



The Critical Ecosystems Partnership Fund  
2011 Crystal Drive  
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Via email

2 July 2010

**REVISED PROJECT PROPOSAL:  
REGIONAL IMPLEMENTATION TEAM MAPUTALAND-PONDOLAND-ALBANY BIODIVERSITY  
HOTSPOT**

Please find attached a revised project proposal from the Wildlands Conservation Trust to serve as Regional Implementation Team for the CEPF investment in the Maputaland-Pondoland-Albany Hotspot. I also attach a CV of Mr. David Gilroy who will serve as project administrator in place of Ms Nobuhle Buthelezi, who was originally identified to fill the post, but who won't be able to do so any longer due to personal reasons.

We understand and accept that, based on the strength of this revised proposal, the CEPF Donor Council may be approving the engagement with the Wildlands Conservation Trust as the Regional Implementation Team for the Maputaland-Pondoland-Albany Hotspot. We furthermore understand and accept that the CEPF Secretariat will be further negotiating with the Wildlands Conservation Trust and that the final form of this proposal, budget, personnel team, and logical framework may change in advance of CEPF issuing a grant agreement.

I trust you find all in order and thank you for the opportunity to apply for this ground-breaking project. Please don't hesitate to contact me should you have any questions.

Kind regards

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Roelie Kloppers  
**Wildlands Conservation Trust**



## **INTRODUCTION**

This proposal is submitted in response to the Call for Proposals issued by the Critical Ecosystems Partnership Fund (CEPF) for a Regional Implementation Team for the Maputaland-Pondoland-Albany Hotspot, and accompanies the proposal submitted via Grant Writer (application code 57889).

## **INSTITUTIONAL EXPERIENCE**

The Wildlands Conservation Trust is the perfect candidate to serve as regional implementation team for the CEPF investment in the Maputaland-Pondoland-Albany biodiversity Hotspot. The Trust has played a leadership role in biodiversity conservation in southern Africa, which dates back to the formation of the Natal Parks Board Conservation Trust in 1988. In 2005 the latter Trust amalgamated with the Wildlands Trust to form the Wildlands Conservation Trust, which continued to play a leadership role and expanded that beyond the confines of the KwaZulu-Natal Province in South Africa. Today, the Wildlands Conservation Trust is active throughout South Africa and in two Transfrontier Conservation Areas, involving Swaziland and Mozambique. Geographically, the Trust is thus ideally placed to serve as regional implementation team, and continues to operate from its head office, situated in Hilton, near Pietermaritzburg, in the heart of the Hotspot.

The Wildlands Conservation Trust assumed a dual role after 2005, on the one hand supporting conservation agencies and civil society organizations through a Small Grants Fund, and, on the other, actively fundraising and implementing projects that support the conservation of the region's rich biodiversity. It has provided leadership in both instances, administering the only current Small Grants Fund dedicated to the region and working with conservation agencies, donors, government and a wide range of civil society organizations in innovative conservation and sustainable livelihoods programs and projects. Since 2005, the Small Grants Fund administered by the Trust has grown from \$3 million to \$7 million and in that time period the Trust has allocated more than \$1 million for biodiversity conservation projects. Although the majority of these projects supported formal conservation agencies, the Small Grants Fund has gradually started to benefit civil society organizations, particularly conservancies and private and communal game reserves. The diverse nature of civil society organizations that are benefitting from Small Grants administered by Wildlands includes community-based organizations, who oftentimes do not have the skills and experience in designing and implementing projects. The Trust has identified this need and is increasingly spending time providing technical skills and expertise to civil society organizations. This realized in the award of a \$28,500 Small Grant to the Mdlesthe/Mandlakazi Trust in 2009 by the Wildlands Conservation Trust and assistance to the Tembe Traditional Authority in securing a \$28,700 Small Grant from the GEF Small Grants facility. The Trust continues to support these organizations, particularly in financial management and report writing.

