

Attachment 2. Comparison of former and revised Regional Implementation Team (RIT) Terms of Reference (TOR)

Original language	Proposed new language	Rationale
<p>Component 1. Coordinate CEPF investment in the hotspot.</p> <p>Functions</p> <ol style="list-style-type: none"> 1. Serve as the field-based technical representative for CEPF in relation to civil society groups, grantees, international donors, host country governments and agencies, and other potential partners within the hotspot. 2. Ensure coordination and collaboration with CEPF’s donors, in coordination with the CEPF Secretariat and as appropriate in the hotspot. 3. Promote collaboration and coordination, and opportunities to leverage CEPF funds with local and international donors and governments investing in the region, via donor roundtables, experiential opportunities or other activities. 4. Engage conservation and development stakeholders to ensure collaboration and coordination. 5. Attend relevant conferences/events in the hotspot to promote synergy and coordination with other initiatives. 6. Build partnerships/networks among grantees in order to achieve the objectives of the ecosystem profile. 	<p>Component 1. Coordinate CEPF investment in the hotspot.</p> <p>Functions</p> <ol style="list-style-type: none"> 1. Serve as the field-based technical representative for CEPF in relation to civil society groups, grantees, international donors, host country governments and agencies, and other potential partners within the hotspot. 2. Ensure coordination and collaboration with CEPF’s donors, in coordination with the CEPF Secretariat and as appropriate in the hotspot. 3. Promote collaboration and coordination with other donors investing in the hotspot and opportunities to leverage CEPF funds with local and international donors and governments investing in the hotspot. 4. Engage conservation and development stakeholders to ensure collaboration and coordination. 5. Build partnerships/networks among grantees in order to achieve the objectives of the ecosystem profile. NEW 6. Respond to CEPF Secretariat requests for information, travel, hosting of donors and attendance at a range of events to promote CEPF. 	<p>The overall purpose of this component will remain the same. A few changes are proposed to the functions, as follows:</p> <ul style="list-style-type: none"> • Under function 3, remove the specific reference to “via donor roundtables, experiential opportunities or other activities”, to be less prescriptive. This is informed by the experience that, in most hotspots, it has been the CEPF Secretariat and not the RIT that has had the power to convene other funders to meet as part of a donor roundtable. • Delete former function 5, because of experience that tangible returns do not always justify the time and money spent by some RITs on attending conferences and events. In the proposed new TOR, attending conferences and events will not be prohibited but RITs will not be explicitly required to plan and budget for it. • Add a new function (#6), to make clear the CEPF Secretariat’s expectations regarding RIT support for and participation in sundry activities, and to allow RITs to plan and budget accordingly. This function was previously included under former Component 9, which is proposed to be deleted.

<p>Component 2. Support the mainstreaming of biodiversity into public policies and private sector business practices</p> <p>Functions</p> <ol style="list-style-type: none"> 1. Support civil society to engage with government and the private sector and share their results, recommendations, and best practice models. 2. Engage directly with private sector partners and government officials and ensure their participation in implementation of key strategies. 	<p>Component 2. Support the integration of biodiversity into public policies and private sector business practices.</p> <p>Functions</p> <ol style="list-style-type: none"> 1. Support civil society to engage with government and the private sector and share their results, recommendations and best practice models. 2. Engage directly with private sector partners and government officials and ensure their participation in implementation of key strategies. 	<p>The overall purpose of this component will remain the same. A change to the component description is proposed, to replace “mainstreaming” with the more widely understood term “integration”. No changes are proposed to the functions.</p>
<p>Component 3. Communicate the CEPF investment throughout the hotspot</p> <p>Functions</p> <ol style="list-style-type: none"> 1. Communicate regularly with CEPF and partners about the portfolio through face-to-face meetings, phone calls, the internet (website and electronic newsletter) and reports to forums and structures. 2. Prepare a range of communications products to ensure that ecosystem profiles are accessible to grant applicants and other stakeholders. 3. Disseminate results via multiple and appropriate media. 4. Provide lessons learned and other information to the Secretariat to be communicated via the CEPF website. 5. Conduct exchange visits with other RITs to share lessons learnt and best practices. 	<p>Component 3. Communicate the CEPF investment throughout the hotspot.</p> <p>Functions</p> <p>NEW 1. With the input of the CEPF Communications Team, develop a communications strategy for the investment.</p> <ol style="list-style-type: none"> 2. Communicate regularly with CEPF and partners about the portfolio through face-to-face meetings, phone calls, digital communications (website, electronic newsletter and/or social media) and reports to events, forums and panels in alignment with the communications strategy. <p>NEW 3. Support the CEPF Secretariat to obtain photographs and video for use in communications materials, and coordinate with the CEPF Communications Team to obtain associated legal documentation (such as use licenses). Aim to provide at least one good-quality image for each project.</p>	<p>The overall purpose of this component will remain the same. Some changes are proposed to the functions, as follows:</p> <ul style="list-style-type: none"> • Add a new function (#1), based on experience that development of a communications strategy helped RITs to make better use of their communications budget and staff time. • Reword function 2 (former function 1) to make reference to aligning communication activities with the communication strategy. • Add a new function (#3) to make clear the CEPF Secretariat’s expectations with regard to RIT support for obtaining inputs to communications products. • Add a new function (#4) as a reminder to the RIT that they may need to translate materials into hotspot languages and to budget accordingly.

