE CALL FOR PROJECTS

This call for projects is part of the component 2 – Project 2.2 of the Programme “Financing of private sector initiatives that aim to limit their impacts on biodiversity.”

Contribution to the Programme	Component 2 – Project 2.2 of the Programme “Financing of private sector initiatives that aim to limit their impacts on biodiversity.”
Type of Call	Restricted : 2 steps (concept note, then full applications)
Total amount of the budget	€2.5 Millions (for all territories)
Maximum duration	24 months (not exceeding December 31 st , 2025)
Amount and conditions of financing to be granted	- Between €10,000 and €500,000 - With a minimum cofinancing of 10% Amount of the grant equal to a maximum of 50% of the annual turnover of the lead applicant
Information sessions (online)	- Monday, May 15th, 2023 at 1 pm (Paris time - France) - Thursday, May 25th, 2023 at 1 pm (Paris time - France) - Live on Zoom¹ - The recordings will be shared on youtube (link: https://www.marches-publics.gouv.fr/) - Sessions in French with simultaneous interpretation in English
Deadline for the submission of Concept Note	Monday, June 19 th , 2023 at 1 pm (Paris time - France)
Eligibility of the Lead Applicant	- be a private sector company or federation - have been active for at least 3 years in one of the territories of the Varuna Programme region: Madagascar, Union of Comoros, Mauritius, Seychelles and French overseas territories of the Indian Ocean - be registered in the Trade Register of one of the eligible territories (Madagascar, Union of Comoros, Mauritius, Seychelles) - not be a bankrupt and not have been subject to any criminal conviction
Eligibility of the Associated Partner(s)	- be a civil society organization (CSO): non-governmental organization (NGO), foundation, association, university or research institution - work in the fields of study, preservation, conservation and/or restoration of marine and/or terrestrial biodiversity - have one or more activities carried out and/or in progress over the last 3 years in one of the territories of the region: Madagascar, Union of Comoros, Mauritius, Seychelles and the French overseas territories of the Indian Ocean - not be a bankrupt and not to have been the subject of any criminal conviction
Eligibility of the project	The call for projects’ main theme relates to the consideration of biodiversity issues in the private sector and their mainstreaming in the management of companies.

¹ Session 1 : <https://us02web.zoom.us/j/84825853203?pwd=UEwreVdaV0gwWWFiZDVScVNvUmNLdz09>

Session 2 : <https://us02web.zoom.us/j/83110564866?pwd=WmFQMTlieFZDaWVXcjdMTHM2MEh5Sz09>

	Actions could include (list as an example only and not exhaustive): Limiting impacts on ecosystems and natural resources by improving the socio-economic conditions of local communities - Limiting impacts on ecosystems and natural resources through access to sustainable energy sources - Limiting impacts on ecosystems and natural resources through waste management/reduction - Communication and/or awareness on responsible and sustainable best practices - Research and development related to the preservation of biodiversity and/or the sustainable management of natural resources and spaces - Sustainable development of territories, redevelopment of space - Securing supply chains for sustainable raw materials - Conservation, preservation and/or restoration of biodiversity - Strengthening human capital by increasing skills in biodiversity and sustainable management of natural resources through staff awareness and training - Revision of business models to position themselves on new markets favorable to biodiversity - Creation of forums for dialogue between stakeholders to promote the conservation of biodiversity and the restoration of impacted ecosystems - Practice changes (technical, technological, agricultural, etc.) to reduce pressure on ecosystems, species and ecosystem services. The following types of project are not eligible: • actions consisting solely or principally of sponsoring the participation of individuals in workshops, seminars, conferences, and conventions; • actions consisting solely or principally of funding individual scholarships for education or training ; • actions designed to meet the legal obligations of the beneficiaries; • actions that do not comply with the non-profit principle described in Article 17 of the general conditions of the grant agreement attached to this document; • actions whose objective is to make a profit.
Geographical eligibility of the project	• Madagascar, Mauritius, Union of Comoros and Seychelles. • Regional dimension is encouraged
Number of applications and grants per applicant	One (01) project/grant / lead company
Eligible costs	See Article 14 on the general conditions of the model grant contract annexed to the call for projects regulation document. It is in the interest of applicants to provide a realistic and cost-effective budget.
Submission languages	French or English

Link for the submission of the concept notes	on https://www.marches-publics.gouv.fr/																																			
Sending questions on the Call for Projects	* on https://www.marches-publics.gouv.fr/ * Deadline: June 09 th , 2023 at 2 pm (Paris time – France)																																			
Communication and Question Answering Site	* on https://www.marches-publics.gouv.fr/ * Deadline: June 14 th , 2023 at 11.59pm (Paris time – France) * No personal / individual answers will be issued																																			
Evaluation criteria of the concept notes (score/50)	* Pertinence of the project (25 points): pertinence to the objectives and priorities, pertinence to the needs and constraints of the Indian Ocean Region, added value or innovation of the action. * Project design (20 points) : project coherence, feasibility and logic																																			
Award criteria (score/100)	* Pertinence of the project (25 points) * Effectiveness and feasibility of the project (25 points) * Durability of the project (25 points) * Budget and cost-effectiveness of the project (25 points)																																			
Indicative processing schedule	<table><tr><th></th><th>PROVISIONAL DATES</th><th>TIME (*)</th></tr><tr><td>1. Information meeting * 1st session: * 2nd session:</td><td>May 15th, 2023 May 25th, 2023</td><td>1pm 1pm</td></tr><tr><td>2. Deadline clarification requests issued to Expertise France</td><td>June 09th, 2023</td><td>2pm</td></tr><tr><td>3. Last date on which clarifications are given by Expertise France</td><td>June 14th, 2023</td><td>11H59p m</td></tr><tr><td>4. Submission deadline for concept notes</td><td>June 19th, 2023</td><td>1 pm</td></tr><tr><td>5. Notification of lead applicants regarding opening, administrative verifications, eligibility (Stage 1) and evaluation of the concept note (Stage 2)</td><td>July 5th, 2023</td><td>-</td></tr><tr><td>6. Invitations to submit a full application (after eligibility checks)</td><td>July 5th, 2023</td><td>-</td></tr><tr><td>7. Submission deadline for the full application</td><td>September 4th, 2023</td><td>-</td></tr><tr><td>8. Notification of lead applicants regarding evaluation of full applications (Stage 3)</td><td>October 2nd, 2023</td><td>-</td></tr><tr><td>9. Notification of award</td><td>December 1st, 2023</td><td>-</td></tr><tr><td>10. Signing of the contract</td><td>December 1st, 2023</td><td>-</td></tr></table> (*)All times are in the local time of Paris – France				PROVISIONAL DATES	TIME (*)	1. Information meeting * 1 st session: * 2 nd session:	May 15 th , 2023 May 25 th , 2023	1pm 1pm	2. Deadline clarification requests issued to Expertise France	June 09 th , 2023	2pm	3. Last date on which clarifications are given by Expertise France	June 14 th , 2023	11H59p m	4. Submission deadline for concept notes	June 19th, 2023	1 pm	5. Notification of lead applicants regarding opening, administrative verifications, eligibility (Stage 1) and evaluation of the concept note (Stage 2)	July 5 th , 2023	-	6. Invitations to submit a full application (after eligibility checks)	July 5 th , 2023	-	7. Submission deadline for the full application	September 4th, 2023	-	8. Notification of lead applicants regarding evaluation of full applications (Stage 3)	October 2 nd , 2023	-	9. Notification of award	December 1 st , 2023	-	10. Signing of the contract	December 1 st , 2023	-
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B. INTRODUCTION

