

BEST 2.0+

Promoting conservation and sustainable use of Biodiversity and Ecosystem Services in Overseas Countries and Territories

Call for proposals 2020 Guidelines for Applicants

Deadline for submission of concept notes:

22 October 2020 at 23:59 (Brussels date and time)

(In order to convert to local time click [here](#))

Applicants are strongly recommended to read this guidance document in full before completing and submitting a proposal for BEST 2.0+



This programme is funded by the European Union

NOTICE

This is a two-step call for proposals. First, only concept notes must be submitted for evaluation. Thereafter, preselected applicants will be invited to submit a full proposal.

BACKGROUND

The BEST 2.0+ Programme (hereafter BEST 2.0+) is a follow up of the [BEST 2.0 Programme](#), which is part of the [EU Biodiversity for Life](#) (B4Life) flagship initiative. BEST 2.0+ provides grant funding for small-scale field actions for biodiversity conservation and sustainable development in the EU Overseas Countries and Territories (OCTs).

OBJECTIVES OF BEST 2.0+

The overall objective of BEST 2.0+ is to **promote the conservation of biodiversity and sustainable use of ecosystem services, including ecosystem-based approaches to climate change adaptation and mitigation**, as a basis for sustainable development in OCTs.

The specific objective is to **enable, empower and strengthen** local authorities and civil society organisations which are committed to local development, biodiversity conservation and sustainable use of ecosystem services in OCTs through the implementation of a grant scheme accompanied by the capacity building activities.

BEST 2.0+ is a grant scheme designed to provide **effective support for actions on the ground at the local, as well the regional level.**

FINANCIAL ALLOCATION

The overall indicative amount made available for this 2020 BEST 2.0+ call for proposals is **one million three hundred thousand euros (EUR 1 300 000)**. **Indicative financial sub-envelopes for the two groups of regions** are the following:

- Caribbean and Pacific regions: **75%** (of the overall indicative amount)
- Indian Ocean, Polar/Sub-polar and South Atlantic regions: **25%**

However, the final decision regarding the selection of projects to be funded will be based on the quality of the proposals received in each of the two groups. The final allocation of funds may differ from the above indicative distribution depending on the quality of the projects submitted in each sub region. The European Commission reserves the right to reallocate funds if needed.

PROJECT AMOUNT

BEST 2.0+ grants amount to a **maximum of €60,000**. The proposed budget should appropriately reflect the expected results, envisaged activities and related estimated costs. It is **not necessary to request the maximum** (or close to the maximum) grant amount available.

Grants **must be 100% funded by BEST 2.0+**. **Co-funding is not allowed**. The total budgeted costs of the project must hence be equal to the grant amount requested from BEST 2.0+.

PROJECT DURATION

The duration of a BEST 2.0+ grant is **maximum 19 months**. The project duration must be **aligned with the proposed activities and workplan. No extension will be granted.**

ELIGIBILITY CRITERIA

There are three sets of eligibility criteria, relating to the actors, the activities and the costs.

BREXIT

In accordance with the terms of the Withdrawal Agreement of the UK from the EU, the UK registered natural and legal persons – and goods originating from the UK – continue to be eligible as if the UK were a EU Member State for all programmes financed under the current Multi-annual Financial Framework (MFF 2014-2020) and under the European Development Fund (11th EDF and previous ones till their conclusion). **Hence UK OCTs are eligible to BEST 2.0+.**

ELIGIBILITY OF THE APPLICANTS (I.E. APPLICANT AND CO-APPLICANT(S))

For being eligible to BEST 2.0+, lead applicant and co-applicants **must be**:

- I. **A private or public legal entity.** Individuals, sole traders are not eligible to BEST 2.0+.
- II. **Registered in one of the EU or UK OCTs, or under special conditions as specified below.**
- III. **Directly responsible** for the preparation and implementation of the grant project. Applications submitted by a body acting as an intermediary for a third party are not eligible.
- IV. **Have a bank account in the name of the organisation.**

In line with BEST 2.0+ objective, target beneficiaries are primarily:

- Local non-governmental organisations (NGOs);
- Local civil society organisations (CSOs);
- Local community-based organisations (CBOs);
- Local non-profit organisations;
- Micro-enterprises as defined by the EC¹;
- Local sub-governmental bodies i.e. municipalities, cities of a territory, communal services.

And in special cases:

- Territorial government departments, agencies and their services (see conditions below).

The lead applicant may act **individually or with co-applicant(s)**. Co-applicants must sign and attach the mandate available on the BEST 2.0+ portal. If awarded a grant, the lead applicant will become the beneficiary identified as the Coordinator in the grant contract. The Coordinator is the main interlocutor of the BEST 2.0+ Secretariat. It represents and acts on behalf of any other co-beneficiary (if any) and coordinates the design and implementation of the action. The Coordinator will bear full responsibility for the technical and financial implementation of the project.

An organisation can submit a **maximum of two proposals** as lead applicant and/or co-applicant. Nonetheless, **an organisation can only be awarded one grant as lead applicant**. If two proposals where an organisation is lead applicant successfully pass the assessment steps, only the proposal with the highest score will be retained for the award of a grant.

¹ See https://ec.europa.eu/growth/smes/business-friendly-environment/sme-definition_en

SPECIAL CONDITIONS FOR RESEARCH ORGANISATIONS

A research organisation can apply for funding **as co-applicant**, provided the applicant clearly demonstrates that the research undertaken for the ongoing action is operational and supports tangible conservation or sustainable uses activities on the ground during the lifetime of the project (not fundamental research). The results have to be shared with the OCT relevant authorities and publicly available.

SPECIAL CONDITIONS

FOR UNINHABITED TERRITORIES (i.e. OCTs with no permanent population)

Exceptional access to BEST 2.0+ grants is allowed for:

- Territorial governments departments, agencies and their services;
- Organisations that are based in the region² where the uninhabited territory is located, but that are not regional organisations, under the special condition described below;
- Organisations based in a EU Member State or the UK, under the special condition described below;

In the two later cases, when the project proposal does not include the relevant OCT authority as a co-applicant, the applicant must demonstrate that the proposed project has **the support of the relevant OCT authorities** responsible for the targeted territory (e.g. by submitting an endorsement letter).







FOR OCTS WITH A LOW POPULATION

Exceptional access to BEST 2.0+ grants is allowed for OCT territorial governments and their services when **both** following criteria are met:




- There is a low population, i.e. **< 60 000 inhabitants** and **a population density < 100 pop/km²**;

And

- The project puts a **strong emphasis in the territory on collaboration with local stakeholders** and includes **capacity-building** activities.

Applicant	Eligibility
Local non-government organisations (NGOs), civil society organisations (CSOs), community-based organisations (CBOs), non-profit organisations	
Small socio-professional organisations, SMEs or small for-profit organisations with <10 permanent staff and annual balance or turnover < €2 million	
Research organisations	
Local sub-governmental bodies of an OCT (i.e. municipalities, cities, etc.)	
OCT territorial government departments, agencies and services	
Organisations based in the same region as uninhabited OCTs (see section on uninhabited territories on the previous page)	

² Registered in a OCT or Outermost Region in the same geographical region.

Organisations based in a European Union Member State ³	
Regional Organisations	 Not eligible
International Organisations	 Not eligible

* Individual consultants, sole traders and consultancy firms are **not eligible to be applicant of a project**; they can only be involved in a project as sub-contractors in support of local organisations.



See conditions detailed above.

CONFLICT OF INTEREST AND INELIGIBILITY

Grants will not be awarded to applicants whose staff includes an individual currently employed by, or closely related (i.e. immediate family) to, an IUCN employee, an employee of one of the IUCN collaborators (Regional Focal Points, experts) involved in the management of the BEST 2.0+ Programme or other BEST contracts.

Organisations that are a member of IUCN are eligible to apply for grants provided they can demonstrate their legal and structural independence from IUCN.

Potential applicants may not participate in the call for proposals or be awarded grants if they are in any of the situations listed in [section 2.6.10.1 of the EC Practical Guide](#). In the Applicant Declaration the lead applicant must declare that the lead applicant himself and the co-applicant(s) are not in any of these situations.

ELIGIBLE ACTIVITIES

Eligible activities **must**:

- **Be located in one or more of the EU or UK OCTs;**
- Contribute to the **BEST 2.0+ objectives** with **tangible activities on the ground**;
- Comply with the **BEST 2.0+ and IUCN environmental and social safeguard aspects**;
- Contribute to **tangible and measurable impacts** in terms of the conservation, sustainable development and/or sustainable use of biodiversity and ecosystem services, including ecosystem-based approaches to climate change adaptation or mitigation;
- Encourage **partnership-based approach with local stakeholders**;
- Guarantee **open access to data**, results and all information generated by the project;
- **Not be fundamental research projects**. Proposals that include research activities must support tangible actions using the research the results of which are delivered within the timeframe of the project, i.e. proposal of a practical management plan or new policy, or new protected area design, new natural resources management plan, in vivo pilot site activities implementing the results of the research with new management or improved or adapted conservation actions.

A non-exhaustive list of potential activities:

- | |
|--|
| <ul style="list-style-type: none"> • Improving the status of OCTs' threatened species and their habitats; • Vegetation/habitat mapping for supporting tangible activities on the ground of protection and/or restoration of critical habitat; • Strengthening Protected Area management and/or governance effectiveness (training, new/updated PA management plan, participatory activities); |
|--|

³ Refers to organisations that are registered in a EU Member State or in the UK.