The Trusts' projects portfolio has also witnessed dramatic growth since 2005, increasing annually from \$700,000 in 2005 to more than \$2 million in 2009. The increase in donations and grant



awards to the Trust clearly illustrates the growing leadership role it is playing in biodiversity conservation in southern Africa. It also illustrates the ability of the Trust to work with donors, government and civil society organizations in various projects and the ability of the Trust to manage large-scale projects. Donors include corporate donors – (BHP Billiton, Bonitas Medical Fund, Unilever, Investec Private Bank), agencies (World Wildlife Fund, Global Nature Fund, the Green Trust) charitable trusts (Newman’s Own Foundation, Cecil Renaud Charitable Trust, the DG Murray Trust), and bilateral and multilateral donors (see table 1 below). Although limited to date, Wildlands has proven that it has sound systems that can support the operational requirements of these organizations. These systems are underwritten by our auditors, Price Waterhouse Cooper, with whom we are constantly working to improve our administrative and financial systems.

Table 1 : Bilateral and multilateral grants received.

Donor	Year	Project	Project Value
GEF (through UNDP)	2008/2009	Maputaland Livelihoods	\$48,000
DANIDA	2009/2010	Greening Durban	\$358,000
European Union (via Gijima)	2007	Community-based natural resource management on land set aside for conservation	\$25,000

Within the hotspot the Trust is currently active in all three provinces in South Africa (KwaZulu-Natal, Mpumalanga and the Eastern Cape) and in Swaziland and Mozambique in three of the four Key Biodiversity Areas for CEPF Investment identified in the Ecosystem Profile. In addition, the project manager proposed for this project has worked in all three countries on conservation and development issues over the last eight years, providing the team with the needed experience to work across political borders at a Hotspot level.



## PROJECT RATIONALE AND APPROACH

The CEPF investment in the Maputaland-Pondoland-Albany biodiversity hotspot recognizes that there exists substantial investment in biodiversity conservation in the hotspot, but that most of this funding is channeled through government departments whose main focus is on pressing humanitarian needs such as hunger and the provision of water. The identified niche for CEPF is to strengthen civil society to support government through innovative conservation and sustainable livelihoods projects that will maximize investment by both government and bilateral and multilateral donors in biodiversity in the region. The portfolio of grants emanating from the CEPF investment must therefore be aligned with the conservation and sustainable development goals of prior investments and government priorities of poverty alleviation. In short, the lines between biodiversity conservation and sustainable development are becoming increasingly blurred and civil society's greatest impact will be in the liminal space that integrates biodiversity conservation and the creation of sustainable livelihoods.

Civil society organizations in the three countries are most definitely situated on different points of a spectrum with regards to capacity, size and influence. South Africa has a very well developed civil society community that are benefitting from large grants from foreign donors and a strong private and corporate donor community with a real concern for the state of the environment and willingness to support projects and programs. Most of these larger civil society organizations are very well placed to take advantage from the CEPF investment and will have the capacity to implement projects that address biodiversity loss through sustainable development. It would therefore make sense for the regional implementation team to work closely with the larger civil society organizations and to foster relationships and partnerships between them. They should also be encouraged to assist smaller civil society organizations and to partner with them on projects to leave a sustainable benefit for biodiversity conservation in the hotspot.

Mozambique is at the other side of the spectrum. There are very few local civil society organizations with real capacity and experience in project design and implementation. However, there are various international civil society organizations active in Mozambique, many of them supporting government and international conservation investments. None of the priority corridors identified for the CEPF investment involve Mozambique, focusing the investment in that country around three Key Biodiversity Areas, two of which (the Licuati Forests and the Ponta do Ouro/ Futi Corridor) have relatively strong civil society engagement at present. This revolves mainly around the Lubombo Transfrontier Conservation Area, where there is currently substantial investment from the GEF and international Non Governmental Organizations. In favor of the project team is the fact that the Wildlands Conservation Trust has a long history of involvement in the Lubombo Transfrontier Conservation Area and that the project manager formerly served as Project Coordinator for the Lubombo Transfrontier Conservation Area (2006-2009). Prior to that, the project manager worked for a regional civil society organization in the same area in Mozambique and prior to that completed five years of research on human-elephant conflict and related conservation issues in those two key biodiversity areas. Where the team does not have a long



history of involvement in Mozambique is in the Manhica District. Support for civil society involvement in this particular area will rely on the services of a Mozambique-based consultant, in close cooperation with the project manager. The Trust and the team are thus very familiar with the area and the organizations currently active there (both national and international) and fully capable of supporting civil society in this area. In addition, the Wildlands Conservation Trust currently has a suite of projects in the area and can thus provide the needed logistical support to the team.

