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TERMS OF REFERENCE FOR PROJECT EVALUATIONS

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**Terms of reference for recruiting a consultant responsible for the final evaluation of the COMBO+
Project**

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Preamble / Objectives of the evaluation

In the framework of its evaluation mechanism, Agence Française de Développement and FFEM evaluate, either at mid-term, at completion or after completion, the projects and programmes they finance. This approach responds to AFD's and FFEM's concern to promote an enhanced dialogue on the results with its partners, to learn lessons from past operations and to provide objective information on the proper use of the public funds that it is responsible for implementing.

These evaluations are managed and financed by AFD and FFEM, generally entrusted to external consultants and involve as closely as possible its national partners, the contracting authorities for the projects and programs concerned. If conditions are appropriate, these evaluations can be conducted in co-pilot mode with the contracting authority.

They follow the principles and criteria set out in AFD's evaluation policy.

Their main objective is to formulate a credible and independent judgement on the key questions raised by the adequacy, implementation and impacts of projects. They are designed as "tailor-made" exercises that consider the specific characteristics of the projects and the particular expectations of their stakeholders in order to make them as useful as possible for improving practices and supporting decision-making. The approaches and methodologies proposed by the consultant(s) must align with international normative quality standards, notably the OECD-DAC standards. In addition, the evaluations must adhere to the principles outlined in AFD's evaluation policy.

The consultant must give a fair representation of the different legitimate views that may be expressed and carry out the evaluation impartially. In order to take into account the plurality of views, the different project stakeholders must, whenever possible, be associated with the evaluation process.

In this context, AFD wishes, in relation with the FFEM, to recruit a consultant to conduct the final evaluation of COMBO+ (Conservation, Mitigation and Biodiversity Offsets) Project, agreed to under the Financing Agreement N° **CONVENTION AFD CZZ.2753 01 E and N° CONVENTION FFEM CZZ 2876.01 L.**

Description of the project to be evaluated

.1 Initial context and subsequent contextual changes

The globalization of the economy and the rapid economic development of many countries are placing unprecedented pressure on the Earth's natural resources, leading to today's climate, health and biodiversity crises. At the same time recognition is rapidly growing that humanity's well-being and survival depend on nature, that these crises are deeply interlinked, and that transformative pathways and solutions giving nature a central place are needed. This is reflected in the recently agreed Kunming-Montreal Global Biodiversity Framework (GBF): as part of its mission to 2030, the GBF states the desired outcome 'to halt and reverse biodiversity loss to put nature on a path to recovery for the benefit of people and planet' and it includes four goals and 23 targets, to be delivered by national governments and their partners across the world. This includes the COMBO+ countries, Guinea, Uganda, Mozambique, Madagascar, Laos and Myanmar which host exceptional biodiversity, while being exposed to significant economic development pressures. Critical for a nature positive future is the rigorous implementation of the mitigation hierarchy to avoid and reduce impacts as far as possible, to restore damage and offset residual impacts, with the aim to achieve no net loss (NNL) or net gain (NG) of biodiversity. In their effort to reconcile necessary economic development and nature conservation more and more countries, financial institutions, and companies are adopting mitigation policies. When conducting based on international standards/best practices and aligned with overarching biodiversity targets, these policies can help fully to address the predicted negative environmental and social impacts of extractive industries (e.g. timber, mines, gas, oil), infrastructure development (e.g. energy production and supply, dams, transport infrastructure) and other economic development projects and achieve neutral or positive outcomes for affected biodiversity and people.

.2 AFD-FFEM funded project

Overall goal and objectives: improving the application of the mitigation hierarchy in policy and practice is a core objective of the COMBO+ Project. The Project's approach is founded on global best practice principles, such as those agreed by the international multi-stakeholder Business and Biodiversity Offset Programme (BBOP) and included in the IUCN Policy on Biodiversity Offsets. The goal of COMBO+ is to reconcile economic development and conservation objectives in a set of key countries in Africa and Asia, by contributing by 2025 to the definition and implementation of policies aimed at no net loss, or even a net gain, in biodiversity and the achievement of national biodiversity targets resulting from the Convention on Biological Diversity's 15th Conference of the Parties, i.e. the Kunming-Montreal Global Biodiversity Framework.

COMBO+ is implemented across six host countries: Guinea, Uganda, Mozambique, Madagascar, Laos, and Myanmar. These countries present globally important opportunities for the conservation of global biodiversity and are faced with very rapid development of large, potentially impacting infrastructure projects.

COMBO+ builds on a previous project (COMBO), conducted in the four African countries between 2016 and 2020. The first phase set the foundation for positive change and was funded by the AFD, FFEM and Mava Foundation. COMBO+ intends to consolidate the political, institutional and scientific achievements in the original four African countries while extending the approach to new countries in Southeast Asia. The project has four objectives organised into separate components (Please see the logical framework in Annex 1):

1. To support and assist governments in the establishment of appropriate governance systems and policies in order to guide the implementation of the mitigation hierarchy nationally while supporting progress towards national biodiversity objectives. Three outputs are expected for this objective: i) policy tools to support implementation of the mitigation hierarchy; ii) improved capacity of public institutions to apply policy; and iii) cross-sectoral coordination in applying policy.

2. To develop tools, and guidance for spatial planning and offset implementation to avoid, mitigate and offset impacts on priority biodiversity and support progress towards national biodiversity objectives in coordination with stakeholders. The three expected outputs relate to i) biodiversity data; ii) technical tools for measuring biodiversity; and iii) legal and financial mechanisms and tools supporting effective outcomes from offsets.

3. To build capacity of governments, civil society, financial institutions and businesses to understand effective implementation of the mitigation hierarchy and its importance for achieving national biodiversity targets. The three expected results relate to strengthening capacity of i) national institutions and ii) civil society and financial institutions; and iii) dissemination of knowledge through the establishment of a communication strategy.

4. To develop innovative models and operational protocols to implement the mitigation hierarchy, including offsets, in partnership with the private sector, public sector, civil society and conservationists. The three expected results: i) operational mitigation hierarchy and offsets models; ii) testing of models; and iii) publication of experiences.

A fifth component deals with project management and evaluation activities.

Implementation arrangements: Overall project management is conducted by the NGO the Wildlife Conservation Society (WCS), working in partnership with the consultancy companies Biotope France, Biotope Madagasikara and Biotope Guinée, the Guinean NGO Guinée Ecologie and BIOFUND, a conservation trust fund in Mozambique, and the University of Queensland. An additional implementation partner, the Myanmar Biodiversity Foundation (MBF), has been appointed as a final beneficiary to assist with the delivery of project activities in Myanmar, given the

political context in the country. A global coordination team provides overall management and coordination of the project and the implementation of transversal (multi-country) activities and technical support to the teams in each country. National teams led by project coordinators are implementing the country-specific activities. The global coordination team facilitates exchanges between the national teams to encourage cross-cutting learning and capacity building. WCS country offices are implementing the Project in Mozambique, Uganda, Laos and Myanmar. In Guinea, Biotope France and Biotope Guinée are managing the Programme in close collaboration with Guinée Ecologie. In Madagascar, the Project is implemented jointly by the national WCS office and Biotope-Madagascar. A Project Steering Committee meets once a year and includes representatives of AFD, FFEM, WCS and Biotope.

Funding: COMBO+ is funded through grants by the AFD (EUR 4 Million) and the FFEM (EUR 2 Million). Co-funding from the implementing organisations (WCS, Biotope, BIOFUND) and other donors (including Norad, World Bank, USAID, BIOFIN, CEPF) amounts to EUR 4 Million.

The COMBO+ Financing Agreement was signed on 28 June 2021. The project will run for four years. The deadline for the use of funds is set on December 31st 2025.

Expectations regarding the evaluation and evaluation questions

.1 Origin of request for evaluation and expectations

AFD and FFEM are seeking a consultant to produce the final evaluation report. It is being conducted for both accountability and learning purposes.

The evaluation, which is integrated into the implementation and monitoring procedures for projects financed by the FFEM and AFD, must produce the following information:

- Take stock of the project as a whole and the achievement of the initial objectives, paying particular attention to direct or indirect effects that may have compromised the achievement of these objectives and identify lessons learnt;
- Compare the achievements and limitations of the project's implementation modalities concerning the management, capacity building and capitalization components.
- Provide recommendations for the sustainability of the actions undertaken during the project, and options/scenarios for their deployment on a country by country basis. These recommendations must be addressed for the whole project, but also separately for FFEM and AFD in relation to their respective mandates, and to any stakeholders of the project.

Key conclusions are expected to be drawn from consultations with national/local stakeholders in each country. In particular, the final workshop of the project will be held from September 23rd to 26th 2025 in Madagascar and will act as an opportunity for the consultant at the beginning of its work to interact and gather feedback from key stakeholders of the project in different countries, before conducting further consultation during field missions in selected project countries.

.2 Evaluation questions

On the basis of the findings and the information available, the consultant will have to answer the following evaluation questions. These evaluation questions are provided on an indicative basis. If deemed useful, the consultant(s) may propose to refine and further develop them together with the different project stakeholders during the scoping phase of the evaluation.

1. *Q1. Was the COMBO+ project's intervention logic sound and relevant in the current global context (and its evolution throughout the project)? Did the logical framework, workplans and activities adequately, and appropriately address the intervention logic, both at international and national level?*
 - Have the activities been appropriate for the national development and conservation needs of each country?
 - Have the activities and expected outcomes been designed and implemented in a way that is relevant to support the improvement of national policy, strategies and plans regarding the mitigation hierarchy, in particular through the technical assistance and capacity building provided to national and local public authorities?
 - Have the activities and expected outcomes been designed and implemented in a way that supports the involvement of and improved approaches by other stakeholders (e.g. developers, private sector but also financial sector, civil society, etc) regarding the mitigation hierarchy?
 - What was the added value of the multi-country approach of an NGO-led project such as COMBO+ that supported the design and implementation of policies at the national level?
 - Has there been coherence in the activities and expected outcomes between the transversal and the country level, in particular regarding component 1 (governance systems and policies) and component 4 (case studies and pilot projects, innovative models and operational protocols)?
2. *Q2. Did the project build on the outcomes and challenges of COMBO Phase I, as well as recommendations from the final evaluation in particular regarding*
 - 1) *the involvement of national public authorities in various components to ensure ownership and sustainability of outcomes;*
 - 2) *models, pilots and the involvement of the private sector and other stakeholders for showcasing the effective implementation of the mitigation hierarchy*

3) the extension of capacity building efforts towards civil society, financial institutions and other non-governmental stakeholders?

3. *Q3. Were the institutional arrangements and project management effective and supportive of meeting the project's expected outcomes?*

- Were the institutional arrangements between project partners clearly laid out, in particular between the international team and the national teams, and between implementing partners in each country?
- Were project management arrangements suitable and able to support effective and efficient implementation within countries and across the project?
- To what extent did the involvement of other donors/co-financiers contribute to achieving greater impact (e.g., through leverage effects or complementarities), and was the coordination between the funding partners effective throughout the project?
- Has the project explored and promoted synergies with other related initiatives (projects, programmes, etc.) working on biodiversity and development issues at national and transversal levels (in particular regarding other AFD-FFEM financed projects, such as SBAPP or BIOPAISAGEM in Mozambique/ the Conservation Trust Fund in Guinea)?
- Are mechanisms in place to facilitate learning across the COMBO+ countries, and to enable lessons to be drawn across the project as a whole?
- Has the project communicated internally and externally in an efficient and effective manner to ensure visibility of outputs and financing from AFD/FFEM?

4. *Q4. To what extent is the project (likely to be) responsible for positive additional changes in policy (Component 1), supporting mechanisms (Component 2) and models (component 3) that together help align impact mitigation requirements for project development with biodiversity conservation goals and targets?*

- Has the project achieved the key results (expected outcomes and indicators) set out in its log frame?
- How has the project assisted governments in preparing better policy and guidance on the mitigation hierarchy, building on achievements and experience in COMBO1? Is this policy and guidance likely to have a significant positive impact on national biodiversity conservation?
- Has the project had a noticeable impact on the capacity of key actors (public and private sectors, civil society) on the mitigation hierarchy, and its application in policy and practice?
- Was the project effective in developing models that demonstrate how the mitigation hierarchy, including biodiversity offsets, can be implemented on the ground? Are offsets now implemented in each country thanks to the project?
- Among the pilot projects developed under Component 4, have some proven to be more effective, impactful, or promising than others? Which pilots, in the different countries, would merit further support, scaling up, or replication based on their results and potential?
- Which best practices, methods, or innovations from COMBO+ could be transferred and applied to other projects ?

5. *Q5: How has the project conceptualized and planned the legacy of its outputs and outcomes at different levels of project organisation (i.e. transversal, national) and embedded this with partners to ensure sustainability?*

- Has the project put in place mechanisms to promote sustainability both at the transversal/international level and national level, i.e. to ensure that project outputs and outcomes have been embedded in national systems, structures and approaches used by host governments and other key stakeholders to ensure long-term application and positive impact?
- Is the level of understanding and ownership of the tools by the government sufficient to ensure their autonomous use after the projects ends ? Have efforts been made to adapt these tools to the institutional context and national capacities (e.g., in Guinea) ?
- Has the project engaged (and how) with host governments and key stakeholders in the private sector and civil society about how they will take forward the policies and practices developed under COMBO+ once it has ended, thus ensuring its legacy?
- What has been the specific role of BIOFUND, as the only Trust Fund among the implementing partners, in supporting the project's implementation and promoting its sustainability in Mozambique? Has its involvement helped strengthen ownership of the biodiversity offset agenda, mobilize other state actors, and ensure the long-term continuation of project outcomes? What role could BIOFUND continue to play in the future?
- How have political developments (e.g., such as in Mozambique, Guinea) affected the project's implementation and the appropriation of the mitigation hierarchy by public actors? To what extent have project activities helped ensure the sustainability of outcomes despite a changing political context and evolving government structures?
- Are there any legislative or political barriers or weaknesses that could hinder the establishment or operationalization of financial mechanisms intended to support biodiversity conservation (e.g., in Guinea)

6. *Specific questions in relation to the FFEM funding*

Each criterion and the questions associated with it will have to be assessed from the point of view of the whole project, but also from the point of view of the FFEM funding specifically. If some answers are similar between the analysis of the whole project and that of the FFEM funding, the evaluator may specify it and write accordingly so as not to burden the evaluation work.

- Added value: What was the added value of the FFEM action to the project, particularly with regard to other co-financing?
- Innovation: Evaluate the innovative character of the project and the activities implemented with regard to the FFEM criteria.
- Replicability: What is the potential for replicability of the project or its components in the medium and long term? What lessons could be re-used in a perspective of scaling up? Under what conditions?