- Support to local stakeholders' initiatives (e.g., local communities and authorities) to help protect/manage biodiversity, ecosystems (e.g. ecosystem management, participatory monitoring);
- Analysis to better understand/quantify the threats on biodiversity for supporting new tangible activities on the ground;
- Socioeconomic studies for supporting the development of new sustainable economic valorisation of biodiversity, ecosystems and ecosystems services (e.g. ecotourism);
- Mitigation of specific threats such as climate change impacts, invasive alien species;
- Traditional solutions promotion and deployment in terms of sustainable management and biodiversity conservation;
- Local and participatory circular economy solutions preserving ecosystems and reducing pressures on biodiversity;
- Sustainable agricultural and fisheries good practices promoting species and habitat conservation; agro-ecological activities (including agroforestry);
- Public awareness, education campaigns, socio-cultural activities, training and capacity building;
- Support to local stakeholders' enhanced participation to biodiversity and sustainable development (e.g. participatory monitoring, eco-sentinels).

INELIGIBLE ACTIVITIES

- The purchase of land, involuntary resettlement of people, or activities that negatively affect physical cultural resources, including those important to local communities;
- Activities adversely affecting individuals and local communities or where these communities have not provided their broad support to the project activities;
- The removal or altering of any physical cultural property (includes sites having archaeological, paleontological, historical, religious, or unique natural values);
- Activities that duplicate work previously funded by BEST or other EU funds;
- Financial support to third parties through sub-grants.

ELIGIBILITY OF COSTS

Only eligible costs will be reimbursed. Eligible costs must be:

- Necessary for the implementation of the project activities;
- Reasonable and justified and consistent with the principles of sound financial management, in particular in terms of value for money and cost-effectiveness;
- 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); expenditure eligible for financing may not have been incurred before the signature of the grant agreement;
- Either actually incurred by the beneficiary and be recorded in his accounts in accordance with the applicable accounting principles, or based on simplified cost options or on the combination thereof;
- Identifiable and verifiable;
- Compliant with the requirements of the applicable tax and social legislation.

Categories of eligible costs

- ✓ Human resources: the costs of personnel working under an employment contract with the beneficiary or an equivalent appointing act and assigned to the project, provided that these costs are in line with the beneficiary's usual policy on remuneration. Those costs include actual salaries plus social security contributions and other statutory costs included in the remuneration.

- ✓ Travel: costs of travel and related subsistence allowances, provided that these costs are in line with the beneficiary's usual practices on travel.
- ✓ Equipment and supplies for the project, provided that the purchases are made in accordance with BEST 2.0+ Procurement Policy and are in line with the national procurement regulations, if applicable.
- ✓ Costs derived from subcontracts, provided that that the purchases are made in accordance with BEST 2.0+ Procurement Policy.

REIMBURSEMENT OPTIONS

Reimbursement of costs can be based on the **actual costs** incurred by the beneficiary(ies), **simplified cost options** or on a combination thereof as appropriate. The choice made is fixed and **cannot be changed** in the course of project implementation.

Simplified cost options (SCO) may take the form of:

- ✓ Unit costs: covering all or certain specific categories of eligible costs which are clearly identified in advance by reference to an amount per unit.
- ✓ Lump sums: covering in global terms all or certain specific categories of eligible costs which are clearly identified in advance.
- ✓ Flat-rate financing: covering specific categories of eligible costs which are clearly identified in advance by applying a percentage fixed ex ante.

Costs should be linked to the project to allow their payment upon achievement of concrete outputs and/or results. The amounts or rates have to be based on estimates using objective data such as statistical data or with reference to certified or auditable historical data of the applicant(s). The costs should fairly correspond to the actual costs incurred and in line with the applicant(s) cost accounting practices. No threshold is applicable.⁴

The use of simplified cost options "unit rate" is allowed for the following cost categories:

- ✓ Human resources
- ✓ Local transportation (use of own vehicles)
- ✓ Per diems for missions (travel)

SCO Expenditure verification: auditors will not check supporting documents to verify the actual costs incurred but they will verify the correct application of the method and formula for the calculation of the cost based on related inputs and relevant quantitative and qualitative information.

At contracting phase, the BEST 2.0+ Secretariat decides whether to accept the proposed amounts or rates on the basis of the provisional budget submitted by the applicants, by analysing factual data of grants carried out in the past by the applicants or of similar actions and by performing checks. If SCO are rejected by the Secretariat, reimbursement will be based on actual costs incurred.

Recommendations to award a grant are always subject to the condition that the checks preceding the signing of the grant contract do not reveal problems requiring changes to the budget (such as arithmetical errors, inaccuracies, unrealistic costs and ineligible costs). The checks may give rise to requests for clarification and may lead the BEST 2.0+ Secretariat to impose modifications or reductions to address such mistakes or inaccuracies. It is not possible to increase the grant amount as a result of these corrections.

It is therefore in the applicants' interest to provide a **realistic and cost-effective budget**. It is not necessary to request the maximum (or close to the maximum) grant amount available.

⁴ For more information, please refer to Annex K of PRAG, the Practical Guide for procurement and grants for EU external actions.

ELIGIBLE INDIRECT COSTS

The indirect costs incurred in carrying out the action may be eligible for flat-rate funding, but the total **must not exceed 7 %** of the estimated total eligible direct costs. Indirect costs are eligible provided that they do not include costs assigned to another budget heading. The lead applicant may be asked to justify the percentage requested before the grant contract is signed. However, once the flat rate has been fixed in the Special Conditions of the grant contract, no supporting documents need to be provided.

CONTRIBUTIONS IN KIND AND INELIGIBLE COSTS

Contribution in kind means the provision of goods or services to a beneficiary free of charge by a third party. As contributions in kind do not involve any expenditure for beneficiaries, they are **not eligible costs**.

The following costs are not eligible:

- Debts and debt service charges (interest);
- Provisions for losses or potential future liabilities;
- Costs declared by the beneficiary(ies) and financed by another action or work programme receiving a European Union (including through EDF) grant;
- Purchases of land or buildings;
- Currency exchange losses;
- Credit or financial support to third parties (sub-granting).

HOW TO APPLY AND THE PROCEDURE TO FOLLOW

This is a **two-stage application process**.

Stage 1: Open call for project **concept notes** (a short application form)

Stage 2: Call for **full proposals by invitation only** (a more comprehensive application form)

Applicants can submit applications **in English or French**. Templates and guidelines are available in both languages. **Hand-written proposals will not be accepted**.

Should you have any questions or encounter any difficulties, please contact your Regional Focal Point or the BEST 2.0+ Secretariat. Contact details and application templates are available online on the [BEST 2.0+ portal](#).

The Regional Focal Points are the first point of contact for the stakeholders and the institutional partners of their respective region for providing information on the BEST 2.0+ programme. They are in charge of addressing queries on the call for proposals, organising capacity-building activities, informing the OCT government representatives about the call and its results, as well as supporting the selected grantees in their reporting and the promotion of the projects in their region. The capacity-building activities aim to support applicants in their preparation, especially on the stakeholders and activities eligibility, the logical framework, the budget and financial rules applicable to BEST 2.0+. They act under the coordination of the BEST 2.0+ Secretariat.

ONLINE APPLICATION

Applications **must be submitted only through the abovementioned BEST 2.0+ online portal**.

- 1) Applicants need to create an account;
- 2) Applicants can fill up the templates offline and then upload the application that can be saved as a draft;
- 3) Once completed, applicants can submit the final version and click on “submit” link.

Please note that once submitted, applications cannot be modified in any way.

Before the submission, applicants should ensure that all the requested information have been entered and all the required documents have been uploaded successfully (see checklist in the application template). Applications can also be deleted if the applicant desires to do so.

However, in case of justified technical difficulties applicants can submit via email to the relevant Regional Focal Point ensuring that the BEST 2.0+ Secretariat (BEST2.0secretariat@iucn.org) is copied in the email. The email containing the complete application documents must be received before the deadline for submission.

CONCEPT NOTE CONTENT

At this stage, only **an estimate of the requested amount** must be provided. A detailed budget is to be submitted in the second phase.

The core elements outlined in the concept note related to the approach, the main objectives and activities may not be modified in the full application. From one stage to another, the requested amount may not vary by more than 20%.The applicants have to answer preliminary questions related to IUCN Environmental and Social Management System (ESMS).

FULL PROPOSAL CONTENT

Preselected applicants (after stage 1) have to complete the full **ESMS questionnaire** (available online) that is compulsory (see conditions below) for enabling the evaluation of the project proposal and will support the environmental and social risk identification and solutions.

COMMON INSTRUCTIONS TO BOTH PHASES

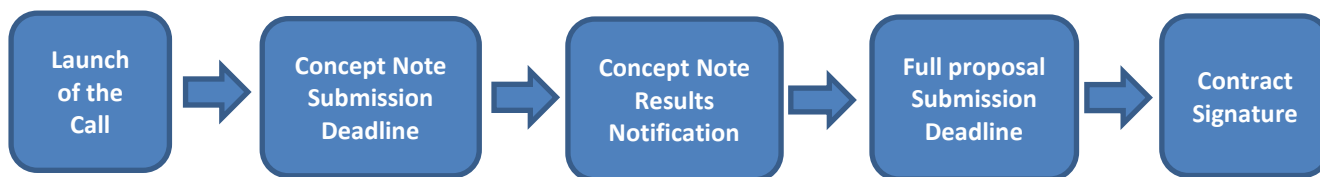
Applicants have to fill in the different sections of the templates, using the same language for both phases.

At each stage, lead applicants must verify that their proposal is complete using the checklist annexed to their application template. Any error or major discrepancy related to the instructions may lead to the rejection of the proposal. Clarifications will only be requested when the information provided is not sufficient to conduct an objective assessment.

In addition to consulting the Frequently Asked Questions (FAQs), clarification questions on the call for proposals can be sent by email to the Regional Focal Points, ensuring the BEST 2.0+ Secretariat is copied in, but no later than 10 working days before the deadline for the submission of proposals, indicating clearly the reference of the BEST 2.0+ 2020 call for proposals. Please note that questions that may be relevant to other applicants, together with answers are published and regularly updated on the BEST 2.0+ portal along with other important notices.