<p>6. In coordination with the CEPF Secretariat, ensure communication with local representatives of CEPF's donors.</p>	<p>NEW 4. Translate selected materials into hotspot languages.</p> <p>NEW 5. Monitor media coverage and promptly inform and coordinate with the Grant Director and CEPF Communications Team in regard to any controversy related to CEPF projects, grantees or donors and any media coverage of the controversy.</p> <p>6. Prepare a range of communications products to ensure that the key information provided in the ecosystem profiles is accessible to grant applicants and other stakeholders.</p> <p>7. Disseminate portfolio results via multiple and appropriate media in alignment with the communications strategy.</p> <p>8. Share story ideas and strong results, and provide information and/or assistance to the CEPF Communications Team as needed.</p> <p>9. Conduct exchange visits with other RITs to share lessons and best practices, in consultation with the CEPF Secretariat.</p> <p>10. In coordination with the CEPF Secretariat, ensure communication with local representatives of CEPF's donors.</p>	<ul style="list-style-type: none"> • Add a new function (#5), because of experience that the RIT's assistance is sometimes needed to deal with media coverage of controversial issues. • Reword function 8 (former function 4) to make clear the CEPF Secretariat's expectations with regard to RIT support for the preparation of communication products, such as the annual report and impact report.
<p>Component 4. Build the capacity of local civil society</p> <p>Functions</p> <p>1. Undertake a capacity needs assessment for local civil society.</p> <p>2. Support implementation of a long-term strategic vision for the hotspot geared</p>	<p>Component 4. Build the capacity of civil society.</p> <p>Functions</p> <p>1. Assist civil society groups in designing projects that contribute to the achievement of objectives specified in the ecosystem profile and a coherent portfolio of mutually supportive grants.</p>	<p>The overall purpose of this component will remain the same. A change to the component description is proposed, to delete "local", to align with CEPF's global mission, which does not distinguish among local, national and international civil society. The following changes are proposed to the functions, in line with experience from CEPF's global portfolio:</p>

<p>toward enabling civil society to “graduate” from CEPF support.</p> <p>3. Assist civil society groups in designing projects that contribute to the achievement of objectives specified in the ecosystem profile and a coherent portfolio of mutually supportive grants.</p> <p>4. Build institutional capacity of grantees to ensure efficient and effective project implementation.</p> <p>5. Build capacity of civil society to engage with and influence government agencies.</p> <p>6. Build capacity of civil society to engage with and influence the private sector.</p>	<p>2. Build institutional capacity of grantees to ensure efficient and effective project implementation and financial management.</p> <p>NEW 3. Build capacity of grantees, on an as-needs basis, to comply with CEPF’s environmental and social standards and gender policy.</p> <p>4. Promote collaboration among civil society, government and private sector actors.</p>	<ul style="list-style-type: none"> • Delete former function 1, because capacity needs assessments have already been done in some hotspots, as part of the ecosystem profile or other exercises, so RITs do not necessarily need to conduct them. • Delete former function 2, because long-term visions are already in place for several hotspots and the RIT is not necessarily the most appropriate institution to develop them. • Reword function 2 (former function 4) to include financial management, because this is an area where grantees have repeatedly been found to be in need of capacity strengthening. • Add a new function (#3) related to capacity building for grantees in relation to CEPF’s environmental and social standards. • Reword function 4 (former functions 5 and 6) to replace building capacity of civil society for engaging with an influencing other sectors to promoting collaboration among the three sectors, based on experience that the latter is more achievable, given the resources available to RITs.
<p>Component 5. Establish and coordinate a process for large grant proposal solicitation and review</p> <p>Functions</p>	<p>Component 5. Support the CEPF Secretariat process for solicitation and review of proposals for large grants (above a threshold amount of between US\$20,000 and US\$50,000).</p>	<p>The overall purpose of this component will remain the same. Two changes to the component description are proposed: first, to replace “establish and coordinate” with “support the CEPF Secretariat”; and second</p>

