SOS Lemurs Phase II

CALL FOR PROPOSALS – 2025

9 MAY 2025 – 9 JULY 2025

Medium Grants

GUIDELINES FOR APPLICANTS

Applicants are strongly recommended to read this guidance document in full before completing and submitting a proposal.

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1. Background

a. General information

Madagascar is one of the world's biodiversity hotspots, with a great diversity of primate species. However, according to the IUCN Red List of Threatened Species™, **90%** of all 113 known lemur species are threatened with extinction, and **almost a third (31%)** are now Critically Endangered – **just one step away from extinction**. The main threats to lemurs include hunting for food and the pet trade, as well as habitat destruction caused by slash-and-burn agriculture, illegal logging and fires. Combined, these pressures have made lemurs one of the most threatened mammal groups on earth.

To save lemurs from extinction and address these threats, the IUCN/SSC Primate Specialist Group published *the Lemurs of Madagascar: A Strategy for their Conservation 2013-2016*. Thanks to a 7.8 million CHF funding support, IUCN Save Our Species has been able to build a strategic and impactful initiative dedicated to the implementation of this conservation strategy: **SOS Lemurs**.

For six and a half years (2017-2023), SOS Lemurs has provided small to medium sized grants to 28 civil society organisations (CSOs) and has funded 52 projects in Madagascar[1]. To this day, SOS Lemurs is the **only initiative in the world** dedicated to funding lemur conservation.

Through these grants, SOS Lemurs has contributed to:

- Preserve key lemur populations across Madagascar in **priority sites** identified in the Lemur Conservation Strategy;
- Empower local communities with skills and livelihood options to help them coexist with lemurs and support their conservation;
- Create new job opportunities including forest guides, rangers and tree nursery staff. As a result, projects have contributed to the improvement of the living conditions of local communities;
- Help local conservation actors / civil society organisations (CSOs) develop their long-term development goals through knowledge sharing and financial support.

In 2022, the first phase of SOS Lemurs underwent a final independent evaluation to assess the overall performance of the initiative. The evaluation concluded that the initiative was very successful. SOS Lemurs was relevant, effective, efficient, and fully consistent with the Global Biodiversity Framework, as well as aligned with the national priorities of the Malagasy National Biodiversity Strategy and Action Plan. Additionally, the initiative was greatly valued by beneficiaries and local actors, who have shown great ownership of projects and general satisfaction with the IUCN Save Our Species Programme. SOS Lemurs grants were simple and accessible to many CSOs/NGOs of diverse sizes and capacity, including small and local entities.

To that effect, the donor approved the extension of the SOS Lemurs initiative with a 9.5 million CHF second phase for six more years (2023-2029).

b. SOS Lemurs Phase II

The final evaluation of SOS Lemurs highlighted the initiative's significant potential for generating impactful

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[1] SOS Lemurs awarded 49 grants to 26 civil society organisations through 3 calls for proposals, with 2 additional grants funded as part of separate components, benefiting 2 more civil society organisations.

outcomes in both the short and medium term. However, it emphasized the necessity for larger and more enduring projects to ensure sustainability and lasting effects in the medium to long term.

Following an **initial call for proposals** for large grants launched in 2024 — which was exclusively open to Phase I grantees to consolidate and expand ongoing activities — a **second call for proposals** for medium grants is now open. This new call reflects the intention to broaden support to a larger number of organisations through an open call format and medium grants, thereby facilitating the participation of a diverse range of actors, including small and medium-sized organisations.

We invite all eligible applicants to submit their proposals through the IUCN Grants Portal, accessible here.

Please go through this guidance document carefully, and for any further questions, please check our FAQs or contact the IUCN Save Our Species Secretariat at SaveOurSpecies@iucn.org.

2. Objective

The objective of this Call for Proposals is support **civil society organisations (CSOs)** engaged in the **conservation of Madagascar's threatened lemurs**

"Threatened species" are those listed as **Vulnerable (VU), Endangered (EN) or Critically Endangered (CR)** on the IUCN Red List of Threatened Species**.** The aim is to ensure the protection of their habitats, mitigate the threats they encounter, and enhance the overall well-being of both the lemur species and the communities reliant on rich and diverse ecosystems.

This call for proposals is open to any civil society organisation working on lemur conservation in Madagascar.
Organisations that are currently receiving a Large Grant as a Lead partner (*the restriction does not apply to co-applicants*) under SOS Lemurs Phase II **are not eligible to apply as a Lead Partner under this call for proposals.**

However, **these organisations** — whether acting as Lead partner or co-applicant in one of the 11 projects funded through a Large Grant — are **eligible to apply as co-applicants** for this call for Medium Grants.

3. Financial allocation

a. Total funding

Indicative TOTAL financial envelope made available for this call for Medium Grants is CHF 1,035.000

The final allocation of funds may differ from the above indicative distribution depending on the quality of the projects submitted for this call.

b. Project amount

Maximum grant amount:
CHF 100 000

Minimum grant amount:

CHF 50 000

Co-funding is not required, but strongly encouraged.

The proposed project activities should be consistent with the amount requested. It is important to be **realistic** as to what can be achieved with the total amount budgeted for the project and within the implementation period of the project.

c.   Number of awards

Expected number of grants awarded:
About 10 grants, each for a total budget of up to CHF 100,000 over a maximum period of two years.

An additional funding envelope may be available for up to an additional 14 months, which if approved, would be awarded as a continuation amendment to the initial award for a selection of grants. Approval of renewal funding is subject to the availability of funds, program mid-term evaluation, donor approval, SOS Lemurs Phase II programme authority, satisfactory performance, and compliance with grant terms and conditions.

4. Project duration

The **maximum duration of the project should be 24 months (2 years)**.

The start date of the project will be determined by the date of the signature of the grant agreement.

It is expected that contracts will be signed in the **fourth quarter of 2025** and projects are expected to start no later than **December 2025.**

The performance of the contract cannot start before its entry into force. No budgeted expenses can be made before the start date of the grant. Project Results and Activities need to be clear and attainable within the timeframe of the grant.

5. Eligibility criteria

a.   Eligible actors

- Lead partner

To be eligible for a medium grant, the **Lead partner** must meet all of the following criteria:
   i.   Be a **legal entity**;
   ii.   Be **non-profit;**
   iii.   Be a local or national civil society organisation (CSOs[2]), or a local or international non-governmental organisation (NGOs);
          Proposals submitted by local or national CSOs, including community-based organisations, will be viewed favourably.

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[2] A Civil Society Organisation (CSO) is a non-state and not-for-profit voluntary association.

  iv. Not currently be receiving a Large Grant as a Lead partner under SOS Lemurs Phase II[3];
  v. Be directly responsible for the preparation and implementation of the project.
    Applications submitted by a body acting as an intermediary on behalf of a third party are not eligible;
  vi. Have a bank account in the name of the organisation;
  vii. Be authorised under relevant national laws to receive charitable contributions, including from sources outside their respective countries.

Additional notes:

- o In the case of international NGOs having a legally registered office in Madagascar, IUCN Save Our Species will privilege the signature of a grant agreement and direct transfer of funds to their local registered office.
- o International NGOs applying will be required to **work closely** with national stakeholders, local communities and with the consent and all required authorizations from the government.
- o If an international NGO applies as Lead partner, overseas costs (indirect costs, salaries and international travel) will have to be **minimal** and **justification for their need provided**;
- o Working with public authorities is encouraged although governments and government-affiliated entities are not eligible to receive grants directly. The costs of travel for government bodies (for example for attending a workshop) can be reimbursed if they are directly linked to the project.

The Lead partner may act individually or with co-applicant(s). If awarded a grant, the Lead partner will become the beneficiary identified as the "Grantee" in the grant contract. The Grantee is the main interlocutor of the IUCN Save Our Species Secretariat. The Grantee represents, and acts on behalf of any other co-applicant (if any) and coordinates the design and implementation of the action. The Grantee will bear full responsibility for the technical and financial implementation of the project.