DEADLINE AND TIMELINE

The deadline for the submission of concept notes is **22 October 2020 (at 23:59 Brussels date and time)**. The deadline for the submission of full proposals will be indicated in the letter sent to the lead applicants whose concept notes have been pre-selected. Once the deadline for the call expires, all incomplete applications within the system that have been saved as draft but not submitted will be rejected.



30 (working) days

42 days max.

60 days

42 days max.

	DATE *
Regional information sessions	September 2020 <i>Once the call is launched</i>
Deadline for requesting any clarifications from the BEST 2.0+ Secretariat and Regional Focal Points	08/10/2020
Deadline for submission of concept notes	22/10/2020
Notification of the preselection to submit a full proposal	Between 01/12/2020 and 22/12/2020
Deadline for requesting any clarifications	March 2021 <i>Depending on the notification date</i>
Deadline for submission of full proposals ⁵	March 2021 <i>Depending on the notification date</i>
Notification of the selection of projects by the Board to be awarded a BEST 2.0+ grant	Between 28/04/2021 and 19/05/2021
Contract Signature ⁶	01/07/2021

**Provisional dates. All times are in the time zone of Belgium at 23.59 latest*

EVALUATION AND SELECTION

Proposals will be examined and evaluated by the Regional Advisory Committees bringing together independent experts, the Regional Focal Point and the BEST 2.0+ Secretariat. All proposals will be assessed according to the following steps and criteria:

STEP 1: ADMINISTRATIVE CHECKS AND CONCEPT NOTE EVALUATION

Administrative checks (admissibility/eligibility)

During the administrative check the following will be assessed⁷:

- If the deadline has been met. Otherwise, the proposal will be automatically rejected;
- If the concept note is complete, if any of the requested information is missing or is incorrect, the proposal may be rejected on that **sole** basis it will not be evaluated further;
- If the proposal is respecting the maximum project duration and BEST 2.0+ grant amount.

⁵ The deadline for submitting a full proposal is 60 working days from the date of notification of the preselection. The actual deadline may thus change if the notification is done earlier and will be specified in the letter of notification.

⁶ The signature of the grant agreement may be earlier if the process has been quicker than initially scheduled with an earlier notification of the final results.

⁷ Only the grant application form and the published annexes which have to be filled in will be evaluated.

This includes also a verification of the eligibility of the location and alignment with BEST 2.0+ objectives, as well as the applicant(s) according to the criteria set out in this document. The eligibility verification will be performed on the basis of the supporting documents submitted with the Due Diligence and Financial Capacity Form.

The declaration by the lead applicant will be cross-checked with the supporting documents provided by the lead applicant. Any missing supporting document or any incoherence between the declaration by the lead applicant and the supporting documents may lead to the rejection of the application on that sole basis.

Concept Note Evaluation

The concept notes that passed these checks will be evaluated on the relevance and design of the proposed project, using the evaluation criteria in the evaluation grid below.

Criteria	Maximum Score	Awarded Score	Assessor Comments
1. Relevance (max. 30 points)			
Does the project make a clear demonstration that it is concretely addressing the BEST 2.0+ objectives?	5		
How relevant is the proposal to local and national strategies , and the BEST Regional Ecosystem Profile? ⁸	5		
Are the foreseen activities relevant and tangible enough for achieving the overall objective? Do they present positive impacts during its lifetime?	10		
Is there already a clear approach for the sustainability and replicability of the project?	5		
Does the proposal contain particular added-value elements? To which extent does the proposal integrate elements such as promotion of gender equality and equal opportunities, people with disabilities and youth participation, rights of minorities?	5		
2. Design (max. 20 points)			
How coherent is the overall design of the project? Does the proposal indicate the expected results to be achieved? Does the intervention logic explain the rationale to achieve the expected results?	10		
Are the workforce and timeline realistic? Are the activities feasible and consistent in relation to the expected results (including timeframe)? Are results realistic? Does the design take the risks into account?	5		
Does the project identify all relevant partners and their capacities? How clearly defined and strategically chosen are those involved?	5		
TOTAL	50		

⁸ https://ec.europa.eu/environment/nature/biodiversity/best/regions/index_en.htm

Only the concept notes with a score of **at least 30** will be preselected. In this competitive process, only a limited number of applications will be shortlisted. It is expected that the pre-selection will encompass a number of concept notes up to 150% of the indicative available budget. The preselected ones will subsequently be invited to submit full applicants.

STEP 2: ADMINISTRATIVE CHECKS AND EVALUATION OF FULL PROPOSALS

Administrative checks (admissibility/eligibility)

Administrative checks will be performed alike step 1.

Evaluation of full proposals

Only full proposals that passed the above checks will be evaluated on their quality, including the proposed budget and capacity of the applicants and affiliated entity(ies). They will be evaluated using the evaluation criteria in the evaluation grid below.

Criteria	Maximum Score	Awarded Score	Assessor Comments
1) Relevance and effectiveness (max 20 points)			
1.1 Does the project clearly articulate and explain how it is not only consistent with the objectives of BEST 2.0+ but will as well concretely contribute to them ?	5		
1.2 Does the project clearly articulate how the tangible and measurable impacts will be achieved during the time life of the project ?	10		
1.3 How the project is using the BEST Regional Ecosystem Profiles ? Is it implemented in Key Biodiversity Areas? Does it explain its added-value for supporting local, national policies and strategies?	5		
2) Design and methodology (max 30 points)			
2.1 Is the approach realistic and result oriented ?	10		
2.2 Are the activities well defined and appropriate for achieving the expected results?	10		
2.3 Does the project clearly identify any risks and provide solutions to mitigate/overcome them? ⁹	5		
2.4 Does the project logical framework contain objectively verifiable and appropriate indicators for measuring the achievement of the results (at the impact, outcome, output levels)?	5		
3) Partnership and synergies (max 15 points)			
3.1 Have all of the relevant stakeholders not only been clearly identified but given a proper role in the project in order to maximise the capacities of each organisation? Does it foster intra-territorial cooperation and synergies with other existing projects on the same territory?	10		

⁹ If required, this point will be assessed on the basis of the ESMS questionnaire.

Criteria	Maximum Score	Awarded Score	Assessor Comments
3.2 Does the project support capacity building , experience sharing, and/or enable, foster local partnerships? Does the project enable complementarity with other projects ?	5		
4) Budget and financial coherence (max 15 points)			
4.1 Are the activities appropriately reflected in the budget?	5		
4.2 Is the ratio between the estimated costs and the expected results satisfactory?	10		
5) Added value and sustainability (max 20 points)			
5.1 Is there a clear approach for ensuring the sustainability of the project activities beyond the end of the project and promoting replication? Is there an exit plan?	5		
5.2 Does it include relevant dissemination and communication activities?	5		
5.3 Does the project integrate elements such as promotion of gender equality and equal opportunities, people with disabilities and youth participation, rights of minorities ?	10		
Maximum TOTAL (threshold 65)	100		

The proposals are ranked according to the final score awarded. **The threshold is 65. Proposals with a total score below this threshold will not be suggested for funding to the European Commission.**

Funding will be awarded to the top ranking proposals in each region according to the total score until the whole budget is used. In case of equal scores, the proposal that supports an enhanced geographic representativeness and more geographically balanced support of the BEST 2.0+ programme will be given priority.

ESMS QUESTIONNAIRE

The BEST 2.0+ project proposal forms seek out several elements of the basic project design including environmental and social risks. At the concept note stage, each applicant will be required to answer preliminary questions on these potential risks. If the project is pre-selected and risk(s) had been identified, a dedicated Environmental and Social Management System (ESMS) questionnaire will have to be submitted with the full proposal application. The analysis of this questionnaire will support the Regional Advisory Committee (RAC) in the evaluation of the proposal and more particularly the point of the risks identification and solutions.

The RAC will focus on analysing the information provided by the potential grantee to determine the following aspects related to the environmental and social effects of the project:

- Compliance with BEST 2.0+ and IUCN environmental and social safeguard policies¹⁰;
- Potential for the project to cause adverse environmental impacts;
- Potential for the project to cause adverse social impacts;
- Capacity of the applicant to implement any required safeguard-related measures during the preparation and implementation of the project.

¹⁰ For more details please visit <https://www.iucn.org/resources/project-management-tools/environmental-and-social-management-system>

At the conclusion of the ESMS questionnaire review, the RAC will identify any environmental and social effects of the project and define any safeguard requirements necessary. Information on the findings of the ESMS analysis will be shared with the Board as part of the evaluation report. The intent of this process is to ensure that the environmental and social safeguard issues are well analysed, prevented or mitigated.

NOTIFICATION OF APPLICANTS

After each step, applicants will be informed in writing by the BEST 2.0+ Secretariat about the results of the evaluation of their proposal.

The BEST 2.0+ Secretariat – through the BEST 2.0+ Regional Focal Points – will provide an explanation to all applicants whose proposals are unsuccessful as part of its focus on building capacity. Applicants are encouraged to contact the relevant Regional Focal Point or the Secretariat if they have additional questions about the decision. If the applicant is not satisfied with the response, a grievance may be submitted to the BEST 2.0+ Coordinator at BEST2.0secretariat@iucn.org, or by mail to the following address:

IUCN

BEST 2.0+ Programme Secretariat

Attn: BEST 2.0+ Coordinator

28, Rue Mauverney, 1197 Gland, Switzerland

THE AWARD DECISION

Following the Board award decision, the beneficiary(ies) will be notified and offered a contract based on the standard grant agreement. By signing the proposal application form the applicants agree, if awarded a grant, to accept the contractual conditions of the standard grant contract.