To support his or her analysis, the evaluator may take into account:

- i. the degree of local ownership
- ii. the degree of consolidation of the governance and institutional framework of the project, and its capacity to influence public policy
- iii. its capacity to disseminate its innovative aspect on a larger territorial or sectoral scale, and the risks to be anticipated to guarantee the success of this dissemination.

Stages of evaluation process and deliverables

The evaluation work will consist of three main stages:

- Scoping: defining the scope and objectives of the evaluation.
- Data collection.
- Preparation of the draft report, followed by the final report.

.1 Scoping the evaluation

During this preparatory phase, the consultant(s) must:

- Compile and review all pertinent information and documents associated with the project under evaluation (in terms of design, implementation, and monitoring) and the understanding of its context.
- Identify all project stakeholders.
- Conduct interviews with key individuals who are or have participated in the design, management, and oversight of the project.
- Establish a concise project narrative (maximum 2 pages) outlining project objectives, operating methods, stakeholders, timelines, and contextual changes, while highlighting the primary challenges. This account is important for the institutional memory of both AFD, FFEM and the contracting authority. It must be included in the evaluation report (as per the Evaluation Report Template in Annex 2).
- Assess the project's intervention logic by examining the i) project's logical framework – or reconstructing it if unavailable or of poor quality (see Annex 1), ii) evolution in the logical framework over the course of the project and iii) alignment with the project's sustainable development opinion, which characterizes the project's ambition.
- Produce an evaluation framework that begins with each evaluation question and (i) breaks it down into judgment criteria or assumptions (which may be further dissected into indicators or signals), clarifying the stages in the reasoning process required to answer the questions, and then (ii) specify the information sources for documenting these criteria, hypotheses, or indicators (documents, interviews, focus groups, surveys...).

These various aspects of analysis should be presented in a scoping note (**Deliverable 1**) spanning 10 to 15 pages (excluding annexes) that is to be discussed within the evaluation steering committee.

This scoping note must demonstrate the consultant's comprehensive understanding of all project dimensions and associated challenges.

.2 Data collection

In order to answer the evaluation questions, the consultant(s) will be expected to demonstrate their proficiency in utilizing a variety of sources, triangulating them, and critically assessing their reliability. They may rely on documentary review, semi-structured interviews, focus groups, analysis of existing statistical data, ad hoc surveys, field observations, and, if applicable, satellite data analysis. As much as possible, the information and data collection process should strive to engage with the final beneficiaries of the project (and possibly even non-beneficiaries, especially in crisis contexts—adhering to the “Do No Harm” principle—or when analyzing indirect impacts), thus capturing their perspectives on the project or the changes they perceive in relation to it.

Data

In particular, the final workshop of the project will be held from September 23rd to 26th 2025 in Madagascar and will act as an opportunity for the consultant at the beginning of its work to interact and gather feedback from key stakeholders of the project in different countries, before conducting further consultation during field missions. In addition to this field mission in Madagascar (that shall be completed by additional consultation work in Madagascar following the workshop), **field missions** (by international and/or local consultants) in **Mozambique, Guinea and Lao** are required to conduct stakeholder consultations. Upon completion of each field mission, a debriefing meeting will be arranged with the AFD local office, followed by a debriefing meeting with the steering committee once all field mission have been conducted. The consultant is expected to conduct consultations remotely or through a local consultant in **Uganda**.

.3 Preparation of the draft report and final report

Following the data collection phase and drawing upon the analysis of the information and data gathered in the field, the consultant(s) will prepare the draft evaluation report and articulate the conclusions of the evaluation. The consultant(s) will differentiate between specific conclusions—the validity of which is limited to the evaluated project—and broader conclusions applicable to a wider context.

The draft evaluation report (**Deliverable 2**) must present the entirety of the analysis conducted, as well as the logical connection between the findings and the conclusions drawn from them. It is expected to offer initial insights on lessons learned. The report should not exceed 15 pages and will be made available for public access on the AFD website. An unpublished annex document will complement the report. Refer to the provided report template in Annex 2 for guidance.

The draft report will be presented and discussed in the steering committee (as per section 5.2). The consultant(s) will facilitate dedicated sessions reflecting on lessons learned and on the recommendations with the project stakeholders, following a co-construction approach.

In their final report, the consultant(s) will identify and differentiate between strategic and/or operational lessons and recommendations. These lessons and recommendations may relate to the intervention itself, future cycles of the intervention, similar interventions in other contexts, general project cycle practices at AFD (regarding design, implementation, monitoring, etc.), FFEM or the operating methods of the contracting authority.

- “Lessons” denotes insights gained from the evaluation that extend beyond the project’s scope (with potential applicability in broader contexts) and do not necessarily mandate follow-up actions.

“Recommendations” encompasses decisions to be made or measures to be applied in order to improve operational methods, governance systems, arrangements, etc., particularly for subsequent phases of the evaluated project if any. Recommendations demand particular attention; they should be linked to the conclusions, grouped, and prioritized. Furthermore, they should be practical, thus: very limited in number, specific, directed explicitly to one or more mentioned actors (may be intended for AFD and FFEM, for the project contracting authority (WCS) and for all the stakeholders), and include a relevant time frame (short, medium, or long-term).

Comprehensive and detailed recommendations/options/scenarios are required for each project country to ensure the sustainability of the actions undertaken during the project and the continuity of activities regarding the implementation of the mitigation hierarchy (including biodiversity offsets). Those recommendations/options/scenarios could take various forms (new projects or activities within projects with a larger scope), be financed by various donors (AFD, FFEM but also others) and shall be discussed with AFD (HQ and local offices, FFEM and WCS) as part of the steering committee.

The final report (Deliverable 3) must incorporate the observations from the steering committee (AFD, the FFEM and project implementers and partners). It must encapsulate the ultimate conclusions and recommendations of the evaluation. If these observations express differences in views and opinions that are not shared by the consultant(s), they may be annexed to the final report and commented on by the consultant(s).

The final report would undergo “expanded” co-construction/dissemination sessions to further promote the lessons learned and recommendations in at least three project countries. This dissemination effort will be organized as an open restitution of the evaluation, depending on the results of

the evaluation and the availability of stakeholders. In this case, WCS will take charge of the logistical organization and the evaluator will be invited to present the conclusions and recommendations, based on the final version of the report, with a particular focus on activities related to each country of interest.

Evaluation arrangements

.1 Evaluation duration and schedule

Tentatively, and contingent upon contract finalization, the commencement date is envisaged as September 1st, potentially concluding by February 15th. Accordingly, the evaluation would follow the following indicative schedule:

- Submission of the scoping note: 2 weeks after the signing of the contract
- Submission of the draft report: January 15th 2026
- Submission of the final report: February 9th
- Final presentation (“report-out” meeting or dissemination workshop): February 23rd

.2 Steering and monitoring of the evaluation

The steering of the evaluation will be carried out by the Agriculture, Rural Development and Biodiversity Division of AFD, Evaluation Department of AFD, FFEM, WCS and COMBO+ Steering Committee members as deemed appropriate.

This steering includes in particular :

- Administrative follow-up: the tendering procedure, selection of consultants, awarding of the contract and signing of the contract with the consultants, the rules and regulations of the consultants selected.
- Validation of the work carried out by the evaluators and, in particular, of the deliverables;
- Quality control of the evaluation process including recommendations

The Steering Committee will monitor the progress of the evaluation. It will assess the work carried out by the consultants and will participate in the review and commentary of the various deliverables. It will bring its support and the expertise of its members to enrich the work of the consultants. It will meet for the kick off meeting, the presentation of the scoping note, the debriefing of the field missions and the provisional report.

Resources: required expertise and budget

.3 Competencies required for conducting the evaluation

The skills required for conducting this evaluation are those of a team of experts in the following fields:

- Substantial knowledge and professional experience in project, program, or public policy evaluation, with a minimum of 10 years of experience.
- Proven track record in development cooperation.
- Technical and sector knowledge and expertise in the fields of biodiversity conservation, impact mitigation policy and practices (including biodiversity offsets) for economic project development, international safeguards for biodiversity and people's wellbeing,);
- Experience in the region of the project countries or in similar countries (Africa and Asia, specifically Guinea, Uganda, Mozambique, Madagascar and Lao and Myanmar;
- Adequate language skills (French and English) as project countries are both English and French speaking. Proficiency of Portuguese would be an asset.
- an experience in leading participatory discussions as part of evaluations would be highly appreciated.

The team of evaluators shall comprise both men and women as far as possible.

The consultant and the experts mobilised for this service provision must have no counterparty ties that are likely to interfere with the evaluation process and call into question the impartiality and objectivity of its findings.

.4 Duration and Evaluation budget

The financial offer of the consultant shall not exceed 80 000 EUR HT.

The service provision will begin after the contract between the consultancy and AFD has been signed. The start date is planned on September 1st 2025.

It includes: i) a kick-off meeting, ii) a validation meeting of the scoping note and the narrative note of the project to be organized before or at the beginning of the final evaluation workshop, iii) a field mission in Madagascar following the final evaluation workshop and 3 other field missions in project countries, iv) debriefing meetings of the field missions ; v) a meeting to present the consultant's final conclusions to the Steering Committee; vi) Dissemination workshops on a country by country basis to share results and discuss recommendations.

All these meetings (except the debriefing meetings after each field mission to the AFD local office) will be held in the presence of the steering committee members, in a hybrid format if necessary.

.5 Security plan

In areas classified orange or red by the MEAE, the service provider must, as soon as the contract is notified, and before any travel and intervention in the field, communicate its security plan to a security consultant appointed and financed by AFD. This consultant will transmit recommendations on the security plan to the service provider alone. The service provider will decide on the follow-up to be given to these recommendations under its sole responsibility.

Annexes to the terms of reference

.1 Annex 1– Logical framework of the project being evaluated

The logical framework presented below is copied from the Financing Agreement between AFD, FFEM and WCS.

The purpose of the COMBO+ Project is to reconcile economic development and conservation objectives in a set of key countries in Africa and Asia, by contributing by 2025 to the definition and implementation of policies aimed at no net loss, or even a net gain, in biodiversity and the achievement of national biodiversity targets that will result from CBD COP 15.		
Overall Project Log frame		
Specific objectives	Expected outputs	Objective Indicators
Component 1. Institutionalization of policies		
SO1. Support and assist governments in the establishment of appropriate governance systems and policies to guide the implementation of the mitigation hierarchy nationally while supporting progress towards national biodiversity objectives	1.1 Necessary laws, regulations and operational guidelines that direct the implementation of the mitigation hierarchy, including for projects, spatial planning, avoidance and offsets, are developed and strengthened	1. Laws, regulations and guidelines updated 2. Project and plans apply law and policy
	1.2 Capacity of relevant public institutions is strengthened to enable national and local governments to apply the mitigation hierarchy, ensure effective planning and implement offsets	1. Guidance available for regulators 2. Number of government development plans integrating spatial biodiversity priorities and effective application of the mitigation hierarchy
	1.3. Coordinated application of policy on the mitigation hierarchy between sectors, ministries and public agencies, including at local government level, promoted and supported through provision of appropriate legal, administrative and financial mechanisms and guidance	1. Cross-sectoral coordination mechanisms established and operational
Component 2. Planning & implementation tools		
SO2. Develop tools, and guidance for spatial planning and	2.1 Biodiversity data collated, assessed and disseminated to inform strategic planning and decision making around avoidance and mitigation of impacts on priority biodiversity	1. Datasets to help with application of the mitigation hierarchy collated in a geodatabase and circulated to stakeholders

offset implementation to avoid, mitigate and offset impacts on priority biodiversity and support progress towards national biodiversity objectives in coordination with stakeholders		<ul style="list-style-type: none"> 2. Maps of priority areas for avoidance, conservation and restoration prepared and accessible 3. Metrics and indicators developed for priority biodiversity features 4. Institution/s hosting data on a data platform
	2.2 Tools, metrics and guidance employ biodiversity data for priority sites and values to support improved planning, avoidance of impacts and implementation of the mitigation hierarchy	<ul style="list-style-type: none"> 1. Guidance available on priorities for impact avoidance 2. Guidance available for applying metrics to measure loss and gain of biodiversity as part of the mitigation hierarchy 3. General guidance available on linking the outcomes of the mitigation hierarchy to national targets for biodiversity and climate change
	2.3 Legal, administrative and financial mechanisms, tools and guidance, including a public offsets registry, developed with governments to support implementation and permanency of offsets outcomes	<ul style="list-style-type: none"> 1. National offset registries exist 2. Templates available for offset plans 3. Solutions for secure financing of offsets defined, including role of conservation trust funds 4. Feasibility of anticipated and/or aggregated offsets assessed
Component 3. Capacity building & outreach		
SO3. Build capacity of governments, civil society, financial institutions and businesses to understand effective implementation of the mitigation hierarchy and its importance for	3.1 National capacity to implement the mitigation hierarchy strengthened to emphasize avoidance and reduction of impacts on priority biodiversity and deliver effective biodiversity offsets	<ul style="list-style-type: none"> 1. National capacity-building programs designed based on needs 2. Number of (government) institutions benefiting from a capacity building action (ministerial / sub-ministerial level) 3. Number of people trained in understanding application of the mitigation hierarchy, including its role in contributing to national targets for biodiversity and climate change

achieving national biodiversity targets	3.2 Civil society and national financial institutions' capability increased to engage effectively to address impacts of development on biodiversity	<ul style="list-style-type: none"> 1. Number of civil society organizations benefiting from a capacity-building action 2. Number of financial institutions informed on policy and guidance on the mitigation hierarchy
	3.3 A communications strategy for the Facility is established, in liaison with international institutions (notably IUCN) and to maintain the momentum engendered by BBOP, to support exchange and learning internationally by governments, development organisations (e.g. ECOWAS, Nairobi Convention, IOC, SADC, EADC, ASEAN, OMVG, OMVS Mekong River Commission, etc.), banks and companies	<ul style="list-style-type: none"> 1. Project communication strategy exists 2. Project website exists with training materials 3. Number of online seminars provided to international partners 4. Country of residence (IDA countries) of seminar participants 5. Gender of seminar participants 6. Tools and guidance for the finance sector, business, and government are shared
Component 4. Models for offset implementation		
SO4. Develop innovative models and operational protocols to implement the mitigation hierarchy, including offsets, in partnership with the private sector, public sector, civil society and conservationists	4.1 Models for implementing the mitigation hierarchy and offsets are created, integrating planning and program development tools, and tools and lessons learnt from sectors including conservation, agriculture and forestry	<ul style="list-style-type: none"> 1. Operational offset models exist for successful implementation of conservation or restoration actions funded by private and public sector projects
	4.2 A range of operational and innovative models are tested in partnership with private sector, public sector, civil society and conservationists	<ul style="list-style-type: none"> 1. Tests underway and providing data 2. Conservation trust funds are involved in at least 3 tests 3. Number of institutions from different sectors involved in tests (govt, business, CSOs, NGOs) 4. Number of models that have been piloted or assessed
	4.3 National experiences of implementing the mitigation hierarchy and offsets are collated and published to inform stakeholders on effective models and contribute to policies, technical guidance and implementation mechanisms, in country and beyond	<ul style="list-style-type: none"> 1. Numbers of lessons learnt reports available, including on how the mitigation hierarchy can support progress towards national targets for biodiversity and climate change