<p>1. Establish and coordinate a process for solicitation of applications.</p> <p>2. Announce the availability of CEPF grants.</p> <p>3. Publicize the contents of the ecosystem profile and information about the application process.</p> <p>4. With the CEPF Secretariat, establish schedules for the consideration of proposals at pre- determined intervals, including decision dates.</p> <p>5. Establish and coordinate a process for evaluation of applications.</p> <p>6. Evaluate all Letters of Inquiry.</p> <p>7. Facilitate technical review of applications (including, where appropriate, convening a panel of experts).</p> <p>8. Obtain external reviews of all applications over \$250,000.</p> <p>9. Decide jointly with the CEPF Secretariat on the award of all grant applications.</p> <p>10. Communicate with applicants throughout the application process to ensure applicants are informed and fully understand the process.</p>	<p>Functions</p> <p>1. Publicize the contents of the ecosystem profile and information about CEPF’s online standardized large grant application process.</p> <p>2. Promote availability of funds via public announcements, print and electronic media, and applicant outreach events to publicize individual calls for Letters of Inquiry beyond their posting on the CEPF website.</p> <p>3. With the CEPF Secretariat, establish schedules for the release of solicitations and grant awards.</p> <p>4. Evaluate Letters of Inquiry.</p> <p>5. Facilitate technical review of applications, including external reviews (e.g., via panels of experts or professional peer relationships with individuals in relevant fields).</p> <p>6. Assist the Grant Director to obtain external reviews of all applications over \$250,000.</p> <p>7. Communicate with applicants throughout the application process to ensure they are informed and fully understand the process.</p> <p>NEW 8. Support the CEPF Secretariat in obtaining technical and financial documents necessary for award of a grant.</p> <p>NEW 9. Mentor and guide applicants in project design (e.g., via remote electronic means, in person, via classroom-type workshops on proposal preparation).</p>	<p>to define the term “large grants”. Some changes are proposed to the functions, as follows:</p> <ul style="list-style-type: none"> • Delete former functions 1 and 5, in recognition of the fact that the proposal solicitation and review process for large grants is already established (using ConservationGrants) and RITs simply need to support the CEPF Secretariat to implement it. • Reword function 1 (former function 3) to make reference to CEPF’s established process for large grant applications. • Reword function 2, to clarify the CEPF Secretariat’s expectations about how the availability of CEPF funding will be communicated. • Reword function 3 (former function 4) to delete mention of “pre-determined intervals”, because some RITs have found it helpful to schedule calls for proposals in different ways. • Reword function 6 (former function 8) to align with the current practice that the Grant Director is responsible for obtaining external reviews for applications over \$250,000. • Add new functions (#8, #9 and #10) to provide more detail on the role of the RIT in the large grant review process and allow RITs to plan and budget accordingly.
--	---	--

	<p>NEW 10. Review proposal drafts prior to final grant award.</p> <p>11. Following established procedures codified in the CEPF Operational Manual and reflected in the online application system (ConservationGrants), decide jointly with the CEPF Secretariat on the award of all large grant applications.</p>	<ul style="list-style-type: none"> • Reword function 11 (former function 9) to make reference to the CEPF Operational Manual and ConservationGrants.
<p>Component 6. Manage a program of small grants of ≤\$20,000 (\$50,000 or less in select approved regions)</p> <p>Functions</p> <ol style="list-style-type: none"> 1. Establish and coordinate a process for solicitation of small grant applications. 2. Announce the availability of CEPF small grants. 3. Conduct due diligence to ensure sub-grantee applicant eligibility and capacity to comply with CEPF funding terms. 4. Convene a panel of experts to evaluate proposals. 5. Decide on the award of all grant applications of \$20,000 or less (\$50,000 or less in select approved regions). 6. Manage the contracting of these awards. 7. Manage disbursement of funds to grantees. 8. Ensure small grant compliance with CEPF funding terms. 9. Monitor, track, and document small grant technical and financial performance. 	<p>Component 6. Manage a program of small grants (up to a threshold amount of between US\$20,000 and US\$50,000), in compliance with CEPF’s operational manual.</p> <p>Functions</p> <ol style="list-style-type: none"> 1. Establish and coordinate a process for solicitation of small-grant applications. 2. Announce the availability of CEPF small grants. 3. Conduct due diligence to ensure applicant eligibility and capacity to comply with CEPF funding terms. 4. Convene a panel of experts to evaluate proposals. <p>NEW 5. Screen applications against CEPF’s environmental and social standards, and provide guidance to applicants on compliance with applicable standards.</p> <ol style="list-style-type: none"> 6. Decide on the award of small grants and manage the contracting of these awards. 7. Manage disbursement of funds to grantees. 8. Ensure small-grant compliance with CEPF funding terms. 	<p>The overall purpose of this component will remain the same. A change to the component description is proposed, to make reference to CEPF’s operational manual. This is intended to manage RITs’ expectations that any small grant mechanism that they devise must be compliant with CEPF’s operational manual. The following changes are proposed to the functions:</p> <ul style="list-style-type: none"> • Add a new function (#5) related to screening applications against CEPF’s environmental and social standards, which is a key requirement of the RIT that was not explicitly captured in the former TOR. • Reword function 6 (former functions #5 and #6) to simplify and combine these two related functions. • Add a new function (#9), because of experience that RITs need to be more systematic in prioritizing their time and resources among small grants in their portfolios. • Reword function 11 (former function 10), to clarify that responsibility for