USEFUL LINKS

All relevant BEST 2.0+ documents, the application forms and Frequently asked Questions (FAQs) can be found on the [BEST2.0+ portal](#).

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Annexes to the Guidelines

ANNEXES

For the Concept Note stage

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ANNEX 1: CONCEPT NOTE TEMPLATE

The two first parts of your Concept Note – 1. Overall presentation and 2. Organisation – will be filed in on the BEST 2.0+ portal. In addition, you will need to download the Concept Note template (Word format) to fill in the project description.

1. Overall presentation of the project			
Reference of the proposal: <i>Available on the BEST 2.0+ portal</i>			
Project title:			
Region: <i>The region where the project will take place</i>			
Geographic scope: <i>The site where the project will take place</i>			
Start date: <i>At the earliest the day of the contract signature</i>		<i>DD/MM/202Y</i>	End date: <i>JJ/MM/202Y</i>
Duration (in months): <i>19 months maximum. No extension will be granted</i>			
Main BEST 2.0+ objective addressed by the project <i>Select <u>only one objective</u></i>			
<input type="checkbox"/>	1. Conservation of biodiversity and ecosystem services		
<input type="checkbox"/>	2. Sustainable use of biodiversity, natural resources and ecosystem services		
<input type="checkbox"/>	3. Ecosystem-based climate change mitigation and adaptation		
Secondary BEST 2.0+ objectives addressed by the project <i>Optional - select, if relevant, one or the two other objectives that differ from the main objective selected</i>			
<input type="checkbox"/>	1. Conservation of biodiversity and ecosystem services		
<input type="checkbox"/>	2. Sustainable use of biodiversity, natural resources and ecosystem services		
<input type="checkbox"/>	3. Ecosystem-based climate change mitigation and adaptation		
Requested Grant Amount:		€	
Project Summary <i>Maximum 150 words</i>			

2. Organisation

Organisation legal name:	
Common name of the organisation/acronym: <i>(if any)</i>	
Address:	
Website: <i>(if any)</i>	

Project leader contact details
Main referent for the BEST 2.0+ Secretariat

Name/Surname:		Email:	
Job title:		Phone:	

A CV of the project leader must be uploaded together with the concept note

Type of organisation
Select the relevant type of organisation corresponding to your situation

- Local NGOs, CSOs, CBOs, non-profit organisations
- Small socio-professional organisations, SMEs, small for-profit organisations
- Research organisations
- OCT local sub-governmental bodies
- OCT territorial government departments, agencies and services
- Organisations based in the same region as uninhabited OCTs
- Organisations based in a Member State

Presentation of your organisation and role in the project
Maximum 250 words

Is there any co-applicant? <i>If yes, please complete the information below</i>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
---	------------------------------	-----------------------------

Co-applicant 1 *Add as many lines as co-applicants*

Organisation legal name:	
Type of organisation: <i>Choose among the relevant types of organisation above</i>	

Presentation of the organisation and role in the project
Maximum 200 words

Applicant(s) capacities: describe the relevant technical experience and competences of your organisation(s) that demonstrate your capacities to ensure a good implementation of the project (this includes management experience of similar projects as well as the technical and financial management of your organisation(s)).
400 words max.

Are your organisation and/or your co-applicant(s) involved in other projects submitted to this call as lead or co-applicant(s)? <i>An organisation can submit a maximum of two proposals</i> <i>If yes, please complete the information below</i>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Project title and reference:		
Did your organisation and/or your co-applicant(s) already benefit from a BEST grant as lead or co-applicant?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Project title and reference:		

3. Project Description

Explain in the sections below the relevance of your proposal and detail how the project is designed in a **maximum of 1,500 words**.

1. Context

Give the background/context of the project in a concise manner; describe the current situation, the nature of the problem and why it is important to address it.

2. Objectives

Explain the objectives of the project and how the above-mentioned issue(s) will be addressed.

3. Relevance to BEST 2.0+

Describe shortly the relevance of the project to the objectives and priorities of the BEST 2.0+ Programme, including the [Regional Ecosystem Profile](#).

4. Activities

Indicate the expected results and the activities proposed. Outline the intervention logic (how the activities will lead to the results and the objective of the project).

5. Timeline, risks and resources

Indicate the expected timeline and human resources to be mobilised. Specify the main risks (and assumptions) toward the achievement of your project and how these will be mitigated.

6. Partnerships and stakeholders

Describe the key local actors. Who is targeted by the project? What partnership(s) is being set-up for the project? Which organisation(s) has been consulted?

--

7. Sustainability and added value

Indicate how the sustainability of the project will be ensured and how it could be replicated. Describe whether the project includes specific added-value elements and integrate cross-cutting issues (such as gender equality).

--

<p>8. Foreseen distribution of the Grant (in % of the total amount): <i>Detail here the overall foreseen distribution among cost categories</i></p>	Cost category	Distribution
	Human Resources	%
	Travel	%
	Equipment and supplies	%
	Other costs and services	%

Environmental and Social Management System (ESMS) Preliminary Questions

*Projects supported by BEST 2.0+ are screened for environmental and social risks. Please describe how the project will address potential issues regarding ESMS standards and principles by answering the following questions in a **maximum of 300 words per question**.*

Please note that if your project is preselected, you will be requested to submit a full ESMS questionnaire in the case of confirmed risks together for a full proposal.

<p>1. Will the project activities be implemented on a territory or area of indigenous peoples?</p>	<p><input type="checkbox"/> No</p>	<p><input type="checkbox"/> Yes <i>Please describe the consultation held with representatives of indigenous communities and share a copy of the report or how you are planning such consultation</i></p>
<p>2. Will the project activities include enforcement of protected area regulations or include restricting access to resources?</p>	<p><input type="checkbox"/> No</p>	<p><input type="checkbox"/> Yes <i>Please explain whether assessments have been already conducted to understand potential impacts on the livelihoods of local communities and upload a copy. If impacts have been identified, explain how these will be mitigated</i></p>
<p>3. Will the project activities avoid risks of exacerbating existing gender-related inequalities, including gender-based violence, and seize opportunities to address gender gaps or support women empowerment?</p>	<p><input type="checkbox"/> No</p>	<p><input type="checkbox"/> Yes <i>Please explain</i></p>
<p>4. Will the project activities include any light infrastructure construction or rehabilitation (trails, access roads, towers, visitor centres etc.)?</p>	<p><input type="checkbox"/> No</p>	<p><input type="checkbox"/> Yes <i>Please describe</i></p>
<p>5. Will the project activities use pesticides, include translocation of species, or undertake forestry activities (for example: forest restoration and plantation, including the use of non-native species)?</p>	<p><input type="checkbox"/> No</p>	<p><input type="checkbox"/> Yes <i>Please provide detailed justification and clarify how the project will manage any risks associated with these activities</i></p>

ANNEX 2: DUE DILIGENCE AND FINANCIAL CAPACITY QUESTIONNAIRE

In order that IUCN may ascertain your capacity to administer BEST 2.0+ funds received, you are kindly requested to complete this due diligence and financial capacity questionnaire. You will need to download the template (Word format) to do so. Please add all the required supporting documents to your application. All information submitted will be treated confidentially and will not be disclosed to any third parties unless required by law.

If your organisation is a public body, please ignore questions marked with an asterisk (*).

1. ORGANISATION INFORMATION

a. Official name of organisation

--

b. Type of organisation:

Please tick most appropriate option in each column below:

- | | |
|---|---|
| <input type="checkbox"/> For profit | <input type="checkbox"/> Incorporated company |
| <input type="checkbox"/> Not-for-profit / NGO | <input type="checkbox"/> Limited liability company |
| <input type="checkbox"/> Government agency | <input type="checkbox"/> Sole proprietary company |
| | <input type="checkbox"/> Partnership |
| | <input type="checkbox"/> Registered charity |
| | <input type="checkbox"/> Community Network |
| | <input type="checkbox"/> Other (please specify below) |

--

c. Founding documents:

- i. In what country/countries is your organisation constituted by an appropriate instrument of national law? Please provide copy of statutes or similar founding document, for example a decree for public bodies.

Country	Title of founding document

- ii. Please confirm that you are able to operate in the country/-ies of the action and provide supporting documentation (e.g. MoU or letter of endorsement from a relevant government agency)¹¹

Country	Title of founding document

¹¹ Please note that if you expect to be working with IUCN on other actions than the current one, you may wish to add countries not relating to this action, and the relevant documentation, in order to avoid having to update the form each time.

d. Ownership details (applicable to “For Profit” organisations only).

Please indicate name of owners and percentage (%) ownership below:

--

2. GOVERNANCE*

a. Governing Body:

Please indicate whether the organisation is governed by:

- | | |
|---|--|
| <input type="checkbox"/> Board of Directors | <input type="checkbox"/> Executive Committee |
| <input type="checkbox"/> Other | <input type="checkbox"/> No governing body |

(please specify below)

--

b. Is the Governing Body responsible for financial oversight of the organisation?

- | | |
|------------------------------|-----------------------------|
| <input type="checkbox"/> Yes | <input type="checkbox"/> No |
|------------------------------|-----------------------------|

3. LEGAL*

Regulatory filings:

Is the organisation currently fully compliant and up-to-date with all tax, registration and social security obligations?

- | | |
|------------------------------|-----------------------------|
| <input type="checkbox"/> Yes | <input type="checkbox"/> No |
|------------------------------|-----------------------------|

If no, please provide details below:

--

NOTE: If the proposed contract is with one of the following IUCN offices, please provide certification of tax and social security compliance:

ORMACC – Regional Office for Mexico, Central America and the Caribbean;
 SUR – Regional Office for South America

4. FINANCIAL

a Audit:

Does the organisation have an annual audit performed by an independent external auditor or by internal auditor for public bodies?

- | | |
|------------------------------|-----------------------------|
| <input type="checkbox"/> Yes | <input type="checkbox"/> No |
|------------------------------|-----------------------------|

If yes, please provide a copy of the latest auditor’s annual report and management letter. *If the audit report does not relate to the most recent financial year please explain why.*

--

If you do not have an independent annual audit, or if your independent audit report does not include your Financial Statements:

i. Does the organisation prepare annual financial statements?

Yes No

If no, please provide explanation below:

ii. Please provide a copy of the organisation's annual financial statements covering the past two years.

b. Financial principles and systems:

i. What computerized accounting software system does the organisation use?

ii. Does the organisation's accounting system separately record and track income and expenditure for each individual project, grant, or contract?

Yes No

iii. Does the organisation have written policies for the following – please provide copies or web link:

Accounting	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
Procurement	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
Code of conduct, ethics, bribery & corruption (including coverage of conflict of interest)	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No

c. Debt:*

Does the organization have any debt relating to:

Bank loans	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
Bank overdraft	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
Other debt	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No

If yes, please provide details below:

d. Insurance:*

Please tick the insurance policies and the level of coverage the organisation has below:

Third party liability	Amount
Office building	Amount
Vehicles	Amount
Other insurance	Please provide details:

e. Bank accounts and funds control:*

i. Does the organisation have any bank accounts held in the name of individuals (instead of the name of the organisation)?

Yes No

If yes, please provide details below:

--

ii. Are at least 2 authorized bank signatories required on all payments above a certain value as determined by organisational policy?

Yes No

Please provide details below, including of any alternative bank and/or payment controls:

--

iii. Will any grant funds be kept outside a bank account?

Yes No

If yes, please explain the amount of cash to be kept and the name and position/title of the person responsible for safeguarding cash.

--

f. Financial Capacity:

i. State below the operating budget for the past two financial years, and the estimate for the current year in your organisation's reporting currency.

This year	
Last year	
Two years ago	

ii. Has your organisation received funding from governments or multi-lateral institutions in the past two years?*

Yes No

iii. What percentage of the organisation's annual income is provided by grant funding?*

0-30% 51-75%
 31-50% 76-100%

iv. Please list your main donors for the past two years:* (amounts, name of donors and for how long.)

--

5. MANAGEMENT and PERSONNEL

a. Financial personnel:

Are the organisation's financial transactions recorded into the company's financial system and overseen by:

Qualified full-time finance personnel Non-finance personnel
 Qualified part-time finance personnel Other than staff (external)

b. Please indicate the total number of full-time staff employed by the organisation.

>20 1-5

6-20 0

c. Personnel time management recordkeeping:

Does the organisation have a staff timesheet record keeping system?

Yes No

If yes, please provide a copy of your organisation's timesheet form.

6. INTERNAL CONTROLS and RECORDS KEEPING

a. Do you have established prior approval procedures for major purchases?

Yes No

b. Do you keep invoices and vouchers for all payments made out of grants funds?

Yes No

c. Will your organisation be able to keep accounting records including invoices, vouchers and timesheets for at least ten years after the final financial report is submitted?

Yes No

d. Briefly describe your organisation's system for filing and keeping supporting documentation.

e. Does your organisation have adequate segregation of duties?

i. Does the person who makes entries into the accounting system also prepare the payments?

Yes No

ii. Does the person who makes entries into the accounting system also approve the payments and is he or she a bank account signatory?

Yes No

iii. Is the person who manages a procurement process sometimes also the recipient of the goods/services?

Yes No

If your answer is 'yes' to any of the above, please provide an explanation of how your organisation mitigates the associated risks.

7. RELATIONSHIPS

a. Is the organisation a member of IUCN?

Yes No

b. Has the organisation previously worked with IUCN?

Yes No

If yes, please provide details below:

Checklist - Additional Documentation Requested

To assist in ensuring your due diligence submission is complete, the following checklist of additional documents that you may be required to provide is shown below for your benefit. Please check those boxes that apply regarding additional documents that will be submitted to accompany your completed Due Diligence and Financial Capacity Questionnaire.

- 1(c)(i) Articles of Incorporation, Constitution, Statutes, Government Decree, as appropriate, etc.
- 1(c)(ii) Organisation in-country registration certificate (if applicable).
- 3 Certification of tax and social security compliance (if required).
- 4(a) Audit report and annual financial statements.
- 4(b)(iii) Accounting, Procurement and Code of Conduct Policies.
- 5(c) Timesheet form.

IUCN may request additional documents/information based on the nature of the action and the answers you have provided above.

ANNEX 3: APPLICATION DECLARATION

The applicant, represented by the undersigned, being the authorised signatory of the applicant, in the context of the present call for proposals, hereby declares that:

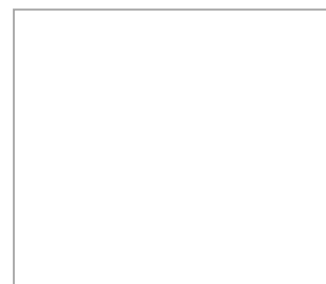
- the applicant has sufficient financial capacity to carry out the proposed action or work programme;
- the applicant certifies the legal statutes of the applicant as reported in the application;
- the applicant has the professional competences and qualifications specified in the BEST 2.0+ Guidelines for Applicants;
- the applicant undertakes to comply with the principles of good partnership practice;
- the applicant is directly responsible for the preparation, management and implementation of the project and is not acting as an intermediary;
- The applicant is not in any of the situations, which are listed below excluding them from participating in contracts. Furthermore, it is recognised and accepted that if the applicant participates in spite of being in any of these situations, they may be excluded from other contracts:
 - they are bankrupt or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities, are the subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
 - they, or persons having powers of representation, decision making or control over them, have been convicted of an offence concerning their professional conduct by a judgment of a competent authority of the country of the contracting authority, of the country in which they are established and of the country where the contract is to be performed, which has the force of res judicata (i.e. against which no appeal is possible);
 - they have been guilty of grave professional misconduct proven by any means which the contracting authority can justify, including by decisions of international organisations;
 - they are not in compliance with their obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which they are established or with those of the country of the contracting authority or those of the country where the contract is to be performed;
 - they, or persons having powers of representation, decision making or control over them, have been the subject of a judgment which has the force of res judicata for fraud, corruption, involvement in a criminal organisation, money laundering or any other illegal activity;
- the applicant is eligible in accordance with the criteria set out in the BEST 2.0+ Guidelines for Applicants;
- if recommended to be awarded a grant, the applicant accepts all the contractual conditions as laid down in the Standard Contract.
- the applicant is aware that, for the purposes of safeguarding the financial interests of the EU, their personal data may be transferred to internal audit services, to the European Court of Auditors, to the Financial Irregularities Panel or to the European Anti-Fraud Office. The applicant is fully aware of the obligation to inform immediately the BEST 2.0+ Secretariat to which this application is submitted if the same application for funding made to other sources has been approved by them after the submission of this grant application.

Name of the authorised representative: _____

Position: _____

Date: _____

Signature: _____



ANNEX 4: CO-APPLICANT MANDATE

The co-applicant authorises the Applicant <insert the name of the lead applicant organisation> to submit on their behalf the present application form and to sign the standard grant contract with IUCN as well as, to be represented by the Applicant in all matters concerning this grant contract.

I have read and approved the contents of the proposal submitted to IUCN. I undertake to comply with the principles of good partnership practice.

Name: _____

Position: _____

Date: _____

Signature : _____



ANNEX 5: FULL PROPOSAL TEMPLATE

In addition to the project description for which you need to [download the Full Proposal Template](#) (Word version), an overall presentation of your project as well as information about your organisation from the Concept Note stage need to be updated on the BEST 2.0+ portal.

Project Description

In your Full Proposal, you should explain the relevance of your proposal, its design and methodology, as well as its added value, sustainability and partnership aspects.

1. Relevance and effectiveness

1.1 BEST 2.0+ objectives

Explain how the project objective will concretely contribute to the main and complementary BEST objective(s).

Maximum 300 words

1.2 Expected results and impacts

Highlight tangible expected impacts during the lifetime of the project; ensure that expected results are defined using the SMART approach: Specific, Measurable, Achievable, Realistic and Timely.

Maximum 300 words

1.3 Policy relevance

Highlight in a concise manner the relevance of the project with the BEST Regional Ecosystem Profiles, Key Biodiversity Areas and with the national and local policies and strategies, as well as with the [Overseas Association Decision](#).

Maximum 200 words

2. Design and methodology

2.1 Activities

Present, list and detail the activities and their relevance to reach the expected results. Present also the feasibility, in line with budget and timeline.

Maximum 400 words

Expected result 1:	
Activity 1.1:	
Activity 1.2:	
Activity 1.3:	
Expected result 2:	
Activity 2.1:	
Activity 2.2:	
Activity 2.3:	
Expected result 3:	
Activity 3.1:	
Activity 3.2:	
Activity 3.3:	
<i>[Add further lines when necessary]</i>	

2.2 Project schedule
Complete the planning of activities below

Month	1	2	3	4	5	6	7	8	9	10	11	12	13	...
Expected Result 1														
Activity 1.1 <i>example</i>	█	█	█	█										
Activity 1.2 <i>example</i>				█	█	█	█	█	█	█	█	█		
Activity 1.3 <i>example</i>			█	█	█	█	█	█	█	█	█			
Expected Result 2														
Activity 2.1														
Activity 2.2														
Activity 2.3														
Expected Result 3														
Activity 3.1														
Activity 3.2														
Activity 3.3														
<i>[Add further lines and columns when necessary]</i>														

2.3 Risks
List below the risks linked to the project as well as their probabilities of occurrence, impact level and mitigation actions.

Risk description	Probability of Occurrence (H/M/L)*	Impact on the project (H/M/L)*	Mitigation action(s)
<i>[Add further lines when necessary]</i>			

* High/Medium/Low

2.4 Logical Framework

To be filled on the BEST 2.0+ portal (template available online).

2.5 Legal framework

Precise if you have all necessary authorisation to implement the activities in line with local, national and international regulations; in particular if you are working with protected species, in protected areas and/or collecting any biomaterial (such as seeds) or if commercial benefits are expected. Enclose the relevant authorisations.

Maximum 200 words

3. Partnership and synergies

3.1 Stakeholders

Present the stakeholders involved, their roles, activities and expected contribution with the modalities of collaboration during the project implementation.

Maximum 300 words

3.2 Capacity building and local partnership(s)

Describe how the project will contribute to local capacity building, to share experiences and develop collaborations.

Maximum 200 words

3.3 Intra-territorial cooperation and synergy

Describe the synergies and complementarities with other projects on the same OCT, in particular with the ones benefiting from a European support that will contribute to and enhanced intra-territorial cooperation, coherence.

Maximum 200 words

4. Budget

Complete the budget using the template available and upload it on the BEST 2.0+ portal.

5. Added value and sustainability

5.1 Sustainability and replicability

Describe how the project will maintain its benefits after the project has been completed and the envisaged replicability measures.

Maximum 200 words

5.2 Communication and visibility

List the communication and dissemination activities that will be implemented: How will the project engage with the targeted audience(s)? What are the key messages? What are the expected results?

Maximum 300 words

5.3 Gender equality and equal opportunities

Highlight how the project will take into account gender equality and equal opportunities, the needs and rights of people with disabilities, youth, minorities and indigenous peoples.

Maximum 200 words

ANNEX 6: GUIDELINES ON INDICATORS

1) OBJECTIVE

In order to evaluate the impacts of BEST 2.0+ funded projects, its Secretariat has set up these guidelines to assist applicants in the **definition, tracking and reporting of indicators**. The aim of indicators is to present in a **synthetic, measurable and monitored** way the progress and impacts achieved **at project level** and at **BEST programme level**.

2) HOW TO SET GOOD INDICATORS?

The definition of indicators are a key component of the project **logical framework**.

For each **targeted result**, you will have to **define at least one indicator** and its associated verification mean. The indicator should allow to measure if and to what extent the targeted result has been reached. Indicators definition should follow the SMART approach:

- **Specific:** precise and adapted to the targeted result.
- **Measurable:** quantifiable and unambiguous so as to be understandable by all.
- **Achievable:** in line with resources available (time, budget, etc.) and easy to track.
- **Realistic:** relevant and in line with the targeted result.
- **Timely:** defined in time.

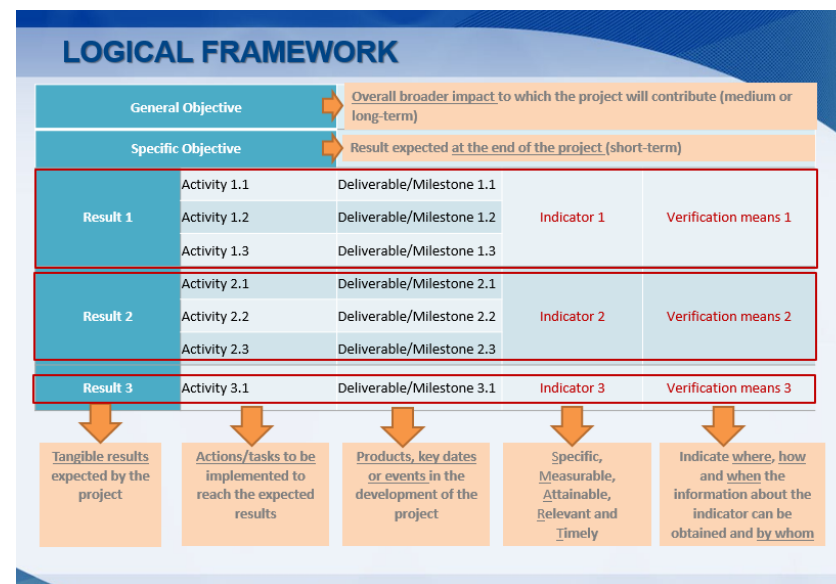
We invite you to refer to the **BEST indicators – generic list below** and use it as a basis to define the specific indicators of your project.

Each indicator should be **objectively verifiable** through a **reliable mean of verification**. The mean of verification indicates **where** and **how** the information can be obtained. It should also detail **who** will be in charge of reporting and at what **frequency or when** an updated would be available.

In the **periodic and final reporting** of the project, update about the indicators will be requested to assess progress towards the targeted result as to measure the impact. The reporting will be organised by the BEST Secretariat during the lifetime of the project.

3) BEST INDICATORS – GENERIC LIST

The list below classifies generic BEST indicators into two main categories. This list is not exhaustive but should serve as a basis for the definition of your project indicators. It can be adapted to your project but you are expected to provide the same level of information.



Conservation of biodiversity, sustainable use of ecosystem services, climate change	Capacity building and visibility
<p>Biodiversity</p> <p><u>Species</u></p> <p># species with an updated assessment/inventory thanks to the project</p> <p># new species assessed</p> <p># endangered species benefiting from protection measures</p> <ul style="list-style-type: none"> • # endangered endemic species benefiting from protection measures <p><u>Habitats and ecosystems</u></p> <p>Total area (<i>in km²</i>) assessed</p> <ul style="list-style-type: none"> • Total area (<i>in km²</i>) newly assessed ○ Total marine and coastal areas (<i>in km²</i>) ○ Total terrestrial and freshwater areas (<i>in km²</i>) • Total area (<i>in km²</i>) with an updated assessment ○ Total marine and coastal areas (<i>in km²</i>) ○ Total terrestrial and freshwater areas (<i>in km²</i>) <p>Total area (<i>in km²</i>) under new or improved conservation status</p> <ul style="list-style-type: none"> • Total marine and coastal area (<i>in km²</i>) • Total terrestrial and freshwater area (<i>in km²</i>) <p>Total restored area (<i>in km²</i>)</p> <ul style="list-style-type: none"> • Total marine and coastal area (<i>in km²</i>) • Total terrestrial and freshwater area (<i>in km²</i>) <p>Total area (<i>in km²</i>) under sustainable management</p> <ul style="list-style-type: none"> • Total marine and coastal area (<i>in km²</i>) • Total terrestrial and freshwater area (<i>in km²</i>) <p><u>Threats</u></p>	<p>Local empowerment</p> <p># people involved in the project implementation</p> <ul style="list-style-type: none"> • # jobs supported and new positions created ○ # youth¹² employed ○ # women employed ○ # persons with disabilities employed • # volunteers involved ○ # youth/students involved ○ # women involved ○ # persons with disabilities employed <p>Sustainability</p> <p><u>Continuation</u></p> <p># activities lasting beyond the end of the grant with external additional funding</p> <p># activities lasting beyond the end of the grant without additional funding</p> <p><u>Collaborations</u></p> <p># collaborations initiated or strengthened within the territory</p> <ul style="list-style-type: none"> • # collaborations initiated within the territory • # collaborations strengthened within the territory <p># regional collaborations initiated or strengthened</p> <ul style="list-style-type: none"> • # regional collaborations initiated • # regional collaborations strengthened <p><u>Policy and legislative changes</u></p> <p># new policy and legislative acts proposed by the project</p> <p># new policy and legislative acts adopted/being adopted</p>

¹² Defined by the UN as ≥15 and ≤ 24 years old.

<p># invasive alien species impacted by new or enhanced prevention and control measures</p> <ul style="list-style-type: none"> • # IAS animals impacted • # IAS plants impacted <p>Total area (<i>in km²</i>) covered by IAS-related activities</p> <p>Sustainable use of natural resources and ecosystem-based services</p> <p>Area (in km²) of agriculture, forestry, and aquaculture/fishery under sustainable management</p>	<p>Outreach and awareness raising</p> <p># education and awareness-raising events organised</p> <p># people with improved scientific and technical knowledge thanks to trainings</p> <ul style="list-style-type: none"> • # youth satisfied by the training • # women satisfied • # persons with disabilities satisfied <p># people reached/sensitised by awareness activities</p> <p># interventions in the media and social networks</p> <p># people reached by interventions in the media and social networks</p> <p># publications</p> <ul style="list-style-type: none"> • # scientific publications and academic reports • # mainstream publications (brochures, posters, flyers, etc.)
---	---

4) BEST INDICATORS & INTERNATIONAL OBJECTIVES

Indicators defined at project level will contribute to two types of international objectives: **Sustainable Development Goals** and **Aichi biodiversity Targets**. When defining the project indicators in the logical framework of the proposal, you will be invited to link your indicators with these international objectives.