1. Presentation of Expertise France

Expertise France is a public agency and a key stakeholder in international technical cooperation. It designs and implements projects that sustainably strengthen public policies in developing and emerging countries. Governance, security, climate, health, education etc. It works in key areas of sustainable development and contributes alongside its partners to the achievement of the Agenda 2030 and its Sustainable Development Goals (SDGs).

For more information: www.expertisefrance.fr

In the framework of its action, Expertise France is compelled to allocate grants from public funding. The projects financed in this way aim to meet the development objectives mentioned above and contribute to the emergence of innovative solutions which are adapted to the local context. The public nature of the used funds requires exemplary management of these funds.

2. Varuna Programme Presentation

The exceptional endemic biodiversity of the Madagascar and Indian Ocean² islands hotspot contributes to the strong identity of the southwestern Indian Ocean region. However, this biodiversity is threatened by various pressures on the ecosystems: overexploitation of natural resources (marine and terrestrial), pollution, climate change, etc. For example: with the exception of one species, all the endemic birds of Mauritius are considered threatened.

The biodiversity erosion jeopardizes the ecosystem services it provides to populations: supply (of food, fresh water, energy, medicinal resources), regulation (climate, soils, erosion prevention and pollination) and culture (entertainment, knowledge production). However, these ecosystem services and their evolution are still little taken into account in private sector growth plans. The level of preservation of these ecosystems varies greatly from one hotspot country to another and between terrestrial and marine protected areas.

The overall objective of Varuna programme is to contribute to the preservation of the biodiversity of the hotspot, for the benefit of the region's inhabitants, through awareness raising, capacity building and the pooling of efforts of all public, private and civil society actors.

Varuna programme has three main components:

Component 1 : Structuring networks of regional actors to stimulate coordinated efforts to preserve biodiversity

- *Project 1.1 : Support for the structuring of a network of marine protected area managers for the southwest Indian Ocean region*

This action will be carried out by Réserves Naturelles de France (RNF), which will support the capacity building and upgrading of the skills of the managers of this network, in order to share tools, practices and experiences for a more sustainable management of marine protected areas.

- *Project 1.2 : Structuring a network of academic stakeholders on natural capital and ecosystem services*

This project will be led by the University of the Mascarene Islands and the University of Mauritius who will develop research programs and training dedicated to natural capital and ecosystem services. Varuna will facilitate the creation and dissemination of knowledge on these issues in the region.

- *Project 1.3 : Strengthening the dialogue between public and private stakeholders on the issues of biodiversity, natural capital and the nature based solutions*

This project will be led by Cap Business Indian Ocean which is the union of chambers of commerce and industry in the region. CAPBOI will support the animation of regional platforms for public/private/civil society dialogues in order to strengthen the links between stakeholders, in particular private stakeholders.

Component 2 : Support the integration of ecological transition issues among economic stakeholders

- *Project 2.1 : Capacity building of companies to measure their impact on biodiversity and to integrate natural capital issues*

² The Madagascar and Indian Ocean Islands (MADIO) hotspot is one of the 36 biodiversity hotspots identified on our planet. It is therefore one of the richest areas of the planet in terms of biodiversity, but also one of the most threatened. This hotspot includes Madagascar and the islands and archipelagos of the Mascarene Islands (Reunion, Mauritius and Rodrigues), Comoros and Seychelles (CEPF)

This project will also be carried out by Cap Business Indian Ocean with the objective of offering training in natural capital accounting to CAPBOI member companies and launching a study on the impacts of the activities of companies in the region on biodiversity.

- *Project 2.2 : Funding for private sector initiatives that aim to limit their impacts on biodiversity*

A €2.5 million call for projects will be launched to encourage private sector stakeholders to integrate natural capital and biodiversity in general into their activities and to invest in nature-based solutions. This action will be carried out directly by Expertise France.

Component 3 : Encourage the contribution of research to science and society dialogues on biodiversity

- *Project 3.1 : Mobilization of different dialogue tools for biodiversity*

This project will be carried out by the Institute of Research for Development (IRD) to set up tools for dialogue (travelling exhibition, videos, workshop-debates) for young people, journalists and public administrations in order to raise awareness and provide information on the challenges for biodiversity in the area.

- *Project 3.2 : Publication of a scientific dissemination journal on biodiversity issues in the Indian Ocean*

This project will be carried out by the Association of Naturalists of Mayotte (LNM) which will publish a paper and digital magazine to disseminate information on biodiversity issues in the region to public and private decision-makers.

