**WWF GEF Project Document Guidelines**

**Objective:**

After a GEF Project Identification Form (PIF) or Program Framework Document (PFD) is approved by the GEF Council, the project development team (or those carrying out project development and associated documentation) will begin to develop the full WWF GEF Project Document (ProDoc) using WWF standards. The ProDoc outline provided below provides guidance both on the design process and on writing of the ProDoc itself. Appendices may be added as necessary.

Please note that the WWF GEF ProDoc was designed to allow an easy transfer of information from each section of the WWF GEF ProDoc to the GEF CEO Endorsement Template, a template that must be completed and submitted with the ProDoc to the GEF Secretariat.

**Instructions:**

The following pages provide detailed guidance on each section of the WWF GEF ProDoc. The guidance text is divided into two columns: (1) Inputs, and (2) Text guidance. Inputs represent the project design process. ProDoc sections should be written according to the text guidance after relevant project design processes have been completed. Please keep in mind that the ProDoc, and the overall design of the GEF project, is an iterative process. The WWF GEF Agency will help guide this process.

**Please take the following into consideration when developing the ProDoc**:

* Per the GEF Project Cancellation Policy, projects will be subject to cancellation if the ProDoc is not formally submitted within 18 months from the GEF Council approval date of the PIF/PFD, http://www.thegef.org/sites/default/files/documents/Cancellation\_Policy\_June\_2015\_0.pdf.
* The ProDoc should build off the information presented in the PIF/PFD/Child Project Annex. Modifications are fine, but any significant changes must be justified in the CEO Endorsement Template.
* WWF PPMS:WWF encourages the use of Project and Program Management Standards (PPMS) for project design, implementation, monitoring, evaluation and reporting. For more information on PPMS, visit: <http://wwf.panda.org/what_we_do/how_we_work/programme_standards/>.
* Environment and Social Safeguards: All WWF GEF projects must comply with WWF Environment and Social Safeguards Integrated Policies and Procedures (SIPP). For more information on the SIPP, visit: <https://c402277.ssl.cf1.rackcdn.com/publications/807/files/original/17_432_Safeguards_Manual_Update_FINAL.pdf?1503932363>.
* GEF Gender Policy: WWF GEF projects must comply with the GEF Policy on Gender Equality: <https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.C.53.04_Gender_Policy.pdf>
* GEF Stakeholder Policy: WWF GEF projects must comply with the GEF Policy on Stakeholder Engagement: <https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.C.53.05.Rev_.01_Stakeholder_Policy_4.pdf>

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| **Executive Summary** |
| This section should be a summary of the entire ProDoc, and is therefore best written last. The Executive Summary will typically include a brief description of the project logic, including: the environmental problem, key barriers, a brief summary of the baseline, links to relevant focal areas, the thematic/geographic scope, and the project objective and major strategies. If the project is part of a program, describe links to the wider program. |
| **Section 1: Project Background and Situation Analysis** |
| 1.1 Background and Context |
| Inputs | Text Guidance |
| * Desktop research
* PPMS: Conservation and human well-being targets, scope, and viability analysis (optional)
 | Use this section to provide the initial background and context of the proposed project, including the project scope and conservation targets. If a viability analysis is applicable, describe the current status of the conservation targets and include in the appendix. Background information should include information about the natural geography of the country/region; the country/region’s environmental importance (biodiversity, carbon sink, etc.); the political and social situation; a brief review of key stakeholders; and a brief review of the relevant conventions to the project (e.g. CBD, UNCCCD, etc.). This section should include the overall project objective.  |
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| 1.2 Environmental problem, Threats, and Root Causes |
| Inputs | Text Guidance |
| Links to PIF Section II.1.1: Global Environmental problems, root causes, and barriers | Use this section to outline the environmental problem, its main causes and drivers, as well as any major threats. |
|  |  |
| **Environmental Problem**:* Desktop research
 | **Environmental Problem**: Describe the specific issue that the project is aiming to solve, including a description of the direct threats. Use technical information to show the scale of the problem and its impacts to the environment. The Environmental Problem should be specific to the project (e.g. not too broad). |
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| **Threats and root causes**: * Desktop research
* Conceptual model
* Threats rating (optional)
 | * **Threats and root causes**: Describe the threats and root causes that help perpetuate the environmental problem described above (e.g. lack of clear policies, etc.). In PPMS language, this may include a description of the direct threats (human activities such as deforestation and overfishing) that impact the conservation targets
* Limit the discussion to threats that will be addressed through the project. This section may include reference to the Conceptual Model Threats Rating (if relevant).
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| 1.3 Barriers |

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| Inputs | Text guidance |
| Links to PIF Section II.1.1: Global Environmental problems, root causes, and barriers* Complete the chart to the right, and use as a framework for this section
 | Describe any major barriers that are currently impeding or preventing a solution to the environmental problem. These may include technical, economic, policy/regulatory, knowledge or institutional barriers. The chart below can be used to identify and organize these barriers. Barriers should be tied to (and addressed by) the project strategies. A narrative should be used in conjunction with the below chart to provide a full picture.

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| **Category/type** | **Element** | **Barrier** |
| 1. Component language | 1.1 Outcome | 1.1 Provide a description of the barrier (limited capacity, limited awareness, etc.) that this output hopes to address. When possible, tie this barrier to negative environmental impacts.  |
| 2. Component language | 2.1 Outcome | 2.1 same as above |
| 3.  | 3.1.  | 3.1 |

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| 1.4 Baseline Analysis and Gaps |
| Inputs | Text guidance |
| Links to PIF Section II.1.2: Baseline scenario* Desktop research
* Conceptual model and results chains (with baseline)
* Technical Design Workshop
* Stakeholder consultation
 | The GEF defines baseline as the existing or otherwise already planned activities/initiatives/projects that will take place during the length of the proposed project without GEF financing (the business-as-usual scenario). Baseline activities should support the outcomes/outputs described in the intervention section (2.2), and should therefore include all executing partners of the project, and all co-finance partners. This section should be a narrative describing the above, and is best organized by component.In addition to identifying the project baseline, this section should also address the gaps that exist with the baseline program(s), and which the project intends to fill. The baseline logic may follow the following format: [name actor] will be implementing xx activities over the next xx years. These activities contribute to [reducing xx barrier, achieving xx outcome]. However, without additional interventions or funding, xx will not happen.  |
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| 1.5 Coordination (GEF & non-GEF Interventions) |
| Inputs | Text guidance |
| * Desktop Research
 | This section should comment on previous and on-going work that is not directly leveraged through the project strategy (and hence not baseline), but still presents opportunities for collaboration/coordination. This may include projects that have been funded by the GEF. Other linkages may include similar projects that lessons/experiences have been gleaned from; projects that are working in the same area to address issues related to the project; projects that have been completed in the region that were not successful or had different goals; and others. |
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| **Section 2: GEF Intervention Strategy** |
| 2.1 Theory of Change |
| Inputs | Text guidance |
| Links to PIF Section II.1.3: Proposed Alternative Scenario• Technical Design Workshop* Overall Theory of Change results chain diagram

 | This section should first reiterate the project objective, then describe the intervention logic (theory of change) for how the objective will be achieved by the project strategies. Please refer to the results chains in Appendix 3 as needed. The Theory of Change is a series of if-then statements to show the connections between proposed interventions and expected results. A visual figure is a helpful addition. The Theory of Change should culminate in positive impacts to the conservation targets (and global environmental benefits), and fulfill the project objective as identified in the PIF/PFD/Child Project Annex. (**Sample language**: if xx strategy is implemented, then xx will result. If the above results take place, xx conservation target will be positively impacted and xx project objective will be achieved)  |
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| 2.2 Project Strategies and Expected Results (GEF Project Components)  |
| Inputs | Text guidance |
| Links to PIF Section II.1.3: Proposed Alternative Scenario* Conversations with partners
* Table B
* Technical Design Workshop (or process)
* Conceptual model

Results chains (activity level)* Technical Design Workshop
* Sites selected
* Refine based on stakeholder consultations
 | Insert “Table B: Project Description Summary” from the PIF and/or CEO Endorsement Document here. * **Project Objective.** State project objective.
* **Project Strategies and Expected Results.** Describe the project strategies and expected results in enough detail that anyone picking up the document will be able to understand how to implement the proposed project. This section should be laid out in a cascading format: from component to outcome to output to activities, and aligned with the Table B. Note the interdependencies of the components, or how the components will work together to achieve the overall project objective.
* **If the project is part of a program**, provide the program objective and a brief description of how the project strategies contributes to this objective.
 |
| **Sample text for this section:** “The proposed project seeks to [insert Project Objective]. Over the [XX] period the proposed project will address this challenge by: 1) component one title; 2) component two title; 3) component three title; and 4) project monitoring and evaluation.” **Project Component 1: Insert Title** (GEF: $1,000,000; Cofinancing: $4,000,000) Provide a short description of this component, including any barriers this component will work to address. List expected outcomes, and describe in detail below. Outcome 1.1. Provide a general description of what this strategy hopes to achieve under this anticipated outcome. If this outcome is targeting a specific subset of actors, a specific location, or anything else distinguishable describe that here.Output 1.1.1 Describe the output that will contribute to the above outcome. An Output should be something tangible, delivered by the project (e.g. policy document). The output description should include (1) all activities taking place under this output, (2) who will be implementing these activities and in what capacity, (4) the timeline/sequencing, if relevant (xx activity will take place year xx of the project, after xx activities have been completed). Repeat for all components. Reference the results chains in Appendix 3, if applicable. |
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| 2.3 Consistency with GEF Focal Area/Fund Strategies |
| Inputs | Text guidance |
|  | This section should demonstrate how the project activities will contribute to the specific focal areas as identified in the PIF/PFD/Child Project Annex (“Table A: Indicative Focal Area Strategy Framework”). **Sample language**: xx project activities contribute to xx of the [biodiversity, climate change, sustainable forest management, international waters, etc.] Focal Area. |
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| 2.4 Global Environmental Benefits |
| Inputs | Text guidance |
| Links to PIF Section II.1.5: Global environmental benefits* Desktop research
 | Paste the completed GEB table from the CEO Endorsement template. Provide a narrative description of the tangible and measurable global environmental benefits (GEBs) that will be generated by the project activities. Additional information on GEB’s can be found here: <https://www.thegef.org/documents/global-environmental-benefits>.  |
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| 2.5 Incremental Cost Reasoning |
| Inputs | Text guidance |
| Links to PIF Section II.1.4: Incremental/additional cost reasoning | This section is very important to the GEF and represents the rationale behind the GEF funding. The GEF funds the "incremental" costs associated with the alternative scenario (e.g the proposed GEF project) by transforming the existing baseline into a project that yields global environmental benefits. Typically, the section is presented in two parts: 1) A review of the “business-as-usual” scenario (baseline) without GEF intervention that defines what would happen if only the baseline activities take place, and; 2) the “GEF Alternative” that explains what additional benefits would be derived as a result of the GEF funding. This should be a well-articulated summary that pulls together what has been presented in Section 1 and Section 2 to make the case for GEF funding.  |
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| 2.6 Risk Analysis, Risk Management Measures, and Resilience |
| Inputs | Text guidance |
| Links to PIF Section II.4: Proposed Alternative Scenario* Risk rating matrix
* Read [RAPTA Resilience Guidelines](https://www.thegef.org/council-meeting-documents/designing-projects-rapidly-changing-world)
 | This section should include a table format. The table should have three columns: 1) Risks; 2) Risk Rating; and 3) Mitigation Measures. The risks identified should be issues that may significantly impact the success of the project – whether internal or external to the project. For example, internal or direct risks may include unwilling participation of sectors or stakeholders; external risks may include environmental (e.g. climate change), social or political issues. You should include risks that were identified during results chain exercises, particularly if assumptions in the project logic are seen as likely to fail. The risk rating should be either High (H), Substantial (S), Moderate (M), or Low (L). The rating is based on (1) the likelihood a given risk could occur and (2) its potential impact on the success of the project. The mitigation measures for each risk should cite specific actions that will be taken by the project to prevent the risk from occurring, or mitigating the impact of that risk should it occur. These mitigation measures must be mainstreamed throughout the project’s strategic approach. Project components/outcomes/outputs should be cited when possible.

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| **Risks** | **Risk Rating** | **Mitigation Measures** |
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| 2.7 Consistency with National Priorities or Plans |
| Inputs | Text guidance |
| Links to PIF Section II.6: Proposed Alternative Scenario* Desk research
* Conversations with government
 | This section will explain the sectoral and national policies, legal frameworks, and other agreements and government-led programs that work to address the threats, drivers, etc. presented above. This should not be a list, but rather a brief explanation of these policies and how they relate to issues being described in the sections above. Special attention should be given to national strategies linked to conventions (e.g. National Biodiversity Strategic Action Plans (NBSAPs), UNFCCC national communications and National Adaptation Programs of Action (NAPAs), UNCCD National Action Programs, etc.). The goal of this section is to demonstrate how the project fits into the priorities of the country or countries that are involved with the project. Some of this may overlap with the baseline activities. |
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| 2.8 WWF and EA Comparative Advantage |
| Inputs | Text guidance |
|  | This section should explain why the WWF-GEF Project Agency is most suited to implement this project versus other GEF Agencies. In addition, the section should explain the comparative advantage of the Executing Partner, and how their ongoing work makes them uniquely well suited to lead this project/program.  |
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|  | **Sample text for GEF Agency comparative advantage:** The comparative advantage of WWF rests on its 50 years of experience working in 100 countries, with support from over 5 million members globally. WWF’s mission to conserve nature and reduce threats to priority places is consistent with the goals of the [insert project name].  |
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| 2.9 Innovativeness, Sustainability & Potential for Scaling up |
| Inputs | Text guidance |
| Links to PIF Section II.A.1.6: Innovativeness, sustainability and potential for scaling up | This section should demonstrate how the project will be innovative, sustainable, and has potential to be scaled up, citing specific examples of project activities as much as possible. Sustainability means the project activities will continue to have an impact and produce results after the project has ended. In other words, what are the sustainable approaches or exit strategies being proposed within the project to ensure a long-term impact of the project interventions.  |
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| 2.10 Knowledge Management & Communications Strategies |
| Inputs | Text guidance |
| Links to PIF Section II.7: Proposed Alternative Scenario | This section should elaborate on the knowledge management approach for the project including, if any, plans for the project to learn from other relevant projects and initiatives (e.g. participate in trainings, conferences, stakeholder exchanges, virtual networks, project twinning); plans for the project to document and share results in a user-friendly form (e.g. lessons learned briefs, engaging websites, guidebooks based on experience, reporting on best practices); and any plans to share these experiences and expertise (e.g. participate in community of practices, organize seminars, trainings and conferences) with relevant stakeholders.This section should also describe the communications strategy for the project. Communication may be an element of the project design to raise awareness and build capacity, but it may also include activities to increase visibility to the project, such as establishing a project website, media campaigns, social media, etc.  |
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| **Section 3: Project Governance** |
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| 3.1 Project execution arrangement |

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| Inputs | Text guidance |
| • Org chart / governance structure | This section should explain the formal arrangements between the GEF Agency, the Executing Agency, the Project Management Unit, the Project Steering Committee, and any sub grantees (executing partners) that will be receiving GEF funds. If the project is part of a larger program, the links to program level governance should also be detailed. Finally, this section should clearly articulate the financial and legal agreements and other relevant oversight mechanisms that will impact project execution. Figures and diagrams are helpful additions, and should indicate the governance, reporting lines, and fund flows. \*\*Complete this section only after you have finalized the implementation arrangements with key executing partners. |
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| 3.2 Project Steering Committee |
| Inputs | Text guidance |
|  | **Project Steering Committee (PSC)**: Describe the overall management structure of the project. This should include the structure, membership, and role of the Project Steering Committee (PSC), as well as other advisory and technical committees. The PSC is the final decision-making body, and should include membership from key executing partners. \*\*Please note, if this is child project, a **Program Steering Committee** must also be described. |
|  | **Sample PSC text**: “The overall coordination of the project is tasked to the Project Steering Committee (PSC) formed by [list the positions of those who have agreed to be on the Project Steering Committee]. The PSC will facilitate a successful project execution and be responsible for providing input to project work planning, approving annual work plans and budgets, review and approval of key project outputs with OFPs when relevant, and make informed decisions regarding planning and development of actions during the project. The PSC will meet [list how often the PSC will meet, as well as where (virtually, etc.)]. The PSC will also ensure that the project complies with operational minimum standards and safeguard requirements as determined by and in coordination with the WWF-GEF Project Agency.” |
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| 3.3 Project Management Unit |
| Inputs | Text guidance |
|  | **Project Management Unit (PMU)**: This section should identify the structure, membership, and role of the Project Management Unit (PMU). The PMU is responsible for project day-to-day management, as well as all data and documentations that will be used by the PSC to aid decision making. This section should reference the staff positions that make up the PMU.  |
|  | **Sample PMU text**: “The PMU will play a coordinating role to ensure alignment and coherent implementation of the outputs and outcomes with all executing partners. It is hosted by the [list Executing Agency, or other], and will include [list staff positions]. The PMU will be responsible for coordinating the implementation of all project activities; technical and operational monitoring and evaluation throughout the project; input for adaptive management; and direct correspondence with the WWF-GEF Project Agency on behalf of project members.The [list PMU position] will ensure that [List the high-level tasks that the position is responsible for]. *Repeat for all PMU positions, which should include project manager, finance officer, M&E officer and any other technical roles*. |
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| **Section 4: Stakeholder Engagement** |
| 4.1. Stakeholder Engagement Activities during Project Preparation |
| Inputs | Text guidance |
| Links to PIF Section II.2: Proposed Alternative Scenario* Stakeholder Consultation Plan Reports from site-level and central-level stakeholder consultation meetings
 | Stakeholder participation is not only a critical element in robust project design, it is also a requirement of WWF and the GEF[[1]](#footnote-1). Use this section to describe (1) the project stakeholders and their role in the project (positive or negative); (2) the projected impact upon each stakeholder from the project; and (3) how project stakeholders were consulted and/or involved in project planning and decision-making (e.g. workshops, interviews, focus groups). Relevant stakeholders may include project partners, stakeholders at the global/regional/national level, and local stakeholders. This description should include a summary of the Stakeholder Consultation Plan, with the full Stakeholder Consultation Plan annexed.This section can include tables or matrices, and should be completed only after you have conducted all stakeholder consultations and have appropriately incorporated the results from the stakeholder engagement into your proposed strategy. Stakeholder consultations should be documented throughout project design, and relevant meeting notes, etc. annexed.  |
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| 4.2. Stakeholder Engagement during Implementation |
| Inputs  | Text guidance |
| Links to PIF Section II.2: Proposed Alternative Scenario | This section should describe how stakeholder participation will continue throughout project implementation. Include specific plans for stakeholder engagement, communication, and feedback and/or coordination mechanisms. |
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| **Section 5: Environment and Social Safeguards** |
| Inputs | Text guidance |
| * Safeguards categorization
* Any assessments and final documents delivered by a hired safeguards consultant
* Project sites and activities must be determined
 | Briefly describe and summarize the safeguards categorization, identified potential environmental and social impacts both positive and negative associated with the proposed project. Describe measures taken by the project team to address safeguard policy issues such as identifying safeguards assessments prepared during project preparation. Annex the summaries of these assessments in Appendix 7. Describe the institutional arrangement, staffing for implementation of safeguards. Describe how the recommendations from these assessments have been included in to project design include any alternative livelihood activities, how FPIC would be achieved. Please include how final assessments were disclosed and where as per the WWF’s policy on public consultation and disclosure as per the WWF Environment and Social Safeguards Integrated Policies and Procedures. This section is to be completed only when all safeguards due diligence, assessments, etc. have been completed. |
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| **Section 6: Gender Equality and Women’s Empowerment** |
| Inputs | Text guidance |
| Links to PIF Section II.3: Proposed Alternative Scenario* Gender Analysis
 | Gender is an underlining element in all GEF projects. This section needs to demonstrate how gender has been mainstreamed and how women’s empowerment has been prioritized in the project when possible. As per the new GEF Policy on Gender Equality (approved Nov. 2017), gender analyses or an equivalent socio-economic assessment are mandatory at or prior to CEO Endorsement/Approval.[[2]](#footnote-2) Please document results and recommendations from the Gender Analysis, which include providing a strategy/action plan for the implementation of gender-responsive activities throughout the course of the project. Describe how your M&E plan will address gender dimensions and measure the impact of gender-related activities (i.e. identifying gender-responsive indicators and collecting sex-disaggregated data, where relevant). Please include a summary of your Gender Analysis results and of your strategy/action plan in this section, with a reference to an Annex for your complete strategy/action plan document. |
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| **Section 7: Monitoring and Evaluation**  |
| Inputs | Text guidance |
| * Complete Results Framework
* Tracking Tool(s) (GEF 6) / Core indicators (GEF 7)
 | Use this section to describe performance management, results monitoring, and evaluation plans. This section should clearly describe how the project will track implementation progress and results. Project staffing and responsibilities associated with M&E should be described. The reporting schedules for M&E, the tools and systems used to manage and monitor progress, and strategies to support the adaptive management cycle should be described. The Results Framework should be in alignment with Table B and the focal area tracking tool. A brief summary of the M&E budget should also be included in this section. A subsection on **adaptive management** is encouraged. This subsection should include a brief description of how the project plans to (1) gather information and lessons learned during execution, and (2) how this information and lessons will be incorporated into the project to improve results and impact. This may include an annual reflection workshop by the PMU (i.e. a meeting to reflect on data and validate the theory of change), or a description on how project reports will be reflected upon and incorporated into project design.  |
|  | **Sample language** “Developed in conjunction with major international environmental NGOs and endorsed by the Conservation Measures Partnership, the Open Standards (WWF Program and Project Management Standards) lend consistency to planning, implementing, monitoring and reporting effective conservation projects and programs worldwide. The monitoring plan, called the Results Framework, was designed to help the project team plan, execute, monitor and report progress towards achieving the objectives and outcomes in a consistent and routine manner.Performance indicators have been selected and defined with a clear methodology to enable uniform data collection and analysis. The frequency and schedule of data collection is identified for the project, as well as the identification of project team members to perform these duties. The baseline has been completed for every indicator along with aspirational, yet feasible targets. |
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| **Section 8: Project Financing and Budget** |
| *Please see “A guide for your ProDoc: Project Financing and Budget,” for detailed guidance. Page 17 below.* |
| 8.1 Project Budget Overview |
| Inputs | Text guidance |
| • Completed and approved WWF GEF Budget template (provided through Project Manager) | Describe the total GEF Project and Co-financing amount in a provided table format. A narrative should accompany the table and provide a brief overview of the amount to be spent by the project, and a brief justification for these expenses. If there are significant differences in the annual budgets between years, please provide justification or details to explain this variation.Please also insert a table showing project expenses by component and year. Include the co-financing and project management costs in the table. This table (and those requested below) should be taken from the detailed budget template, which will be provided separately by the project manager (see inputs).  |
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| 8.2 Project Budget Notes |
| Inputs | Text guidance |
| • Completed and approved WWF GEF detailed budget template | The budget notes must explain how all cost estimates were derived, and justify that these estimates are reasonable and that the costs are necessary to accomplish the goals and objectives of the project. The budget notes will follow the detailed budget template structure, using the same major categories, cost labels, and order as the headings appear in the budget spreadsheet. Please note that the budget should be broken down by component, with separate lines for the M&E and PMC budget. Please include any activities that will be implemented as per the safeguards assessments prepared as well as staffing.In this section, please include a table on each of the following categories (accompanied by a brief narrative when relevant): * Staffing
* Third party fees and expenses
* Sub recipients and grants
* Travel
* Workshops and meetings
* Equipment
* Other direct costs.
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| 8.3 Project Co-financing |
| Inputs | Text guidance |
| • Co-finance letters and discussions with key partners | Use this section to provide a short description of the co-financing that will be provided to this project, including the contributors, the split between cash and in-kind and the components that will be funded (note, where possible, cash contributions should be greater than in-kind). Please ensure that a list of co-financing needs is included in the table at Appendix 12, as well as the co-financing letters of commitment.**Defining co-financing**: With GEF projects, co-financing refers to the financial value of the project baseline and increment, from which the GEF project is building off. As such, **co-financing should only be calculated for the period of project implementation, not during the development phase**. Co-financing often draws on cash and in-kind support. Cash contributions may include: a) Cost share — current staff time, travel, and other related expenditures not covered by GEF funding; b) Leveraging — resources that support the GEF project baseline or project activities, but are not from GEF funds. In-kind support includes such things as office space, equipment, and other indirect costs. When defining co-financing with partners, begin with noting the relevant existing work presented in the project baseline and then value the associated cost of that work. The value of these programs (both existing work that the project will need to use to meet project objectives as well as planned government programs over life of the project) can be counted as co-financing. Note that while GEF requires letters of co-financing (see Appendix 11) from each named partner, co-financing is not a legally-binding agreement nor directly audited. Co-financing cannot be counted twice by different GEF projects (e.g. a WWF project included in co-finance for a UNDP-GEF project cannot also be counted as co-finance for a WWF GEF project). In addition, other GEF projects cannot be counted as co-finance. Lastly, it is important to remember that GEF expects co-financing for all aspects of the project, including project management.  |
|  |  |
| **Section 9: Technical Appendices**: Appendices should be ordered based on their first reference in the ProDoc |
| Appendix: Project Map(s) |
| Inputs | Text guidance |
|  | The project map supports a number of sections within the Program Document. The project map should outline the project boundaries for geographically focused projects. For thematic projects, maps should illustrate intervention areas, countries affected, or other representations of where the project will take place or affect change on the ground. |
|  |  |
| Appendix: Conceptual Model |
| Inputs | Text guidance |
| • Conceptual Model  | Insert Conceptual Model. |
|  |  |
| Appendix: Results Chains |
| Inputs | Text guidance |
| • Results chain(s) per component | Insert results chain(s) into this Appendix. Results chains should be presented per component.  |
|  |  |
| Appendix: High Level Work Schedule |
| Inputs | Text guidance |
| • High level work schedule | Insert a high-level work schedule showing when outputs will be implemented for the full length of the project (template will be provided). The high-level work schedule should be aligned with the Annual Work Plan and Budget, which will be submitted for Agency Approval.  |
|  |  |
| Appendix: Organizational Chart |
| Inputs | Text guidance |
| • Approved governance chart | This appendix is meant to compliment the arrangements described in Section 3 above in a diagram form. The chart(s) should clearly show the three levels of structure within the proposed project – (1) the Project Steering Committee (PSC); (2) the Project Management Unit (PMU), and; (3) Project Implementation and Project Execution Arrangement. The chart(s) should clearly show the relationship between the PSC and PMU as well as other advisory and technical panels/committees to the project.\*\*The organizational chart may be inserted in the body of the text, or, if deemed appropriate, in the appendix. |
|  |  |
| Appendix: Economic and Financial Analysis |
| Inputs | Text guidance |
| Optional | The **financial analysis** documents how GEF and other funding will be successfully used to achieve the proposed project outcome through a financial mechanism(s). The full financial model and description should be presented here to supplement what is proposed as part of the GEF project. The **economic analysis** is an economic justification behind the proposed GEF intervention. The analysis should demonstrate the economic impact of inaction and the economic benefits from the GEF investment. The analysis may cover the delivery of ecosystem services, the increased profitability of a sector, or improved livelihoods within local communities. In all cases, baseline data should be presented and cited properly. All assumptions and methods must be presented clearly and concisely. A full economic or financial analysis will depend on the size/scope of the project. In some cases, one or both may not be necessary, especially for smaller projects. Please discuss with the WWF GEF Agency Management Unit to determine if a full analysis is necessary. |
|  |  |
| Appendix: Environmental and Social Safeguards  |
| Inputs | Text guidance |
| • Safeguards assessments and any other relevant documents | Executive summaries of final environment and social impact assessments and mitigation plans prepared during project preparation. These must have been disclosed as per the WWF’s policy on public consultation and disclosure as per the WWF Environment and Social Safeguards Integrated Policies and Procedures. |
|  |  |
| Appendix: GEF Results Framework |
| Inputs | Text guidance |
| • Results Framework at objective, component and outcome level | The Results Framework is meant to track progress at the highest level of the project: the Project Objective, Component, and Outcomes level. All indicators should be SMART—Specific, Measurable, Achievable, Relevant and Time-Specific. It is recommended that teams have 2-3 indicators per component/at least one per Outcome. See below for a template of the Results Framework. Please ensure that some are targets measured annually, as well as at midterm and close. This will be important for the annual Development Objective Rating at execution.  **Results Framework Sample Template**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Indicator / Unit** | **Definition** | **Disaggregation** | **Method/****Source** | **Frequency** | **Who** | **Baseline** | **Target**  | **Cost to monitor** | **Assumptions** |
|  |  |  |  |  |  |  |  |  |  |
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|  |  |
| Appendix: Site Selection  |
| Inputs | Text guidance |
| • Sites selected | If a site-based project, describe the site selection process. Include any criteria used to shortlist and select the final project sites.  |
|  |
| Appendix: Stakeholder Engagement Plan  |
| Inputs | Text guidance |
|  | Paste full Stakeholder Engagement Plan here. |
|  |  |
| Appendix: Gender Analysis (Executive Summary) |
| Inputs | Text guidance |
| • Gender Analysis and Action Plan | Executive summaries of final gender analysis and action plan  |

# A Guide for Your ProDoc: PROJECT FINANCING AND BUDGET

**8.1 GEF Project Budget Overview**

*Describe the total GEF Project and Co-financing and duration (1-2 sentences) If there are significant differences in annual budgets, provide details that explain those differences.*

*Is the budget sufficient to achieve the outcomes of the project? Are there potential risks related to the budget and the ability of the Project Management Team to achieve the project outcomes? What are the potential solutions for those risks.*

[Insert the annual budget summary by component from the detailed budget spreadsheet].

*Is the budget sufficient to achieve the outcomes of the project? Are there potential risks related to the budget and the ability of the Project Management Team to achieve the project outcomes? What are the potential solutions for those risks.*

**8.2 Project Budget Notes**

**8.2.1 Staffing**

Describe the staffing required for project execution and complete the table below:

**Table X. Project staff Add rows and components and required**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Position Title** | **Summary of responsibilities** | **Average Annual % time** | **Average annual Budget** | **Total Project Budget** |
| **Project Management Costs (PMC)** |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
| **TOTAL PROJECT MANAGEMENT COSTS (PMC)** |  |  |
| **Monitoring and Evaluation** |
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|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
| **TOTAL MONITORING AND EVALUATION** |  |  |
| **Component 1** |
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|  |  |  |  |  |
| **TOTAL COMONENT 1** |  |  |
| **Component 2** |
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|  |  |  |  |  |
| **TOTAL COMPONENT 2** |  |  |
| **COMPONET 3** |
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|  |  |  |  |  |
| **TOTAL COMPONENT 3** |  |  |

**8.2.2 Third Party Fees and Expenses**

Complete the table below:

**Table X. Project staff Add rows and components and required**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Consultant Expertise** | **Summary of responsibilities** | **Project Year/s** | **Average annual Budget** | **Total Project Budget** |
| **Project Management Costs (PMC)** |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
| **TOTAL PROJECT MANAGEMENT COSTS (PMC)** |  |  |
| **Monitoring and Evaluation** |
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|  |  |  |  |  |
| **TOTAL MONITORING AND EVALUATION** |  |  |
| **Component 1** |
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| **TOTAL COMPONENT 1** |  |  |
| **Component 2** |
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| **TOTAL COMPONENT 2** |  |  |
| **COMPONET 3** |
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|  |  |  |  |  |
| **TOTAL COMPONENT 3** |  |  |

**8.2.3. Grants and Agreements**

*Describe the proposed partners (sub-recipients) that the executing organization will work with to achieve the outcomes of the agreement. On what was the decision based to include these organizations in the project. If total Partner budget is less that X% of the total budget, please explain why. Note that it is preferred that the project is executed with partners. If a partner is receiving more than $300,00, they will be required to provide a GEF detailed budget spreadsheet.*

*List all sub-recipients in the table below*

**Table X Sub recipient summary** Add rows and components as required

|  |  |
| --- | --- |
| Partner Name | Total sub-recipient Budget |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
| **Sub Total Sub Grants** |  |

The above listed partners will execute activities under the project components, as described in Table X below. The costs included in Table 9 are fully inclusive of all costs including, staff, travel and workshops.

**Table X. Grants Add rows as components and required**

|  |  |  |  |
| --- | --- | --- | --- |
| **Name of Partner** | **Purpose** | **Location** | **Total** |
| **Project Management Costs (PMC)** |
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|  |  |  |  |
| **TOTAL PROJECT MANAGEMENT COSTS (PMC)** |  |
| **Monitoring and Evaluation** |
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|  |  |  |  |
| **TOTAL MONITORING AND EVALUATION** |  |
| **Component 1** |
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| **TOTAL COMPONENT 1** |  |
| **Component 2** |
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| **TOTAL COMPONENT 2** |  |
| **COMPONET 3** |
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| **TOTAL COMPONENT 3** |  |

**8.2.4. Travel**

Complete the table below:

**Table X. Travel Add rows and components as required**

|  |  |  |  |
| --- | --- | --- | --- |
| **International or Local (state the Destination if known)** | **Purpose of Travel** | **Total number of Trips** | **Total Project Costs** |
| **Project Management Costs (PMC)** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
| **TOTAL PROJECT MANAGEMENT COSTS (PMC)** |  |
| **Monitoring and Evaluation** |
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|  |  |  |  |
| **TOTAL MONITORING AND EVALUATION** |  |
| **Component 1** |
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|  |  |  |  |
| **TOTAL COMPONENT 1** |  |
| **Component 2** |
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|  |  |  |  |
| **TOTAL COMPONENT 2** |  |
| **COMPONET 3** |
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|  |  |  |  |
| **TOTAL COMPONENT 3** |  |

**8.2.5. Workshops and meeting**

Describe how the total workshop cost was calculated (ie. what is included in the total cost)

Complete the table below:

**Table X. Workshops and Meetings Add rows and components as required**

|  |  |  |  |
| --- | --- | --- | --- |
| **Location** | **Describe who will be participating and the estimated number of participants.**  | **Purpose of workshop (include number of workshops planned**  | **Total Project Costs** |
| **Project Management Costs (PMC)** |
|  |  |  |  |
|  |  |  |  |
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|  |  |  |  |
| **TOTAL PROJECT MANAGEMENT COSTS (PMC)** |  |
| **Monitoring and Evaluation** |
|  |  |  |  |
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|  |  |  |  |
| **TOTAL MONITORING AND EVALUATION** |  |
| **Component 1** |
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| **TOTAL COMPONENT 1** |  |
| **Component 2** |
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| **TOTAL COMPONENT 2** |  |
| **COMPONET 3** |
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|  |  |  |  |
| **TOTAL COMPONENT 3** |  |

**8.2.6 Equipment**

*The definition of Equipment is anything that is motorized and anything not motorized that costs $5,000 or more (for a single unit).*

**Table X. Equipment Add rows and components as required**

|  |  |  |  |
| --- | --- | --- | --- |
| **Equipment** **Budgeted** | **Project Justification for equipment**  | **Location** | **Total Costs** |
| **Project Management Costs (PMC)** |
|  |  |  |  |
|  |  |  |  |
| **TOTAL PROJECT MANAGEMENT COSTS (PMC)** |  |
| **Monitoring and Evaluation** |
|  |  |  |  |
|  |  |  |  |
| **TOTAL MONITORING AND EVALUATION** |  |
| **Component 1** |
|  |  |  |  |
|  |  |  |  |
| **TOTAL COMONENT 1** |  |
| **Component 2** |
|  |  |  |  |
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| **TOTAL COMPONENT 2** |  |
| **COMPONET 3** |
|  |  |  |  |
|  |  |  |  |
| **TOTAL COMPONENT 3** |  |

**8.2.7. Other Direct Costs**

**Table X. Other Direct Costs Add rows and components as required**

|  |  |  |
| --- | --- | --- |
| **Decription** | **Project Justification** |  **Total Project Costs** |
| **Project Management Costs (PMC)** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
| **TOTAL PROJECT MANAGEMENT COSTS (PMC)** |
| **Monitoring and Evaluation** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
| **TOTAL MONITORING AND EVALUATION** |
| **Component 1** |
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| **TOTAL COMPONENT 1** |
| **Component 2** |
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| **TOTAL COMPONENT 2** |
| **COMPONET 3** |
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|  |  |  |
|  |  |  |
|  |  |  |
| **TOTAL COMPONENT 3** |

**8.3 Project Management Costs (PMC)**

*Please provide a summary line item budget and indicate the % budget is of total budget. Note that PMC cannot be more than 5% of the overall budget. Note the total below needs to match the PMC totals from the preceding tables.*

**Table X. PMC Summary Budget**

|  |  |
| --- | --- |
| ***Line item*** | **Total** |
| Salaries and Benefits |  |
| Consultants |  |
| Grants and Agreements |  |
| Travel  |  |
| Workshops |  |
| Equipment |  |
| Other Direct Costs |  |
| **TOTAL M&E** |  |
| **TOTAL PROJECT BUDGET** |  |
| **% M&E OF TOTAL PROJECT BUDGET** |  |

**8.4 Monitoring and Evaluation**

*If Monitoring and Evaluation is a separate component, please provide a summary line item budget and indicate the % budget is of total budget. Note that it is preferred that M&E be 10-15% of the overall budget. Note the total below needs to match the M&E totals from the preceding tables.*

**Table X. M&E Summary Budget**

|  |  |
| --- | --- |
| ***Line item*** | **Total** |
| Salaries and Benefits |  |
| Consultants |  |
| Grants and Agreements |  |
| Travel  |  |
| Workshops |  |
| Equipment |  |
| Other Direct Costs |  |
| **TOTAL M&E** |  |
| **TOTAL PROJECT BUDGET** |  |
| **% M&E OF TOTAL PROJECT BUDGET** |  |

If Monitoring and Evaluation is not a separate component please complete the table below.

**Table X. Other Direct Costs Add rows and components as required**

|  |  |  |
| --- | --- | --- |
| **Description** | **Component under which expense is budgeted** | **Total Costs****(M&E only)** |
| **Salaries and Benefits (Position and % of time)** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
| **TOTAL SALARIES AND BENEFITS**  |
| **Consultants (Expertise and Purpose)** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
| **Consultants** |
| **Grants (note if it is part of a larger grant)** |
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|  |  |  |
|  |  |  |
|  |  |  |
| **TOTAL COMPONENT 1** |
| **Travel** |
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|  |  |  |
| **TOTAL TRAVEL** |
| **WORKSHOPS** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
| **TOTAL WORKSHOPS** |
| **EQUIPMENT, OTHER DIRECT COSTS AND ADMINISTRATIVE COSTS (AUDIT)** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
| **TOTAL EQUIPMENT, OTHER DIRECT COSTS AND ADMINSITRATIVE COSTS (AUDIT)** |
| **TOTAL M&E**  |  |
| **TOTAL PROJECT BUDGET** |  |
| **% M&E OF OVERALL BUDGET** |  |

8.5 Safeguards

*Have you considered all the budget requirements related to the implementation of measures related to safeguard policy? Please explain and describe how they have been included. Consider capacity needed both in-house and third party, systems required for monitoring safeguard impacts and measures related to safeguard policies.*

*8.6 IW Learn (at least 1% of the IW allocation – relevant for projects funded with IW funds).*

*Show all expenses budgeted that contribute to the IW Learn. Please indicate the component under which the expense has been budgeted.*

**Table X. Other Direct Costs Add rows and components as required**

|  |  |  |
| --- | --- | --- |
| **Description** | **Component under which expense is budgeted** | **Total Costs****(IW Learn only)** |
| **Salaries and Benefits (Position and % of time)** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
| **TOTAL SALARIES AND BENEFITS**  |
| **Consultants (Expertise and Purpose)** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
| **Consultants** |
| **Grants (note if it is part of a larger grant)** |
|  |  |  |
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|  |  |  |
|  |  |  |
| **TOTAL COMPONENT 1** |
| **Travel** |
|  |  |  |
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|  |  |  |
|  |  |  |
| **TOTAL TRAVEL** |
| **WORKSHOPS** |
|  |  |  |
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|  |  |  |
|  |  |  |
| **TOTAL WORKSHOPS** |
| **EQUIPMENT, OTHER DIRECT COSTS AND ADMINISTRATIVE COSTS (AUDIT)** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
| **TOTAL EQUIPMENT, OTHER DIRECT COSTS AND ADMINSITRATIVE COSTS (AUDIT)** |
| **TOTAL M&E**  |  |
| **TOTAL PROJECT BUDGET** |  |
| **% M&E OF OVERALL BUDGET** |  |

1. New GEF Policy on Stakeholder Engagement (approved Nov. 2017) require a Stakeholder Engagement plan or equivalent at CEO Endorsement/Approval. See GEF Policy on Stakeholder Engagement: http://www.thegef.org/sites/default/files/council-meeting-documents/EN\_GEF.C.53.05\_Stakeholder\_Policy\_0.pdf [↑](#footnote-ref-1)
2. http://www.thegef.org/sites/default/files/council-meeting-documents/EN\_GEF.C.53.04\_Gender\_Policy.pdf [↑](#footnote-ref-2)