		2. Number of people benefiting from conservation or restored biodiversity as a project outcome in the long term 3. Number of people benefiting from increased climate resilience as a project outcome in the long term 4. Surface area benefiting from conservation or restored biodiversity as a project outcome in the long term
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Mozambique			
Expected outputs	Objective Indicators	Activities	Activity indicators
Component 1. Institutionalization of policies			
SO1. Support and assist governments in the establishment of appropriate governance systems and policies to guide the implementation of the mitigation hierarchy nationally while supporting progress towards national biodiversity objectives			
1.1 Necessary laws, regulations and operational guidelines that direct the implementation of the mitigation hierarchy, including for projects, spatial planning, avoidance and offsets, are developed and strengthened	<i>1. Laws, regulations and guidelines updated</i> <i>2. Project and plans apply law and policy</i>	1.1.1. Summary update of the existing report on policy gaps and recommendations to implement the mitigation hierarchy, considering the new Government structure and main objectives of the new 5-year plan 1.1.2. Assist Government in closing policy gaps, by contributing to new legislation or regulations (e.g. regulation on independent peer-reviewers for EIAs; adjustment of the new mining and oil and gas environmental regulations to the EIA and Biodiversity Offsets regulations)	Summary policy update available Drafts of key legislation ready for consideration by Government
1.2 Capacity of relevant public institutions is strengthened to	<i>1. Guidance available for regulators</i>		Technical assistant in place to support DINAB

enable national and local governments to apply the mitigation hierarchy, ensure effective planning and implement offsets	<i>2. Number of government development plans integrating spatial biodiversity priorities and effective application of the mitigation hierarchy</i>	1.2.1. Embed a technical assistant in DINAB to provide continuous support on mitigation hierarchy and offsets, providing the necessary equipment for being deployed in DINAB's offices	Number of ESHIAS, PGAs and PGCBs reviewed by the Technical Assistant
1.3. Coordinated application of policy on the mitigation hierarchy between sectors, ministries and public agencies, including at local government level, promoted and supported through provision of appropriate legal, administrative and financial mechanisms and guidance	<i>1. Cross-sectoral coordination mechanisms established and operational</i>	<p>1.3.1. Engage with Government and non-governmental stakeholders, including BIOFUND, to assist establishment of the multi-stakeholder Biodiversity Offsets National Coordination Group (NCG) according to the new offsets regulation that is under review</p> <p>1.3.2. Assist NCG on definition of a strategy, action plan and annual workplan</p> <p>1.3.3. Support regular NCG meetings to assess progress of implementation of national policy</p>	<p>ToR / Charter available for the NCG; NCG established</p> <p>NCG strategy, action plan and annual workplan developed Assessments / updates of progress of implementation of national policy available</p>
Component 2. Planning & implementation tools			
SO2. Develop tools, and guidance for spatial planning and offset implementation to avoid, mitigate and offset impacts on priority biodiversity and support progress towards national biodiversity objectives in coordination with stakeholders			
2.1 Biodiversity data collated, assessed and disseminated to inform strategic planning and decision making around avoidance and mitigation of impacts on priority biodiversity	<p><i>1. Number of databases collected, evaluated and circulated</i></p> <p><i>2. Maps of priority areas for avoidance, conservation and restoration prepared and accessible</i></p> <p><i>3. Metrics and indicators developed for priority habitats and biodiversity</i></p> <p><i>4. Institution/s hosting data on a data platform</i></p>	<p>2.1.1. Finalization of a national ecosystem map, including ecosystem condition, which will feed a Red List of Ecosystem assessment</p> <p>2.1.2. Preparation of a map with priority areas for avoidance based on preliminary work on KBAs</p> <p>2.1.3. Preparation of a map of ecosystem restoration opportunities based on preliminary ROAM assessment by FNDS, consultation with stakeholders and groundtruthing in areas targeted under Component 4</p>	<p>Historic ecosystem map available; Ecosystem condition map available</p> <p>Map of biodiversity priorities for avoidance available</p> <p>Map of an ecosystem restoration opportunities available for selected priority landscapes</p>

		2.1.4. Assist the Government on defining the process for managing and sharing the information that is useful to the application of the Mitigation Hierarchy	Report describing the agreed data sharing platforms and mechanism through which data will be shared At least one website/ database/ app aggregating biodiversity data available online
2.2 Tools, metrics and guidance employ biodiversity data for priority sites and values to support improved planning, avoidance of impacts and implementation of the mitigation hierarchy	<p>1. <i>Guidance available on priorities for impact avoidance</i></p> <p>2. <i>Guidance available for applying metrics to measure loss and gain of biodiversity as part of the mitigation hierarchy</i></p> <p>3. <i>General guidance available on linking the outcomes of the mitigation hierarchy to national targets for biodiversity and climate change</i></p>	<p>2.2.1. Development of metrics for ecosystem condition and for species, prioritized by the NCG</p> <p>2.2.2. Improve the existing Technical guidelines to incorporate specific metrics, ratios, calculations, data analysis and additional exchange rules</p> <p>2.2.3. Assessment of the feasibility of the mitigation hierarchy and offsets to contribute to national biodiversity targets</p> <p>2.2.4. Translation into Portuguese of the guidance on "NNL for nature and people"</p>	<p>Protocol to assess the condition of at least 2 priority ecosystems</p> <p>Protocol to assess the metrics for at least 2 priority species</p> <p>Guidelines updated to support the biodiversity offset regulation</p> <p>Technical report with proposed guidance available</p> <p>Document available in Portuguese</p>
2.3 Legal, administrative and financial mechanisms, tools and guidance, including a public offsets registry, developed with governments to support implementation and permanency of offsets outcomes	<p>1. <i>National offset registries exist</i></p> <p>2. <i>Templates available for offset plans</i></p> <p>3. <i>Solutions for secure financing of offsets defined, including role of conservation trust funds</i></p> <p>4. <i>Mechanisms for anticipated and/or aggregated offsets defined</i></p>	<p>2.3.1. Assist the Government on the development of the administrative and legal procedures to develop and operationalize the registry and monitoring system for offsets projects</p> <p>2.3.2. Feasibility of aggregated offsets assessed, including the identification and promotion of legislative change to be introduced for liability transfers and related insurance issues</p> <p>2.3.3. Analysis of possible alternatives to the financing mechanisms proposed in the existing technical guidelines (including the role of conservation trust funds as providers of guaranteed long-term sustainable funding)</p>	<p>Offset registry tested and publicly accessible</p> <p>Models of contracts, forms, databases developed for main stakeholders / processes</p> <p>Proposals for new or modified legislation available</p> <p>Technical report available</p>

Component 3. Capacity building & outreach			
SO3. Build capacity of governments, civil society, financial institutions and businesses to understand effective implementation of the mitigation hierarchy and its importance for achieving national biodiversity targets			
3.1 National capacity to implement the mitigation hierarchy strengthened to emphasize avoidance and reduction of impacts on priority biodiversity and deliver effective biodiversity offsets	<p><i>1. National capacity-building programs designed based on needs</i></p> <p><i>2. Number of (government) institutions benefiting from a capacity building action (ministerial / sub-ministerial level).</i></p> <p><i>3. Number of people trained in understanding application of the mitigation hierarchy, including its role in contributing to national targets for biodiversity and climate change</i></p>	<p>3.1.1. Update and implement a training program on the regulation and technical guidance that were developed under COMBO, including awareness raising session to the companies operating in Mozambique (including medium-sized companies)</p> <p>3.1.2. Provide intensive training to DINAB's technicians from the new Biodiversity Offsets Division who will be leading on the implementation of the new regulation and guidelines for effective application of the mitigation hierarchy and biodiversity offsets, and who will be directly supported by the Technical Assistant (Activity 1.1.1)</p> <p>3.1.3. Provide 3 internships on the Mitigation Hierarchy and offsets in collaboration with the BIOFUND-led Conservation Leadership Program in Mozambique</p> <p>3.1.4. Visit relevant mining, oil & gas and infrastructure projects to train technicians from institutions involved in licensing, monitoring, and inspection on best practice on implementation of the mitigation hierarchy</p>	<p>Training program content on the MH updated</p> <p>Number of (government) institutions benefiting from the training program</p> <p>Number of government technicianst trained on the regulation and technical guidance</p> <p>Number of awareness raising sessions to the companies operating in Mozambique</p> <p>Number of technicians from the new Biodiversity Offsets Division trained</p> <p>Percentage of improvement on capacity after training period based on a performance assessment</p> <p>Number of interns trained on the MH and Offset design and implementation</p> <p>Number of site visits developed to projects that are implementing the mitigation hierarchy</p>

			Number of technicians trained on best practice implementation of the MH
3.2 Civil society and national financial institutions' capability increased to engage effectively to address impacts of development on biodiversity	<p><i>1. Number of civil society organizations benefiting from capacity-building action.</i></p> <p><i>2. Number of financial institutions informed on policy and guidance on the mitigation hierarchy</i></p>	<p>3.2.1. Provide capacity building to relevant civil society platforms to actively advocate for the adequate implementation of the mitigation hierarchy and how they can benefit from biodiversity offsets</p> <p>3.2.2. Develop a mitigation hierarchy and offsets awareness raising program to national financial institutions on the new offsets regulation and technical guidelines</p>	<p>Number of civil society organizations benefiting from a capacity-building action</p> <p>Number of financial institutions operating in Mozambique sensitized on how to implement national offsets regulations and informing their clients</p>
3.3 A communications strategy for the Facility is established, in liaison with international institutions (notably IUCN) and to maintain the momentum engendered by BBOP, to support exchange and learning internationally by governments, development organisations (e.g. ECOWAS, Nairobi Convention, IOC, SADC, EADC, ASEAN, OMVG, OMVS Mekong River Commission, etc.), banks and companies	<p><i>1. Project communication strategy exists</i></p> <p><i>2. Project website exists with training materials</i></p> <p><i>3. Number of online seminars provided to international partners</i></p> <p><i>4. Country of residence (IDA countries) of seminar participants</i></p> <p><i>5. Gender of seminar participants</i></p> <p><i>6. Tools and guidance for the finance sector, business, and government are shared</i></p>	<p>3.3.1. Support participation by national stakeholders in relevant events across Africa and/or Asia</p> <p>3.3.2. Support participation by national stakeholders in communication on the project's activities and achievements, and on lessons-learned from the country</p>	<p>Event reports (at least 2 throughout the project)</p> <p>Number of participants, by gender, involved in the communication on the project's activities and achievements, and on lessons-learned from the country</p>
Component 4. Models for offset implementation			
SO4. Develop innovative models and operational protocols to implement the mitigation hierarchy, including offsets, in partnership with the private sector, public sector, civil society and conservationists			

4.1 Models for implementing the mitigation hierarchy and offsets are created, integrating planning and program development tools, and tools and lessons learnt from sectors including conservation, agriculture and forestry	<i>1. Operational models exist for successful implementation of conservation or restoration actions funded by private and public sector projects</i>	N/A	N/A
4.2 A range of operational and innovative models are tested in partnership with private sector, public sector, civil society and conservationists	<i>1. Tests underway and providing data</i> <i>2. Conservation trust funds are involved in at least 3 tests</i> <i>3. Number of institutions from different sectors involved in tests (govt, business, CSOs, NGOs)</i> <i>4. Number of models that have been piloted or assessed</i>	<p>4.2.1. Design and implementation of offset pilots on the ground with the Government and local partners to test the biodiversity offsets regulation and provide hands on training on its effective application</p> <p>4.2.2. Establish and operationalize a monitoring, evaluation and auditing plan</p> <p>4.2.3. Develop the guidance on how a Conservation Trust Fund can establish performance-based contracts for successfully implementing conservation or restoration activities for offsets</p>	<p>At least one pilot project developed and implemented</p> <p>Conservation Trust Funds are involved in at least two pilot projects</p> <p>At least 30 people from 10 different Government and partner institutions are trained on the practical application of the offsets</p> <p>Third party verification checklist and procedures developed</p> <p>Monitoring plans implemented, indicators tested and results assessed for each pilot</p> <p>BOMP of each pilot adjusted based on results</p> <p>Technical report available</p>
4.3 National experiences of implementing the mitigation hierarchy and offsets are collated and published to	<i>1. Lessons learnt reports available, including on how the mitigation hierarchy can support progress towards</i>	4.3.1. Produce communication materials on the pilots for outreach, fundraising and knowledge sharing	<p>Brochure, newsletter and video available to report</p> <p>Country case studies compiled</p>

inform stakeholders on effective models and contribute to policies, technical guidance and implementation mechanisms, in country and beyond	<i>national targets for biodiversity and climate change</i>	4.3.2. Document COMBO experiences and lessons learned from the pilot	<p>Number of people benefiting from conservation or restored biodiversity as a project outcome in the long term</p> <p>Number of people benefiting from increased climate resilience as a project outcome in the long term</p> <p>Surface area benefiting from conservation or restored biodiversity as a project outcome in the long term</p>
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Uganda			
Expected outputs	Objective Indicators	Activities	Activity indicators
Component 1. Institutionalization of policies			
SO1. Support and assist governments in the establishment of appropriate governance systems and policies to guide the implementation of the mitigation hierarchy nationally while supporting progress towards national biodiversity objectives			
1.1 Necessary laws, regulations and operational guidelines that direct the implementation of the mitigation hierarchy, including for projects, spatial planning, avoidance and offsets, are developed and strengthened	<i>1. Laws, regulations and guidelines updated</i> <i>2. Project and plans apply law and policy</i>	1. Help Government develop regulations to operationalize relevant laws (NEA 2019; UW Act 2019; National Forestry Tree Planting Act of 2003 not yet amended) relating to the mitigation hierarchy 2. Support UNRA in development and implementation of mitigation hierarchy guidelines for the road sector 3. Help NEMA translate relevant policies into various regional languages in Uganda	Number of regulations developed with NFA, UWA or Department of Wetland Management List of the technical personnel selected as the Technical Working Group Number of meetings for reviewing the guidelines TOR for the technical working group Number of laws and regulations translated
1.2 Capacity of relevant public institutions is strengthened to enable national and local governments to apply the mitigation hierarchy, ensure effective planning and implement offsets	<i>1. Guidance available for regulators</i> <i>2. Number of government development plans integrating spatial biodiversity priorities and effective application of the mitigation hierarchy</i>	1. Integrate a technical advisor in NEMA 2. Support NEMA by promoting the understanding and adoption by government, parliament, business and civil society of policy on the mitigation hierarchy, including national guidelines on biodiversity and social offsets 3. Help NEMA encourage district governments to adopt relevant policies in regional languages	ToR developed and advert published Technical advisor recruited and in place National biodiversity and social compensation guidelines approved and adopted by government and stakeholders Number of people hired and trained Number of district governments involved
1.3. Coordinated application of policy on the mitigation hierarchy between sectors, ministries and public agencies, including at local government	<i>1. Cross-sectoral coordination mechanisms established and operational</i>	1. Support the Multisectoral Committee (MSC) of the Prime Minister's Office in improving coordination between ministries, agencies and local governments, in particular in planning of roads and infrastructure to avoid impacts on priority biodiversity	Number of key issues discussed by the MSC regarding road plans and other infrastructure in priority biodiversity landscapes