- *Project 3.3 : Facilitating dialogue between conservators and forest resources users*

This project will be carried out by the International Center for Agricultural Research (CIRAD) in Madagascar and Union of Comoros and will experiment within territorial "Living Labs," with sharing practices and visions of landscape management, in order to define innovative modalities of co-management of natural forest resources.

C. BRIEF CONCEPTS AND KEY REFERENCES OF THE THEMES

1. Biodiversity definition

Biodiversity refers to all living beings and the ecosystems in which they live. This term also includes the interactions of species with each other and with their environment.

Although biodiversity is as old as life on Earth, this term only appeared in the 1980s. The Convention on Biological Diversity signed at the Earth Summit in Rio de Janeiro (1992) recognized for the first time the importance of biodiversity conservation for all of humanity (source: <https://www.ofb.gouv.fr/quest-ce-que-la-biodiversite>)

2. Nature-Based Solutions or NBS

Nature-based Solutions (NBS) are defined as "actions to protect, sustainably manage and restore natural or modified ecosystems to directly address societal challenges in an effective and adaptive manner, while ensuring human well-being and producing benefits for biodiversity" by the International Union for Conservation of Nature (IUCN).

Nature-based Solutions include three types of actions, which can be combined in territories:

- The preservation of functional ecosystems in good ecological condition.
- Improved management of ecosystems for sustainable use.
- Restoring degraded ecosystems or creating new ones.

They must meet two main requirements:

- Contribute directly to an identified societal challenge, other than biodiversity conservation;
- Build on ecosystems and provide benefits for biodiversity.

In July 2020, an NBS global standard was developed in order to:

- Provide a user guide and self-assessment tool for project sponsors;
- Identify which projects are Nature-based Solutions and which are not;
- Establish a common language shared by all;
- Facilitate the evaluation of the quality and relevance of projects

8 criteria and 28 indicators specify the elements to be included in an NBS at the planning, design and implementation levels. Project owners are invited to consult the following link: <https://www.iucn.org/theme/nature-based-solutions/about/iucn-global-standard-nbs>

3. Ecological transition

The ecological transition is an evolution towards a new economic and social model, a model of sustainable development that renews our ways of consuming, producing, working and living together in order to meet the major environmental challenges of climate change, the scarcity of resources, the accelerated loss of biodiversity and the increase in environmental health risks.

D. COUNSELS AND KEY RECOMMENDATIONS

1. What is a project?

A project is an objective to be achieved, by stakeholders, in a specific context, within a given timeframe, with specified means.

2. What is a Project Owner?

"Project Owner" refers to the structure responsible for the implementation of the project and signatory of the contractual documents. This term corresponds to the term "Beneficiary" used in these contractual documents. It also enables to limit the possible confusions with the final beneficiaries of the action.

In the case of a project implemented by a consortium, the Project Owner is Varuna's sole contact throughout the duration of the project. It may also be called "Lead".

The Project Owner is:

- The sole signatory of the contract documents;
- The responsible for the proper execution of the Project and compliance with the Contractual Conditions;
- The guarantor of all operational and financial information sent to Varuna
- This responsibility implies that the Sponsor should lead the network of partners involved in the implementation of the project and that it should set up the information feedback systems necessary for the smooth running of reporting to Varuna
- The periodic financial and narrative reports must include the actions and expenditure carried out by the Project Sponsor and the implementing partners, and the Project Sponsor must anticipate this in the planning of the administrative and financial management of the project.
- Payments made by the Project Owner to its partners correspond to pre-financing/advances: they cannot be included in the financial reports instead of project expenditure.

- The Project Owner must also ensure that it gathers and has all the supporting documents relating to the project (including copies of the expenses and procedures implemented by its partners) in anticipation of audits (intermediate and/or final).

With regard to Varuna, the Project Owner is committed to:

- Coordinate: make the necessary internal arrangements to organize the coordination and representation of the project
- Implement: take all necessary and reasonable measures to ensure that the action is carried out in accordance with the description of the action which will be annexed to the contract
- Inform: ensure that all information crucial to the management of the project is sent to Varuna as soon as possible
- Keep account: to be able to keep accounts that clearly identify the expenditure attributable to the project and to ensure that it can be traced back.

3. How to design a project?

The first step consists in designing a logical and coherent project structure by defining the general objective to be reached. The specific objectives will contribute to the achievement of the first one. Then develop your theory of change and the best strategies for achieving the desired results, identifying indicators of success, assessing risks and developing a budget.

GENERAL OBJECTIVE			
SPECIFIC OBJECTIVE			
TARGET GROUP A		TARGET GROUP B	
RESULT 1		RESULT 2	
ACTIVITIES	INDICATORS	ACTIVITIES	INDICATORS

a) How to formulate the general objective of the Project

The general objective reflects the medium/large scale changes that the project wishes to encourage, generate or make possible. It describes the economic, political, social or environmental changes to which the project hopes to contribute. The overall goal is a long-term objective whose ultimate realization is beyond the capacity of the project itself. It must be broad and inspiring enough to remain valid over time, regardless of changing circumstances.

b) How to determine the specific objective

The specific objective describes how the project intends to support the overall objective. It indicates the specific topics that the project will work on to advance the overall goal. It is a statement of the ideal way the project will contribute to its vision of success.

The specific objective should be plausible and realistic - it should focus on concrete, achievable changes among people, groups, and institutions that the project owner and its partners can realistically influence.

To determine the specific objectives, try to imagine the answers at the end of the project to questions like the examples below.



Who are the people who have directly benefited from the project (target groups)?
How do they behave? How different are their lives?

c) Analyze the context and environment in which the project takes place

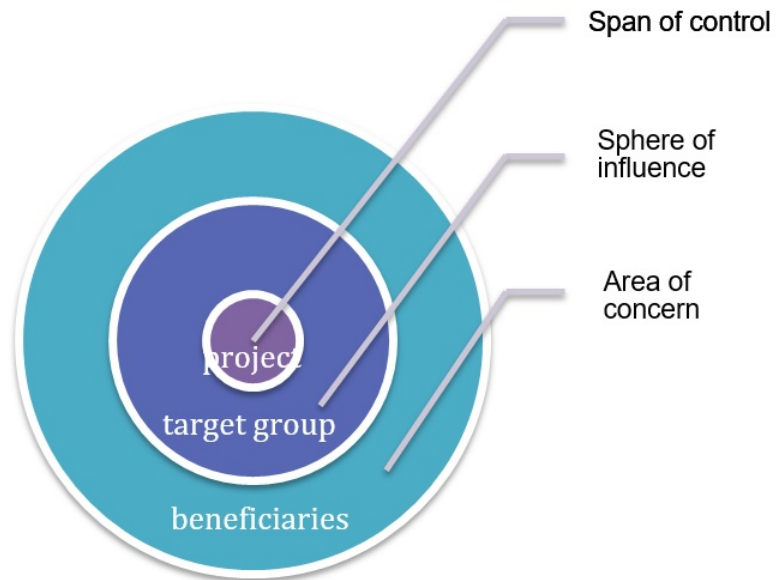
Project activities influence and are influenced by the context and environment in which they take place. The analysis also verifies the relevance of the project and the adopted strategies.

The analysis therefore aims at acquiring a thorough knowledge of the environment in which the project will evolve and allows to apprehend the deep and real causes of the problems addressed by the action. It also aims to identify and involve all stakeholders (individuals, groups, organizations, institutions, etc.) and to take into account the synergies and obstacles between stakeholders.

Limited by time and budget, the project will probably not be able to reach all stakeholders. It is therefore necessary to prioritize the action and target groups that the project will seek to influence by linking them to a specific objective.

When listing the project's target groups, focus on the stakeholders with whom the project works directly. If the project cannot directly influence a stakeholder, the organization must determine who it can influence, who in turn will influence that stakeholder. The

stakeholder that can be influenced is then included as the target group. In this way the project focuses on its sphere of influence but with a broader vision.



d) Define the results to be achieved

The outcomes must be commensurate with the project's resources and framed in a way that is achievable and realistic.

So the next step is to think about the impact of the project, to take each of your target groups and think about how they would behave if the problem they face suddenly disappeared.



How will the target groups/institutions behave after being influenced by the project?

How might the physical and social conditions in which the target groups/institutions live be different?

How might each of these groups or institutions think, act, or relate to each other?

What attitudes and values would people have?

What might public policies that affect them look like?

De quoi pourraient avoir l'air les politiques publiques qui les affectent ?

What new capacities would specific groups have?

What new opportunities would exist and for whom?



The results are not the consequences of each activity. They must be formulated in a way that demonstrates the usefulness of the activities undertaken.

e) Define project indicators

An indicator is a specific observable and measurable quantity that can be used to show the changes achieved or progress made by a project toward a specific outcome.

Each activity can have "progress" indicators to measure the project's progress and establish intermediate milestones. Other "success" indicators are linked to the completion of activities. "Impact" indicators are interesting to track, to assess the consequences of the project over longer periods of time. Although the project duration may not be enough to capture these indicators, it is interesting to look into the future and imagine the expected effects on policy or behavior change. Indicators can be quantitative and/or qualitative. They must be consistent with the project and the resources associated with it.



Does the indicator accurately represent the importance of the problem being measured?
Are the data available? If not, what resources and effort would be required?

f) Formulate project activities

You must think about the different activities you will conduct to achieve each of the results you have already specified. You need to be strategic about the activities you choose, and avoid selecting only those activities that will serve a single goal but not the others that contribute to it in parallel, for example. Some of the questions you should keep in mind when defining your activities are:



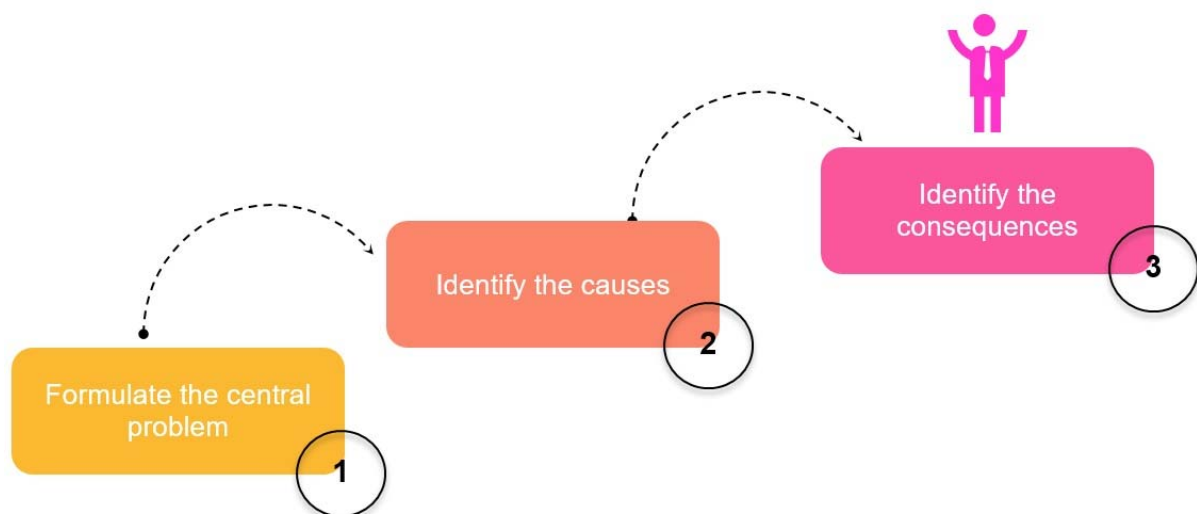
What will be done to directly influence specific individuals or groups?
What will be done to produce an immediate product (guide, report, study, etc.)?
What will be done to build capacity (trainings, workshops, etc.)?
How will the target group be supported, oriented, or mentored? By whom (network facilitation, technical expertise, peer, etc.)?
What will be done to influence the environment in which individuals, groups, or organizations operate?
What will be done to change the physical or political environment (rules, guidelines, access, etc.)?
How will you use the media or publications to promote your work (awareness, communication, etc.)?
What networks/relationships will be established or used (forums, etc.)?

g) Build your « problem tree »