A. SUSTAINABLE DEVELOPMENT GOALS (SDGS)

Set by the United Nations General Assembly in 2015, the Sustainable Development Goals are a collection of 17 goals part of the 2030 agenda aiming at addressing the global challenges, including poverty, inequality, climate change, environmental degradation. [More information on the UN dedicated website.](#)

	SDG 1: End poverty in all its forms everywhere		SDG 10: Reduce inequality within and among countries
	SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture		SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable
	SDG 3: Ensure healthy lives and promote well-being for all at all ages		SDG 12: Ensure sustainable consumption and production patterns
	SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all		SDG 13: Take urgent action to combat climate change and its impacts
	SDG 5: Achieve gender equality and empower all women and girls		SDG 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development
	SDG 6: Ensure availability and sustainable management of water and sanitation for all		SDG 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
	SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all		SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
	SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all		SDG 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development
	SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation		

B. AICHI BIODIVERSITY TARGETS

The Strategic Plan for Biodiversity 2011-2020 is a ten-year framework for action by all countries and stakeholders to save biodiversity and enhance its benefits for people. It is comprised of 20 ambitious yet achievable targets, collectively known as the Aichi Targets. [More information on the Convention on Biological Diversity website.](#)

Strategic Goal A: Address the underlying causes of biodiversity loss by mainstreaming biodiversity across government and society	
Target 1	Awareness increased
Target 2	Biodiversity values integrated
Target 3	Incentives reformed
Target 4	Sustainable consumption and production
Strategic Goal B: Reduce the direct pressures on biodiversity and promote sustainable use	
Target 5	Habitat loss halved or reduced
Target 6	Sustainable management of marine living resources
Target 7	Sustainable agriculture, aquaculture and forestry
Target 8	Pollution reduced
Target 9	Invasive alien species prevented and controlled
Target 10	Pressures on vulnerable ecosystems reduced
Strategic Goal C: To improve the status of biodiversity by safeguarding ecosystems, species and genetic diversity	
Target 11	Protected areas increased and improved
Target 12	Extinction prevented
Target 13	Genetic diversity maintained
Strategic Goal D: Enhance the benefits to all from biodiversity and ecosystem services	
Target 14	Ecosystems and essential services safeguarded
Target 15	Ecosystems restored and resilience enhanced
Target 16	Nagoya Protocol in force and operational
Strategic Goal E: Enhance implementation through participatory planning, knowledge management and capacity building	
Target 17	National biodiversity strategies and action plans (NBSAPs) adopted as policy instrument
Target 18	Traditional knowledge respected
Target 19	Knowledge improved, shared and applied
Target 20	Financial resources from all sources increased

ANNEX 7: LOGICAL FRAMEWORK TEMPLATE

To be completed online by the applicant on the BEST 2.0+ portal using the BEST indicators with the corresponding SDGs.

Project title:				
Organisation:				
Impact (Overall Objective) <i>Medium or long term impact to which the project will contribute</i>				
Outcome(s) (Specific Objective(s)) <i>Behavioural and institutional changes resulting from the project</i>	Indicator(s) <i>Each indicator should be defined applying the SMART approach: Specific, Measurable, Achievable, Realistic and Timely</i>	Baseline <i>The value of the indicator(s) prior to the intervention (including reference year)</i>	Targets <i>The intended final value of the indicator(s)</i>	Means of verification <i>Indicate where, how and when the information about the indicator can be obtained and by whom</i>
Outputs <i>Tangible results delivered by the project</i>	Indicator(s)	Baseline	Targets	Means of verification
Result 1:				
Result 2:				
Result 3:				
Result 4:				

* Simplified version of the Logical Framework

ANNEX 8: ESMS QUESTIONNAIRE

To answer the ESMS questionnaire, please [download the template online](#).

Instructions:

- To be completed by the applicant: please answer all the questions, except when instructed to skip to a question or to the next section
- When answering a “Yes / No” question, please tick the box
- When a box is provided for more details, please type your answer in the box. Please give as much details as you feel is appropriate (you may be asked to provide additional details if necessary)
- If you have any difficulty answering any questions, please contact your BEST 2.0+ Regional Focal Point

Potential Impacts Related to ESMS Standards

Involuntary Resettlement and Access Restrictions

1. Does the project include activities that might restrict peoples' access to land or natural resources and as such might impact livelihoods?

Potential activities include:

- designating new Protected Areas or enlarging the boundaries of existing ones;
- developing Protected Area management plans that include use restrictions;
- assessing impact of resource use to as an input for defining changes of management plans
- improving enforcement of Protected Area regulations (e.g. training guards, providing monitoring and/or enforcement equipment, providing training/tools for improving management or anti-poaching effectiveness);
- constructing physical barriers that prevent people accessing certain places;
- changing how specific natural resources are managed – to a management system that is more restrictive on how the resources are used;

*If you answered Yes to Questions 1, please answer the questions in the rows below.
If you answered No, please skip to Section B2.*

Yes / No

Reviewer comment

Standard Triggered? Yes / No / TBD

Comment:

If possible indicate probability (unlikely, likely, almost certain) and magnitude (minor, moderate, major) of the identified impacts.

Are further assessments required to better understand the impacts and identify mitigation measures? What specific topics are to be assessed?

Have measures for avoiding impacts already been considered? Are they sufficient?

Action(s) required:

<p>2. Explain whether assessments have been undertaken to understand potential impacts on the livelihood of local communities.</p> <p><i>Please specify the groups affected by restrictions (including women and ethnic/indigenous groups) and provide details about impacts.</i></p>		
<p>3. If impacts have been identified, have options been considered to avoid restrictions?</p> <p><i>Please explain.</i></p>		
<p>4. If this is not possible, will the project include measures to minimize negative impacts (e.g. access to alternative resources or support to develop alternative livelihood/ income sources)?</p> <p><i>Please describe the measures.</i></p>		
<p>Indigenous Peoples</p>		
<p>1. Will the project activities be implemented in an area or territory inhabited by or used by indigenous peoples, tribal peoples, or other traditional peoples?</p> <p><i>Indigenous peoples include:</i></p> <ul style="list-style-type: none"> a. <i>People who identify themselves as being indigenous;</i> b. <i>Tribal peoples whose social, cultural, and economic conditions distinguish them from other sectors of society, and whose status is regulated by their own customs/traditions, or by special laws/regulations;</i> c. <i>Traditional peoples not necessarily called indigenous or tribal, but who share the same characteristics (see b., above), and whose livelihoods are closely connected to ecosystems and ecosystem goods and services.</i> <p><i>If Yes, go to Question 3.</i> <i>If No, go to Question 2.</i></p>	<p><input type="checkbox"/> Yes / <input type="checkbox"/> No</p>	<p>Reviewer comment Standard Triggered? <input type="checkbox"/> Yes / <input type="checkbox"/> No / <input type="checkbox"/> TBD</p> <p>Comment: If possible indicate probability (unlikely, likely, almost certain) and magnitude (minor, moderate, major) of the identified impacts.</p> <p>Are further assessments required to better understand the impacts and identify mitigation measures? What specific topics are to be assessed?</p> <p>Have measures for avoiding impacts already been considered? Are they sufficient?</p>
<p>2. Even if indigenous peoples are not found at the project site, is there still a risk that the project could affect the rights and livelihoods of indigenous peoples?</p> <p><i>If Yes, go to Question 3.</i> <i>If No, go to Section B3</i></p> <p>-</p>	<p><input type="checkbox"/> Yes / <input type="checkbox"/> No</p>	<p>Action(s) required:</p>
<p>3. Describe the indigenous groups present in the project site, or likely to be affected by the project. <i>Include information on:</i> <i>-their geographic distribution in relation to the project area</i></p>		

<p>- their use of (and dependency on) natural resources; - their characteristics that qualify them to be considered indigenous peoples, including how they identify themselves and how they are referred to by the Government (i.e. indigenous peoples, minorities, tribes, etc.).</p>		
<p>4. Have you already consulted with the relevant indigenous peoples to discuss the project and its activities and support a better understanding of potential impacts upon them?</p> <p><i>Please provide details</i></p>	<input type="checkbox"/> Yes / <input type="checkbox"/> No	
<p>5. Is there a risk that project activities might affect the livelihood of the indigenous peoples/local communities?</p> <p><i>If Yes, how will you avoid or mitigate these impacts?</i></p>	<input type="checkbox"/> Yes/ <input type="checkbox"/> No	
<p>Cultural Heritage</p>		
<p>1. Will the project be implemented in an area that includes: - important* cultural resources such as burial sites, buildings, or monuments of archaeological, historical, artistic, religious, spiritual, or symbolic value? - any natural features or resources that are of cultural, spiritual, or symbolic significance (such as sacred natural sites, ceremonial areas, or sacred species)?</p> <p><i>(*as recognized either through an official designation, or through the perception of local communities)</i></p>	<input type="checkbox"/> Yes / <input type="checkbox"/> No	<p>Reviewer comment Standard Triggered? <input type="checkbox"/> Yes / <input type="checkbox"/> No / <input type="checkbox"/> TBD</p> <p>Comment: If possible indicate probability (unlikely, likely, almost certain) and magnitude (minor, moderate, major) of identified impact.</p>
<p>2. Will the project involve development of infrastructure (visitor track, fences etc.), construction of buildings, excavating/moving earth, or other physical changes to the environment that might affect known or unknown (buried) cultural resources? Is there a risk that the project will restrict access to cultural resources or natural features with cultural significance?</p> <p><i>If yes please provide details and explain how these risks will be managed</i></p>	<input type="checkbox"/> Yes/ <input type="checkbox"/> No	<p>Are further assessments required to better understand the impacts and identify mitigation measures? What specific topics are to be assessed?</p> <p>Have measures for avoiding impacts already been considered? Are they sufficient?</p> <p>Action(s) required:</p>
<p>3. Will the project promote the use of (or the development of economic benefits from) cultural resources or features?</p> <p><i>Relevant activities might include: promoting traditional medicinal knowledge; promoting sacred or traditional techniques for processing plants, fibres, or metals; promoting traditional arts, music, etc.</i></p> <p><i>If Yes, please provide details and describe how equal sharing of benefits will be ensured</i></p>	<input type="checkbox"/> Yes / <input type="checkbox"/> No	
<p>Biodiversity Conservation and Sustainable Use of Natural Resources</p>		

<p>1. If the project will develop infrastructure for Protected Area management or visitor use or promote ecotourism, is there a risk of negative impacts on biodiversity (for example on threatened species) due to waste disposal, disturbance, noise etc?</p> <p><i>If Yes please provide details and explain how these risks will be managed.</i></p>	<input type="checkbox"/> Yes / <input type="checkbox"/> No	<p>Reviewer comment Standard Triggered? <input type="checkbox"/> Yes / <input type="checkbox"/> No / <input type="checkbox"/> TBD</p> <p>Comment: If possible indicate probability (unlikely, likely, almost certain) and magnitude (minor, moderate, major) of identified impacts.</p>
<p>2. Will the project include the introduction of non-native species or the production of living natural resources (e.g. agriculture, aquaculture etc.) where non-native species might be introduced by accident?</p> <p><i>If Yes, please explain how you will manage the risk of non-native species developing invasive behaviour.</i></p>	<input type="checkbox"/> Yes / <input type="checkbox"/> No	
<p>3. Does the project promote the use of resources from natural habitats (such as timber or non-timber forest products) within the project area? Or will the project procure natural resource commodities (e.g. timber for watch tower construction) that might affect areas of high biodiversity value outside the project area?</p> <p><i>If Yes, please explain how you will ensure that harvest rates are controlled/monitored to ensure that the use is sustainable.</i></p>	<input type="checkbox"/> Yes / <input type="checkbox"/> No	<p>Are further assessments required to better understand the impacts and identify mitigation measures? What specific topics are to be assessed?</p> <p>Have measures for avoiding impacts already been considered? Are they sufficient?</p> <p>Action(s) required:</p>
<p>4. Does the project expect to use pesticides, fungicides, herbicides or biological pest management techniques?</p> <p><i>If Yes, please provide details, including whether alternatives have been considered, and how risks of adversely affecting biodiversity and human health are avoided.</i></p>	<input type="checkbox"/> Yes / <input type="checkbox"/> No	
<p>Other negative Social Impacts</p>		
<p>1. Will the project influence land tenure arrangements or community-based property rights to land or resources and is there a risk that this might adversely affect peoples' rights and livelihoods? Consider in particular impacts on transhumant pastoralist, vulnerable groups, different gender etc.?</p> <p>- <i>If Yes please provide details and explain how these risks will be managed</i></p> <p>-</p>	<input type="checkbox"/> Yes / <input type="checkbox"/> No	<p>Reviewer comment Standard Triggered? <input type="checkbox"/> Yes / <input type="checkbox"/> No / <input type="checkbox"/> TBD</p> <p>Comment:</p>

<p>2. Is there a risk that the project could have impacts on people, that are inequitable or discriminatory (i.e. through unjustified preferential treatment of certain groups or by negatively affecting certain parts of society more than others)?</p> <p>- Consider people living in poverty, marginalized/excluded individuals and groups. Explain how you avoid that privileged groups may capture benefits unfairly.</p> <p>- If Yes please provide details and explain how these risks will be managed</p> <p>-</p> <p>-</p>	<input type="checkbox"/> Yes / <input type="checkbox"/> No	<p>If possible indicate probability (unlikely, likely, almost certain) and magnitude (minor, moderate, major) of identified impacts.</p> <p>Are further assessments required to better understand the impacts and identify mitigation measures? What specific topics are to be assessed?</p> <p>Have measures for avoiding impacts already been considered? Are they sufficient?</p>
<p>3. Is there a risk that the project could create (or worsen) conflicts between communities, groups, or individuals?</p> <p>- If Yes please provide details and explain how these risks will be managed</p>	<input type="checkbox"/> Yes / <input type="checkbox"/> No	<p>Action(s) required:</p>
<p>4. Is there a risk that the project could create (or worsen) inequalities between women and men, or negatively impact the situation or livelihoods of women or girls, including through gender-based violence?</p> <p>- If Yes please provide details and explain how the project will avoid such risks, including gender-based violence.</p>	<input type="checkbox"/> Yes / <input type="checkbox"/> No	
<p>5. Is there a risk that the project might negatively affect a community's health and safety?</p> <p>- Consider risks of spreading diseases, human-wildlife conflict, exposure to hazardous substances, provision of equipment/machinery without appropriate safety instructions or accidental hazards caused by structural elements built by the project (e.g. new infrastructure or buildings such as watch towers, canals, water reservoirs). If Yes please provide details and explain how these risks will be managed</p>	<input type="checkbox"/> Yes / <input type="checkbox"/> No	
<p>6. Is the project (or project partners) engaging or working with law enforcement personnel including collaboration with government forest guards, Protected Area rangers and community rangers)?</p> <p>If Yes please explain how the project will ensure that potential safety risk for communities and/or individuals (in particular women) are avoided? Consider impacts from inappropriate use of force or weapons, including physical confrontation, torturing, threatening, abuse of power, sexual harassment or violence against women.</p>	<input type="checkbox"/> Yes / <input type="checkbox"/> No	<p>-</p>
<p>Climate change</p>		
<p>1. Is the project site prone to any specific climate-related hazards (floods, droughts, landslides, etc.)?</p> <p>If Yes please provide details</p>	<input type="checkbox"/> Yes / <input type="checkbox"/> No	<p>Reviewer comment</p> <p>Is there any risk identified? <input type="checkbox"/> Yes / <input type="checkbox"/> No / <input type="checkbox"/> TBD</p> <p>Comment:</p>

	<p>If possible indicate probability (unlikely, likely, almost certain) and magnitude (minor, moderate, major) of identified impacts.</p> <p>Are further assessments required to better understand the impacts and identify mitigation measures? What specific topics are to be assessed?</p> <p>Have measures for avoiding impacts already been considered? Are they sufficient?</p> <p>Action(s) required:</p>
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ANNEX 9: BUDGET TEMPLATE

The Budget template – including Guidance Notes – to be filled in by the preselected applicants, will be available on the BEST 2.0+ portal. It needs to be downloaded and filed in separately (Excel format).

ANNEX 10: GUIDELINES ON SIMPLIFIED COST OPTIONS

Applicants proposing this form of reimbursement, must clearly indicate in worksheet no.1 of the Budget, each heading/item of eligible costs concerned by this type of financing, i.e. add the reference in capital letters to 'UNIT COST' (per month/flight etc.), 'in the unit column.

	How to complete the justification sheet?	What supporting documents are required at the proposal stage?	What supporting documents are required for financial reporting?
Personnel Costs UNIT COSTS	<u>1. Quantitative</u>	<u>1. Actual</u>	Auditors will not check supporting documents to verify the actual costs incurred but they will verify the correct application of the method and formula for the calculation of the cost based on related inputs and relevant quantitative and qualitative information – outputs and the number of units.
	<p>Number of staff to be employed</p> <p>Part-time (% of full-time equivalent) or full-time.</p> <p>Time period of employment in the project (weeks, months, years)</p>	<p>(a) Description of assumptions / principles to quantify staff costs and to define time periods.</p> <p>(b) Current, ongoing employment contracts of the beneficiary</p> <p>Salary and payroll data</p> <p>Official pay scales (ministry, sector, large NGOs)</p> <p>(c) Pay slips</p> <p>(d) Social charges description – breakdown</p> <p>If the position does not exist at the time of the proposal submission): same as above for similar positions</p>	<p>1. Employment contract</p> <p>2. Pay slips (several over the reporting period).</p> <p>3. Time-sheets - mandatory</p>

	<u>2. Qualitative</u>	<u>2. Historical (optional)</u>	
	<i>Detailed description of profiles/qualifications Requirements for staff to perform project tasks</i>	<i>Examples from previously implemented projects</i>	For Public Entities: Declaration on honour Salary costs of the personnel of national administrations are related to the cost of activities which the relevant public authority would not carry out if the Project were not undertaken
	<u>3. Calculation</u>	<u>3. Calculation</u>	<u>3. Calculation</u>
	<i>Number of units x unit value = total costs</i>	<i>Number of units x unit value = total costs</i>	<i>Number of units x unit value = total costs</i>
Use of own vehicles UNIT COSTS	<u>1. Quantitative</u>	<u>1. Actual</u>	
	<i>(a) Justification of the number of units (km) budgeted (b) Justification of the rate euro/km</i>	<i>-Institutional rates proof (policy, schedule, etc.) -Official rates proof (reference to the publication in official sources)</i>	1. Log book or another tracking tool evidence of the number of units covered 2. Outputs - Proof of travel related to project work
	<u>2. Qualitative</u>	<u>2. Historical (optional)</u>	
	<i>Description of the need for use of own cars Description of the calculation</i>	<i>Examples from past projects</i>	
	<u>3. Calculation</u>	<u>3. Calculation</u>	<u>3. Calculation</u>
	<i>Number of units x unit value = total costs</i>	<i>Number of units x unit value = total costs</i>	<i>Number of units x unit value = total costs</i>

Per diems UNIT COSTS	<u>1. Quantitative</u>	<u>1. Actual</u>	
	<i>Justification of the number of per diems the calculation must be based on plausible, realistic numbers of per diems budgeted for the project</i>	<i>(a) Beneficiary internal policies and rules (HR/management memo, guidelines) (b) Government/tax/employment office communications (internet, brochures, etc.)</i>	1. Internal policies/rules/officially published scales 2. Outputs - Evidence of the project events/activities: agenda, materials, signed participants list
	<u>2. Qualitative</u>	<u>2. Historical (optional)</u>	
	<i>(a) Per diems are based on internal policies and rules (b) Per diems are based on official, generally applicable rules and regulations</i>	<i>Examples from past projects</i>	Per diem unit cost in a specific country cannot exceed the EU rates
	<u>3. Calculation</u>	<u>3. Calculation</u>	<u>3. Calculation</u>
<i>Number of units x unit value = total costs</i>	<i>Number of units x unit value = total costs</i>	<i>Number of units x unit value = total costs</i>	

This checklist is not comprehensive and the specific circumstances and context of the project should be taken into account on a case-by-case basis.