level, promoted and supported through provision of appropriate legal, administrative and financial mechanisms and guidance		<p>2. Support the National Biodiversity Committee (NBC) in reviewing and monitoring implementation of offset projects</p> <p>3. Strengthen the role of trust funds, including the Uganda Biodiversity Fund (UBF), in biodiversity compensation and conservation strategies</p>	<p>Number of key issues discussed and resolved at NBC meetings</p> <p>Number of report available on offsets experiences and lessons learned</p>
Component 2. Planning & implementation tools			
SO2. Develop tools, and guidance for spatial planning and offset implementation to avoid, mitigate and offset impacts on priority biodiversity and support progress towards national biodiversity objectives in coordination with stakeholders			
2.1 Biodiversity data collated, assessed and disseminated to inform strategic planning and decision making around avoidance and mitigation of impacts on priority biodiversity	<p><i>1. Number of databases collected, evaluated and circulated</i></p> <p><i>2. Maps of priority areas for avoidance, conservation and restoration prepared and accessible</i></p> <p><i>3. Metrics and indicators developed for priority habitats and biodiversity</i></p> <p><i>4. Institution/s hosting data on a data platform</i></p>	<p>1. Fill data gaps in existing assembled databases, for example on ecosystem services and identify updated datasets</p> <p>2. Establish working relationships with institutions hosting data dissemination platforms (e.g. NEMA clearing-house mechanism and NBDB) and upload priority biodiversity data for planning and avoidance of impacts. Establish links between these data storage sites and other sources</p> <p>3. Support NEMA in the development of biodiversity information products (BIP) aimed at integrating biodiversity information at the heart of government decision-making for one sector. BIPs will include mapped priority areas for avoidance and restoration-based offsets</p> <p>4. Train local authority agents in the demonstration landscape on the use of BIPs</p>	<p>Number of new datasets identified</p> <p>Number of datasets downloaded to hosting platforms</p> <p>BIP developed for an industry sector</p> <p>Number of local officials trained</p>
2.2 Tools, metrics and guidance employ biodiversity data for priority sites and values to support improved planning, avoidance of impacts and implementation of the mitigation hierarchy	<p><i>1. Guidance available on priorities for impact avoidance</i></p> <p><i>2. Guidance available for applying metrics to measure loss and gain of biodiversity as part of the mitigation hierarchy</i></p> <p><i>3. General guidance available</i></p>	<p>1. Support development of guidance and simplified metric methodology for priority habitats, including in the Murchison-Semliki landscape, for avoidance and offsets</p> <p>2. Engage project developers, regulators, practitioners and project-affected communities to implement the National Guidelines for Biodiversity and Social Offsets</p>	<p>Number of project developers, ESIA practitioners, using the conservation and implementation tools, metrics and guidance</p> <p>Number of projects or institutions that have used biodiversity data and quantified offset targets</p>

	<i>on linking the outcomes of the mitigation hierarchy to national targets for biodiversity and climate change</i>	3. Train key ministries, agencies, local governments, the private sector and ESIA practitioners with metrics guidance for offsets (as developed in Component 2)	Number of people trained in metrics
2.3 Legal, administrative and financial mechanisms, tools and guidance, including a public offsets registry, developed with governments to support implementation and permanency of offsets outcomes	<i>1. National offset registries exist</i> <i>2. Templates available for offset plans</i> <i>3. Solutions for secure financing of offsets defined, including role of conservation trust funds</i> <i>4. Mechanisms for anticipated and/or aggregated offsets defined</i>	1. Help NEMA develop a national offsets registry and monitoring system 2. Review the draft offsets register with relevant government, community and private sector stakeholders, including UBF 3. Establish funding mechanisms for biodiversity offsets, including advice on innovative practices such as aggregated offsets and credits	Meeting minutes on the national offsets registry Development of ToR for the national compensation registry, including a monitoring system Definition of the role of the FFC, including the specific role of the UBF Feasibility study completed of innovative "supply-side" offsets practices
Component 3. Capacity building & outreach			
SO3. Build capacity of governments, civil society, financial institutions and businesses to understand effective implementation of the mitigation hierarchy and its importance for achieving national biodiversity targets			
3.1 National capacity to implement the mitigation hierarchy strengthened to emphasize avoidance and reduction of impacts on priority biodiversity and deliver effective biodiversity offsets	<i>1. National capacity-building programs designed based on needs</i> <i>2. Number of (government) institutions benefiting from a capacity building action (ministerial / sub-ministerial level).</i> <i>3. Number of people trained in understanding application of the mitigation hierarchy,</i>	1. Train staff of local government and other key ministries and agencies of ministries and institutions (MDAI) (e.g. Uganda Investment Office, Office of the Prime Minister, Ministry of Agriculture, Animal and Fisheries Industry (MAAIF), Ministry of Public Works and Transport, financial institutions (e.g. commercial banks) to understand opportunities and practices for mitigating impacts	Number of people trained in the mitigation hierarchy Number of (government) institutions benefiting from the training program Number of institutions applying conservation and implementation tools, metrics and guidelines

	<i>including the opportunity for it to contribute to national targets for biodiversity and climate change</i>	2. Train ESIA / EIA practitioners to improve implementation of mitigation, including planning to avoid impacts, and emphasize the social dimensions of compensation	Number of ESIA practitioners trained in applying the mitigation hierarchy and understanding the linkage between ESIA and biodiversity offset design requirements
3.2 Civil society and national financial institutions' capability increased to engage effectively to address impacts of development on biodiversity	<i>1. Number of civil society organizations benefiting from capacity-building action.</i> <i>2. Number of financial institutions informed on policy and guidance on the mitigation hierarchy</i>	1. Strengthen civil society platforms through training to monitor the implementation of mitigation measures by industry 2. Train staff of financial institutions, including the private sector and development banks, in environmental and social impact assessments of projects submitted to lenders for funding. 3. Support UBF in engaging industry to improve design and implementation of offsets projects and engaging Government to ensure their active role as an offsets financing organization	Number of members of civil society trained Number of civil society organizations benefiting from a capacity-building action Number of projects monitored Number of people in financial institutions trained Number of institutions involved Number of training workshops organized with UBF Number of UBF meetings with industry Number of compensation projects developed by industry in coordination with UBF
3.3 A communications strategy for the Facility is established, in liaison with international institutions (notably IUCN) and to maintain the momentum engendered by BBOP, to	<i>1. Project communication strategy exists</i> <i>2. Project website exists with training materials</i> <i>3. Number of online seminars provided to international</i>	1. Support the participation of national stakeholders in relevant events in Africa and / or Asia	National stakeholders participate in relevant events in Africa and / or Asia

support exchange and learning internationally by governments, development organisations (e.g. ECOWAS, Nairobi Convention, IOC, SADC, EADC, ASEAN, OMVG, OMVS Mekong River Commission, etc.), banks and companies	<i>partners</i> <i>4. Country of residence (IDA countries) of seminar participants</i> <i>5. Gender of seminar participants</i> <i>6. Tools and guidance for the finance sector, business, and government are shared</i>	2. Support participation by national stakeholders in communication on the project's activities and achievements, and on lessons-learned from the country.	National stakeholders participate in communication on project activities and achievements and on lessons learned from the country.
Component 4. Models for offset implementation			
SO4. Develop innovative models and operational protocols to implement the mitigation hierarchy, including offsets, in partnership with the private sector, public sector, civil society and conservationists			
4.1 Models for implementing the mitigation hierarchy and offsets are created, integrating planning and program development tools, and tools and lessons learnt from sectors including conservation, agriculture and forestry	<i>1. Operational models exist for successful implementation of conservation or restoration actions funded by private and public sector projects</i>	1. Support testing of national offsets guidelines by government (e.g. UWA, NEMA, UNRA, NWSC), communities, conservation trust funds and the private sector 2. Identify offsets models with government and industry to test funding and implementation systems 3. Monitor and document the effectiveness of offsets to contribute to national conservation and biodiversity objectives 4. Build internal capacity building of participating institutions for conservation planning	Number of workshops organised on mechanisms for implementing and financing offsets Offsets guidelines tested Number of compensation models identified for testing Number of offsets tracked with biodiversity data Number of offsets contributing to national objectives Meeting reports
4.2 A range of operational and innovative models are tested in partnership with private sector, public sector, civil society and conservationists	<i>1. Tests underway and providing data</i> <i>2. Conservation trust funds are involved in at least 3 tests</i> <i>3. Number of institutions from different sectors involved in tests (govt, business, CSOs, NGOs)</i>	1. Establish a regional cumulative impact management committee for the implementation of landscape level mitigation measures, e.g. Murchison-Semliki Landscape 2. Improve the theoretical construction for the mitigation hierarchy by recruiting students to assess its effectiveness, by testing the concepts and the contribution to the understanding of the NNL principle	Committee ToR Committee meeting minutes Two postgraduate students trained

	4. Number of models that have been piloted or assessed		Theses completed on application of the mitigation hierarchy
4.3 National experiences of implementing the mitigation hierarchy and offsets are collated and published to inform stakeholders on effective models and contribute to policies, technical guidance and implementation mechanisms, in country and beyond	1. <i>Lessons learnt reports available, including on how the mitigation hierarchy can support progress towards national targets for biodiversity and climate change</i>	1. Document COMBO experiences and lessons learnt 2. Develop a best practice guide 3. Share the best practice guide at an international conference	Country case studies compiled and report available Number of people benefiting from conservation or restored biodiversity as a project outcome in the long term Number of people benefiting from increased climate resilience as a project outcome in the long term Surface area benefiting from conservation or restored biodiversity as a project outcome in the long term Best practice guide developed Best practices shared online

Guinée			
Résultats attendus	Indicateurs de résultats des objectifs	Activités	Indicateurs d'activités
Composante 1. Institutionnalisation des politiques			
OS1. Soutenir et accompagner les gouvernements dans la mise en place de systèmes de gouvernance et de politiques appropriés afin de guider la mise en œuvre de la hiérarchie d'atténuation au niveau national tout en soutenant l'atteinte des objectifs nationaux en matière de biodiversité			
1.1 Les lois, réglementations et directives opérationnelles nécessaires sont mises au point et renforcées pour guider la mise en œuvre de la hiérarchie d'atténuation, notamment dans les projets, la planification de l'aménagement du territoire, l'évitement et la compensation	<i>1. Lois, règlements et orientations mises à jour</i> <i>2. Projets et plans appliquent des textes juridiques</i>	1. Appuyer la finalisation des évolutions réglementaires prévues au code de l'environnement de 2019 (Axe stratégique 1 de la SNHAC)	Textes réglementaires sur la hiérarchie d'atténuation prévus dans le Code de l'Environnement actualisé
1.2 Les capacités des autorités publiques sont renforcées pour permettre aux gouvernements nationaux et administrations sub-nationaux d'appliquer la hiérarchie d'atténuation, d'assurer une planification efficace et de mettre en œuvre des compensations	<i>1. Lignes directrices finalisées pour des régulateurs</i> <i>2. Nombre de projets, plans et programmes intégrant des sites prioritaires pour la biodiversité et la bonne application de la hiérarchie d'atténuation</i>	1. Recruter une assistance technique pour appuyer le BGACE dans l'instruction des demandes d'autorisation des projets et les évaluations environnementales 2. Préparer des outils de suivi de l'instruction et du contrôle des projets par le BGACE 3. Contribuer à l'actualisation des directives sectorielles utilisées par le BGACE	Assistance technique en place Outils de suivi en place Nombre de personnel formé Directives sectorielles actualisées, présentées au CN-CIBE et diffusées aux ministères concernés
1.3 Application coordonnée des politiques sur la hiérarchie de l'atténuation entre les secteurs, les ministères et les organismes publics, notamment au niveau des administrations sub-nationales, encouragée et soutenue par la mise en place de mécanismes et d'orientations juridiques,	<i>1. Mécanismes de coordination intersectorielle existent et sont opérationnels</i>	1. Renforcer le rôle du CN-CIBE dans le suivi de la mise en œuvre de la SNHAC 2. Renforcer la coordination entre les autorités nationales et le groupe de spécialiste des grands singes de l'UICN (ARRC taskforce) quant aux impacts des projets sur les chimpanzés 3. Etendre le champ de mise en œuvre de la hiérarchie d'atténuation aux politiques sectorielles, plans et programmes, y compris au niveau local (Axes stratégiques 2, 3 & 4 de la SNHAC)	Mandat et modalités de fonctionnement du CN-CIBE actualisés Réunions régulières du CN-CIBE Protocole d'accord en place entre le groupe de spécialiste des grands singes et le CN-CIBE Guide technique destiné aux administrations sub-nationales pour la planification et les politiques sectorielles disponible

administratives et financières appropriés			Le PNDES 2021-2025 fait référence à la hiérarchie d'atténuation
Composante 2. Outils de planification et de mise en œuvre			
OS2. Développer des outils et des guides pour la planification territoriale et la prise de décision afin d'éviter, d'atténuer et de compenser les impacts et contribuer à la réalisation des objectifs nationaux en matière de biodiversité, en coordination avec les parties-prenantes.			
2.1 Les données sur la biodiversité sont rassemblées, évaluées et mises à disposition en vue d'une planification stratégique du développement et la prise de décision sur l'évitement des impacts et l'application efficace de l'atténuation des impacts sur la biodiversité prioritaire.	<p><i>1. Nombre de base de données collectées, évaluées et diffusées</i></p> <p><i>2. Cartes des priorités pour l'évitement, la conservation et la restauration préparées et accessibles</i></p> <p><i>3. Métriques et indicateurs élaborés pour les habitats prioritaires et la biodiversité prioritaires</i></p> <p><i>4. Institution/s hébergeant des données sur une plateforme de données</i></p>	<p>1. Actualiser la cartographie des enjeux prioritaires (habitats & espèces) à l'échelle nationale, de manière participative (Axe stratégique 10 de la SNHAC), sous la forme d'un "porté à connaissance" accessible aux porteurs de projets</p> <p>2. Actualiser l'évaluation des espèces et des écosystèmes menacés selon les critères des listes rouges de l'UICN, sous la forme d'un "porté à connaissance" accessible aux porteurs de projets</p> <p>3. Préparer, de manière participative, une carte des opportunités de restauration écologique à l'échelle nationale</p> <p>4. Intégrer les enjeux hiérarchisés dans les textes d'application du code de la faune et du code forestier</p> <p>5. Actualiser les priorités nationales de création et de renforcement d'aires protégées (axe stratégique 11 de la SNHAC), y compris les sites prioritaires pour la conservation des chimpanzés</p> <p>6. Actualiser l'identification des sites prioritaires pour la conservation des chimpanzés grâce à une analyse scientifique et participative (1 atelier)</p> <p>7. Intégrer la cartographie des zones à enjeux dans la planification territoriale et les politiques sectorielles (axes stratégiques 5 & 6 de la SNHAC)</p>	<p>Cartographie actualisée et mise à disposition des acteurs</p> <p>Listes rouges actualisées et diffusé par le BGACE sous la forme d'un "porté à connaissance"</p> <p>Atelier sur la restauration forestière et la restauration des terres dégradées en Guinée</p> <p>Cartographie mise à disposition des acteurs</p> <p>Listes rouges intégrées dans des textes réglementaires</p> <p>Cartes et données spatiales mises à disposition des acteurs</p> <p>Rapport d'étude validé par l'UICN</p> <p>Données spatiales sur les enjeux de biodiversité intégrés au PNDES 2021-2025 et dans des politiques et stratégies sectorielles</p>