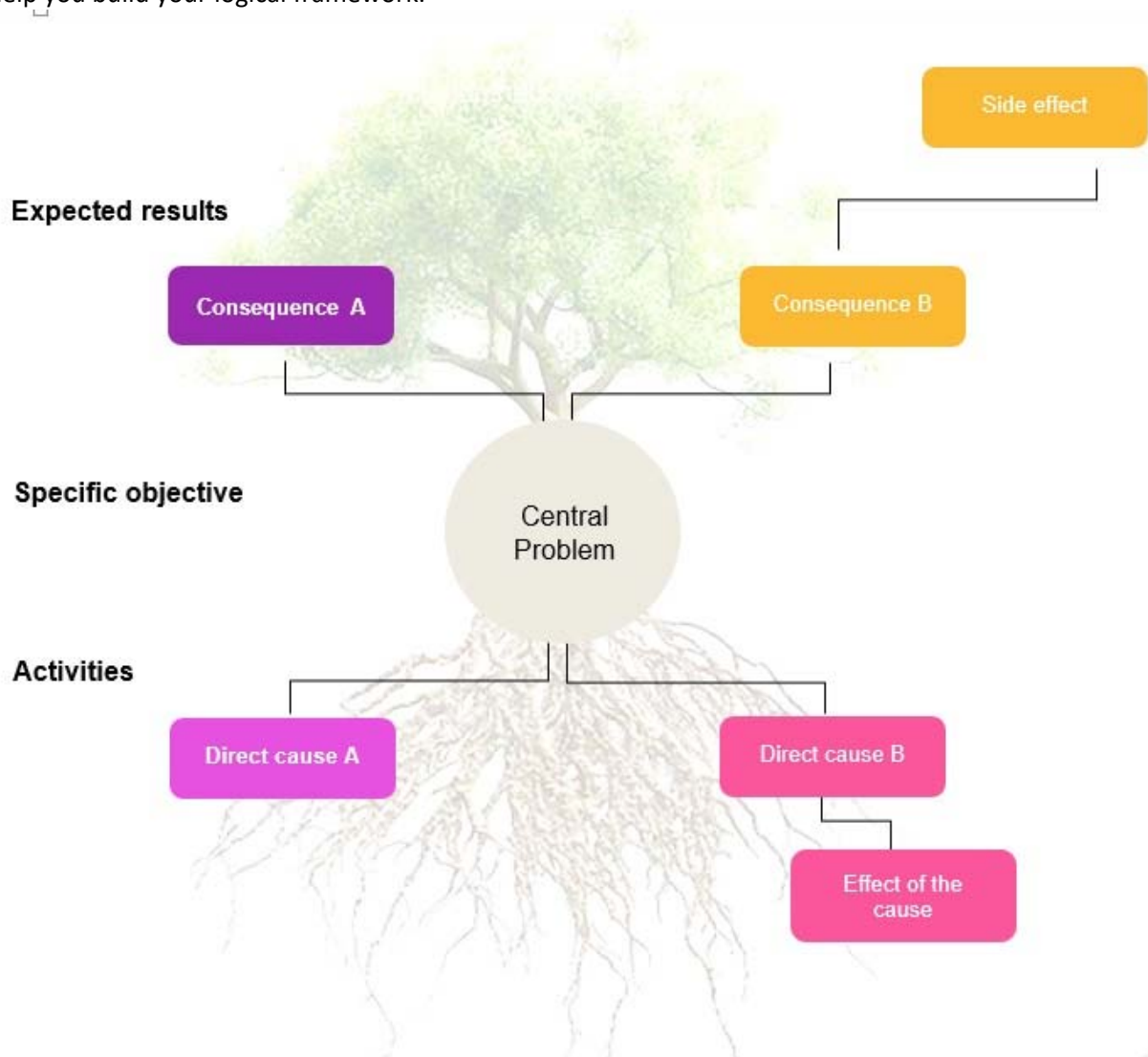
The problem tree is a very simple methodological tool, which allows you to draw a diagram to better analyze a problematic situation.

The idea is to think about the cause and effect relationships between the different factors that are at the origin of the problems observed. This work is done in three stages:

1. Formulate the central problem
2. Identify the causes
3. Identify the consequences



Once you have identified the causes and consequences, you can propose relevant solutions. Once you have completed this exercise, you can replace the problem with the project objective, the causes with the activities to be implemented and the consequences with the expected project results. This will help you build your logical framework.



This exercise reveals several possible strategies. It is therefore necessary to choose the most realistic intervention strategy and to focus on a factor that will limit the causes of the problem.

h) Build the logical framework

A "logical framework" is a matrix in which the results, assumptions, indicators, objectives, baselines, and sources of verification for a project are presented. The logical intervention shows how, in a given context, the activities will achieve the expected results and impact. The main assumptions developed in this reflection process are to be integrated into the logical framework matrix.



What results do you expect to achieve through the project?
 What activities will be carried out to achieve these results and objectives?
 What resources will be needed?
 How will the progress and success of the project be measured and verified?

The basic principle is to go from the most general to the most specific. Thus, start with the summary of the objective at each level and the key assumptions, then try to include indicators and targets for each objective.

- **The general objective** represents the goal to which the project seeks to contribute (e.g., a common objective for several projects).
- **The specific objective** describes the expected outcome that guides the expected activities and results.
- **The results** are what the project intends to achieve. These are the expected achievements that can contribute to the key objectives of the project's terms of reference. Results are what the project team is accountable for and what resources are allocated for.
- **The activities** determine how the project will be carried out. They are the actions implemented on the ground to achieve the results and the required resources.
- **The assumptions** made at each level of the logframe are the necessary conditions or events over which the project has little or no control.

Indicators should be targeted in terms of quality, quantity, and time (collection date or period). These indicators and the means of verification should be concrete and contribute to an effective basis for monitoring and evaluation of the project.