As is the case in South Africa, it would make sense to work with the more established, albeit foreign civil society organizations in Mozambique to actively nurture participation, through them of new local civil society organizations. However, the sustainable impact of this would be limited as foreign civil society organizations would also be viewed with suspicion. It is therefore indeed important that the CEPF investment in Mozambique is used to support the development of a stronger indigenous civil society base in biodiversity conservation. For this reason this has been identified as a CEPF Investment Priority under Strategic Direction 4.1. 'Expand and strengthen civil society by supporting training and further educational opportunities for the staff of civil society organizations in Mozambique and Swaziland.'

The current status of civil society involvement in conservation action in Swaziland lies in the middle of the spectrum between that of South Africa and Mozambique. Although Swaziland does not have very strong non-governmental organizations active in biodiversity conservation, it has a very well developed private sector, especially in those areas of the country that fall within the hotspot. The rationale would be to support the private sector and also to assist that sector in developing a stronger and broader civil society base. As was the case with Mozambique, the project team has a long history of work in Swaziland and will rely on those relationships to carry on work conducted under the banner of the CEPF investment.

Informed by the above, the approach taken will be to firstly establish a dedicated project team within the Wildlands Conservation Trust, dedicated to the responsibilities of the Regional Implementation Team. A second step will be to conclude a consulting agreement with a Mozambique-based manager. At this stage two Mozambique-based consultants are being considered, Madyo Couto and Dr Stewart Williams. Dr Williams, who was instrumental in developing the ecosystem profile for the Maputaland-Pondoland-Albany Hotspot, may not be available for the full duration of this project and therefore Mr Couto has been consulted on his availability. Once the project budget and timeframe has been approved, this will be a mere formality and either candidate would excel in this role. Closely tied, to the appointment of a Mozambique-based coordinator will be the translation of the Executive Summary, including the Strategic Directions component of the Ecosystem Profile into Portuguese.

Given the challenges of operating in Mozambique, considering the limited capacity of civil society and the difficulty of working in Portuguese, a lot of thought went into how best to structure the RIT presence in that country. Undoubtedly, the preferred scenario would have been to partner with a locally based civil society organization. However, the limited budget available for the



implementation team and the lack of a suitable local organization (there are capacitated organizations, but these are regional and international organizations, with specific projects in the area) hampered these efforts. Therefore, it was decided to bring a locally based consultant onto the Regional Implementation Team to ensure adequate engagement of civil society in Mozambique. Following this method, all five major functions of the Regional Implementation Team, as listed in the logical framework will be achieved as follows:

- a. Coordinating and communicating the CEPF investment in Mozambique – this will be done through a combination of methods:
  - a. Through a Mozambique-based consultant that will be on a retainer for the duration of the project;
  - b. Through established structures such as the Lubombo Transfrontier Conservation Area Commission and Task Teams and the Mozambique Country Co-ordinators for the Lubombo and Great Limpopo Transfrontier Conservation Area;
  - c. Through a specific launch function of the project in Mozambique (building on past stakeholder workshops and engagements done through the development of the Ecosystem profile);
  - d. With the aid of electronic media, such as the internet (links from Mozambique Ministry of Tourism, Fauna and Bravaria websites etc), an electronic newsletter and other material (translated into Portuguese).
- b. Soliciting, reviewing and evaluating proposals in Mozambique – this will be the principal task of the Mozambique-based consultant who will work in close partnership with the Project Co-ordinator in ensuring the solicitation, review and evaluation of sound proposals. In this instance, existing structures, such as the Lubombo and Great Limpopo Transfrontier Conservation Area structures, will be used as platforms for the solicitation of applicable proposals. Furthermore, local experts (based mainly at the Eduardo Mondlane University in Maputo, but also through at various offices of government, the World Bank and civil society organisations) will be invited to join review panels who will review and evaluate proposals in partnership with the project co-ordinator and the Mozambique-based consultant.
- c. Providing monitoring and evaluation of individual grants and the overall portfolio in Mozambique – this will be done by the Mozambique-based consultant in partnership with the project co-ordinator. It will be done on a case-study basis, and be refined at knowledge-exchange workshops planned at two intervals during the project cycle.
- d. Managing a small grants programme in Mozambique – the solicitation, review and evaluation of small grants will be done as part of the larger process detailed above. The actual award of grants will be done by the Wildlands Conservation Trust, directly to individual grantees in Mozambique. The needed financial and administrative systems for a South African-based organization to award grants to organizations in Mozambique and Swaziland are in place and is discussed in detail later in this proposal (see section dealing with grant awards under Management Approach).

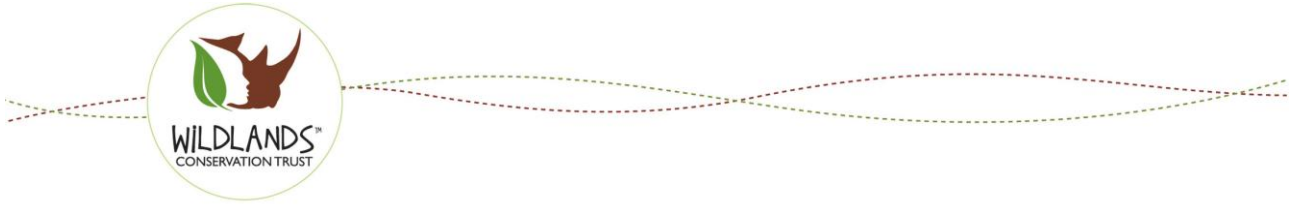


- e. Assisting civil society groups in Mozambique in designing, implementing, and replicating conservation activities – this will be a key function of the Mozambique-based consultant who will actively engage civil society organizations in Mozambique to enable their participation in the CEPF funding process. The project launch in Mozambique and the specific learning exchange workshops will form the platform for the RITs role in developing capacity in Mozambique to enable the growth of a strong civil society network in that country.

Once the team is in place and agreements concluded, arrangements for three separate project launch workshops will commence. As was the case during the development of the ecosystem profile, these will be held in locations that will ensure as many stakeholder organizations possible are reached. The launch will be accompanied with the publication of the ecosystem profile online and a call for proposals online and in the printed media. This will be done in national and regional papers in all three countries to ensure that those organizations with limited or no access to the internet are reached. These organizations will naturally need additional assistance from the team as most of the application and reporting on projects will have to be done online. Communication with stakeholders will be strengthened throughout the project cycle and will be fostered with the aid of an e-newsletter, regular updates on the project and CEPF websites and two learning exchange workshops that will also be used as part of the participatory evaluation process.

Based on letters of enquiry submitted the team will engage grant applicants for additional information and to provide technical assistance as needed. Applications to the Small Grants Component will be reviewed using the CEPF Operations Manual (project proposal analysis) and ecosystem profile. Since the Wildlands Conservation Trust already administers a Small Grants Program, the needed expertise, including policies and procedures are in-house and will be used as a foundation for awards. The team will also prepare documentation on grants larger than \$20,000 analyzing which of those fulfill the criteria that would require grant seekers to proceed to full proposals and financial questionnaires. This will be done in consultation with the Grants Director and CEPF Secretariat. The Project Manager will be the primary person responsible for this activity in all three countries, but will rely on the Mozambique-based consultant for local knowledge and translation. However, the Project Manager did spend more than five years working with government and conservation and development NGOs in Mozambique and Swaziland, in the very areas in which the project is implemented, and will rely on that experience during this phase of the project.

The team will provide technical assistance to civil society organizations in the design of proposals, keeping in mind the target set in the ecosystem profile that at least 40 civil society organizations be involved in this CEPF investment. To ensure this is achieved, attention will be directed towards fostering relationships and formal collaborative partnerships between various civil society organizations, thus also ensuring exchange of information, skills and expertise across institutional and political boundaries. In addition, the team will also work closely with the Grant Director to ensure that the grants are designed in such a fashion that they complement one another and other investments and achieve the goal set in the ecosystem profile. Individual grants will also be



evaluated in terms of their contribution to the global objectives of CEPF. The team will also arrange two learning exchange workshops to further nurture communication between civil society organizations and cement sustainable relationships.

Once contracts are concluded and grants have been awarded, the team will work closely with grantees to ensure that they constantly measure their success in implementation against the stated objectives of the grants. To do this, the participatory monitoring and evaluation method, detailed in the CEPF Operations Manual, will be implemented in all three phases of the project to ensure detailed project close-out reports are submitted, clearly showing a positive impact of the CEPF investment. Based on these the team will assist the CEPF Secretariat in preparing the documentation required to illustrate how the investment in the Maputaland-Pondoland-Albany Hotspot promoted global biodiversity conservation and, where possible, how this can be replicated in other hotspots.



## MANAGEMENT SYSTEMS AND APPROACH

As stated above, the Wildlands Conservation Trust has a long history in grant administration dating back to the formation of the Natal Parks Board Conservation Trust, established in 1988. Since its inception, the Trust has developed a comprehensive set of administrative policies and procedures for the solicitation, award and evaluation of grants. As such, these policies and procedures will be used, with the CEPF policies and procedures, as basis for the solicitation, award and evaluation of grants.

### Solicitation

The ecosystem profile provides clear guidelines on the strategic directions, corridors and key biodiversity areas to be funded in the Maputaland-Pondoland-Albany Hotspot and the amount of funding available for each strategic direction. The successful solicitation of grants will depend on how well and wide the ecosystem is published and made available to all potential grant seekers. The stakeholder database developed as part of the ecosystem profile drafting phase will be used as a first tool for soliciting grants. A first step would be to update the current stakeholder database. Secondly, the final ecosystem profile will be distributed to the revised database in electronic format. Although it may not be possible to translate the entire contents of the Ecosystem Profile, the Executive Summary and Strategic Directions will be made available in Portuguese as well. A request for proposals will also need to be published in the printed media to ensure that those without regular access to the internet are not disadvantaged in the process. This will include national and regional newspapers in all three countries. Alongside, the request for proposals and publishing the ecosystem profile will be a formal launch of the project. The launch will be accompanied with an information stand that will remain in place two to three days after the launch where stakeholders will be encouraged to seek additional information. The launch workshop, during which stakeholders will be provided with information on the grant application process and encouraged to seek further assistance will be replicated at three separate venues in the Hotspot, allowing for good communication with stakeholders in all three countries.

### Award

Since the overarching goal is to develop a portfolio of grants that complement one another as well as existing government and donor investment in biodiversity in the hotspot, the evaluation of individual grants will be done against their contribution towards achieving this overall goal.

As guided by the CEPF Operations Manual, the Grant Decision-Making Process will start with a submission by applicants of a Letter of Enquiry. Letters of Enquiry for grants less than \$20,000 will be reviewed by the project team (Regional Implementation Team). Proposals that target the direct global environmental benefits and meet the eligibility criteria as set out in the CEPF Operations Manual will be further reviewed by the project team based on financial and programmatic reviews and discussions with the applicants. If needed site visits will also be undertaken and, if required the project team will provide technical assistance for the design of the project proposal. Because of the geographic location of the project team, its expertise and experience, it will be possible for



the team to visit projects and provide assistance where needed. In Mozambique a locally-based consultant will be contracted to assist with translation and also with technical assistance in project design and application.

The required financial system is in place that will allow for the transfer of grant funding (small grants programme) from Wildlands to organizations in Mozambique and Swaziland. In order to complete the transfer our bank (Investec Private Bank) would need to obtain approval from the South African Reserve Bank. In order to do that they would need the following, which we would supply to them:

- A letter from detailing exactly what the payments are for and who the recipient organization is;
- A copy of the Grant Agreement;
- A signed Mandate and Declaration (standard form used by the bank) giving Investec the authority to apply for the approval.

Once approval from the South African Reserve Bank has been obtained we would be informed to complete and sign a Balance of Payment (BOP) form for outflow of funds. On receipt of the required documentation Investec would process the payments on Wildlands' behalf and send through confirmation of the transaction.

Letters of Enquiry submitted for grants larger than \$20,000 will first be reviewed by the project team, following the same criteria as set out above for grants less than \$20,000. The team will decide, in consultation with the CEPF Grants Director as to whether the Letter of Inquiry should be further developed. Applicants whose reviews are successful at that stage will be requested to submit a full Project Proposal application and Financial Questionnaire. The project team will provide technical assistance to applicants with development of proposals, including the logical framework and overall application. The team will then set up a review panel consisting of experts and representative of the broad civil society constituency. This will include international and local NGOs, appropriate government officials, CEPF donor partners in the hotspot, other donors, academics and other experts. If a proposal is for an amount exceeding \$250,000 the team will be responsible for preparing documentation for an external review. When the reviews are completed, the team will forward the appropriate documentation to the Grant Director, who will fulfill the needed steps as set out in the CEPF Operations Manual towards the final signing of a Grant Agreement between Conservation International and the successful applicant.

### **Monitoring and evaluation**

The Participatory Monitoring and Evaluation Method as detailed in the CEPF Operations Manual will be implemented in all stages of the project cycle (preparation, implementation and completion). During the **project preparation** process individual projects will firstly be evaluated in terms of their contribution to creating a portfolio of grants that aligns its focus with the



conservation and sustainable development goals of prior investments and government priorities. Indicators and performance monitors that will be used as a base for latter evaluation will be identified at this stage. These will be elaborated on in the Logical Framework and will form the basis of the Terms of Reference in the Grant Agreement. These milestones and indicators will be developed by applicants in close cooperation with the project team thus ensuring reasonable and achievable goals and objectives that are aligned with the ecosystem profile. In so doing it will allow opportunity for learning and capacity building by applicants and the project team, essential for the overall portfolio of grants.

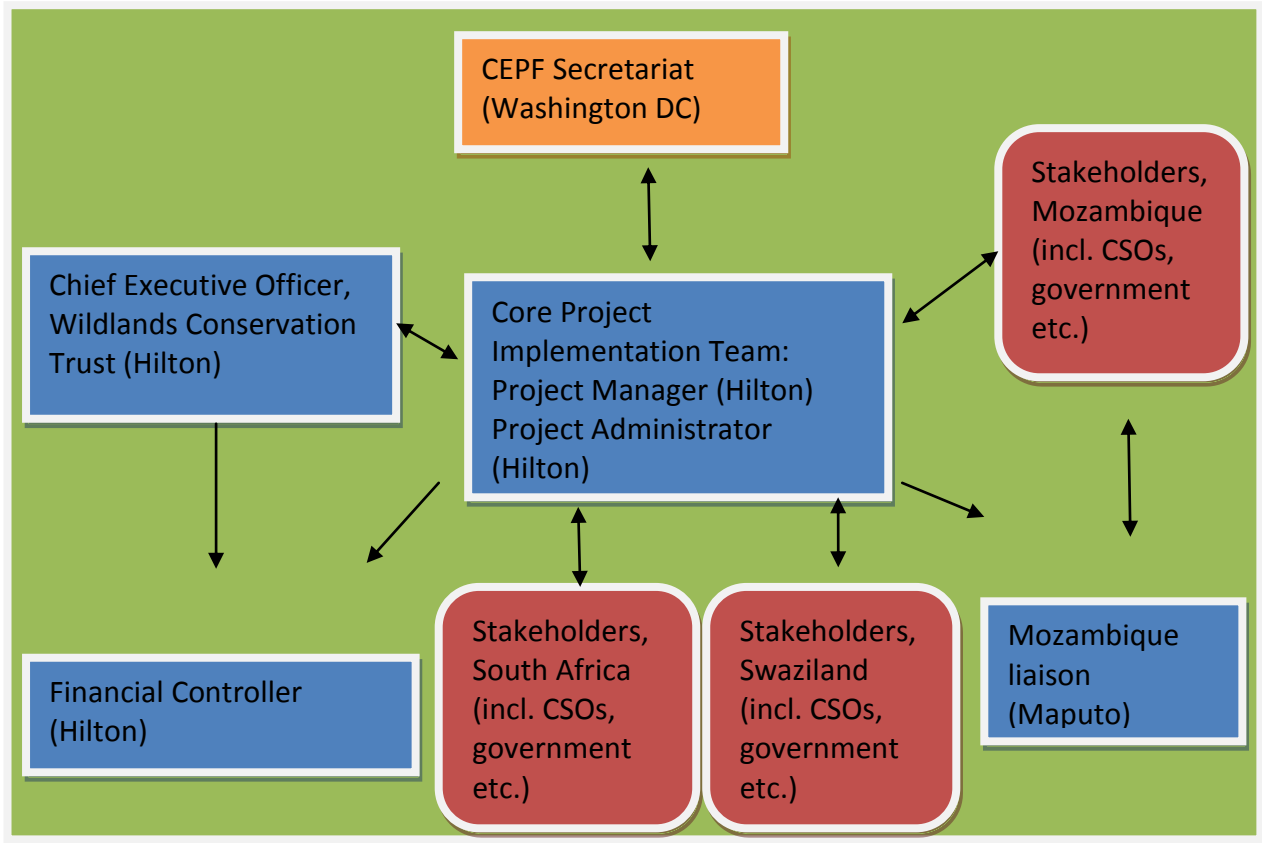
During the **implementation phase**, project progress will be monitored on a continued basis with the goal of supporting ongoing project improvement. A standard CEPF Project Monitoring Report will be submitted by all grantees, evaluating progress against original project design. Possible changes in project objectives will need to be made during this stage in consultation with the team and, where required with the Grants Director. Apart from the standard CEPF monitoring tools and reports, the team will continuously implement participatory monitoring through project site visits, regular communication with grantees and through two learning exchange workshops. The aim of the workshops will be to provide an opportunity for civil society organizations to learn from one another, continuously enforcing the principle of participatory monitoring, information exchange and the development of sustainable partnerships between civil society organizations across institutional and political boundaries.

Potential or real **non-performance of grants**, based on design and the milestones listed in the Logical Framework need to be identified at this stage. The project team will engage with grantees in these instances to try and reach mutual agreement on the steps that will need to be implemented to prevent non-performance on stated goals and objectives. In most cases it should be possible to rectify potential non-performance by providing assistance, either from the Regional Implementation Team or other civil society organizations who could partner with the grantee. In extreme cases, where a grantee is in direct contravention of an agreement, the team will alert the Grants Director and take guidance for action accordingly.

At project completion a final evaluation of the project will be done against original goals and objectives. This will be done at the hand of the Final Project Completion Report and will consider not only the success of the individual project, but also its contribution to the aims and objectives of the ecosystem profile.



## Organisational chart





**Table 2: Methods and tools**

<i>Outcomes</i>	<i>Activities</i>	<i>Means of Verification</i>	<i>Method</i>
The CEPF investment is effectively communicated and coordinated.	Lead project launch preparation activities in cooperation with CEPF External Affairs, including announcing the availability of CEPF grants and publicizing the contents of the ecosystem profile and information about the application process.	Project launch successfully completed and launch workshops conducted at three strategic locations in the Hotspot	Circulate invites to a reviewed and updated stakeholder database.  Host three separate launch workshops
		Ecosystem profile and call for proposals published online and in regional printed media.	Direct stakeholders to CEPF website for online version of ecosystem profile  Translate executive summary and strategic directions components into Portuguese  Publish call for proposals online and in regional papers in English and Portuguese
	Set in place an effective communication system between the Regional Implementation Team and civil society organisations to allow for effective communication on the availability of grants and the grant	A broad constituency of civil society organisations apply for grants.	Develop E-newsletter, launch project, publish ecosystem profile and issue call for proposals in electronic and printed media



	application process.		
	<p>Play an active role in ensuring efficient communication between the CEPF Secretariat and stakeholders in the Maputaland-Pondoland-Albany Hotspot.</p> <p>Submit reports as required by the CEPF Secretariat on project performance, including a financial assessment of the portfolio.</p>	<p>Successful CEPF site visits and monitoring</p> <p>Annual, mid-term and final close-out reports submitted.</p>	<p>Arrange CEPF site visits and provide assistance with monitoring and evaluation.</p> <p>Complete all reports as detailed in the CEPF Operations Manual.</p>
A process for proposal solicitation, review and evaluation is established and coordinated	<p>Assist civil society groups in designing proposals that address the objectives specified in the ecosystem profile.</p> <p>Assist grantees, where needed, with institutional capacity building in critical aspects of conservation action, especially project design and management,</p>	<p>Civil society organisations submit projects that address the objectives of the ecosystem profile.</p> <p>At least 40 civil society organisations actively participate in conservation program guided by the ecosystem profile.</p>	<p>Technical support provided to organisations that submit Letters of Enquiry (site visits, assistance with proposals, logical frameworks etc)</p> <p>Technical support provided based on team experience and where needed support leveraged from partners and other civil society organisations..</p>



<p>Individual project grants are monitored and evaluated and assistance lent with monitoring the overall portfolio performance</p>	<p>monitoring and financial management.</p> <p>Review all grant applications and manage external reviews with technical experts and advisory committees. Prepare project documentation for external review for grants of more than \$250,000</p> <p>Monitor the performance of grant recipients, including compliance with grant contracts and required reporting, using standard templates and other tools provided by CEPF. Conduct project site visits on a regular schedule as agreed with the CEPF grant director and prepare standard trip reports. Collaborate with the CEPF secretariat in maintaining accuracy of the CEPF grants management database; collect and report on data for</p>	<p>All grants successfully reviewed and process supported by stakeholders.</p> <p>External reviews conducted satisfactorily.</p> <p>Grants effectively monitored and reports completed.</p> <p>Regular site visits conducted and reports submitted.</p> <p>Accuracy of grants database ensured.</p>	<p>Proposal analysis as per grant making process detailed in the CEPF Operations Manual.</p> <p>Prepare documentation and arrange expert panel reviews in consultation with the Grants Director. Implement Participatory Monitoring Process as detailed in the CEPF Operations Manual.</p> <p>Arrange site visits in consultation with grantees and CEPF Secretariat and compile site visit reports. Regularly update database and submitted reports as required.</p>
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<p>A Small Grants Program is successfully managed</p>	<p>portfolio and global indicators.</p>	<p>Review all Small Grants applications and manage external reviews with technical experts and advisory committees.</p>	<p>Small Grants applications reviewed at the hand of Letters of Enquiry submitted</p>	<p>Implement project proposal analysis guidelines in CEPF Operations Manual.</p>
		<p>Award grants of up to \$20,000 that advance the objectives of the ecosystem profile and reinforce larger grant action.</p>	<p>Small Grants component of the CEPF investment successfully implemented.</p>	<p>Ensure the projects proposed promote the larger CEPF investment as detailed in the ecosystem profile.</p>
		<p>Oversee the contracting of Small Grant awards to grantees</p>	<p>Grant agreements successfully completed.</p>	<p>Grant agreement documents.</p>
		<p>Provide documentation on all Small Grants to the CEPF secretariat.</p>	<p>All Small Grants successfully documented.</p>	<p>Project reports submitted.</p>
		<p>Monitor, evaluate and document grantees performance on the Small Grants Program.</p>	<p>All grants made through the Small Grants Fund successfully monitored and evaluated and documentation submitted to CEPF.</p>	<p>Participatory monitoring process as per CEPF Operations Manual</p>



<p>Civil society groups are assisted in designing, implementing and replicating successful conservation activities.</p>	<p>Facilitate information exchange, establishment and/or strengthening of partnerships between CEPF grantees and key stakeholder groups and the replication of successful projects.</p>	<p>A broad constituency of civil society organisations works across institutional and political boundaries towards achieving the shared goals described in the ecosystem profile.</p>	<p>Learning exchange workshops, e-newsletter, website etc.</p>
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