<p>2.2 Des outils, métriques et directives sont développés pour favoriser l'utilisation des données de la biodiversité des sites et valeurs prioritaires dans la planification territoriale, l'évitement des impacts et la mise en œuvre de la hiérarchie d'atténuation</p>	<p>1. Lignes directrices disponibles sur les priorités pour éviter les impacts 2. Lignes directrices disponibles pour l'application des métriques pour mesurer les pertes et les gains de biodiversité dans le cadre de la hiérarchie d'atténuation 3. Lignes directrices disponibles pour relier les résultats de la hiérarchie d'atténuation et les cibles nationales de biodiversité et de changement climatique</p>	<p>1. Co-construire avec le CN-CIBE des lignes directrices sur l'utilisation des cartes et listes d'enjeux prioritaires 2. Co-construire avec le CN-CIBE des lignes directrices pour le développement et l'application de métriques, dont l'évaluation des habitats 3. Co-construire avec le CN-CIBE des lignes directrices générales pour la conception de mesures compensatoires 4. Préparer un guide sur la prise en compte des populations locales dans l'atténuation et la compensation des impacts des projets en Guinée, à partir de guides existants, pour contribuer à l'axe stratégique 9 de la SNHAC</p>	<p>Guide publié et diffusé Guide publié et diffusé Guide publié et diffusé Guide publié et diffusé</p>
<p>2.3 Des mécanismes, outils et des orientations juridiques, administratifs et financiers, notamment un registre public de la compensation, sont mis au point avec les gouvernements pour soutenir la mise en œuvre et la durabilité des résultats des mesures compensatoires.</p>	<p>1. Des registres nationaux de compensation existent 2. Des modèles d'engagements compensatoires disponibles 3. Des solutions de sécurisation financière de la compensation définies, y compris le recours au fonds fiduciaires de conservation 4. Des mécanismes d'anticipation et/ou de mutualisation de la compensation définis</p>	<p>1. Mettre en place un outil de suivi cartographique des engagements en matière d'évitement et de compensation (registre) au BGACE 2. Préparer des modèles de cahier des charges d'EIES, des PGES, de volet biodiversité de conventions minières, et autres moyens de renforcer l'ancrage légal de la hiérarchie d'atténuation 3. Encadrer les modalités de recours aux aires protégées pour la compensation 4. Proposer des mécanismes de financement des mesures compensatoires, dont l'intérêt d'un fonds fiduciaire pour la conservation</p>	<p>Registre en place Rapport annuel présenté au CN-CIBE et rendu public Canevas et outils de suivi disponibles Inscription réglementaire publié des modalités de recours aux aires protégées dans le cadre de la compensation Rapport technique publié et diffusé</p>
<p>Composante 3. Renforcement des capacités et sensibilisation</p>			
<p>OS3. Renforcer les capacités des gouvernements, de la société civile, des institutions financières et des entreprises en matière de compréhension de la mise en œuvre efficace de la hiérarchie d'atténuation et de son importance pour la réalisation des objectifs nationaux en matière de biodiversité</p>			

<p>3.1 La capacité nationale à mettre en œuvre la hiérarchie d'atténuation est renforcée afin de mieux éviter et réduire les impacts sur la biodiversité prioritaire et garantir la réalisation de la compensation écologique.</p>	<p><i>1. Programme national de renforcement des capacités opérationnel en fonction des besoins</i></p> <p><i>2. Nombre d'institutions bénéficiant d'une action de renforcement de capacités (niveau ministériel / infra ministériel).</i></p> <p><i>3. Nombre de personnes formées à la compréhension et la bonne application de la hiérarchie d'atténuation, et son rôle dans la contribution à la réalisation des cibles nationales de biodiversité et du changement climatique</i></p>	<p>1. Intégrer la hiérarchie d'atténuation dans les thématiques de formation du BGACE et de l'OGPR, et associer à cette formation les autres parties-prenantes du processus (ANAFIC, BSD, CN-CIBE, Centre des Ressources Documentaires et Service de Modernisation des Systèmes d'Information (ex-COSIE), CPSES, CCLM, CTAE, etc.)</p>	<p>Nombre de formations de la Banque Mondiale avec participation de COMBO+</p> <p>Nombre d'institutions bénéficiant d'une action de renforcement de capacités</p> <p>Nombre de personnes formées à comprendre l'application de la hiérarchie d'atténuation, notamment l'opportunité pour sa contribution à la réalisation des cibles nationales de biodiversité et de changement climatique</p>
<p>3.2 La capacité de la société civile et des institutions financières nationales sont renforcées pour s'engager efficacement à faire face aux impacts du développement sur la biodiversité.</p>	<p><i>1. Nombre d'organisations de la société civile bénéficiant d'une action de renforcement de capacités.</i></p> <p><i>2. Nombre d'institutions financières connaissent et comprennent les directives sur la hiérarchie d'atténuation.</i></p>	<p>1. Soutenir le fonctionnement d'un groupe de travail pour l'animation et le suivi de la mise en œuvre du PNCCG.</p> <p>2. Visites techniques des mesures d'atténuation et de compensation mises en œuvre par des projets miniers, organisée en partenariat avec le Réseau Environnement Bauxite (REB)</p> <p>3. Participer aux réunions du REB et d'autres plateformes sectorielles ou régionales</p> <p>4. Préparer la mise en œuvre d'un cycle de sensibilisation et formation auprès d'institutions financières nationales</p>	<p>Rapports annuels disponible sur la mise en œuvre du PNCCG.</p> <p>Visite et compte-rendu</p> <p>Comptes-rendus de réunions disponible</p> <p>Plan de sensibilisation, réunions et brochures disponible</p> <p>Nombre d'organisations de la société civile bénéficiant d'une action de renforcement de capacités</p> <p>Nombre d'institutions financières connaissent et comprennent les directives sur la hiérarchie d'atténuation.</p>

3.3 Une stratégie de communication pour la Facilité est établie, en lien avec les institutions internationales (UICN notamment) et pour maintenir la dynamique engagée par le Business and Biodiversity Offsets Programme (BBOP), pour favoriser le partage des connaissances et des leçons apprises à l'échelle mondiale, impliquant les gouvernements, les organisations de développement (CEDEAO, COI, SADC, EADC, ASEAN, OMVG, OMVS, Commission du Mekong, etc.), les institutions financières et les entreprises	<p>1. <i>Stratégie de communication du projet existe</i></p> <p>2. <i>Site web du projet actif avec support de formation en ligne</i></p> <p>3. <i>Nombre de séminaires en ligne fournis aux partenaires internationaux</i></p> <p>4. <i>Pays de résidence (pays AID) des participants aux séminaires</i></p> <p>5. <i>Genre des participants aux séminaires</i></p> <p>6. <i>Outils et orientations pour les gouvernements, les institutions financières et les entreprises sont partagés</i></p>	<p>1. Soutenir la participation des parties prenantes nationales aux événements pertinents en Afrique et / ou en Asie</p> <p>2. Soutenir la participation des parties prenantes nationales à la communication sur les activités et les réalisations du projet et sur les enseignements tirés du pays.</p>	<p>Nombre de participants, par genre, impliqué dans la communication sur les activités et les réalisations du projet et sur les leçons tirés du pays</p> <p>Participation des parties prenantes dans les communications des activités et résultats du projet, et dans les leçons apprises du pays</p>
Composante 4. Modèles de mise en œuvre des mesures compensatoires			
OS4. Développer et expérimenter des modèles et des protocoles opérationnels innovants pour l'application de la hiérarchie d'atténuation, notamment les mesures compensatoires, en partenariat avec le secteur privé, le secteur public, la société civile et les acteurs de la conservation			
4.1 Des modèles opérationnels de mise en œuvre de la hiérarchie d'atténuation et de la compensation, sont préparés en intégrant des outils de planification et de programmation, et les outils et leçons apprises des secteurs de la conservation, de l'agriculture et de la forêt.	<p>1. <i>Modèles opérationnels existent pour mettre en œuvre avec succès des actions de conservation et de restauration écologique financées par les porteurs de projets privés et publics</i></p>	<p>1. Analyse préliminaire des expériences réussies de mise en œuvre de projets de conservation / restauration en Guinée (consultations et atelier technique)</p> <p>2. Définir de modèles contractuels et de gouvernance pertinents, en fonction du statut du foncier, des droits d'usage et des acteurs impliqués</p>	<p>Rapport de l'atelier disponible</p> <p>Rapport technique disponible</p>
4.2 Divers modèles opérationnels et innovants sont	<p>1. <i>Expérimentations mises en œuvre et fournissant des</i></p>	<p>1. Analyser le retour d'expérience de la création du PN du Moyen Bafing</p>	<p>Rapport technique disponible</p>

expérimentés en partenariat avec le secteur privé, le secteur public, la société civile et les acteurs de la conservation	<i>leçons</i> 2. <i>Les fonds fiduciaires pour la conservation participent à au moins 3 expérimentations</i> 3. <i>Nombre d'institutions de différents secteurs impliquées dans les expérimentations (gouvernement, entreprises, OSC, ONG)</i> 4. <i>Nombre de modèles qui ont été expérimentés ou évalués</i>	2. Analyser le retour d'expérience de la gestion des primates sur la concession d'Alufer en Guinée maritime 3. Développer un cas pilote dans le Fouta, en consolidant les activités initiées dans le cadre du projet COBHAB financé par la Fondation ARCUS 4. Développer un cas pilote en Guinée forestière, par exemple sur la forêt classée de Zياما ou autour du Mont Nimba	Rapport technique disponible Rapports d'activité annuels disponible Rapports d'activité annuels disponible
4.3 Les expériences nationales de mise en œuvre de la hiérarchie d'atténuation et des compensations sont compilées et publiées afin de porter à connaissance des parties prenantes les modèles qui marchent et de contribuer aux politiques, aux orientations techniques et aux mécanismes de mise en œuvre, dans le pays et à l'international.	1. <i>Rapports des leçons apprises publiés, incluant la manière dont la hiérarchie d'atténuation peut soutenir les progrès vers les cibles nationaux de biodiversité et de changement climatique</i>	1. Suivre et capitaliser l'expérience des pilotes 2. Valoriser le retour d'expérience des cas pilotes	Rapport de capitalisation disponible Nombre de personnes bénéficiant de la conservation ou de la restauration de la biodiversité en tant que résultat global du projet à long terme Nombre de personnes bénéficiant d'une résilience climatique accrue en tant que résultat global du projet à long terme Superficies bénéficiant de programmes de conservation/ restauration de la biodiversité en tant que résultat global du projet à long terme Rapport annuel présenté au CN-CIBE et rendu public

Madagascar			
Résultats attendus	Indicateurs de résultats des objectifs	Activités	Indicateurs d'activités
Composante 1. Institutionnalisation des politiques			
OS1. Soutenir et accompagner les gouvernements dans la mise en place de systèmes de gouvernance et de politiques appropriés afin de guider la mise en œuvre de la hiérarchie d'atténuation au niveau national tout en soutenant l'atteinte des objectifs nationaux en matière de biodiversité			
1.1 Les lois, réglementations et directives opérationnelles nécessaires sont mises au point et renforcées pour guider la mise en œuvre de la hiérarchie d'atténuation, notamment dans les projets, la planification de l'aménagement du territoire, l'évitement et la compensation	<p>1. <i>Lois, règlements et orientations mises à jour</i></p> <p>2. <i>Projets et plans appliquent des textes juridiques</i></p>	<p>1. Supporter le Gouvernement dans la finalisation du plan d'action national pour la mise en œuvre de la HA et de la compensation écologique</p> <p>2. Diffuser le plan d'action national optimal via l'intégration aux supports de communication politiques et stratégiques</p> <p>3. Appuyer l'analyse et l'évaluation des politiques, stratégies et orientations existantes de conservation et visant l'APN/GN, identification de nouvelles à établir</p> <p>4. Apporter une Assistance Technique EXTERNE (ATE) multithématique "projet" au Gouvernement dans la révision et le renforcement des textes politiques et la mise en œuvre de l'ensemble du projet</p>	<p>Plan d'action national finalisé et validé par le gouvernement</p> <p>Nombre de supports de communication à niveau stratégique disponibles</p> <p>Rapport d'analyse et d'évaluation des documents cadres disponibles</p> <p>Assistance technique multi-compétence opérationnelle et disponible au fil de l'eau</p> <p>Participation active aux réflexions et travaux avec apport d'expertises multiples</p> <p>Notes d'orientation existent</p>
1.2 Les capacités des autorités publiques sont renforcées pour permettre aux gouvernements nationaux et administrations sub-nationaux d'appliquer la hiérarchie d'atténuation, d'assurer une planification efficace et de mettre en œuvre des compensations	<p>1. <i>Lignes directrices finalisées pour des régulateurs</i></p> <p>2. <i>Nombre de projets, plans et programmes intégrant des sites prioritaires pour la biodiversité et la bonne application de la hiérarchie d'atténuation</i></p>	<p>1. Mettre en place une Assistance Technique INTERNE (ATI) au sein du Gouvernement (MEDD) pour coordonner la mise en œuvre du document stratégique sur la HA et la compensation et activités associées au projet</p>	<p>Assistance Technique Interne (ATI) installée au sein du MEDD et rapports d'activités réguliers</p>
			TdR du COS élaborés