<p>10. Assist the Secretariat in maintaining the accuracy of the CEPF grants management database.</p> <p>11. Open a dedicated bank account in which the funding allocated by CEPF for small grants will be deposited, and report on the status of the account throughout the project.</p> <p>12. Ensure that grantees complete regular (based on length of the project) technical and financial progress reports.</p> <p>13. Prepare semi-annual summary report to the CEPF Secretariat with detailed information of the Small Grants Program, including names and contact information for all grantees, grant title or summary of grant, time period of grants, award amounts, disbursed amounts, and disbursement schedules.</p>	<p>NEW 9. Develop a monitoring plan for the small grant portfolio to ensure outreach, verify compliance and support capacity building.</p> <p>10. Monitor, track, and document small-grant technical and financial performance.</p> <p>11. Maintain accurate and up-to-date records, including for CEPF monitoring tools, on all small grants awarded on the CEPF grants management database (ConservationGrants).</p> <p>12. Open a dedicated bank account in which the funding allocated by CEPF for small grants will be deposited, and report on the status of the account throughout the project.</p> <p>13. Ensure that grantees complete regular technical and financial progress reports.</p>	<p>keeping the information on small grants stored within ConservationGrants up to date lies primarily with the RIT.</p> <ul style="list-style-type: none"> • Delete former function 13, which is redundant as all of the requested information is now stored in ConservationGrants.
<p>Component 7. Monitor and evaluate the impact of CEPF’s large and small grants</p> <p>Functions</p> <p>1. Collect and report on data for portfolio-level indicators (from large and small grantees) annually as these relate to the logical framework in the ecosystem profile.</p> <p>2. Collect and report on relevant data in relation to CEPF graduation criteria for the hotspot.</p> <p>3. Collect and report on relevant data for CEPF’s global monitoring indicators.</p> <p>4. Ensure quality of performance data submitted by large and small grantees.</p>	<p>Component 7. Monitor and evaluate the impact of large and small grants.</p> <p>Functions</p> <p>1. Collect and report on data for portfolio-level indicators (from large and small grantees) annually as these relate to the logical framework in the ecosystem profile.</p> <p>2. Collect and report on relevant data for CEPF’s global monitoring indicators, making use of CEPF monitoring tools and ConservationGrants.</p> <p>3. Ensure quality of performance data submitted by large and small grantees.</p>	<p>The overall purpose of this component will remain the same. Some changes are proposed to the functions, as follows:</p> <ul style="list-style-type: none"> • Delete former function 2 to align with the current practice that progress towards graduation criteria is monitored by the CEPF Secretariat, to ensure standardization across hotspots. • Reword function 2 (former function 3), to clarify the CEPF Secretariat’s expectation that monitoring data will be collected and stored in a standardized manner across the different hotspots.

<p>5. Verify completion of products, deliverables, and short-term impacts by grantees, as described in their proposals.</p> <p>6. Support grantees to comply with requirements for completion of tracking tools, including the Management Effectiveness Tracking Tool.</p> <p>7. In coordination with CEPF Secretariat, conduct a mid-term assessment and a final assessment of portfolio progress (covering large and small grants).</p> <p>8. Conduct regular site visits to large and small grantees to monitor their progress and ensure outreach, verify compliance and support capacity building.</p> <p>9. Provide guidance to grantees for the effective design and implementation of safeguard policies to ensure that these activities comply with the guidelines detailed in the CEPF Operations Manual and with the World Bank's environmental and social safeguard policies. Provide additional support and guidance during the implementation and evaluation cycles at regular field visits to projects.</p> <p>10. In coordination with CEPF Secretariat, conduct a final assessment of portfolio progress and assist with preparation of report documentation.</p>	<p>4. Verify completion of products, deliverables, and short-term impacts by grantees, as described in their proposals.</p> <p>5. Support grantees to comply with requirements for completion of tracking tools, including the Management Effectiveness Tracking Tool, Civil Society Tracking Tool, and Gender Tracking Tool.</p> <p>6. In coordination with the CEPF Secretariat, conduct a mid-term assessment and a final assessment of portfolio progress, and assist with report preparation.</p>	<ul style="list-style-type: none"> • Reword function 6 (former function 7) to manage RIT's expectations regarding their role in preparation of the mid-term and final assessment reports. • Delete former function 8, because, given that impact monitoring is not its principal purpose, conducting regular site visits to grantees is a better fit with Component 6 (in the case of small grantees) and Component 8 (in the case of large grantees). • Delete former function 9, which is out of place in a component dealing with monitoring and evaluation and, in any case, redundant with the addition of function 2 under the new Component 8. Moreover, the reference to the World Bank's environmental and social safeguard policies is now obsolete. • Delete former function 10, which is redundant with the edits to function 6.
<p>[n/a]</p>	<p>Component 8. Support the CEPF Secretariat to monitor the large grants portfolio and ensure compliance with CEPF funding terms.</p> <p>Functions</p>	<p>This is a new component, which brings together several functions that were out of place in the former TOR to create a coherent component related to the role of the RIT in relation to monitoring of and ensuring</p>

	<ol style="list-style-type: none"> 1. Support the CEPF Secretariat to ensure that large grantees comply with CEPF funding terms, including by visiting grantees on an as-needs basis to establish facts, follow-up on recommendations, and provide support and guidance with financial and programmatic management. 2. Provide support and guidance to grantees, on an as-needs basis, for the implementation of measures necessary to comply with CEPF’s environmental and social standards. 3. Participate in at least two supervision missions each year, involving visits by the CEPF Secretariat to monitor financial and programmatic performance of the RIT and selected grants. 	<p>compliance with CEPF funding terms for the large grant portfolio. This new component is proposed in response to experience that some RITs felt that the former TOR were not sufficiently clear in this regard, making it difficult for them to plan and budget appropriately for this aspect of their role. It is hoped that, by including an explicit component, future RITs’ expectations can be better managed in this regard.</p>
<p>Component 8. Lead the process to develop, over a three-month period, a long-term strategic vision for CEPF investment</p> <p>Functions</p> <ol style="list-style-type: none"> 1. Mobilize expertise and establish an advisory group to ensure that the long-term vision engages with appropriate stakeholders. 2. Undertake a review of relevant literature to ensure alignment of the long-term vision with other initiatives and avoid duplication of effort. 3. Consult with key stakeholders to solicit their input into the development of the long-term vision. 	<p>[deleted]</p>	<p>It is proposed to delete this component, because, as mentioned above, long-term visions are already in place for several hotspots and, where they still need to be developed, the RIT is not necessarily the most appropriate institution to lead this process. This is based on experience with long-term vision processes led by RITs, which have delivered products of variable quality, and which have typically proven difficult for the RITs to lead with the resources available to them. The CEPF Secretariat proposes that, in future, specific arrangements will be made in each hotspot where a long-term vision still needs to be developed. This may involve the RIT or it may involve working with one or</p>

<p>4.—— Synthesize the results of the literature review and stakeholder consultations into a long-term strategic vision document.</p> <p>5.—— Present the draft long-term vision to key stakeholders and revise the document according to their comments.</p> <p>6.—— Prepare a progress report for presentation to the CEPF donors’ Working Group.</p>		<p>more third parties, selected on a competitive basis.</p>
<p>Component 9. Reporting</p> <p>Functions</p> <p>1.—— Participate in initial week of RIT training.</p> <p>2.—— Participate in two “supervision missions” per year; each to include at least two days in the office and a visit to grantees in the field (approximately two weeks).</p> <p>3.—— Prepare quarterly financial reports and six monthly technical reports.</p> <p>4.—— Respond to CEPF Secretariat requests for information, travel, hosting of donors and attendance at a range of events to promote CEPF.</p> <p>5.—— Provide a detailed handover to the incoming RIT for the next investment phase.</p>	<p>[deleted]</p>	<p>It is proposed to delete this component, because the related functions are either a better fit under other components or are purely administrative, meaning that they would be more appropriately described in the grant agreement than in the TOR. Former functions 2 and 4 have been moved to Components 8 and 1, respectively.</p>