The following table can be used as an example:

Results chain	Indicators	Reference value (year X)	Target value at the end of the project (year X)	Current value (date XX/XX/XX)	Verification source (s)	Assumptions
Purpose (General objective):						
The more global, long-term change to which the action contributes at the national, regional or sectoral level, in the global political, social, economic and environmental context, which results from the interventions of all the actors and stakeholders concerned.	Indicator 1	0	0	0	Ideally, to be derived from the partner's or funder's strategy.	No assumptions at this level
	Indicator 2					
	Indicator 3					
						
Effect(s) (Specific Objective(s)):						
Primary medium-term outcome of the intervention, focusing on behavioral and institutional changes resulting from the intervention (it is good practice to define only one specific objective; however, for large-scale projects, other intermediate effects may be included)	Indicator 1	0	0	0	Sources of information and methods used to collect and report data (e.g., survey, recipient's annual report, etc.)	External factors that are outside the scope of project management but are likely to affect the relationship between the impact and the outcome(s).
	Indicator 2					
	Indicator 3					
						
*Other outcomes/components (*if applicable)						
Where appropriate, other intermediate outcomes of the intervention, focusing on behavioral and institutional changes resulting from the intervention (intermediate outcomes may be included here)	Indicator 1	0	0	0		External factors that are outside the scope of project management but may affect the relationship between the specific objective and other outcomes.
	Indicator 2					
	Indicator 3					
						

Achievement (output) 1.1:						
Direct/tangible outputs (infrastructure, goods and services) from the activities implemented by the operator. (*Actually, the products should be linked to the corresponding results through clear numbering)	Indicator 1	0	0	0	Information sources and methods used to collect and report data (e.g., post-training questionnaire, attendance lists, workshop reports, etc.)	External factors that are outside the scope of project management but may affect the relationship between the outcome(s) and outputs
	Indicator 2					
	Indicator 3					
						
Achievement (output) 1.2:						
Direct/tangible outputs (infrastructure, goods and services) from the activities implemented by the operator. (*Actually, the products should be linked to the corresponding results through clear numbering)	Indicator 1	0	0	0		External factors that are outside the scope of project management but may affect the relationship between the outcome(s) and outputs
	Indicator 2					
	Indicator 3					
						
Achievement (output) 1.3:						
Direct/tangible outputs (infrastructure, goods and services) from the activities implemented by the operator. (*Actually, the products should be linked to the corresponding results through clear numbering)	Indicator 1	0	0	0		External factors that are outside the scope of project management but may affect the relationship between the outcome(s) and outputs
	Indicator 2					
	Indicator 3					
						
Achievement (output) 2.1:...						

Direct/tangible outputs (infrastructure, goods and services) from the activities implemented by the operator. (*Actually, the products should be linked to the corresponding results through clear numbering)	Indicator 1	0	0	0	Information sources and methods used to collect and report data (e.g., post-training questionnaire, attendance lists, workshop reports, etc.)	External factors that are outside the scope of project management but may affect the relationship between the outcome(s) and outputs
	Indicator 2					
	Indicator 3					
						

Achievement (output) 1.2:

Direct/tangible outputs (infrastructure, goods and services) from the activities implemented by the operator. (*Actually, the products should be linked to the corresponding results through clear numbering)	Indicator 1	0	0	0		External factors that are outside the scope of project management but may affect the relationship between the outcome(s) and outputs
	Indicator 2					
	Indicator 3					
						

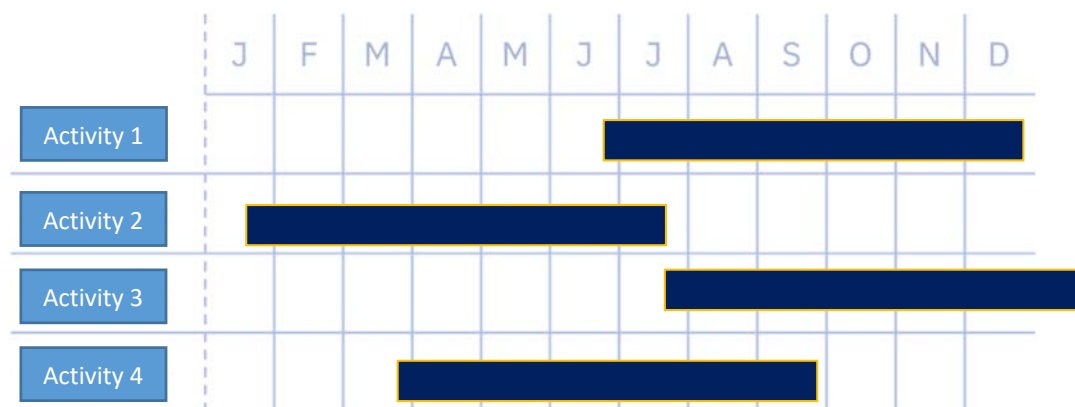
Achievement (output) 1.3:

Direct/tangible outputs (infrastructure, goods and services) from the activities implemented by the operator. (*Actually, the products should be linked to the corresponding results through clear numbering)	Indicator 1	0	0	0		External factors that are outside the scope of project management but may affect the relationship between the outcome(s) and outputs
	Indicator 2					
	Indicator 3					
						

Achievement (output) 2.1:...

i) Develop a timeline consistent with the action

The timeline is a key element in reading your project. It allows you to visualize the key stages of the project and to verify the coherence of the proposed activities with the life of the project. It places in time the major steps (e.g. study, field visit, technical report, purchase of equipment, etc.) of the implemented process.





What are the key steps and timelines?
What are the main milestones?
What are the main deadlines?
When should the project start?
When should it end at the latest?

j) Estimate the project budget

The call for projects regulation and budget annexes provide valuable guidance on eligible project activities and associated costs. The budget sections are described later in the document. The following questions may be asked:



What are the programmed actions?
What are the eligible expenses and what is the eligibility period of the expenses?
Are the human resources sufficient to cover the various positions related to project management (communication, monitoring and evaluation, administrative and financial follow-up, etc.)?

k) Draft the budget

The budget is usually divided into 6 chapters, which may vary according to the specificities of the program.

- *Human resources:*

- *Salaries (local staff)*

Data must be entered for each person working on the project. Costs related to staff should be calculated on the basis of the actual monthly salary multiplied by the number of days/months worked on the project and for which there is a payroll. In appropriate cases, this figure should include any usual contributions paid by the employer, such as social security or other contributions. For part-time staff, the percentage of time worked should be listed next to the staff member's title/name and should be applied to the number of units, not the cost per unit.