<p>1.3 Application coordonnée des politiques sur la hiérarchie de l'atténuation entre les secteurs, les ministères et les organismes publics, notamment au niveau des administrations sub-nationales, encouragée et soutenue par la mise en place de mécanismes et d'orientations juridiques, administratives et financières appropriés</p>	<p><i>1. Mécanismes de coordination intersectorielle existents et sont opérationnels</i></p>	<p>1. Formaliser un Comité d'Orientation et de Suivi (COS) pour la mise en œuvre du Plan d'Action pour l'application de la Hiérarchie d'Atténuation</p> <p>2. Renforcer le rôle des fonds fiduciaires de conservation, notamment FAPBM, dans les stratégies d'application de la hiérarchie d'atténuation (et par exemple de compensation) pour la conservation de la biodiversité à Madagascar</p> <p>3. Mettre en place un Comité Technique et un Centre de Ressources techniques multisectoriels de partage des bonnes pratiques</p> <p>4. Mettre en place un annuaire d'acteurs et d'experts techniques liés à la HA et à la compensation</p> <p>5. Assister à la définition des objectifs qualitatifs et quantitatifs nationaux de référence en matière de conservation de la biodiversité nationale et pouvant s'inscrire dans le cadre mondial post 2020</p> <p>6. Appuyer la production technique d'études et d'outils techniques spécifiques en matière d'évaluation Environnementale Stratégique (EES) et des Plans Projets et Programmes (PPP) et d'EIES intégrant les compensations écologiques</p>	<p>Nombre de réunions du COS (base annuelle) + CR</p> <p>Nombre de fonds et volume d'investissements stimulés par ATE & ATI et suivi de l'activité consacrée en temps/Homme</p> <p>Nombre de réunions des fonds sur des stratégies de conservation</p> <p>TdR du CTCR élaborés et CTCR en place</p> <p>Nombre de réunions du comité (base trimestrielle) + Rapports annuels d'activité</p> <p>Annuaire des parties prenantes et d'experts disponible et mis à jour</p> <p>Production et publication des objectifs nationaux de conservation</p> <p>Etudes techniques lancées et réalisées</p> <p>Nombre d'outils techniques adaptés et intégrant les mises à jour disponibles</p>
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Composante 2. Outils de planification et de mise en œuvre

OS2. Développer des outils et des guides pour la planification territoriale et la prise de décision afin d'éviter, d'atténuer et de compenser les impacts et contribuer à la réalisation des objectifs nationaux en matière de biodiversité, en coordination avec les parties-prenantes.

<p>2.1 Les données sur la biodiversité sont rassemblées, évaluées et mises à disposition en vue d'une planification stratégique du développement et la prise de décision sur l'évitement des impacts et l'application efficace de l'atténuation des impacts sur la biodiversité prioritaire.</p>	<p>1. <i>Nombre de base de données collectées, évaluées et diffusées</i> 2. <i>Cartes des priorités pour l'évitement, la conservation et la restauration préparées et accessibles</i> 3. <i>Métriques et indicateurs élaborés pour les habitats prioritaires et la biodiversité prioritaires</i> 4. <i>Institution/s hébergeant des données sur une plateforme de données</i></p>	<p>1. Réaliser une rapide revue des données existantes et une évaluation des lacunes et besoins en vue de la définition des objectifs actualisés et d'outils opérationnels d'APN/GN</p> <p>2. Institutionnaliser une plateforme unique de données environnementales et en particulier de biodiversité, pour appuyer et renforcer les processus d'études d'impact environnemental des projets, programmes et plans et structurer la conservation nationale de biodiversité (intégrant la compensation écologique)</p> <p>3. Création/renforcement des réseaux avec structures de recherche pour contribuer à alimenter la mise à disposition des données scientifiques fiables et actualisées</p>	<p>Rapport disponible d'un rapide bilan des données de biodiversité à date</p> <p>Base de données opérationnelle hébergeant des données spatiales</p> <p>Nombre d'institutions accédant aux données</p> <p>Nombre de processus projets ou de planification intégrant les données</p> <p>Nombre de partenariats formalisés avec des institutions de recherche</p>
<p>2.2 Des outils, métriques et directives sont développés pour favoriser l'utilisation des données de la biodiversité des sites et valeurs prioritaires dans la planification territoriale, l'évitement des impacts et la mise en œuvre de la hiérarchie d'atténuation</p>	<p>1. <i>Lignes directrices disponibles sur les priorités pour éviter les impacts</i> 2. <i>Lignes directrices disponibles pour l'application des métriques pour mesurer les pertes et les gains de biodiversité dans le cadre de la hiérarchie d'atténuation</i> 3. <i>Lignes directrices disponibles pour relier les résultats de la hiérarchie d'atténuation et les cibles nationales de biodiversité et de changement climatique</i></p>	<p>1. Initier les échanges (faisabilités) en vue du développement d'une typologie fine et d'une priorisation cartographique des écosystèmes pour Madagascar et d'une méthodologie pour la définition de règles d'échange pour les pertes et les gains des écosystèmes (y compris bilan de l'existant, processus de "rassemblement", production d'une typologie consensuelle et d'une priorisation notamment pour conservation, restauration, lutte Espèces Envahissantes Exotiques, compensation)</p>	<p>TDR des deux produits visés :</p> <p>1. Faisabilité pour la production d'une typologie fine et priorisation cartographique des écosystèmes pour Madagascar.</p> <p>2. Faisabilité de mise en place des règles d'échange sur les pertes et les gains des écosystèmes à Madagascar</p> <p>Comptes-rendus des réunions et travaux préparatoires en vue de produire les deux études de faisabilité pour les deux outils disponibles</p> <p>Etudes de faisabilités finalisées à l'issue du projet et diffusion et rapports sur les lignes directrices disponibles, production des deux outils engagée</p>

		<p>2. Adapter et intégrer les lignes directrices transversales sur les questions techniques telles que l'évitement / les limites de ce qui peut être compensé, les règles d'échange, les métriques, la quantification des exigences de compensation et les niveaux de référence pour le contexte de Madagascar</p> <p>3. Adapter et intégrer les lignes directrices transversales sur la méthodologie d'établissement des métriques pour les écosystèmes et / ou les espèces, y compris les règles d'échange, pour le contexte de Madagascar</p> <p>4. Soutenir les échanges et le renforcement des capacités nationales dans l'application des lignes directrices sur les métriques</p> <p>5. Développer et mettre en œuvre la feuille de route pour l'application de la hiérarchie d'atténuation à des échelles territoriales de développement</p>	<p>Lignes directrices techniques nationales disponibles pour le contexte de Madagascar</p> <p>Lignes directrices nationales sur l'application des métriques à Madagascar disponibles</p> <p>L'équipe nationale participe à des sessions d'échange et d'apprentissage sur l'application des lignes directrices</p> <p>Feuille de route partagée et validé</p> <p>Mise en œuvre de la feuille de route sur plusieurs territoires pilotes cohérents (par ex. en régions et pour minimum 3 cas)</p>
<p>2.3 Des mécanismes, outils et des orientations juridiques, administratifs et financiers, notamment un registre public de la compensation, sont mis au point avec les gouvernements pour soutenir la mise en œuvre et la durabilité des résultats des mesures compensatoires.</p>	<p><i>1. Des registres nationaux de compensation existent</i></p> <p><i>2. Des modèles d'engagements compensatoires disponibles</i></p> <p><i>3. Des solutions de sécurisation financière de la compensation définies, y compris le recours au fonds fiduciaires de conservation</i></p> <p><i>4. Des mécanismes d'anticipation et/ou de mutualisation de la compensation définis</i></p>	<p>1. Appuyer le gouvernement pour le développement des procédures de suivi des projets de compensation écologique et d'un registre associé accessible au public</p> <p>2. Fournir une assistance juridique et technique au gouvernement pour assurer la conformité légale et l'assignation adaptée des rôles et responsabilités pour un mécanisme de mise en place de mesures compensatoires opérationnel à Madagascar</p>	<p>Procédures de suivi et registre des projets de compensation écologique disponibles</p> <p>Système de suivi et évaluation du dispositif opérationnel</p> <p>Rapport disponible des analyses et solutions juridiques, financières (dont fiscales) et foncières réalisées pour formaliser des cadres contractuels de compensations robustes et contextualisées</p>

		<p>3. Etudier la fiscalité verte à Madagascar pour identifier tout financement complémentaire à la conservation, la restauration et la compensation écologique</p> <p>4. Etudier le préjudice environnemental et écologique (et sanctions associées)</p> <p>5. Établir des mécanismes de financement pour les compensations de la biodiversité, y compris des conseils sur les pratiques innovantes telles que les compensations agrégées et crédits</p>	<p>Nombre de contrats ou conventions signés par des acteurs de compensation de projet et analyse des modèles produits</p> <p>TdR disponibles</p> <p>Expertises lancées et rapport de l'étude disponible</p> <p>TdR disponibles</p> <p>Expertises lancées et rapport de l'étude disponible</p> <p>Mécanismes de financement convenus</p> <p>Le rôle des FFC et acteurs financiers est défini</p>
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Composante 3. Renforcement des capacités et sensibilisation

OS3. Renforcer les capacités des gouvernements, de la société civile, des institutions financières et des entreprises en matière de compréhension de la mise en œuvre efficace de la hiérarchie d'atténuation et de son importance pour la réalisation des objectifs nationaux en matière de biodiversité

<p>3.1 La capacité nationale à mettre en œuvre la hiérarchie d'atténuation est renforcée afin de mieux éviter et réduire les impacts sur la biodiversité prioritaire et garantir la réalisation de la compensation écologique.</p>	<p><i>1. Programme national de renforcement des capacités opérationnel en fonction des besoins</i></p> <p><i>2. Nombre d'institutions bénéficiant d'une action de renforcement de capacités (niveau ministériel / infra ministériel).</i></p> <p><i>3. Nombre de personnes formées à la compréhension et la bonne application de la hiérarchie d'atténuation, et son</i></p>	<p>1. Préparer une synthèse des besoins en renforcement des capacités à niveau national et nécessaires pour la mise en œuvre optimale de la HA et de la compensation écologique</p> <p>2. Former des acteurs institutionnels (MEDD, DREDD, ONE, CTE, organismes de contrôle) à niveau centralisé et décentralisé, insistant sur le volet pratique et opérationnel (appui à l'instruction, suivis, terrain, contrôle-sanctions, ...)</p>	<p>Rapport de priorisation des besoins disponible, incluant l'identification des priorités et des groupes cibles</p> <p>Programme de formation préparé</p> <p>Matériels adaptés / publics disponibles et rapport des séances de formations disponible</p> <p>Nombre de séances de formations, de personnels</p>
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	<p><i>rôle dans la contribution à la réalisation des cibles nationales de biodiversité et du changement climatique</i></p>	<p>3. Renforcer les capacités des prestataires (consultants, bureaux d'études) et des porteurs de projets / développeurs publics et privés</p> <p>4. Poursuivre des réflexions vers la formalisation d'un processus de validation des compétences en EIES, EES et en études de biodiversité</p> <p>5. Définir et développer des parcours de formation à l'attention de la jeunesse en priorité et en partenariat avec les autorités compétentes</p> <p>6. Produire des supports de communication vulgarisés visant toute la population et de façon inclusive (générationnelle – genre), sur les objectifs et évolutions attendues en matière de conciliation du développement et de la conservation de la biodiversité et des conditions sociales (incluant des actions sur l'équité des genres), avec des supports variés et à diffusion élargie</p>	<p>formés et de visites terrain / cas concrets d'étude</p> <p>Nombre d'institutions bénéficiant d'une action de renforcement de capacités</p> <p>Enquêtes de satisfaction et rapports d'évaluation disponible</p> <p>Matériels adaptés / publics disponibles et rapport des séances de formations disponible</p> <p>Nombre de séances de formation</p> <p>Enquêtes de satisfaction et rapports d'évaluation disponible</p> <p>Rapport des échanges et poursuites des modalités adaptées avec les autorités disponible</p> <p>Dispositif de validation de compétences mis en place</p> <p>Rapport disponible du programmes éducatifs des modules et outils dédiés pour les cycles primaires et secondaires</p> <p>Modules renforçant la cohérence des parcours de formation universitaires avec les objectifs visés du projet</p> <p>Supports de communication disponibles</p> <p>Rapport des évènements de sensibilisation disponible</p>
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<p>3.2 La capacité de la société civile et des institutions financières nationales sont renforcées pour s'engager efficacement à faire face aux impacts du développement sur la biodiversité.</p>	<p>1. <i>Nombre d'organisations de la société civile bénéficiant d'une action de renforcement de capacités.</i> 2. <i>Nombre d'institutions financières connaissent et comprennent les directives sur la hiérarchie d'atténuation.</i></p>	<p>1. Identification de parcours et réalisation de formations pour renforcer les capacités des organisations de la société civile impliquée (ONG, COBA, instituts de recherche etc.) et des institutions financières nationales en matière de financement de compensation écologique</p>	<p>Matériels adaptés / publics disponibles et rapport des séances de formations disponible Nombre de séances de formation réalisées Nombre d'organisations de la société civile formées bénéficiant d'une action de renforcement de capacités Nombre d'institutions financières connaissant et comprenant les directives sur la hiérarchie d'atténuation Enquêtes de satisfaction et rapports d'évaluation disponibles</p>
<p>3.3 Une stratégie de communication pour la Facilité est établie, en lien avec les institutions internationales (UICN notamment) et pour maintenir la dynamique engagée par le Business and Biodiversity Offsets Programme (BBOP), pour favoriser le partage des connaissances et des leçons apprises à l'échelle mondiale, impliquant les gouvernements, les organisations de développement (CEDEAO, COI, SADC, EADC, ASEAN, OMVG, OMVS, Commission du Mekong, etc.), les</p>	<p>1. <i>Stratégie de communication du projet existe</i> 2. <i>Site web du projet actif avec support de formation en ligne</i> 3. <i>Nombre de séminaires en ligne fournis aux partenaires internationaux</i> 4. <i>Pays de résidence (pays AID) des participants aux séminaires</i> 5. <i>Genre des participants aux séminaires</i> 6. <i>Outils et orientations pour les gouvernements, les institutions financières et les entreprises sont partagés</i></p>	<p>1. Définir une stratégie de communication 2. Organiser des rencontres et visites d'échanges entre les pays COMBO et pays régionaux (biogéographie dont la Réunion etc.) porteurs de bonnes pratiques de projets programmes et initiatives (ex. NOCAMO, PROBOI, CRAIE, ...) sur les mécanismes de mise en œuvre de la HA, de la restauration et de la compensation écologique 3. Soutenir la participation des parties prenantes nationales aux événements pertinents en Afrique et / ou en Asie 4. Soutenir la participation des parties prenantes nationales à la communication sur les activités et les réalisations du projet et sur les enseignements tirés du pays.</p>	<p>Stratégie définie et engagée Rapport des réunions et visites Nombre de participants, par genre, impliqué dans la communication sur les activités et les réalisations du projet et sur les leçons tirées du pays Nombre de parties prenantes et nombre d'institution participant dans les activités de communications des résultats et des leçons apprises du pays</p>

institutions financières et les entreprises			
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Composante 4. Modèles de mise en œuvre des mesures compensatoires