- **Co-applicant(s)**

To be eligible for a medium grant, the co-applicant must meet all of the following criteria:

  i. Be a legal entity ;
  ii. Be non-profit**;**
  iii. Be a local or national civil society organisation (CSOs), a local or an international non-governmental organisation (NGOs);
    Projects co-presented with a local or national CSO including community-based organisations will be favourably considered.
  iv. Be directly responsible for the preparation and implementation of the grant project. Applications submitted by a body acting as an intermediary on behalf of a third party are not eligible;
  v. Have a bank account in the name of the organisation;
  vi. Be authorised under relevant national laws to receive charitable contributions, including from sources outside their respective countries.

Additional notes:

- o If an international NGO applies as co-applicant, overseas costs (indirect costs, salaries and international travel) will have to be **minimal** and **justification for their need provided**;

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[3] The following organisations are not eligible to apply as Lead partner: Arboretum d'Antsokay; The Aspinall Foundation; Association Fanamby; Association Française pour la Sauvegarde du Grand Hapalémur (HELPSIMUS); Durrell Wildlife Conservation Trust; Groupe d'études et de recherche sur les primates de Madagascar; Madagascar Fauna and Flora Group; The Peregrine Fund; The Phoenix Conservancy ; Planet Madagascar Association; Wildlife Conservation Society.

An applicant can submit a **maximum of <u>two proposals</u>** as Lead partner and can be a co-applicant in any number of applications.

Nonetheless, an organisation can only be awarded **<u>one grant as Lead partner</u>**. If two proposals where an organisation is Lead partner successfully pass the assessment steps, only the proposal with the highest score will be retained for the award of a grant.

b. Conflict of interest and ineligibility

i. Applicants cannot have a conflict of interest in applying for this call. A conflict of interest may arise in particular as a result of economic interests, political or national affinities, family or emotional ties, or any other relevant connection or shared interest;
ii. Applicants cannot be current employees of IUCN or close relatives (i.e. immediate family) of IUCN employees.

c. Eligible species

i. Projects must focus on improving the status of **Vulnerable (VU), Endangered (EN) or Critically Endangered (CR) lemurs**, as listed on the IUCN Red List of Threatened Species.
    Only the species' **global** Red List status is considered; sub-species and/or sub-populations of a species with a different Red List status than their parent species will not be considered.
ii. Projects targeting **Data Deficient** or **newly described species** may be considered particularly where urgent intervention is necessary to prevent rapid declines. Applicant must provide adequate justification in the "Project rationale" section of the proposal.
iii. Projects designed to **benefit multiple eligible species** and their habitats will receive favourable consideration in the selection process.

d. Eligible location

Projects must be implemented in Madagascar.

Additional note
  o Site(s) selection must comprehensively address the primary threats to target species and be adequately justified in the "Project Rationale" section of the proposal.
  o Applicants who choose to operate in one or more sites where SOS Lemurs Phase 2 Large Grant projects are already underway (see project map) must demonstrate how their proposal is complementary to and creates synergies with these existing initiatives.

e. Eligible activities

i. Projects must implement **concrete conservation activities on the ground**.
ii. Research activities can be eligible within the framework of Large Grants **as long as the proposal supports tangible conservation actions on-the-ground**, using the results of the research **within the timeframe of the project** (pure research projects are not eligible). For example, eligible proposals could include the elaboration of practical management plans, new policies, designs for new protected areas, or new natural resources management plans, in vivo pilot site activities which

implement the results of the research with new management or improved or adapted conservation actions.

iii.   A small portion of the grant budget can be devoted to monitoring activities in order to regularly assess the conservation outcomes of the project and provide evidence of improvement in the conservation status of the target species.

Additional notes:

o   Sustainability is a key selection criterion. Applicants should **outline a comprehensive plan on how project assets and achievements will be sustained beyond the project lifespan**. This should be demonstrated in the "Long-term sustainability and replicability" section of the proposal.

o   In cases where applicants have previously received a grant under SOS Lemurs Phase I, they must also **demonstrate how the proposed project will build on the lessons learned from previous SOS Lemurs Phase I-funded project(s).**

o   For livelihood activities involving business ventures, applicants are encouraged to **adopt a value chain perspective and outline or plan for a marketing strategy**, as well as budget for adequate external services when necessary.

o   Community based projects will receive favourable consideration in the selection process;

o   Incubator type projects with sustainable outcomes are welcome where the project initiates a concept that is implemented in the long term by the government and/or other partners;

o   Applications for projects that include aspects of human-wildlife conflict should demonstrate a thorough understanding of the underlying social and political contexts of the given conflict situation, and how the work proposed will address some of these. Where this is not possible, the proposal should explain how such an understanding will be gained before a conflict mitigation strategy is developed.

o   Applications that address illegal wildlife trade and that include a component engaging indigenous peoples or local communities should include clear thinking on the "theory of change" or logical sequence that is likely to lead to a reduction in poaching for the illegal wildlife trade, with attention to the underlying incentives facing community members and how the project intervention changes these. Where this is not known, the proposal should explain how this understanding will be increased in order to formulate such a theory of change[4].

o   Proposed activities must observe all relevant environmental and social Principles and Standards. Please refer to the Environmental and Social Management System (ESMS) section in **ANNEX 5** for further information. Clear information on Indigenous Peoples implication (if applicable) must be provided in the ESMS Questionnaire during the application process.

f.   Ineligible activities

i.   The purchase of land and firearms, involuntary resettlement of people, or activities that negatively affect physical cultural resources, including those important to local communities;

ii.   Activities adversely affecting individuals and local communities or where these communities have not provided their broad support to the project activities;

iii.   The removal or altering of any physical cultural property (includes sites having archaeological, paleontological, historical, religious, or unique natural values);

iv.   Financial support to third parties through sub-grants;

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[4] Relevant refences can be found in Annex 3 of Beyond enforcement: communities, governance, incentives and sustainable use in combating wildlife crime. Symposium Report. http://pubs.iied.org/G03903/ (English version only)

    v.   Pure research activities, captive breeding or conservation planning.

A small proportion of a grant budget can however be devoted to monitoring in order to inform the conservation results of the project and provide evidence of the improvement of the conservation status of the target species. (refer to *c.v. Eligible activities*)

g. Eligible costs

Only eligible costs will be reimbursed by the grant. Eligible costs must be:

    i.   Necessary for the implementation of the project activities;

    ii.   Reasonable and justified and consistent with the principles of sound financial management, in particular in terms of value for money and cost-effectiveness;

    iii.   Generated during the lifetime of the project (costs incurred before the official starting date of the project or after the official end date of the project are not eligible);

    iv.   Actually incurred by the beneficiary and be recorded in their accounts in accordance with the applicable accounting principle;

    v.   Identifiable and verifiable;

    vi.   Compliant with the requirements of the applicable tax and social legislation;

    vii.   Incurred in compliance with the Procurement Policy and Procedure for IUCN Save Our Species Grant Recipients, available [here](). For costs with a value equal to or above CHF 25,000, three price quotations from different suppliers will need to obtained and kept with financial records.

Additional notes:

o   Expenses incurred outside Madagascar must be kept to a **minimum and carefully justified**;

o   For international NGOs, overseas costs (indirect costs, salaries and international travel) will have to be minimal and carefully justified;

- Categories of eligible costs

    i.   **Personnel costs** (salaries, social charges, employer costs);

    ii.   **Subcontracting** (external services);

    iii.   **Project supplies** (not office related);

    iv.   **Equipment & maintenance**;

    v.   **Travel** (international travel, local travel, accommodation, subsistence);

    vi.   **Meetings & workshops** (venue costs, catering, speakers' fees);

    vii.   **Indirect costs**[5] are eligible at the **flat-rate of up to 10%** of the estimated total eligible direct costs. Indirect costs may cover local office costs (rent, office supplies, utilities, telecommunication costs, etc.), bank fees, exchange rate losses, etc.

h. Ineligible costs

The following costs are not eligible:

    i.   Debts and debt service charges (interest);

    ii.   Provisions for losses or potential future liabilities;

    iii.   Purchases of land and buildings;

    iv.   Financial support to third parties through sub-grants;

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[5] Indirect costs are costs that are not directly accountable to a cost object (such as a particular project, facility, function or product) and may include administration, personnel and security costs.

     v.   Reckless and excessive spending.