- *Salaries (international staff)*

This refers to international collaborators who will support you in specific activities of your project, such as external evaluations, training, etc.

- *Per diems for missions/trips*

This section refers only to costs incurred for project staff during travel and excludes costs related to the organization of conferences and seminars, which should be indicated under line 5.7 "Conference/seminar costs" of the budget template, in the annex to the call for project regulations. The per diems under this heading refer to all costs (accommodation, daily meals and costs for local travel such as local transport costs during the period of the mission). Subsistence allowances for staff participating in the project will be calculated on the basis of per diems or actual costs. They may not exceed the per diem or per person defined and applied by the organization to which the traveler belongs or by the rules of the contract. Travel-related insurance can also be included, with justification.

- *Trips:*

- *International trips*

The fees under this heading refer to international travel from country A to country B. They include: transportation costs by plane (second class), train or boat, visa costs.

o *Local trips*

This includes travel from city A to city B within the same country. Expenditures under this heading refer to travel costs for local staff to reach the destination (by bus, train, boat, vehicle and domestic flight) where the activity takes place.

- *Equipment and supplies*

This section refers to new or used equipment purchased for the project. Please note that you can only purchase items that are fully justified in the narrative section of your application form.

- *Local office*

o *Cost of vehicles*

Here are the costs of using the vehicles (gas, insurance, repairs ...) attributable to the project: that is to say, related to a specific use of the said vehicles within the framework of one or more activities of the project). Enter only the percentage of these costs that correspond to the work done for the project.

o *Office rental*

Actually, you can only include the cost of renting local offices, i.e., offices located in the country where the project is taking place. Enter only the percentage of the rent that corresponds to the work done for the project.

o *Consumables – Office supplies*

Consumables and supplies are actual costs that must be strictly related to project activities. Costs such as office equipment (pens, paper, folders, ink cartridges, diskettes, postal services, computer software, etc.) can be considered under this heading if justified as necessary.

o *Other services*

Costs for consumables and supplies (telephone, heating, etc.) are eligible, provided they are identifiable and assigned to the action in the project. As with rent, you can only include a percentage of the cost. For example, if the project activities represent 50% of the work done by the local office, you can only include 50% of "other services."

- *Other costs, services*

External contract costs - the subcontracting of project activities (research, technical feasibility, activity implementation costs) - should be reported here. The subcontractor must be a legal entity. Any subcontractor whose costs will be covered under the project must be hired on a best offer basis based on value for money.

- *Others*

These are costs that do not fall under any other heading. Do not use this budget line unless you are absolutely sure that the item in question is not included under another budget line.

Specific costs related to project monitoring and evaluation (e.g., an interim or final evaluation study, specific tools for project monitoring, etc.) can also be included here.

- *Sub-total of the 6 budget lines*

- *Administrative costs*

You may include a maximum of 7% of the total eligible direct costs (the amount indicated under budget line 9).

- *Total direct eligible costs of the Project (7. + 8.)*

- *Provision for contingencies (maximum 5% of total direct costs of the project)*

A contingency reserve not exceeding 5% of the direct eligible costs may be included in the Budget of the Project. These funds can be used for any unforeseen costs related to project activities that may not have been considered when the budget was calculated. This may apply to costs that you did not notice when preparing the budget or to new costs resulting from changes in the project that may occur during its implementation.

I) Understand and measure the risks

• Identify the risks

Every project has risks: environmental, contextual, public policy implementation, scarce human resources, etc.



What are the risks?

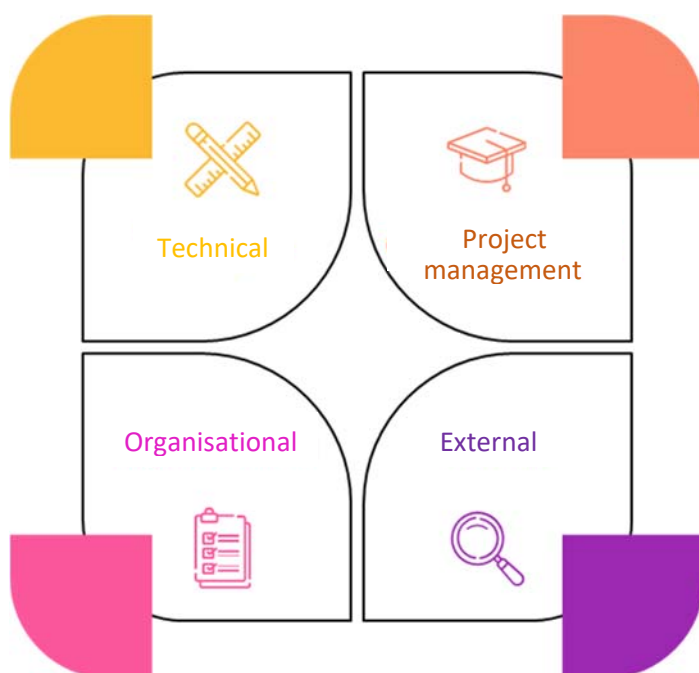
What are the weaknesses? Vulnerability?

What are the constraints?

What happens in case of... ?

What actions should be taken to prevent, limit or correct these risks?

We use the definition of the Project Management Institute, which defines risk as "an event or situation whose realization is uncertain and would have a positive or negative impact on the project's objectives³". The guide establishes risk categories and a risk breakdown structure, according to their origin: technical, external, organizational, environmental or project management.



Risks related to requirements, technologies, project complexity, quality elements, etc.

Risks related to planning, control, communication, estimates, etc.

Risks related to project dependencies, resources, funding, priorities, etc.

Risks relating to suppliers and service providers, regulations, markets, etc.

• Measure the risks

Risks can be measured in terms of probability and potential impact on the project.

The likelihood of the risk refers to the chance that the risk will occur. The impact measures the consequences on the implementation of the project. By crossing the data, the following matrix can be used.

³ PMI, Project Management Body of Knowledge, 3rd edition (2004) p. 245

Risk criticality matrix					
5 Very critical					
4 Critical					
3 Moderate					
2 Minor					
1 Insignificant					
Severity Probability	1 Rare	2 Unlikely	3 Possible	4 Probable	5 Almost sure

- ✓ **Green area:** The risk here is considered minimal and requires no action. But be careful, you will have to be vigilant, because a risk can evolve over time and move from one zone to another.
- ✓ **Yellow area:** The risks in this area are considered manageable. For these risks you can plan preventive and/or corrective actions.
- ✓ **Orange area:** The risks in this area are considered important. For these risks you must plan preventive and/or corrective actions.
- ✓ **Red area:** The risk is considered dangerous and requires imperative intervention.
- ✓ **Black area:** Beyond this area, the risks are considered to threaten the implementation of the project and the safety of the stakeholders.

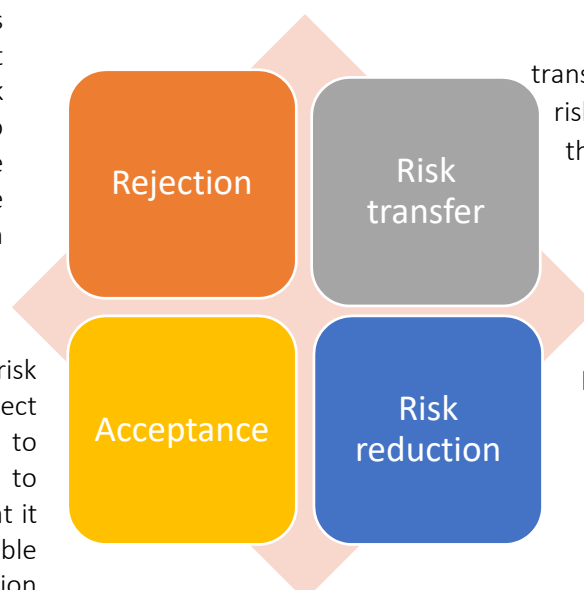
The risk matrix should not be static, it is important to update it and follow the evolution of the risks (impact and probability) as well as the mitigation measures.

- Master the risks

Based on the impact and likelihood criteria, a risk management response is needed to reduce the threats that may affect project implementation. This requires the identification of the parties or individuals who will be responsible for each of the approved response strategies. This process ensures that the identified risks will be managed appropriately. The effectiveness of the planning of response strategies will have a direct influence on whether the overall level of project risk increases or decreases throughout the project.

Rejecting a risk means modifying the project plan to eliminate the risk or circumstance, or to preserve the achievement of the project objectives from its consequences.

Acceptance of a risk indicates that the project team has decided not to modify the project plan to deal with the risk, or that it is unable to find suitable alternative mitigation strategies.



The **risk transfer** aims to transfer the consequences of a risk and the responsibility for the corresponding response strategy to a third party.

Risk reduction is meant to reduce the probability or consequences of a threat to an acceptable level. Repair the consequences once the risk has been materialized.

4. How to fill up the application form (see Annex A of the Rules of the Call for Projects)

The grant application form is the key element that will subsequently contribute to the contract by highlighting the chapters included in the description of the action in Annex A of the rules of the call for projects. It is therefore the key element of the grant application.

It summarizes your project and it is therefore important to give it a name.

It is also important to develop the strong points of the action and to highlight the aspects underlined in the evaluation criteria.

1st part: Information

The first part of the application form is dedicated to the presentation of your structure and your partners, if applicable.

2nd part: Concept note

As the Business-Biodiversity Fund is a restricted call, the submission process will go through the first step of the Concept Note. It contains the key information of the project.

- **The description of the project** makes it possible to situate the project in a geographical and sectoral context. The objectives must be clear, as well as the intervention logic in which the action fits.
- **The pertinence of the project** describes what is expected of the project's outcome in terms of its effectiveness in meeting the given objective. It is important to understand the starting point of the project and how the project will achieve the objective(s) for the target populations.
- In **the declaration of the lead applicant**, the project owner declares that he/she is responsible for and undertakes to respect the contractual conditions of implementation, annexed to the rules of the call for projects.
- In the **mandate for the lead applicant**, the implementing partners authorize the lead applicant to sign the contract on their behalf.
- The **form of the partners involved in the project** must be completed for each declared implementing partner.

3rd part: Full application

*** The full application is requested from the Project Owners only after pre-selection during the concept note phase ***

The full application includes the identity of the project owner, its potential partners and a detailed description of the project. It is the same document as the concept note, but with more detailed elements.

It includes the overall objective of the project as well as the specific objectives that the project aims to achieve.

The pertinence of the project provides a detailed analysis of the project's environment and its relevance to the themes raised by the call for projects.

The methodology presents the strategies and means used to carry out the project and the different synergies sought between the identified stakeholders.

The action plan is usually a timeline that shows the milestones and key dates for the implementation of the project.

The beneficiary section highlights the direct and indirect beneficiaries of the project.

It also describes the expected results and activities planned to achieve the results.

The monitoring and evaluation section describes the monitoring and evaluation system (data collection, supervision, activity evaluation) that will be put in place and the resources needed (HR, budget, strategy, etc.) to implement this system. It also provides a link between the project activities and the indicators developed in the logical framework.

The management of the project and its financial follow-up describes the practical modalities of the financial management and the means that will be specifically dedicated to it, notably in terms of human resources, for the project owner and the partners. Estimate the percentage of the budget managed by each partner. Describe the procedures and modalities of monitoring and financial reporting set up in case of budget delegation to the partner(s), if applicable

The steering and coordination of the project addresses the issues of governance (frequency, composition of steering and/or scientific committees, number and status of persons) and the modalities of coordination between partners. Diagrams can be used.

The visibility and communication chapter shows the communication tools (for awareness, prevention, valorization ...) that will be developed in the framework of the project as well as the communication actions (media, press, conferences, events ...) that will be undertaken during the project. A specific communication and visibility plan can be built later if necessary.

The indicative action plan includes the project timeline. It is important to show the coherence of the activities between them.

The durability section provides an analysis of the risks but above all explains how sustainability will be ensured after the action.

The note is completed by a budget and a logical framework.

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