OS4. Développer et expérimenter des modèles et des protocoles opérationnels innovants pour l'application de la hiérarchie d'atténuation, notamment les mesures compensatoires, en partenariat avec le secteur privé, le secteur public, la société civile et les acteurs de la conservation

4.1 Des modèles opérationnels de mise en œuvre de la hiérarchie d'atténuation et de la compensation, sont préparés en intégrant des outils de planification et de programmation, et les outils et leçons apprises des secteurs de la conservation, de l'agriculture et de la forêt.	<i>1. Modèles opérationnels existent pour mettre en œuvre avec succès des actions de conservation et de restauration écologique financées par les porteurs de projets privés et publics</i>	<p>1. Analyse préliminaire des expériences réussies de mise en œuvre de projets de conservation / restauration à Madagascar (consultations et atelier technique)</p> <p>2. Définir des modèles contractuels et de gouvernance pertinents, en fonction du statut du foncier, des droits d'usage et des acteurs impliqués</p>	<p>Rapport de l'atelier disponible</p> <p>Rapport technique disponible</p>
4.2 Divers modèles opérationnels et innovants sont expérimentés en partenariat avec le secteur privé, le secteur public, la société civile et les acteurs de la conservation	<p><i>1. Expérimentations mises en œuvre et fournissant des leçons</i></p> <p><i>2. Les fonds fiduciaires pour la conservation participent à au moins 3 expérimentations</i></p> <p><i>3. Nombre d'institutions de différents secteurs impliquées dans les expérimentations (gouvernement, entreprises, OSC, ONG)</i></p> <p><i>4. Nombre de modèles qui ont été expérimentés ou évalués</i></p>	<p>1. Mobiliser un large panel d'acteurs cohérents dont ceux de la recherche ainsi que des compétences techniques de terrain en génie écologique pour expérimenter et valider scientifiquement des opérations pilotes de restauration écologique à vocation potentiellement compensatoires</p>	<p>Des espèces et habitats prioritaires et des actions compensatoires faisables et nouvelles sont identifiées</p> <p>Un projet pilote est développé et mis en œuvre par des opérateurs et suivi par le projet</p> <p>Les fonds fiduciaires pour la conservation sont impliqués dans au moins deux projets pilotes</p> <p>Des partenariats sont établis sur des projets identifiés</p>

			<p>Au moins 30 personnes de 10 institutions gouvernementales et partenaires différentes sont formées à l'application et la pratique des compensations</p> <p>Un suivi-évaluation des actions est réalisé</p>
<p>4.3 Les expériences nationales de mise en œuvre de la hiérarchie d'atténuation et des compensations sont compilées et publiées afin de porter à connaissance des parties prenantes les modèles qui marchent et de contribuer aux politiques, aux orientations techniques et aux mécanismes de mise en œuvre, dans le pays et à l'international.</p>	<p><i>1. Rapports des leçons apprises publiés, incluant la manière dont la hiérarchie d'atténuation peut soutenir les progrès vers les cibles nationaux de biodiversité et de changement climatique</i></p>	<p>1. Préparer des publications scientifiques et techniques sur les résultats obtenus en vue de leur réplique potentielle sur des cibles dès lors maîtrisées</p> <p>2. Réaliser des ateliers techniques et des restitutions spécifiques, le partage et la diffusion des résultats obtenus dans des événements multiples et de portée régionale et internationale, pour enrichir les politiques et stratégies nationales malgaches</p>	<p>Publications scientifiques et techniques produites et publiées</p> <p>Rapports valorisant les leçons apprises et les démarches techniques de façon pédagogique (fiches etc.) sont élaborés et diffusés</p> <p>Nombre de personnes bénéficiant de la conservation ou de la restauration de la biodiversité en tant que résultat global du projet à long terme</p> <p>Nombre de personnes bénéficiant d'une résilience climatique accrue en tant que résultat global du projet à long terme</p> <p>Superficies bénéficiant de programmes de conservation/ restauration de la biodiversité en tant que résultat global du projet à long terme</p> <p>Ateliers organisés</p> <p>Actes des ateliers disponibles et diffusion élargie des conclusions et des ressources techniques et scientifiques</p>

A. Mekong regional logical framework

If initially planned activities are no longer relevant or if other activities are identified as necessary to achieve the expected results, national logical frameworks (including Mekong region and transversal logframes) may be modified, subject to a non-objection opinion from AFD.

Mekong			
Expected outputs	Objective Indicators	Activities	Activity indicators
Component 1. Institutionalization of policies			
SO1. Support and assist governments in the establishment of appropriate governance systems and policies to guide the implementation of the mitigation hierarchy nationally while supporting progress towards national biodiversity objectives			
1.1 Necessary laws, regulations and operational guidelines that direct the implementation of the mitigation hierarchy, including for projects, spatial planning, avoidance and offsets, are developed and strengthened	<i>1. Laws, regulations and guidelines updated</i> <i>2. Project and plans apply law and policy</i>	Lao 1. Conduct gap analysis of national and sectoral regulatory and planning documents and guidelines for the implementation of mitigation hierarchy 2. Disseminate recommendations to Government to improve integration and operationalisation of mitigation hierarchy	Gap analysis completed Operational guidelines developed Number of meetings with government discussing recommendations
Component 2. Planning & implementation tools			
SO2. Develop tools, and guidance for spatial planning and offset implementation to avoid, mitigate and offset impacts on priority biodiversity and support progress towards national biodiversity objectives in coordination with stakeholders			
2.1 Biodiversity data collated, assessed and disseminated to inform strategic planning and decision making around avoidance and mitigation of impacts on priority biodiversity	<i>1. Number of databases collected, evaluated and circulated</i> <i>2. Maps of priority areas for avoidance, conservation and restoration prepared and accessible</i> <i>3. Metrics and indicators</i>	Lao 1. Identify, review and carry out a gap analysis of spatial datasets and decision-making tools available to inform mitigation planning by government and private sector	Compendium available of biodiversity data sets and decision-making tools identifying their utility, gaps and

	<p><i>developed for priority habitats and biodiversity</i></p> <p><i>4. Institution/s hosting data on a data platform</i></p>	<p>2. Train relevant stakeholders on the most relevant spatial datasets and decision-making tools available to inform mitigation hierarchy planning</p>	<p>recommended strategies to fill gaps</p> <p>Number of institutions benefiting from a capacity building action</p> <p>Number of civil society organizations benefiting from a capacity-building action</p> <p>Number of trainings conducted</p>
		<p>Myanmar</p> <p>1. Develop and launch online access platforms to biodiversity data for Myanmar, including in Burmese language, for use by government, industry and the public</p> <p>2. Work with the Myanmar Biodiversity Fund (MBF) and relevant partners to identify roles and responsibilities, legal frameworks, financing guidance and other components for development of biodiversity offsets.</p>	<p>Platform developed and launched</p> <p>Financial guidance and report on legal frameworks developed</p>
		Lao	

2.2 Tools, metrics and guidance employ biodiversity data for priority sites and values to support improved planning, avoidance of impacts and implementation of the mitigation hierarchy	<p>1. <i>Guidance available on priorities for impact avoidance</i></p> <p>2. <i>Guidance available for applying metrics to measure loss and gain of biodiversity as part of the mitigation hierarchy</i></p> <p>3. <i>General guidance available on linking the outcomes of the mitigation hierarchy to national targets for biodiversity and climate change</i></p>	1. Assess feasibility of model for loss and gain measures applied by hydroelectric projects that have compensation requirements	Report available evaluating feasibility of model and recommendations
Component 3. Capacity building & outreach			
SO3. Build capacity of governments, civil society, financial institutions and businesses to understand effective implementation of the mitigation hierarchy and its importance for achieving national biodiversity targets			
3.1 National capacity to implement the mitigation hierarchy strengthened to emphasize avoidance and reduction of impacts on priority biodiversity and deliver effective biodiversity offsets	<p>1. <i>National capacity-building programs designed based on needs</i></p> <p>2. <i>Number of (government) institutions benefiting from a capacity building action (ministerial / sub-ministerial level).</i></p> <p>3. <i>Number of people trained in understanding application of the mitigation hierarchy, including the opportunity for it to contribute to national targets for biodiversity and climate change</i></p>	<p>Lao</p> <p>1. Training on the application of the mitigation hierarchy delivered to government, industry and national ESIA consultants to improve the identification of biodiversity risks in EIAs and their ongoing management during project implementation.</p> <p>2. Provide technical support/training to the Department of Environmental and Social Impact under the Ministry of Natural Resources and Environment (MoNRE) in the review of submitted EIAs</p>	<p>Number of trainings conducted across the various key stakeholder groups</p> <p>Number of institutions benefiting from a capacity building action</p> <p>Number of technical support/trainings held with the ESIA department</p> <p>Number of ESIA reports reviewed during training</p>
		Myanmar	

		<p>1. Support coordination around marine spatial planning and pilot initiatives by civil society and other institutions at sub-national level</p> <p>2. Provide technical support to local level marine spatial planning for local civil society and other institutions with a pilot site in Dawei District, Tanintharyi.</p>	<p>Number of marine spatial planning reports prepared</p> <p>Number of civil society organizations benefiting from a capacity-building action</p> <p>Number of trainings conducted</p>
3.2 Civil society and national financial institutions' capability increased to engage effectively to address impacts of development on biodiversity	<p>1. <i>Number of civil society organizations benefiting from capacity-building action.</i></p> <p>2. <i>Number of financial institutions informed on policy and guidance on the mitigation hierarchy</i></p>	<p>Lao</p> <p>1. Information sharing workshops delivered to relevant Non-Profit Associations (NPAs) on the principles and application of the mitigation hierarchy in key development sectors</p> <p>2. Trainings and workshops on the value and potential to integrate the mitigation hierarchy into the national policies and regulations are conducted with relevant government ministries involved in the approval and management of large infrastructure, agriculture and energy projects.</p>	<p>Number of workshops conducted for NPAs</p> <p>Number of people trained</p> <p>Number of institutions benefiting from a capacity building action</p> <p>Number of training workshops organised</p>
		<p>Myanmar</p> <p>1. Support coordination around marine spatial planning and pilot initiatives by civil society and other institutions at sub-national level</p> <p>2. Provide technical support to local level marine spatial planning for local civil society and other institutions with a pilot site in Dawei District, Tanintharyi.</p>	<p>Number of marine spatial planning reports prepared</p> <p>Number of trainings conducted</p>

<p>3.3 A communications strategy for the Facility is established, in liaison with international institutions (notably IUCN) and to maintain the momentum engendered by BBOP, to support exchange and learning internationally by governments, development organisations (e.g. ECOWAS, Nairobi Convention, IOC, SADC, EADC, ASEAN, OMVG, OMVS Mekong River Commission, etc.), banks and companies</p>	<p>1. <i>Project communication strategy exists</i> 2. <i>Project website exists with training materials</i> 3. <i>Number of online seminars provided to international partners</i> 4. <i>Country of residence (IDA countries) of seminar participants</i> 5. <i>Gender of seminar participants</i> 6. <i>Tools and guidance for the finance sector, business, and government are shared</i></p>	<p>Lao</p> <p>1. Support the participation of national stakeholders in relevant events in Africa and / or Asia</p> <p>2. Support participation by national stakeholders in communication on the project's activities and achievements, and on lessons-learned from the country.</p>	<p>National stakeholders participate in relevant events in Africa and / or Asia Number of participants from Laos (including gender and institution) participating in communication activity (e.g. online seminar)</p>
		<p>Myanmar</p> <p>1. Support the participation of national stakeholders in relevant events in Africa and / or Asia</p> <p>2. Support participation by national stakeholders in communication on the project's activities and achievements, and on lessons-learned from the country.</p>	<p>National stakeholders participate in relevant events in Africa and / or Asia Number of participants from Myanmar (including gender and institution) participating in communication activity (e.g. online seminar)</p>
Component 4. Models for offset implementation			
SO4. Develop innovative models and operational protocols to implement the mitigation hierarchy, including offsets, in partnership with the private sector, public sector, civil society and conservationists			
		<p>Lao</p>	

4.3 National experiences of implementing the mitigation hierarchy and offsets are collated and published to inform stakeholders on effective models and contribute to policies, technical guidance and implementation mechanisms, in country and beyond	<i>1. Lessons learnt reports available, including on how the mitigation hierarchy can support progress towards national targets for biodiversity and climate change</i>	1. Collate lessons and best practice examples of compensation programs focused on hydropower	Reports on lessons learnt prepared
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B. Transversal logical framework

If initially planned activities are no longer relevant or if other activities are identified as necessary to achieve the expected results, national logical frameworks (including Mekong region and transversal logframes) may be modified, subject to a non-objection opinion from AFD.