6. Main guiding documents

The IUCN Species Survival Commission (SSC)'s Primate Specialist Group developed the Lemurs of Madagascar: A Strategy for their Conservation 2013-2016.

Additionally, SSC Species Conservation Plans (Completed Plans, Plans in Progress and Future Plans) are inventoried by the Conservation Planning Specialist Group to the following link:
https://www.cpsg.org/new-initiatives/ssc-species-conservation-planning-project-inventory

7. How to apply

Applications can be submitted only through the **IUCN GRANTS PORTAL**.

For step-by-step guidance on how to use the IUCN Grants Portal, please refer to **ANNEX 1**.

Applicants can submit applications in **English** or **French**. Templates and guidelines are available in each language and the portal is bilingual.

- ✓ In English, the reference application template (Word) can be downloaded here.
- ✓ In French, the reference application template (Word) can be downloaded here.

To download the budget offline template (Excel), please refer to **ANNEX 1.** Section 4 for guidance.

Please note that these templates serve as helpful references and to enable offline access to the forms but **ONLY applications submitted online through the IUCN Grants Portal will be considered.**

Applications steps:
In the online application you will be asked to enter the following information about your project:

Section 1: Project lead information
Section 2: Project partner(s) information
Section 3: Project overview
Section 4: Project description
Section 5: Project logical framework, monitoring plan and timeline
Section 6: Environmental and social management system (ESMS)
Section 7: Budget details
Section 8: Due diligence

Please note that the following documents are required and necessary for submission:
- CVs of key project staff
- Project location map
- Statute or similar founding document
- Organisation in-country registration certificate, MoU or letter of endorsement

If applicable
- Confirmation / endorsement letter from project co-applicant(s)

Confirmation letters from other project partners (if applicable) can be submitted in "Section 2: Project partner(s) > Other supporting documents" of the proposal[6].
Any project involving activities with the VOI must be accompanied by a letter of support issued by the relevant VOI.

Other documents may be requested at a later date if the project is shortlisted.

> **Kindly take into consideration the appropriate time required to complete your proposal.**
>
> **We <u>strongly</u> encourage applicants to familiarize with the IUCN Grants Portal, consult reference templates, and run through the whole application process once on the portal to avoid underestimating the time required to complete the proposal, prepare mandatory documents, as well as to provide time to inquire about any potential issues with the portal use.**

The proposal must indicate **how the project will be structured, staffed, and managed**. Applicants must demonstrate capacity to manage and implement successful projects, and **strategies for continuation and/or replication after initial funding** must be spelled out. Applicants must outline the measures they have or will put in place to ensure project implementation and results are sustained despite challenges associated with local and/or regional security threats, if applicable.

Proposals should include concrete **impacts** and a project monitoring plan with clear **measurable indicators**.

Please note that the IUCN Grants Portal proposes a list of indicators and applicants are required to select from this list. Additionally, some indicators are **mandatory** so please refer to ANNEX 4: Guidance on monitoring and indicators for details.
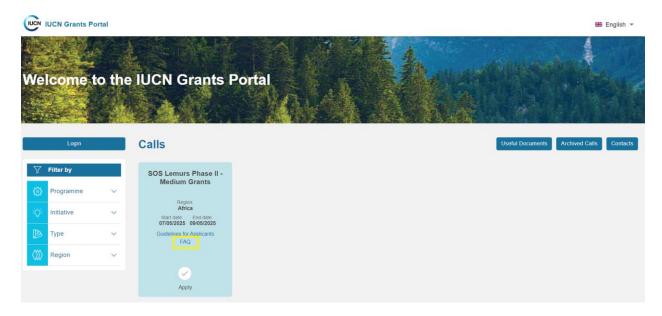
8. Deadlines

The deadline to submit proposals for Medium Grants under this SOS Lemurs Phase II call is Wednesday 09 July 2025 at 14:00 (2pm) Central European Summer Time - CEST.

Clarification questions on the Call for Proposals should be sent by email to the IUCN Save Our Species Secretariat (SaveOurSpecies@iucn.org) **no later than 5 business days before the deadline** for the submission of proposals, indicating clearly the reference of the Call for Proposals.

The most frequently asked questions and their corresponding answers will be made available on the IUCN Grants Portal in the Frequently Asked Questions (FAQ) document available for download on the call card.

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[6] If the deadline is approaching and you are missing the confirmation letters, submit your application and add any supporting evidence of partner support to the project (email, etc.)

The information in the FAQs will be regularly updated based on new questions received.
Updates to the FAQs (if available) are scheduled every Friday, and the version of the document will be reflected in its name (e-g Version 6 - 15 March 2024).
If the version remains unchanged, it indicates that no new queries have arisen since the last version.

9. Evaluation of proposals and selection criteria

The review process and the final decision on awarding the grant are expected to take approximately 3 months from the closing date of the call for proposals. As a result, submitted projects should **not be planned with a start date earlier than mid-October 2025**.

The evaluation of proposals will follow the process outlined below:

Step 1: Eligibility check

The eligibility check will be carried out by the IUCN Save Our Species Secretariat to ensure that the application meets all the criteria defined in Section 6 of this document. This includes verifying the eligibility of the Lead partner, co-applicants, budget, target species, as well as the presence of all required documents. Any application that is incomplete or does not meet the eligibility criteria will be automatically rejected.

Step 2: Technical review

Eligible applications will be evaluated by a Review Panel composed of experts and representatives from IUCN Save Our Species. Each proposal will be assessed based on the **10 criteria detailed in ANNEX 6 – the Review form** Proposals will be **shortlisted** based on the panel's evaluation.

- Impacts on species populations, habitats, and people:
  - ✓ Applicants must argue persuasively or demonstrate that their project will be able to improve the conservation status of their target species, their habitats and the livelihoods of people depending on them in a measurable and biologically meaningful way.

- ✓ Projects that are slated to provide benefits to multiple eligible threatened species and their habitats will be viewed favourably in the selection process.
- ✓ Projects that are implemented by, or work closely with, local actors and benefiting local human populations (in particular women and youth) will be viewed favourably.

- Technical coherence:
  - ✓ Projects must undertake appropriate conservation activities or provide a convincing argument for innovative conservation approaches.
  - ✓ Applicants should develop their proposal strategically, based on the existing Action Plans and Strategies (if applicable) and should make specific reference to it in their application.
  - ✓ Projects must include a Logical Framework with clearly formulated Results, Outputs and Activities, as well as a sound Project Monitoring Plan with Indicators, Baselines and Targets (see ANNEX 3). Results should be formulated in a SMART format (see ANNEX 2).

- Technical competency of proponent:
  - ✓ Proponents must have a successful track record of similar projects in the region and/or demonstrate relevant experience with the type of activities proposed.
  - ✓ Proponents must demonstrate proven capacity to implement proposed activities.

- Finances & financial competency of applicant:
  - ✓ The budget should be adequate: the ratio between the estimated costs and the expected results should be satisfactory.
  - ✓ The proponent shall show evidence of good financial management.

- Sustainability (see also ANNEX 4):
  - ✓ Support indigenous and local communities in community-based or co-management activities for biodiversity conservation and actions that enhance local communities' tenure and resource use rights, if relevant to the conservation context.
  - ✓ Inclusion of a clear and technically sound exit strategy to ensure that the outcomes of the project can be sustained beyond the project's duration.

- Local and national cooperation:
  - ✓ Demonstration of coordination with other organizations to reduce duplication of efforts.
  - ✓ Existence or establishment of partnerships with one or more other organizations.
  - ✓ Endorsements from other recognized agencies or authorities.

- Chances of success:
  - ✓ How likely it is that the project will reach its intended objectives.

Step 3: Negotiation and adjustments

Shortlisted applicants will be contacted by the IUCN Save Our Species Secretariat to respond to questions raised during the project evaluation. Modifications to the project may be requested prior to final approval.

Step 4: ESMS Screening (Environmental and Social Management System)

The selected project will undergo ESMS screening to ensure compliance with IUCN's environmental and social safeguards.

Step 5: Grant Agreement Signature

Once the project is approved, the successful applicant will be required to sign a grant agreement. See **ANNEX 7** for the grant agreement template.

Applicants will receive a written notification through the IUCN Grants Portal regarding the outcome of their application. Applicants are encouraged to contact the designated focal point or the Secretariat at SaveOurSpecies@iucn.org if they have further questions about the decision.If an applicant is not satisfied with the response, a grievance may be submitted to the Secretariat at SaveOurSpecies@iucn.org within one month of being notified of the decision.
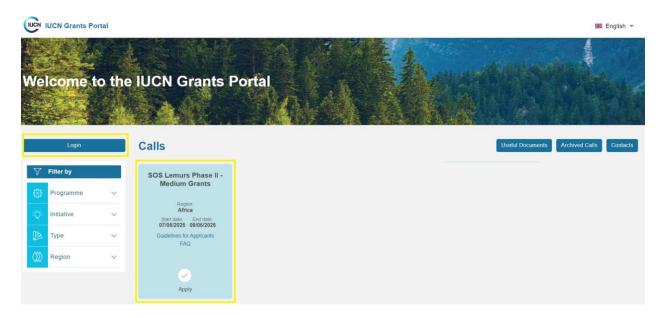
10.Indicative timetable

Launch of the Call for Proposals	9 May 2025	14:00 CEST
Deadline for requesting any clarifications from the IUCN Save Our Species Secretariat and focal person	04 July 2025	14:00 CEST
Deadline for submission of proposals	09 July 2024	14:00 CEST
Notification of applicants of the review process	Expected by 29 September 2025	
Signature of grant agreements	Expected between mid-October and end of November 2025	
Expected start date of projects	No later than December 2025	

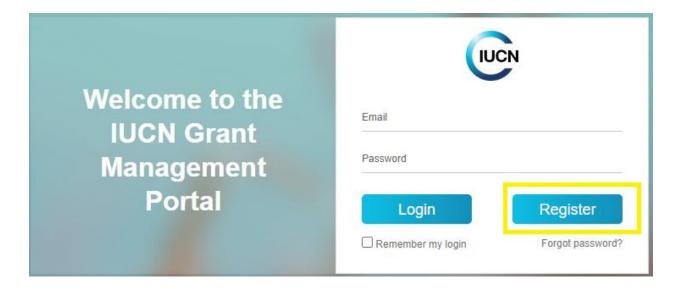## ANNEX 1: How to use the IUCN Grants Portal

Applications must be submitted through the **IUCN GRANTS PORTAL**, accessible here.
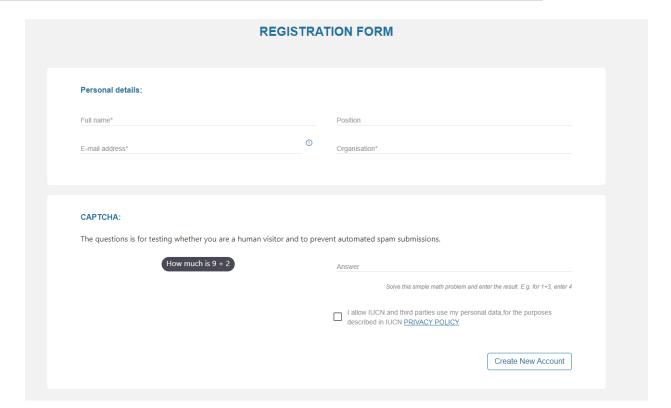
1. INITIAL STEPS

Applicants need to create an account by clicking on **LOGIN** (on the left). Please note that the language can also be changed on the top right of the homepage.

Click on **REGISTER** and fill the **REGISTRATION FORM** to create your account.

REGISTRATION FORM

Personal details:

Full name*

Position

E-mail address*

Organisation*

CAPTCHA:

The questions is for testing whether you are a human visitor and to prevent automated spam submissions.

How much is 9 + 2

Answer

Solve this simple math problem and enter the result. E.g. for 1+3, enter 4

☐ I allow IUCN and third parties use my personal data, for the purposes described in IUCN PRIVACY POLICY
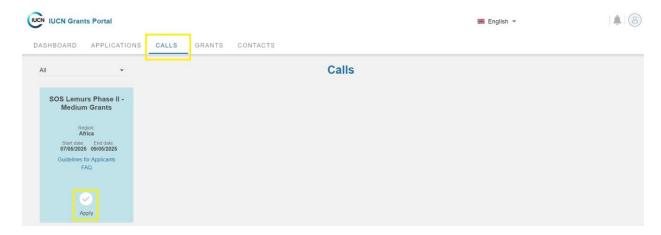
Create New Account

Following registration, you will **receive an email** (check the spam folder) **with your username and password.** Please use these credentials for your first login, **being careful not to add a space at the end of your password**. Note that you will be able to update your password and contact details once logged in with your original username and password. If you already have an account but have forgotten your credentials, you can request a new password. This will be sent in a separate email.

This login will enable you to have your own working space on the portal.
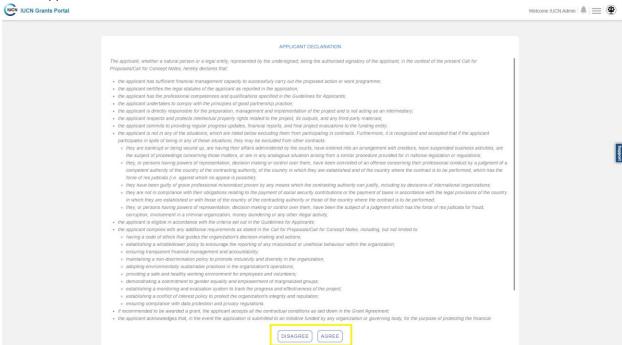
2. CREATE AN APPLICATION

Once logged in, to prepare your application, please go to the **CALLS** section at the top and select the **SOS Lemurs Phase II –Medium Grants** call, then click on **APPLY**.
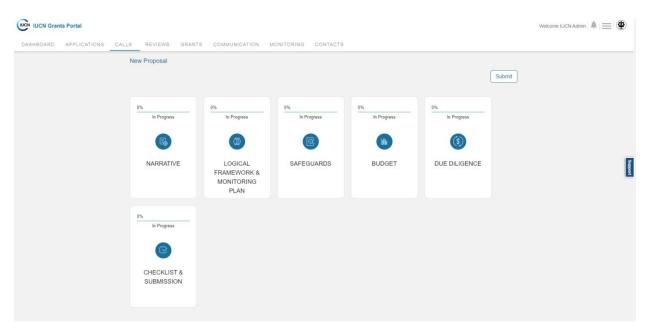
Please answer questions in the following sections:

1. Applicant declaration

2. Narrative
3. Logical framework & monitoring plan
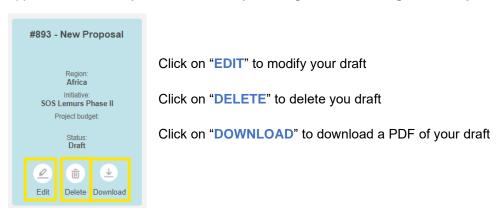4. Safeguards
5. Budget
6. Due diligence

Once you agree to the applicant's declaration you can continue working on your application in no particular order regarding the individual sections, and save your progress as your work, and/or when moving on to another section (your work is saved anytime you click on "**Previous**" or "**Continue**").
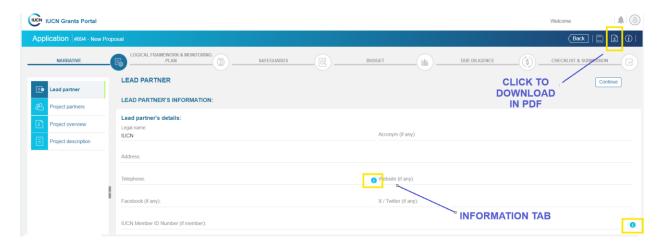
You can also save your work, log out and come back to your application later to continue. To retrieve your work, you must:
1) **LOGIN**
2) Once on your **DASHBOARD**, click on "**APPLICATIONS**".
3) In the Application section, you will find your draft application under the "**PROPOSALS**" tab.

Please note that if you are already logged in on the IUCN Grants Portal homepage, but cannot find the Applications section, you can access it by **clicking on the IUCN logo at the top left corner of the screen.**

Click on "**EDIT**" to modify your draft

Click on "**DELETE**" to delete you draft

Click on "**DOWNLOAD**" to download a PDF of your draft

You can also **download a PDF version** of your application at any time, if you want to review your progress offline. There are also instructions in the form of information tabs to provide maximum guidance to help you in the preparation.

When you move forward without completing all questions, a red bubble will appear on the top of the screen, indicating the number of questions that you still need to complete. If you click on the bubble, validation messages will appear to indicate you which questions you still need to complete.

3. LOGICAL FRAMEWORK AND MONITORING PLAN

The first part of this section offers a **Logical Framework** table designed for inputting your **results, along with associated outputs and activities** for each result. Once this section is saved, the information will be automatically populated into the subsequent sections of **Project Monitoring Plan** and **Project Timeline**, so you do not need to repeat the entries.

Additionally, the timeline table is generated automatically **once you have entered your project start and end dates.**

For your Project Monitoring Plan you will need to add suitable **indicators** by clicking on **"Add Indicator"**. A window will appear with an exhaustive list of **standard indicators** (scroll down), allowing you to check the boxes next to the ones you might want to use for a particular result.

> Kindly note that s**ome indicators are mandatory**.
> Please refer to **ANNEX 3** for guidance.

For other non-mandatory indicators, you have the flexibility to choose one or more indicators from the standardized list for each result. Once you select and/or add the indicators, you can input your baseline and target values. Also notice that some of the indicators have sub-indicators you can chose from via a drop-down menu, enabling a more precise definition of your specific goals.

4. BUDGET

For the project budget, applicants can generate an excel template, fill it in offline, and then "**import**" it back onto the portal (OPTION 1). Alternatively, you can fill in the budget directly online on the portal (OPTION 2)

For OPTION 1, you must:

1) **Click** on "**Generate Template**".

.

2) **Fill the budget offline on the Excel file**

Please **do not modify the name of the budget categories** (for example 1. Personnel Costs*, 2. Subcontracting **, etc.)

When adding new budget lines, make sure to **drag down** or **copy-paste** the exact same name of the budget category in the column when adding new lines. Otherwise, the import will fail, as the portal will not recognize these new lines.

! **It is strongly recommended to adjust input values so that the automatically calculated amounts in the "Total Cost" column result in round numbers ending in .00.**

3) **Click** on "**Import**" and select the corresponding file

The data from the excel file will automatically be transferred to the online budget.

For OPTION 2, you can fill your budget directly online adding budget lines by clicking "**Add**" under each budget category.

A budget sample (PDF) can be downloaded from here.

5. DUE DILIGENCE

For this section, please note that when answering **Yes** to a question, the portal will ask you to upload a document. For example, i) auditor annual report, ii) annual financial statements covering the past two years, iii) copy of Timesheets, etc.

If these documents are available at the time of submission, kindly proceed to upload them. If you are missing some documents or if your organisation does not have all the documents mentionned, you can still submit your application, they are not mandatory to apply. Please be informed however that these documents will be asked to shortlisted applicants to inform further the due diligence evaluation process.

6. CHECKLIST AND SUBMISSION

Once your application is finalised, the **Checklist and Submission** section lists the documents requested with your application. The missing documents will appear in red and you would get a notification on it when trying to submit.

Please upload the following documents in the designated sections of the online application form.

Mandatory Documents
- CVs of key project staff
- Project location map
- Statute or similar founding document
- Organisation in-country registration certificate, MoU or letter of endorsement

If applicable
- Confirmation letters from project co-applicant(s)

Please note that **ONLY the above documents are required and necessary for submission**:

For any additional documents to be submitted, such as confirmation letters from partners (non-co-applicants), letters of support from authorities, or else, please use the "**Additional document**" section of the checklist.

Before submitting, you should ensure that you have entered all the requested information and that all the mandatory documents (see list above) have been uploaded successfully. If some of the mandatory questions have not been answered, an error message will appear indicating the missing information to be completed.

Once ready to submit, a function allows you to **SUBMIT** your application once completed.

Please note that **the percentages appearing on the cards are indicative** and you will be able to submit your Proposal even if 100% is not marked in all sections, as long as you have responded to all the mandatory questions.

Once submission is completed, you can click on "**WITHDRAW**" to withdraw your application, in order to make further edits and resubmit it, or to delete it.

However, please note that once the deadline of the Call for Proposals has passed, submitted applications cannot be modified in any way.

ANNEX 2: Guidance on Logical Framework terminology

This section provides guidance for the completion of the Logical Framework and the proper use of the terms Result, Output and Activity in IUCN Save Our Species proposals.

Activity: Action taken or work performed by the project staff through which inputs, such as funds, technical assistance and other resources are mobilized to produce specific Outputs. Activities are numbered in accordance with the Output they refer to: **A.1.1.1, A.1.1.2** etc.

Output: Represent the tangible products, capital goods and services which result from an Activity. It may also include changes resulting from the intervention which are relevant to the achievement of Results. They are usually understood as short or mid-term effects from Activities, while Results refer to longer-term effects from Outputs. Outputs are numbered in accordance with the Result they refer to: **O.1.1, O.1.2** etc.

Result: Proponents should identify a limited number of Results that will help achieve the overall objective of the project. The Results identified should present possible solutions to problems identified in the "Project rationale" section of the Proposal. Results are numbered in incremental order: **R.1, R.2** etc.

The Results should be expressed in a SMART format. SMART is an acronym that stands for:

(S)pecific – The information captured measures appropriate change. The data collected clearly and directly relates to the achievement of a specific objective. If the information collected is specific, it can tell whether the change we seek to create is happening or not.

(M)easurable – Before starting monitoring, staff must make sure that the information required can be practically collected using measurable, robust indicators.

(**A)ttributable** – Any changes measured must be attributable to the intervention.

(R)elevant – Monitoring results must make a contribution to selected priorities, i.e. they must fit with the Results and timescale of the project.

(T)ime-bound – Monitoring is not open-ended but allows change to be tracked at the desired frequency for a set period of time and yields information at pre-specified periods.

For example, Results expressed in a SMART format include:
- *"Legal rights to forest resources transferred to 8 community organizations by December 2019."*
- *"Maintain a population of at least 200 individuals of the target species within the limits of the X Protected Area between January 2019 and December 2019."*

Important: If your project targets multiple species, please indicate (where possible) a separate result for each species in the logical framework. This will allow the appropriate species-specific indicators (e.g. population size, evidence of reproduction, etc.) to be linked to each species in the monitoring plan, where such data can be disaggregated.

Overall project objective: the overarching rationale that drives the project and its activities in its entirety.

In general:
- Each **activity** contributes to an **output**;
- Multiple **outputs** can lead to a single **result**;
- The combined **results** contribute to achieving the **overall project objective**.

See below a simplified example of this logic:

Activity A.1.1.1
Carry out 5 training workshops for Ranomafana National Park rangers each year

Activity A.1.2.1
Carry out 5 evidence-gathering workshops for Ranomafana National Park rangers each year

...

Output O.1.1
100% of the rangers of Ranomafana National Park are trained in patrolling techniques at the end of the project

Output O.1.2
80% of all Ranomafana National Park rangers trained in evidence gathering for eventual poacher prosecution.

...

Result R.1
In Ranomafana National Park, poaching is reduced by 80% by 2018

Project overall objective:
Improved conservation of Greater bamboo lemur populations in Ranomafana National Park through law enforcement and sustainable community development

Result R.2
60% of households living around Ranomafana National Park report an increase in revenues from tourism by 2018 and are now in favour of conservation

...

Output O.2.1
30 people are trained as tour guides

Output O.2.2
40 local community members are provided with a job at the visitor center

...

Activity A.2.1.1
Develop and implement a training program for tour guides in year 1

Activity A.2.2.1
Build a visitor center for Ranomafana National Park in year 2.

ANNEX 3: Guidance on monitoring and mandatory indicators

The <u>Project Monitoring Plan</u> is intended to outline how the Results of the project intervention will be measured. A Monitoring Plan contains selected indicators, their baseline value/status at the beginning of the project and the target value/status the project aspires to achieve.

<u>Indicators</u> must be defined to measure or determine, for each result and output, the extent of progress towards their achievement, indicating their **baseline value** at the beginning of the project and the **target value** that the project aims to achieve. Indicators should be viewed not only as tools used by external stakeholders, such as donors, to track the attainment of results and objectives, but also as instruments for managing your project effectively. To define indicators, ask yourself the question "when and how can we measure or determine if we have accomplished what we planned to do?" An indicator is a concrete measure related to a specific information need. It can be defined as "a quantifiable measure of a characteristic or condition of species, people, institutions, systems, or processes that may change over time". Indicators can take the form of numbers, facts, or perceptions, measuring or demonstrating what has been achieved.

The IUCN Grants Portal proposes a list of indicators and applicants are required to select from this range of indicators provided on the portal. For detailed guidance on each of the indicators, please refer to these *Guidelines on Indicators.*

Please note the following <u>mandatory</u> indicators which should be selected in your monitoring plan:

- ✓ **LEMURS1 / LEMURS2 are mandatory for ALL projects**

- ✓ **SP9 / SP10 / HA2 / HA3 / HA5 / HA9 / HA10 / HA14 / PE2 / PE8 are mandatory for specific activities**

Each indicator should have a BASELINE value, and a TARGET value.

If the baseline is not known at the beginning of the project, please select N/A.

For ALL projects:		
LEMURS1 - Number of trainings provided	LEMURS1 – Number of trainings (total)	
LEMURS2 – Number of people trained	LEMURS2.1. Number of people trained – women	
	LEMURS2.2. Number of people trained – men	

For projects supporting law enforcement	
SP9 Law enforcement capacity	SP9.1 Number of people trained (total)
	SP9.2 Number of people trained (per category) Select sub-indicator
	SP9.3 Number of people equipped (total)
	SP9.4 Number of people equipped (per category) Select sub-indicator

SP10 Patrol effort	SP10.1 % of project site covered by patrols
	SP10.2 Km covered by patrols
	SP10.3 Total man hour patrolled
	SP10.4 Number of arrests

For projects involving habitat restoration activities:	
HA2 Area of habitat under restoration	HA2.1 Area (ha) of habitat under restoration Select sub-indicator
HA3 Artificial regeneration (planting/seeding) effort	HA3.1 Number of seeds/seedlings/saplings planted
	HA3.2 Planted seeds/seedlings/saplings survival rate (%)

For projects involving the establishment or the recognition of Protected and Conserved Areas (including OECMs[7]):	
HA5 New Area under protection	HA5.1 Area (ha) newly placed under legal protection status Select sub-indicator

For projects improving governance and management effectiveness __within and outside of__ Protected Areas	
HA9 Protected Area under improved governance and management	HA9.1 Area (ha) of Protected Area under improve management effectiveness Select sub-indicator
HA10 Area under improved practices (excluding Protected Areas)	HA10.1 Area (ha) under improved practices to benefit biodiversity (excluding Protected Areas) Select sub-indicator

For projects involving the purchase of equipment, construction or rehabilitation of infrastructure, or the development or maintenance of firebreaks	
HA14 Habitat management infrastructure, equipment and other assets	HA14.1 Number of assets purchased / built / rehabilitated Select sub-indicator

For projects involving livelihoods activities:	

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[7] **Other effective area-based conservation measures /OECM)** are areas that are achieving the long term and effective in-situ conservation of biodiversity outside of protected areas.

PE2. Direct beneficiaries of livelihood activities and alternative energy sources provided	**PE2.1** Number of direct beneficiaries of livelihood activities and alternative energy sources (total)
	PE2.2 Number of direct beneficiaries of livelihood activities and alternative energy sources (per category) Select sub-indicator
	PE2.3 Number of direct beneficiaries of livelihood activities and alternative energy sources (per type) Select sub-indicator

For projects involving awareness raising activities:	
PE8. Direct beneficiaries of awareness raising activities	**PE8.1** Number of direct beneficiaries of awareness raising activities (total)
	PE8.2 Number of direct beneficiaries of awareness raising activities (per category) Select sub-indicator
	PE8.3 Number of direct beneficiaries of awareness raising activities (per type) Select sub-indicator

ANNEX 4: Guidance on long term sustainability

The project proposal must describe the planned mechanisms to ensure the sustainability of results beyond the project's lifespan. It should explain how the project team intends to prepare stakeholders—local actors, partners, and authorities — to take responsibility for maintaining these results in the medium term (2 to 5 years) and long term (5 to 10 years).

All projects must include a clear exit strategy, specifying how the results, acquired capacities, and assets (resources, tools, infrastructure, etc.) will be sustained once the project ends. Applicants are encouraged to indicate approximate milestones and deadlines for key upcoming steps that will help ensure continuity of actions.

Sustainability refers to the ability of a project's positive impacts to persist over time, beyond its initial funding. Too often overlooked, it is nonetheless a key element of a project's quality and impact.

There are several approaches to strengthening sustainability, including:
- Building the capacity of local stakeholders and communities so they can continue conservation activities independently;
- Involving government agencies from the outset and throughout the project to ensure ownership and continuation of activities after the project ends;
- Promoting lasting changes in behavior and attitudes within local communities;
- Ensuring equitable distribution of benefits from conservation successes across different social groups (including gender and age considerations);
- Transferring responsibilities to competent and stable organizations capable of sustaining conservation efforts;
- Embedding project actions into existing long-term initiatives, particularly those involving public institutions;
- Developing long-term viable plans for managing human-wildlife conflicts;
- Encouraging institutional, political, or governance changes that place project outcomes under the enduring responsibility of legitimate actors.

ANNEX 5: Environmental and Social Management System

The main objective of IUCN projects is to realize positive environmental and social impacts, including benefits for women and men from communities that depend on natural resources. However, unwanted negative environmental and social side effects from the projects being implemented may occur. Within the context of its Mission, it is IUCN's policy to ensure that appropriate measures are taken to avoid or minimize these environmental and social impacts. Therefore, the main purpose of this Environmental and Social Management System (ESMS) is to provide the governance and policy framework for the managerial and operational measures to avoid or minimize environmental and social impacts of IUCN projects and enhance the positive impacts.

The ESMS is a methodological approach to identifying and managing environmental and social impacts in a structured way. Its application is closely related to the IUCN Project Guidelines and Standards and integrates the nature and scale of the project and the predicted impacts.

IUCN has a number of safeguards in place, structured through the ESMS. This ensures that appropriate measures are taken to avoid or minimize potential environmental and social impacts of projects while at the same time aiming to enhance the positive impacts. The ESMS is consistent with international frameworks such as the World Bank Operational Policies, GEF minimum standards on environmental and social safeguards, and IFC Performance Standards.

The ESMS incorporates the following four stages: (i) screening of impacts; (ii) scoping and assessment of impacts; (iii) development of environmental management plans, and (iv) monitoring and review.

Awarded projects will be subjected to a full Environmental and Social Management System (ESMS) through the use of the ESMS questionnaire which will be provided at a later stage.

ANNEX 6: Review form

Each reviewer is asked to review all the applications using the scoring form below. In the scoring form, reviewers will be asked to assess the project's conservation value. For each criterion, they will be asked i) to score the project from 1 to 5 (1 – Poor, 2 – Fair, 3 – Good, 4 – Very good, 5 – Outstanding) and, ii) to write comments explaining their scores.

The criteria that will be consider during review are detailed below:

Categories	Criteria (to what extent…)
1. Impacts on targeted species populations	*On a scale from 1 to 5:*
	• What is the probability of the targeted species to persist as a result of the project and of its conservation status to improve? • Will the project benefit other species (other than the target species) in the project area?
2. Impacts on habitats	*On a scale from 1 to 5:*
	• Will the project improve or maintain habitat quality? • Will the project benefit the functioning of the wider ecosystems? • If the project is implemented in a protected area, will the project improve or strengthen management effectiveness (METT, IMETT, SMART, CATS,…) • Will the project generate positive change in site governance (Mainstreaming of biodiversity conservation inside spatial planning and local development planning)? • Will the project improve protection beyond protected areas, including, corridors, buffer zones, and those under OECM[8] framework?
3. Stakeholder engagement and capacity-building	*On a scale from 1 to 5:*
	• Have all the relevant stakeholders been identified and will they be involved in the project implementation? • Does the project include initiatives for developing the capacity of stakeholders? • How effective are the capacity-building efforts in terms of enhancing stakeholders' skills and knowledge for long-term benefits?
4. Impacts on people	*On a scale from 1 to 5:*
	• Does the project have appropriate community participation, including the empowerment of disadvantage groups (women, youth, indigenous people and other)? • Does the project have the potential to generate alternative or sustainable livelihood options or source of income contributing to the wellbeing of the local communities? • Have all social and socio-economic safeguards been detailed in a satisfactory manner?

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[8] **Other effective area-based conservation measures /OECM)** are areas that are achieving the long term and effective in-situ conservation of biodiversity outside of protected areas.

5. Local and national cooperation	*On a scale from 1 to 5:*
	• Does the project foster cooperation and synergies at the local and national levels? • Does the project have the potential to establish or maintain long term relationships for collaboration in biodiversity conservation with relevant local and national organisations? • Does the project influence policy for a better consideration of biodiversity conservation (networking, advocacy,…) • Does it ensure coordination and synergies with existing and future initiatives? • Does the project align with existing policies and frameworks?
6. Technical coherence	*On a scale from 1 to 5:*
	• Are the project's overall objective, purpose and intended results appropriate, achievable and aligned with existing Conservation Strategies for the target species? • Does the project include a sound logical framework with clear results and indicators? • Is the proposed approach feasible? • Does the project clearly identify any risks and provide solutions to mitigate/overcome them? • Is the timeline for completing the work clear and realistic?
7. Technical competency of proponent	*On a scale from 1 to 5:*
	• Do the skills of the consortium cover sufficient breadth of expertise to implement the project and communicate outputs? • Is the proponent well positioned to implement the project? • Does the proponent have a successful track record of similar projects?
8. Finances & financial competency	*On a scale from 1 to 5:*
	• Is the budget adequate and cost efficient? • Is the ratio between the estimated costs and the expected results satisfactory? • Are all activities appropriately reflected in the budget? • Can the proponent show evidence of good financial management?
9. Sustainability	*On a scale from 1 to 5:*
	• Is there a clear approach for ensuring the sustainability of the project activities beyond the end of the project? • If alternative livelihood activities involve small businesses, is there a clear engagement with the private sector? • How likely are the results to be sustained and or replicated?

10. Chances of success	*On a scale from 1 to 5:* • How likely is it that the project will reach its intended objectives?
Recommendation of this proposal for funding: **and why?**	☐ Yes ☐ Maybe (with minor modifications) ☐ Maybe (with major modifications) ☐ No

ANNEX 7: Grant agreement template

The grant agreement template can be downloaded [here](.).

ANNEX 8: Global Biodiversity Framework targets for 2030

The Kunming-Montreal Global Biodiversity Framework has 23 action-oriented global targets for urgent action over the decade to 2030. Please look at the definition of each target below, and select the ones that your project will implement. This information should appear in Section 4 -> "Contribution to global and national biodiversity policy" of the proposal.

1. Reducing threats to biodiversity

TARGET 1: Plan and Manage all Areas To Reduce Biodiversity Loss

Ensure that all areas are under participatory, integrated and biodiversity inclusive spatial planning and/or effective management processes addressing land- and sea-use change, to bring the loss of areas of high biodiversity importance, including ecosystems of high ecological integrity, close to zero by 2030, while respecting the rights of indigenous peoples and local communities.

TARGET 2: Restore 30% of all Degraded Ecosystems

Ensure that by 2030 at least 30 per cent of areas of degraded terrestrial, inland water, and marine and coastal ecosystems are under effective restoration, in order to enhance biodiversity and ecosystem functions and services, ecological integrity and connectivity.

TARGET 3: Conserve 30% of Land, Waters and Seas

Ensure and enable that by 2030 at least 30 per cent of terrestrial and inland water areas, and of marine and coastal areas, especially areas of particular importance for biodiversity and ecosystem functions and services, are effectively conserved and managed through ecologically representative, well-connected and equitably governed systems of protected areas and other effective area-based conservation measures, recognizing indigenous and traditional territories, where applicable, and integrated into wider landscapes, seascapes and the ocean, while ensuring that any sustainable use, where appropriate in such areas, is fully consistent with conservation outcomes, recognizing and respecting the rights of indigenous peoples and local communities, including over their traditional territories.

TARGET 4: Halt Species Extinction, Protect Genetic Diversity, and Manage Human-Wildlife Conflicts

Ensure urgent management actions to halt human induced extinction of known threatened species and for the recovery and conservation of species, in particular threatened species, to significantly reduce extinction risk, as well as to maintain and restore the genetic diversity within and between populations of native, wild and domesticated species to maintain their adaptive potential, including through in situ and ex situ conservation and sustainable management practices, and effectively manage human-wildlife interactions to minimize human-wildlife conflict for coexistence.

TARGET 5: Ensure Sustainable, Safe and Legal Harvesting and Trade of Wild Species

Ensure that the use, harvesting and trade of wild species is sustainable, safe and legal, preventing overexploitation, minimizing impacts on non-target species and ecosystems, and reducing the risk of pathogen spillover, applying the ecosystem approach, while respecting and protecting customary sustainable use by indigenous peoples and local communities.

TARGET 6: Reduce the Introduction of Invasive Alien Species by 50% and Minimize Their Impact

Eliminate, minimize, reduce and or mitigate the impacts of invasive alien species on biodiversity and ecosystem services by identifying and managing pathways of the introduction of alien species, preventing the introduction and establishment of priority invasive alien species, reducing the rates of introduction and establishment of other known or potential invasive alien species by at least 50 per cent by 2030, and eradicating or controlling invasive alien species, especially in priority sites, such as islands.

TARGET 7: Reduce Pollution to Levels That Are Not Harmful to Biodiversity

Reduce pollution risks and the negative impact of pollution from all sources by 2030, to levels that are not harmful to biodiversity and ecosystem functions and services, considering cumulative effects, including: (a) by reducing excess nutrients lost to the environment by at least half, including through more efficient nutrient cycling and use; (b) by reducing the overall risk from pesticides and highly hazardous chemicals by at least half, including through integrated pest management, based on science, taking into account food security and livelihoods; and (c) by preventing, reducing, and working towards eliminating plastic pollution.

TARGET 8: Minimize the Impacts of Climate Change on Biodiversity and Build Resilience

Minimize the impact of climate change and ocean acidification on biodiversity and increase its resilience through mitigation, adaptation, and disaster risk reduction actions, including through nature-based solutions and/or ecosystem-based approaches, while minimizing negative and fostering positive impacts of climate action on biodiversity.

2. Meeting people's needs through sustainable use and benefit-sharing

TARGET 9: Manage Wild Species Sustainably To Benefit People

Ensure that the management and use of wild species are sustainable, thereby providing social, economic and environmental benefits for people, especially those in vulnerable situations and those most dependent on biodiversity, including through sustainable biodiversity-based activities, products and services that enhance biodiversity, and protecting and encouraging customary sustainable use by indigenous peoples and local communities.

TARGET 10: Enhance Biodiversity and Sustainability in Agriculture, Aquaculture, Fisheries, and Forestry

Ensure that areas under agriculture, aquaculture, fisheries and forestry are managed sustainably, in particular through the sustainable use of biodiversity, including through a substantial increase of the application of biodiversity friendly practices, such as sustainable intensification, agroecological and other innovative approaches, contributing to the resilience and long-term efficiency and productivity of these production systems, and to food security, conserving and restoring biodiversity and maintaining nature's contributions to people, including ecosystem functions and services.

TARGET 11: Restore, Maintain and Enhance Nature's Contributions to People

Restore, maintain and enhance nature's contributions to people, including ecosystem functions and services, such as the regulation of air, water and climate, soil health, pollination and reduction of disease risk, as well as protection from natural hazards and disasters, through nature-based solutions and/or ecosystem-based approaches for the benefit of all people and nature.

TARGET 12: Enhance Green Spaces and Urban Planning for Human Well-Being and Biodiversity

Significantly increase the area and quality, and connectivity of, access to, and benefits from green and blue spaces in urban and densely populated areas sustainably, by mainstreaming the conservation and sustainable use of biodiversity, and ensure biodiversity-inclusive urban planning, enhancing native biodiversity, ecological connectivity and integrity, and improving human health and well-being and connection to nature, and contributing to inclusive and sustainable urbanization and to the provision of ecosystem functions and services.

TARGET 13: Increase the Sharing of Benefits From Genetic Resources, Digital Sequence Information and Traditional Knowledge

Take effective legal, policy, administrative and capacity-building measures at all levels, as appropriate, to ensure the fair and equitable sharing of benefits that arise from the utilization of genetic resources and from digital sequence information on genetic resources, as well as traditional knowledge associated with genetic resources, and facilitating appropriate access to genetic resources, and by 2030, facilitating a significant increase of the benefits shared, in accordance with applicable international access and benefit-sharing instruments.

3. Tools and solutions for implementation and mainstreaming

TARGET 14: Integrate Biodiversity in Decision-Making at Every Level

Ensure the full integration of biodiversity and its multiple values into policies, regulations, planning and development processes, poverty eradication strategies, strategic environmental assessments, environmental impact assessments and, as appropriate, national accounting, within and across all levels of government and across all sectors, in particular those with significant impacts on biodiversity, progressively aligning all relevant public and private activities, and fiscal and financial flows with the goals and targets of this framework.

TARGET 15: Businesses Assess, Disclose and Reduce Biodiversity-Related Risks and Negative Impacts

Take legal, administrative or policy measures to encourage and enable business, and in particular to ensure that large and transnational companies and financial institutions:

(a) Regularly monitor, assess, and transparently disclose their risks, dependencies and impacts on biodiversity, including with requirements for all large as well as transnational companies and financial institutions along their operations, supply and value chains, and portfolios;

(b) Provide information needed to consumers to promote sustainable consumption patterns;

(c) Report on compliance with access and benefit-sharing regulations and measures, as applicable;

in order to progressively reduce negative impacts on biodiversity, increase positive impacts, reduce biodiversity-related risks to business and financial institutions, and promote actions to ensure sustainable patterns of production.

TARGET 16: Enable Sustainable Consumption Choices To Reduce Waste and Overconsumption

Ensure that people are encouraged and enabled to make sustainable consumption choices, including by establishing supportive policy, legislative or regulatory frameworks, improving education and access to relevant and accurate information and alternatives, and by 2030, reduce the global footprint of consumption in an equitable manner, including through halving global food waste,

significantly reducing overconsumption and substantially reducing waste generation, in order for all people to live well in harmony with Mother Earth.

TARGET 17: Strengthen Biosafety and Distribute the Benefits of Biotechnology

Establish, strengthen capacity for, and implement in all countries, biosafety measures as set out in Article 8(g) of the Convention on Biological Diversity and measures for the handling of biotechnology and distribution of its benefits as set out in Article 19 of the Convention.

TARGET 18: Reduce Harmful Incentives by at Least $500 Billion per Year, and Scale Up Positive Incentives for Biodiversity

Identify by 2025, and eliminate, phase out or reform incentives, including subsidies, harmful for biodiversity, in a proportionate, just, fair, effective and equitable way, while substantially and progressively reducing them by at least $500 billion per year by 2030, starting with the most harmful incentives, and scale up positive incentives for the conservation and sustainable use of biodiversity.

TARGET 19: Mobilize $200 Billion per Year for Biodiversity From all Sources, Including $30 Billion Through International Finance

Substantially and progressively increase the level of financial resources from all sources, in an effective, timely and easily accessible manner, including domestic, international, public and private resources, in accordance with Article 20 of the Convention, to implement national biodiversity strategies and action plans, mobilizing at least $200 billion per year by 2030, including by:

(a) Increasing total biodiversity related international financial resources from developed countries, including official development assistance, and from countries that voluntarily assume obligations of developed country Parties, to developing countries, in particular the least developed countries and small island developing States, as well as countries with economies in transition, to at least $20 billion per year by 2025, and to at least $30 billion per year by 2030;

(b) Significantly increasing domestic resource mobilization, facilitated by the preparation and implementation of national biodiversity finance plans or similar instruments according to national needs, priorities and circumstances;

(c) Leveraging private finance, promoting blended finance, implementing strategies for raising new and additional resources, and encouraging the private sector to invest in biodiversity, including through impact funds and other instruments;

(d) Stimulating innovative schemes such as payment for ecosystem services, green bonds, biodiversity offsets and credits, and benefit-sharing mechanisms, with environmental and social safeguards;

(e) Optimizing co-benefits and synergies of finance targeting the biodiversity and climate crises;

(f) Enhancing the role of collective actions, including by indigenous peoples and local communities, Mother Earth centric actions and non-market-based approaches including community based natural resource management and civil society cooperation and solidarity aimed at the conservation of biodiversity;

(g) Enhancing the effectiveness, efficiency and transparency of resource provision and use;

TARGET 20: Strengthen Capacity-Building, Technology Transfer, and Scientific and Technical Cooperation for Biodiversity

Strengthen capacity-building and development, access to and transfer of technology, and promote development of and access to innovation and technical and scientific cooperation, including through South-South, North-South and triangular cooperation, to meet the needs for effective implementation, particularly in developing countries, fostering joint technology development and joint scientific research programmes for the conservation and sustainable use of biodiversity and strengthening scientific research and monitoring capacities, commensurate with the ambition of the goals and targets of the Framework.

TARGET 21: Ensure That Knowledge Is Available and Accessible To Guide Biodiversity Action

Ensure that the best available data, information and knowledge are accessible to decision makers, practitioners and the public to guide effective and equitable governance, integrated and participatory management of biodiversity, and to strengthen communication, awareness-raising, education, monitoring, research and knowledge management and, also in this context, traditional knowledge, innovations, practices and technologies of indigenous peoples and local communities should only be accessed with their free, prior and informed consent,[2] in accordance with national legislation.

TARGET 22: Ensure Participation in Decision-Making and Access to Justice and Information Related to Biodiversity for all

Ensure the full, equitable, inclusive, effective and gender-responsive representation and participation in decision-making, and access to justice and information related to biodiversity by indigenous peoples and local communities, respecting their cultures and their rights over lands, territories, resources, and traditional knowledge, as well as by women and girls, children and youth, and persons with disabilities and ensure the full protection of environmental human rights defenders.

TARGET 23: Ensure Gender Equality and a Gender-Responsive Approach for Biodiversity Action

Ensure gender equality in the implementation of the Framework through a gender-responsive approach, where all women and girls have equal opportunity and capacity to contribute to the three objectives of the Convention, including by recognizing their equal rights and access to land and natural resources and their full, equitable, meaningful and informed participation and leadership at all levels of action, engagement, policy and decision-making related to biodiversity.