Transversal			
Expected outputs	Objective Indicators	Activities	Activity indicators
Component 1. Institutionalization of policies			
SO1. Support and assist governments in the establishment of appropriate governance systems and policies to guide the implementation of the mitigation hierarchy nationally while supporting progress towards national biodiversity objectives			
1.1 Necessary laws, regulations and operational guidelines that direct the implementation of the mitigation hierarchy, including for projects, spatial planning, avoidance and offsets, are developed and strengthened	<i>1. Laws, regulations and guidelines updated</i> <i>2. Project and plans apply law and policy</i>	1. Day-to-day support to each country on C1 2. Preparation of roadmap for designing MH policy	See country program indicators Roadmap for governments to design their MH policy building on BBOP guidance and lessons learnt from previous application in COMBO countries (2016 – 2020)
1.2 Capacity of relevant public institutions is strengthened to enable national and local governments to apply the mitigation hierarchy, ensure effective planning and implement offsets	<i>1. Guidance available for regulators</i> <i>2. Number of government development plans integrating spatial biodiversity priorities and effective application of the mitigation hierarchy</i>		
1.3. Coordinated application of policy on the mitigation hierarchy between sectors,	<i>1. Cross-sectoral coordination mechanisms established and operational</i>		

ministries and public agencies, including at local government level, promoted and supported through provision of appropriate legal, administrative and financial mechanisms and guidance			
Component 2. Planning & implementation tools			
SO2. Develop tools, and guidance for spatial planning and offset implementation to avoid, mitigate and offset impacts on priority biodiversity and support progress towards national biodiversity objectives in coordination with stakeholders			
2.1 Biodiversity data collated, assessed and disseminated to inform strategic planning and decision making around avoidance and mitigation of impacts on priority biodiversity	<p><i>1. Number of databases collected, evaluated and circulated</i></p> <p><i>2. Maps of priority areas for avoidance, conservation and restoration prepared and accessible</i></p> <p><i>3. Metrics and indicators developed for priority habitats and biodiversity</i></p> <p><i>4. Institution/s hosting data on a data platform</i></p>	<p>1. Day-to-day support to each country on C2</p> <p>2. Prepare internal guidance on best available spatial data, its management and dissemination, and its use in engaging with project stakeholders - to help country teams draft supporting information for the spatial data-related deliverables of each country</p> <p>3. Synthesise methodology for mapping biodiversity, including approaches (e.g. KBA, RLE, restoration mapping) and lessons learnt</p> <p>4. Collate methodology and lessons learnt on applying the KBA standard (including systematic conservation planning) for determining conservation priorities for the MH</p>	<p>See country program indicators</p> <p>Internal guidance for C2 on priority spatial data, its management and dissemination</p> <p>Synthesis report on approaches and lessons learned for mapping biodiversity for the MH</p> <p>Report on using the KBA standard to determine conservation priorities for the MH (input for synthesis report)</p>

		<p>5. Collate methodology and lessons learnt for applying the Red List of Ecosystems (RLE) criteria in determining conservation priorities for the MH</p> <p>6. Collate methodology and lessons learnt (e.g. ROAM) for determining restoration priorities and opportunities for biodiversity gains within the MH</p>	<p>Report on using the RLE criteria to determine conservation priorities for the MH (input for synthesis report)</p> <p>Report on approaches (e.g. ROAM) to determine restoration priorities and opportunities for the MH (input for synthesis report)</p>
2.2 Tools, metrics and guidance employ biodiversity data for priority sites and values to support improved planning, avoidance of impacts and implementation of the mitigation hierarchy	<p><i>1. Guidance available on priorities for impact avoidance</i></p> <p><i>2. Guidance available for applying metrics to measure loss and gain of biodiversity as part of the mitigation hierarchy</i></p> <p><i>3. General guidance available on linking the outcomes of the mitigation hierarchy to national targets for biodiversity and climate change</i></p>	<p>1. Prepare internal guidance for technical issues such as avoidance/ limits to what can be offset, exchange rules, metrics, quantifying offset/ compensation requirements and reference levels</p> <p>2. Prepare guidance on metrics methodology for ecosystems and/or species, including exchange rules</p> <p>3. Collate approach and lessons learnt for developing ecosystem condition assessments to support preparation of loss-gain metrics: including options for deriving metrics for application of the MH; and including development and use of habitat typologies</p> <p>4. Collate methodology and lessons learnt for species population or condition assessments to support preparation of loss-gain metrics</p>	<p>Guidance (internal) summarising topics that national technical guidelines for offsets should ultimately cover</p> <p>Guidance report (internal) on how to develop a metric and consider exchange rules</p> <p>Lessons learnt report on methodology for ecosystem condition assessments for loss-gain metrics</p> <p>Approach and lessons learnt on developing a condition assessment method for species and link with metrics for loss and gain</p>

		<p>5. Collate approaches and lessons learnt on accounting for biodiversity gain and what is additional, including how protected areas can be considered for compensation sites.</p> <p>6. High-level review of feasibility of applying a target-based ecological compensation approach to mitigation in countries.</p>	<p>Cross-project summary report on lessons learnt on additionality</p> <p>Scoping report on the feasibility of applying and adopting target-based ecological compensation</p>
2.3 Legal, administrative and financial mechanisms, tools and guidance, including a public offsets registry, developed with governments to support implementation and permanency of offsets outcomes	<p><i>1. National offset registries exist</i></p> <p><i>2. Templates available for offset plans</i></p> <p><i>3. Solutions for secure financing of offsets defined, including role of conservation trust funds</i></p> <p><i>4. Mechanisms for anticipated and/or aggregated offsets defined</i></p>	<p>1. Prepare internal guidance for supporting establishment of national offsets registries</p> <p>2. Prepare internal guidance on compensation approaches for securing long-term biodiversity gains, including land access, financial tools, community engagement (will also support Component 4 on testing offsets models)</p> <p>3. Collate experiences from COMBO countries and internationally on feasibility of aggregated / anticipated offsets and habitat banking</p>	<p>Guidance report for aiding establishment of national offsets registries and set-asides</p> <p>Guidance report for each country on approaches for securing biodiversity gains through compensation</p> <p>Scoping report on aggregated / anticipated (or habitat banking) offsets</p>
Component 3. Capacity building & outreach			
SO3. Build capacity of governments, civil society, financial institutions and businesses to understand effective implementation of the mitigation hierarchy and its importance for achieving national biodiversity targets			
3.1 National capacity to implement the mitigation	<i>1. National capacity-building programs</i>	<p>1. Day-to-day support to each country on capacity building in C3</p>	See country program indicators

<p>hierarchy strengthened to emphasize avoidance and reduction of impacts on priority biodiversity and deliver effective biodiversity offsets</p>	<p><i>designed based on needs</i></p> <p><i>2. Number of (government) institutions benefiting from a capacity building action (ministerial / sub-ministerial level).</i></p> <p><i>3. Number of people trained in understanding application of the mitigation hierarchy, including the opportunity for it to contribute to national targets for biodiversity and climate change</i></p>	<p>2. Summarise key themes for mitigation, avoidance and offsets for aiding uptake across the project countries</p>	<p>Policy / technical briefs (1-2 page) that present the main themes around mitigation, avoidance and offsetting, in project languages</p>
<p>3.2 Civil society and national financial institutions' capability increased to engage effectively to address impacts of development on biodiversity</p>	<p><i>1. Number of civil society organizations benefiting from capacity-building action.</i></p> <p><i>2. Number of financial institutions informed on policy and guidance on the mitigation hierarchy</i></p>		
<p>3.3 A communications strategy for the Facility is established, in liaison with international institutions (notably IUCN) and to maintain the momentum engendered by BBOP, to support exchange and</p>	<p><i>1. Project communication strategy exists</i></p> <p><i>2. Project website exists with training materials</i></p> <p><i>3. Number of online seminars provided to international partners</i></p> <p><i>4. Country of residence (IDA countries) of</i></p>	<p>1. Host a webinar series for COMBO and IMEC (IUCN Thematic Group on Impact Mitigation and Ecological Compensation), including support for the presenters by the COMBO team</p> <p>2. Prepare BIOFUND and COMBO videos from Mozambique with subtitles in English and French</p>	<p>Webinar series held</p> <p>Subtitled BIOFUND/COMBO videos from Mozambique in English and French</p>

learning internationally by governments, development organisations (e.g. ECOWAS, Nairobi Convention, IOC, SADC, EADC, ASEAN, OMVG, OMVS Mekong River Commission, etc.), banks and companies	<i>seminar participants</i> <i>5. Gender of seminar participants</i> <i>6. Tools and guidance for the finance sector, business, and government are shared. Tools and guidance for the finance sector, business, and government are shared</i>	3. Translate UQ-produced offset/compensation videos into French and Portuguese 4. Support further development and synthesis of training materials, including existing documents, jointly with IMEC 5. Translate training materials into French 6. Provide learning and training materials on the COMBO Facility website and partner websites	Subtitled / translated UQ-produced offset/compensation videos in French and Portuguese Updated training modules Training modules available in French COMBO Facility website active with training materials
Component 4. Models for offset implementation			
SO4. Develop innovative models and operational protocols to implement the mitigation hierarchy, including offsets, in partnership with the private sector, public sector, civil society and conservationists			
4.1 Models for implementing the mitigation hierarchy and offsets are created, integrating planning and program development tools, and tools and lessons learnt from sectors including conservation, agriculture and forestry	<i>1. Operational models exist for successful implementation of conservation or restoration actions funded by private and public sector projects</i>	1. Development of a vision and strategy for C4 + internal guidance on implementation challenges and typical models for offset implementation (in PA, through PPPs and PES, with communities, etc.)	Internal guidance, that will also build on 2.2 products by Ray
4.2 A range of operational and innovative models are tested in partnership with private sector, public sector, civil society and conservationists	<i>1. Tests underway and providing data</i> <i>2. Conservation trust funds are involved in at least 3 tests</i> <i>3. Number of institutions from different sectors involved in tests (govt, business, CSOs,</i>	1. Day-to-day support to each country on identifying and working a pilot / case study in C4	See country program indicators

	NGOs) 4. Number of models that have been piloted or assessed		
4.3 National experiences of implementing the mitigation hierarchy and offsets are collated and published to inform stakeholders on effective models and contribute to policies, technical guidance and implementation mechanisms, in country and beyond	1. Lessons learnt reports available, including on how the mitigation hierarchy can support progress towards national targets for biodiversity and climate change	<p>1. Synthesise lessons learnt on using forest landscape restoration approaches in offsetting based on case studies and pilots in project countries</p> <p>2. Synthesise lessons learnt from creating or expanding a protected area to offset development impacts, including needs for technical and other assistance, based on case studies and pilots in project countries</p> <p>3. Synthesise lessons learnt from community participation in offset design and implementation based on case studies and pilots in project countries</p> <p>4. Prepare report on models of offset implementation, illustrated with case studies from across COMBO countries</p>	<p>Synthesis report on offsetting based on forest landscape restoration</p> <p>Synthesis report on offsetting based on creating or expanding a protected areas</p> <p>Synthesis report on community participation in offset design and implementation</p> <p>Report on models of offset implementation</p>
Component 5. Project management & evaluation			
5.1. Project management	5.1. Project management	<p>1. Organise inception workshop with partners</p> <p>2. Annual project steering committee meetings held</p> <p>3. Ongoing project management – technical and financial management, reporting and liaison</p>	<p>Inception workshop minutes</p> <p>Steering committee meeting minutes</p> <p>Six-monthly technical and financial reports available; reporting templates available; personnel in place</p>

		4. Identify and recruit personnel for project management 5. Organise regular internal project management meetings and calls	Personnel in place Regular meetings and calls take place
5.2. Project evaluation	5.2. Project evaluation	1. Organise participatory workshop(s) at mid-term of project to review progress of project, share lessons learnt and recommend modifications 2. Organise participatory workshop(s) during final stages of project to review progress of project, share lessons learnt and recommend modifications to future projects 3. AFD organises mid-term and final evaluation 4. Organise audit	Mid-term evaluation workshop report Final workshop report Mid-term and final evaluation report Annual audit reports

.2 Annex 2 – Evaluation report template

- Cover page: project overview, comprised of one paragraph summarizing the project objectives, and one paragraph outlining the conclusions of the evaluation (1 page).
- Rationale, objective, and methodology of the evaluation (½ page).
- Initial approach and actual progress of the project (2 pages).
- Evaluation results (5–7 pages, structured according to the evaluation questions or OECD-DAC criteria).
- Lessons learned (optional, ½ page).
- Recommendations (optional, ½ page).

Annex Document

Evaluation of Project xxx

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- **Additional information on the context and initial situation**
- **Project context (sectoral, social, political, economic and/or security)**

Indicate the situation at the start of the project and its progress, in the relevant country, region and sector (sectoral organization, financing, strategy). You should only provide background information here which has affected the project and which is useful for the evaluative analysis or the understanding of the project.

What is the central issue targeted by the project and how has it developed over the period?

- **Project process**

*In this section, the following points **may** be specified if necessary, and if too sensitive to be included in the public the evaluation report.*

- **Origin of the project**

- **Intervention logic for the project (if specified)**

The intervention logic includes the explicit or implicit assumptions underlying the project strategy and the choices made during its design phase.

- **Timeline and key events of the project implementation**

- **Analyses**

This section is organized in accordance with what is indicated in the Terms of Reference and based on the outline of the main report using evaluation questions or DAC criteria.

- **Analysis 1 underlying the conclusions of evaluation question 1 or of the relevance criterion**

- **Analysis 2 underlying the conclusions of evaluation question 2 or of the effectiveness criterion**

Where relevant, specific analyses underlying the conclusions on gender, sustainable development, climate...

FOCUS on...

This box is optional. It serves to complete or illustrate an analysis, or highlight a particularly interesting result of the evaluation.

- **Future prospects and risks for the project (optional)**
- **More developed conclusions (optional)**
- **Details on the lessons and recommendations**

- **Appendix**

Limit the appendix to essential information only.

- **Documentation consulted**
- **List of persons met**
- **Evaluation frame of reference and detailed methodology (including limits)**
- **Qualitative/quantitative survey reports, focus group reports, etc.**

.3 Annex 3 – Indicative list of stakeholders for consultation

Les coordonnées seront transmises au titulaire du contrat.
The contact details will be sent to the contract holder.

Mozambique:

- **Biofund** - listed in case relevant, although they are partners on the project
- National Directorate of Environment (**DINAB**):
- **INP**
- **Portucel** -
- **UNDP** -
- **World Bank**
- **WCMC**

Myanmar:

- **Myanmar Biodiversity Fund** (Saw Htun: CEO)
- **Yan Naung Oak**,
- **NORAD Oil for Development** (donor on whose funding outcomes we are building)

Laos:

- **Ministry of Natural Resources and Environment**
- **Asian Development Bank:**
- Manager of Environment Management Office (EMO) at **Nam Ngiep 1 Power Company**
- Deputy Manager, Environmental Management Office at **Nam Ngiep 1 Power Company**

Madagascar :

- **FAPBM** : Monsieur le Responsable Suivi-évaluation,
- **ONE** : Monsieur le Directeur de l'Intégration Environnementale et du Développement Durable,
- **MEDD** : Monsieur le Directeur Général de la Gouvernance Environnementale

Guinée :

- **Le Ministère de l'Environnement et Développement Durable, MEDD et ETI au MEDD**
- **BSD du MEDD:**
- **AGEE (Agence Guinéen pour l'Evaluation Environnemental) -**
- **Le Réseau Environnement Bauxite**
- **Chambre des Mines de Guinée**

Uganda

- **National Environment Management Authority (NEMA), Senior Manager (Environment Planning and Coordination),**
- **National Environment Management Authority (NEMA), Manager Environment Assessment,**
- **Ministry of Energy and Mineral Development (MEMD), Principal Environment Officer (Health, Safety and Environment),**
- **National Biodiversity Databank, Coordinator,**

IUCN Thematic Group Impact Mitigation and Ecological Compensation: