昆明生物多样性基金
Kunming Biodiversity Fund

KUNMING BIODIVERSITY FUND

OPERATIONS MANUAL

This operations manual articulates relevant operational rules, guidelines, and processes of the Kunming Biodiversity Fund (KBF). It complements the Terms of Reference (TOR) for the KBF as well as the Memorandum of Understanding (MoU) signed by Participating United Nations Organizations and the Standard Administrative Agreements (SAA) with funding partners.

The Executive Council adopts the operations manual and approves any amendments following the decision-making procedures elaborated in this document.

Version 1.0 – as approved by Executive Council on October 2025.

For the purposes of this Operations Manual, the following terms and acronyms are used as follows:

FTR	Fund Transfer Request
Fund	Kunming Biodiversity Fund
GEF	Global Environment Facility
GBF	Kunming-Montreal Global Biodiversity Framework
GBFF	Global Biodiversity Framework Fund
KBF	Kunming Biodiversity Fund
MEL	Monitoring, Evaluation and Learning
MOU	Memorandum of Understanding between PUNOs and the MPTFO regarding the Operational Aspects of the Fund
MPTF	Multi-Partner Trust Fund
MPTFO	UN Multi-Partner Trust Fund Office
PUNO	Participating United Nations Organizations
SAA	Standard Administrative Arrangement between the contributing donors and the MPTFO
SCBD	Secretariat of the Convention on Biological Diversity
SDGs	Sustainable Development Goals
TOR	Terms of Reference of the Kunming Biodiversity Fund (KBF)
UN	United Nations
UNEG	United Nations Evaluation Group
UNSDG	United Nations Sustainable Development Group

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1 Introduction

This manual presents the operational rules, guidelines and processes for the Kunming Biodiversity Fund (KBF). It complements the Fund Terms of Reference (TOR), which contains the foundational parameters for the Fund, including its rationale, programmatic scope, governance structure, implementation arrangements and approach to risk management. In case of contradiction between the provisions of the TOR and the operations manual, the text of the TOR prevails.

Biodiversity conservation underpins the achievement of all Sustainable Development Goals (SDGs), with a particular contribution towards: SDG 14 (life below water), SDG 15 (life on land), SDG 3 (human health), SDG 2 (food security), SDG 13 (climate adaptation) and SDG 16 (peace and security). Global biodiversity loss is driven by unprecedented threats from habitat destruction, climate change, pollution, invasive species and overexploitation of natural resources. Without immediate and accelerated action, the world risks irreversible damage to its ecosystems and the services that they provide to humanity. The Kunming-Montreal Global Biodiversity Framework, adopted in 2022, responds to this crisis. Achievement of the 2030 targets and 2050 goals presents significant challenges for developing countries.

The Kunming Biodiversity Fund (KBF) was announced by Chinese President Xi Jinping, as a fund to advance the targets of the Kunming-Montreal Global Biodiversity Framework (GBF)[1] to support the protection of biodiversity in developing countries for future generations. The KBF was formally developed as a United Nations Multi-Partner Trust Fund (MPTF) in 2024 by the Ministry of Ecology and Environment of the People's Republic of China and Participating United Nations Organizations (PUNOs). To ensure no one is left behind, the KBF will have an emphasis on supporting developing countries and regions with rich biodiversity, fragile environment and urgent need for capacity building and technical support.

The fund will seek complementarity with existing biodiversity funds to ensure it adds value and contributes to comprehensive actions to rever
se the trend of biodiversity loss and to achieve the outcomes set out in the 2050 vision, including the four long-term goals by 2050 and the 23 action-oriented targets of the GBF by 2030, and thereby contributing to the three objectives of the CBD and its Protocols, as well as other international processes such as the 2030 Agenda for Sustainable Development, among others.

[1] Global Biodiversity Framework: https://www.cbd.int/doc/decisions/cop-15/cop-15-dec-04-en.pdf

2 Governance

2.1 Governance Arrangements

The Fund TOR outlines the key structures and roles of the governance structure for the Fund, which are summarized below for ease of reference:

Executive Council

The Executive Council serves as the decision-making body of the KBF. Members of the Executive Council are responsible for overall management for the Fund, playing a critical role in dynamic oversight. The Council provides the overall strategic direction for the Fund; approves operational procedures and guidelines; approves proposals and project revisions; and provides oversight of progress achieved under the KBF.

Secretariat

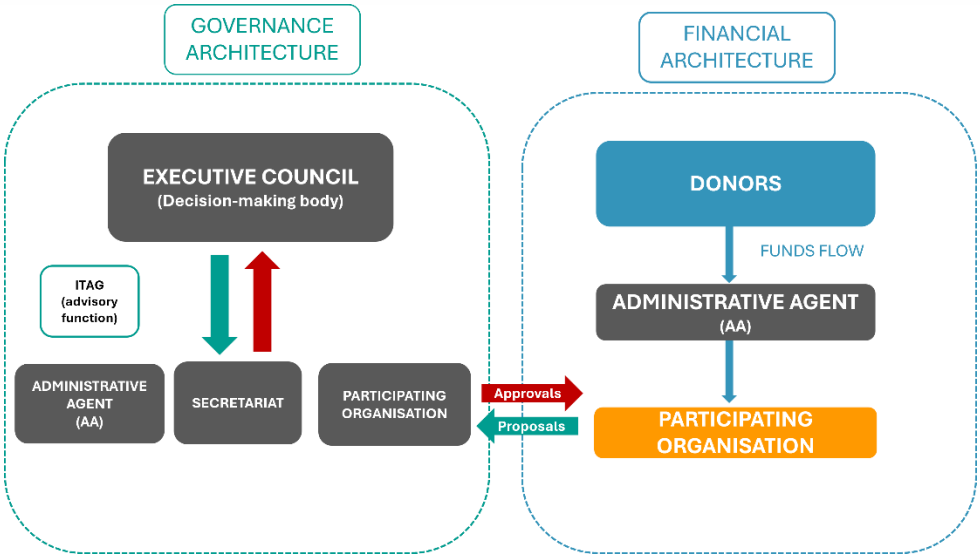
A dedicated Secretariat provides technical and administrative support to the KBF. The Secretariat is responsible for day-to-day operations of the Fund and advises the Executive Council on strategic priorities and decisions. It is responsible for developing and ensuring compliance of operational procedures and guidelines, which includes the call for proposals. The Secretariat is hosted by UNEP and located in Montréal with the CBD Secretariat.

Independent Technical Advisory Group (ITAG)

The Independent Technical Advisory Group (ITAG) serves as an advisory body for the Executive Council, bringing independent, impartial expert knowledge and advice on biodiversity conservation and environmental governance to the Fund. Its main purpose is to provide technical advice on monitoring, implementation and knowledge management, science and best practice, and economics and finance for implementation of effective biodiversity action. It is in charge of reviewing proposals and making a recommendation on the basis of the EC criteria for approval.

Administrative Agent

The KBF is administered by the UN Multi-Partner Trust Fund Office (MPTFO) under the pass-through management modality. The MPTFO is based in New York, housed in UNDP.



2.2 Executive Council

2.2.1 Chairing and membership

The Executive Council (EC) is chaired permanently[2] by 1 representative of the United Nations Environment Programme (UNEP) and 1 Representative of China.

The two co-chairs facilitate EC meetings jointly.

On membership, the TOR states:

> *The Executive Council will consist of three permanent members: China, UNEP and SCBD. Up to three donor Member States to KBF and three Member States representing recipient countries will serve for two-year terms. The Multi-Partner Trust Fund Office, in its capacity as Administrative Agent of the fund will also permanently be on the Executive Council. The Multi-Partner Trust Fund Office does not participate in the decision-making process of the Executive Council. The criteria for donor and recipient membership will be developed and approved by the Executive Council. For the first Executive Council, recipient states will be invited by the Chairs from the current Bureau Members to the CBD reflecting diverse regional representation. It is anticipated that future rotations will also be pulled from the CBD Bureau.*

Table 1. Executive Council Chairs and Membership

	Decision-making members
Permanent members	• 1 representative of China – *permanent chair* • 1 representative of the United Nations Environment Programme (UNEP) – *permanent chair* • 1 representative of the Secretariat of the Convention on Biological Diversity (SCBD)[3]
Rotating donor members	Representatives of up to 3 donor Member States (1 representative per Member State), serving 2-year terms
Rotating country recipient members	Representatives of up to 3 Member States (1 representative per Member State) representing recipient countries, serving 2-year terms
	Members / observers with no decision-making role
Permanent observers	• 1 representative of the Global Environment Facility (GEF), in its capacity as host of the Global Biodiversity Framework Fund (GBFF) • 1 representative of UNDP
Rotating/ad hoc observers	*Other observers (e.g. prospective donors) may also be invited on an ad hoc basis at the discretion of the chairs (e.g. prospective donors)*
Ex officio members	• KBF Secretariat • Administrative Agent

[2] As stated in the TOR, "From the inception of the Fund, the Executive Council will be permanently co-chaired by China as the KBF founding partner and UNEP."

[3] https://www.cbd.int/secretariat

Eligibility and selection for rotating decision-making members

To be eligible to participate as a donor *Member State decision-making member*, donors are required to have contributed significant amount, minimum of US$ 2 million per year suggested to the KBF in the two years prior to their rotation in the EC.

To be eligible to participate as a *country recipient Member State decision-making member*, countries must be a member of the COP bureau of the CBD.

Representatives of *decision-making members* are self-nominated and then approved by the Executive Committee, if they meet the eligibility requirements above. If the number of self-nominated Member States exceeds the available seats for rotating members, the EC will make decisions by means of consensus including development of rotational membership and criteria.

In case of any temporary or permanent replacement of a representative, the nomination should be communicated to the KBF Secretariat by e-mail at least five working days before any EC meeting. The Secretariat shall update all EC members of any replacement as soon as they have been notified. If a Member State fails to nominate a replacement and communicate that nomination in advance, it will not be included in decision-making processes carried out over the course of the meeting.

Members are represented at senior level and must be able to make decisions on behalf of their constituency.

Eligibility and invitation of observers

As stated in the TOR:

> *From the inception of the Fund, the Executive Council will invite participation of two permanent observers: one representing GEF in its capacity of host of the GBFF and one additional UN agency (UNDP). Additional observers may be considered in the future as needed to support effective governance of the fund. Prospective donors would also be allowed to attend the Executive Council as observers, at the invitation of the Chairs. The Executive Council may also invite ad-hoc observers as needed to meet the decision-making needs of the body.*

Permanent observers are invited to attend all sessions of the EC.

The EC may decide to invite ad hoc Observers on a meeting-by-meeting basis, on meeting specific sessions, or for a longer period to be determined by the EC decision-making members.

Prospective Donors may be invited after they have formally expressed interest to contribute to the fund or have specifically requested to attend with the view of contributing to the fund. The Prospective Donors may submit their expression of interest via email to the Fund Secretariat, for consideration by the Chairs. The Secretariat communicates the Chairs' decision to the Prospective Donors.

2.2.2 Convening of meetings

The EC typically meets 3 times per year. Additional *ad hoc* meetings may be called if deemed necessary by the Chairs.

The meetings of the EC will be convened by Secretariat by sending the proposed agenda:

a) For the date decided during the preceding meeting
b) Or for a reasonable date if requested by any of the members and agreed by the Chairs to discuss an urgent and outstanding matter.

The Secretariat will send the meeting agenda and supporting documents, including any issues being put forward for decision, by email two weeks before the date of the EC meeting, or as soon as they are available in the case of an extraordinary meeting.

Meetings will typically be held in a hybrid format (virtual and in-person meetings).

The minimum number of EC Members required to be present (in person or remotely) to conduct the meeting and make decisions is half of the EC decision-making members plus one member. All three permanent members must be present for any decisions to be taken.

2.2.3 Decision making

The Secretariat ensures all issues put forward to the EC for decision-making are clearly articulated in writing. Any proposed revisions to the wording of a decision must be shared prior to approval of the decision.

The EC takes decisions by consensus, meaning that decisions require general agreement amongst all of its decision-making members.

Immediate decision-making process: For decisions taken in meetings (face-to-face or virtual), the following steps will be followed:

- One of the Chairs or Secretariat presents each decision item, having circulated supporting documentation in advance, according to the lead times presented above.
- In case of non-objection, the proposed decision is considered to be approved.
- In case of objection by any decision-making member(s), the EC can decide by consensus:
    - to approve the proposed decision with conditions;
    - to postpone the decision, request further information; or
    - to reject the proposed decision.
- In case of no consensus, the two Co-chairs will consult in view of reaching a consensus.

Written confirmation or non-objection process: Decisions may also be taken through a virtual (e-mail based) non-objection approval process, following these steps:

- The Secretariat circulates an e-mail to members clearly articulating the item(s) for decision, with supporting documentation.
- Members and observers have two weeks (14 days) days to confirm the decision or to communicate any questions or concerns they might have regarding the decision.
- In case active confirmation is not received from all full members of the EC, the Secretariat will send a follow-up email invoking the non-objection mechanism and giving a deadline by which the decision will be considered approved if no objections are received.
- In case of objection by any decision-making member(s), the Secretariat considers the feedback received and proposes one of the following options, in consultation with the co-chairs, giving members a further five (5) days to communicate any objections:
    - Approve the proposed decision with conditions;

- Postpone the decision, requesting further information; or
- Reject the proposed decision.

Minutes & document retention: The Secretariat ensures that the decisions taken by the EC are duly recorded and communicated to members and observers within one week. All documents related to the EC meetings, including the agenda and minutes of the meeting will be maintained on a web-based shared folder by the Secretariat. The Secretariat will be responsible to manage the shared folder to ensure it is accessible online, all documents are up to date and that the segregation of rights to add, delete and access the documents are controlled. Final EC decisions are uploaded on to the Gateway.

2.2.4 Conflict of interest

As stated in the TOR:

> *Executive Council Members shall not have any direct personal interest (such as personal financial gains as employees, consultants, individual contractors whether individually or through corporate ownership, participation or benefit), or those of their family members or their direct supervisor/s, of private or professional nature, in any of the project proposals submitted for funding or under implementation. If a Member(s) is affiliated with any of the Participating Organizations submitting a specific project proposal for approval under the KBF, such member(s) must declare immediately the potential conflict of interest and must not participate in the decision making for such specific fund allocation or project approval. If the UN Co-Chair cannot participate on a specific agenda item due to a conflict of interest, an alternative UN* agency signatory of the MoU will act as the Co-Chair for that specific agenda item. Before each meeting of the KBF, the Secretariat will circulate information to all participating members to clarify their potential conflict of interest, whether individually or organizational, in relation to specific sessions.

Any member or observer shall disclose potential real or perceived conflicts of interest of their representative entity to the Secretariat by email, using the **Conflict of Interest Declaration Form in Annex 1**, at least one week prior to the meetings at which project proposals will be tabled for approval. The Secretariat will accordingly inform all EC members of potential conflicts of interest prior to decision-making.

The EC determines whether the conflict of interest necessitates that the member/observer in question should recuse himself/herself from discussions on the particular project or substantive matter. Recusal requires that members do not participate in discussions or decision-making related to projects for which there is a potential conflict of interest; however, they may remain in the room.

If a member or observer fails to disclose the relevant involvement, the EC will determine what appropriate action to take. This may involve a new discussion on the decision to be undertaken, and potentially a change in the decision.

2.3 Independent Technical Advisory Group

The text in section 2.3 is extracted from the ITAG Terms of Reference.

2.3.1 Scope and specific functions

As a group, the ITAG shall:

- Act together, through the combined strengths of their individual professional contributions, to ensure the technical integrity, relevance and complementarity of the KBF activities;
- Help ensure scientific robustness in the planning and implementation of the KBF;
- Review, upon request, relevant KBF reports, project documents and other materials for technical merit and broad applicability; and
- Advise on the research, analysis and knowledge management of the fund.

In line with the overall purpose of the ITAG, the key functions of the experts, in their individual capacities, will be to:

- Bring their own expert advice and expertise as an individual, not representing their employer or any organisation or institution to which they may be affiliated;
- Asses the technical merits of project proposals submitted for financing, and, based on a set of agreed criteria and a proposal scoring system approved by the EC, evaluate and rank funding proposals;
- Review, as necessary, Calls for Proposals, policy papers, reports, and other documents to ensure technical quality, consistency and appropriateness;
- After each completed Call for Proposals, provide an analysis of the lessons learned from the review of the project proposals, including recommendations for the Secretariat, the Implementing Entities and the EC;
- Avail themselves for technical consultation on specific or general issues concerning the KBF as requested by the EC; and
- Provide written advice to the EC on technical matters concerning the KBF which require review.

The ITAG plays an important role in providing guidance in the technical and implementation aspects of the KBF, but it does not have any formal decision-making authority or fiduciary duties. Any advice provided by the ITAG to the EC or the Secretariat is non-binding.

Members of the ITAG perform this function in a pro bono capacity. They must respect the impartiality and reputation of KBF Participating Organizations. Members have an ongoing obligation to disclose any activities that may give rise to a real, potential or apparent conflict of interest. Members of the ITAG are not employees or agents of the KBF or of its member institutions and shall not speak on behalf of, or represent, the Participating Organizations or the Fund, individually or collectively, to any third party. Members of the ITAG may not issue any publications on behalf of the KBF without the express permission of the Executive Council.

2.3.2 Expertise of the advisors

Reflecting the need for multi-disciplinary expertise, the ITAG is composed of experts and practitioners from relevant sectors and disciplines in academia, the private sector and civil society. Members represent a broad range of disciplines relevant to the KBF across science-, policy- and governance-related sectors, as needed – in particular from the following fields:

- Conservation and sustainable use of biodiversity and ecosystems
- Environmental governance
- Environmental/ecological economics
- Systems analysis and transformation
- Social sciences and behaviour change
- Environmental justice and rights
- Ecosystem integrity, resilience and health
- Climate vulnerability and impacts on biodiversity

- Financing for biodiversity and/or nature
- Monitoring, evaluation and learning

Desirable Experience

- Working in multidisciplinary teams and initiatives
- Experience applying systems approaches

A maximum of 12 experts will compose the ITAG and serve in their personal capacities. The KBF EC will appoint each ITAG member pursuing balance across expertise, gender, regional representation and will strive to attract applicants from Indigenous Peoples, youth and local communities.

2.3.3 Operation

The Secretariat is responsible for organizing ITAG meetings and for providing all relevant background materials and administrative support needed for the operation of the ITAG and its meetings.

Information and documentation to which ITAG members may gain access in performing their duties on KBF-related activities is considered confidential and proprietary to the KBF and the parties collaborating with KBF stakeholders. Any matters not covered by the ITAG Terms of Reference or stated in a formal agreement shall be subject to discussion and agreement by the Executive Council.

The ITAG meets as needed to address the requests of the Executive Council, through the Secretariat, with meetings generally held virtually. Other work of the ITAG may be conducted by email with the Secretariat. It is expected that ITAG meetings are convened between 3 to 4 times per year, depending on need. Members of the ITAG may exceptionally be invited to attend meetings of the EC to provide expert advice to a specific discussion. ITAG members do not receive any remuneration for their work related to the KBF ITAG.

The working language of the ITAG is English. Written communication occurs between the ITAG and the KBF Secretariat by electronic means.

2.3.4 Selection and duration of appointment

A pool of experts is identified by the Secretariat through consultation with relevant organizations. ITAG members are selected by the EC with consideration of an adequate distribution of technical expertise, as well as geographical representation and gender balance. ITAG members are appointed to serve a 2-year term and may be eligible for reappointment. Members of the ITAG serve in their personal capacity and not as representatives of any institution, organization or government.

A Chairperson and a Vice Chairperson of the ITAG are appointed by the ITAG at the beginning of each 2-year term. A ITAG member may only serve one term as Chair or Vice-Chairperson.

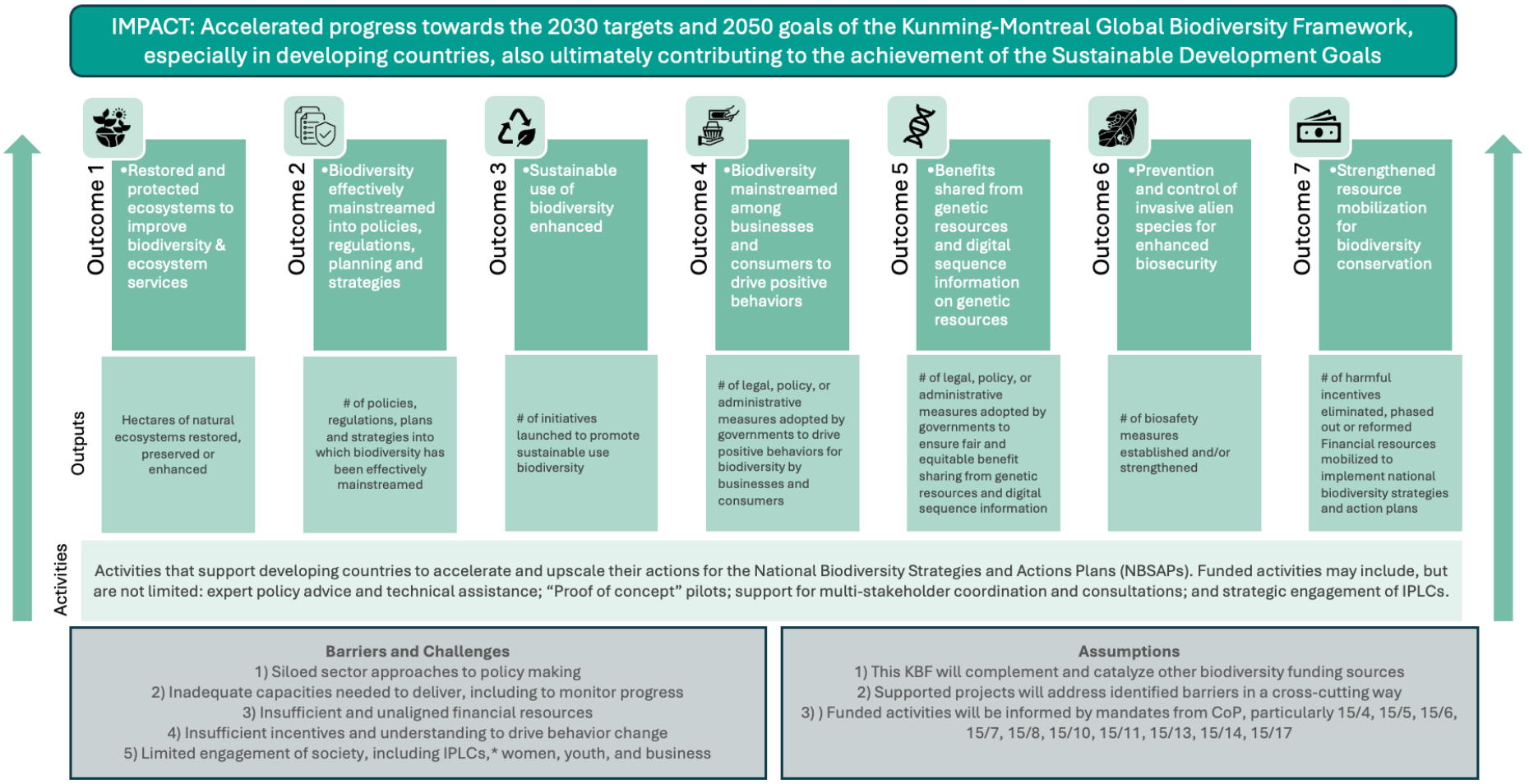
Appointments to the ITAG, including the Chairperson and Vice Chairperson, may be terminated at any given time by either the member or by the KBF EC. The EC can choose to terminate an appointment in cases of continuous non-engagement, such as after six months of inactivity or three consecutive unanswered communications.

All termination will be in line with the applicable letter of appointment signed by the Co-Chairs of the EC. Where a member is terminated, the EC may decide to appoint a replacement before the beginning of a new term, if deemed necessary.

3 Theory of Change

The Executive Council provides the strategic direction of the KBF through the Fund's Theory of Change. The Theory of Change may be updated over the lifetime of the Fund; however, it must always be aligned with the Kunming-Montreal Global Biodiversity Framework.

Figure 1. KBF Theory of Change



*Indigenous peoples and local communities

4 Project Approval Cycle

The project approval cycle has seven key steps (Figure 1) designed to facilitate an efficient, strategic, and transparent allocation of funds. The project approval cycle is coordinated by the Secretariat in an iterative manner, initiating a new cycle when funding becomes available.

Figure 1. KBF Project Approval Cycle



4.1 Concept Note Development

The Secretariat initiates a call for project concept notes by publishing the call on the Multi-Partner Trust Fund Office's 'Funding calls for proposals' page and the KBF Gateway Page. The call includes a **Funding Round Description** with guidance on the process, including deadlines, templates, contacts for questions and any additional requests issued by the EC. The Secretariat will conduct further outreach efforts in line with the Fund's communications strategy.

Along with the Funding Round Description, the Secretariat shares the latest version of the Operations Manual and the deadline for submissions, allowing at least eight weeks for concept note development, including obtaining the necessary support letter from government counterparts.

Participating Organizations are responsible for submitting concept notes and supporting documentation to the secretariat via e-mail prior to the deadline set for each funding round. Submissions of project concept notes, endorsement letters or other supporting documentation will not be accepted or editable after the deadline has passed. When there is more than one Participating Organization contributing to the proposal, the convening agent remains responsible for coordinating and submitting the proposal.

Only one (1) single-country project proposal per beneficiary country is allowed per funding round, however countries may be part of multiple multi-country concept notes and may submit proposals for one single-country project and multi-country projects during the same funding round. Each concept note should be supported by an **endorsement letter**(s) signed by the **CBD national focal point or Designated Official in the Lead Ministry** and submitted together with Project Concept Note. Endorsement letters from multiple ministries are an advantage. For projects implemented directly in multiple countries (multi-country projects), each country should provide an endorsement letter. For regional and international activities, an appropriate endorsement letter should be attached from the government of a country relevant to the proposed activities.

Proposals must comply with the criteria and quality standards outlined in Section 6 (Programmatic and Budget Principles) and the template (Annex 2), as well as the terms of the call as laid out in the Funding Round Description.

4.2 ITAG Review

The Secretariat is responsible for guiding the technical review process, consolidating reviews, and convening a discussion of the ITAG as and when they see fit.

Prior to review by the ITAG, the Secretariat reviews each proposal using the **mandatory criteria in the Project Proposal Assessment Template (Annex 3)** which consist of straightforward yes/no questions. If any of the mandatory criteria are not met by a proposal, it will not be considered by the ITAG for qualitative assessment.

The Secretariat leads the ITAG to review the proposals using the **Project Proposal Assessment Template in Annex 3**. The Template shall be shared with each ITAG member to provide their own assessment of each project. The Secretariat will determine whether requests for further elaboration or revision are considered critical or optional.

For each call for proposals, the Secretariat will determine how many ITAG members will review each project depending on the number of projects received, with a minimum of two reviewers per concept note and three reviewers per elaborated project document. The Secretariat will assign project proposals to specific ITAG members to review, according to the appropriate expertise of each member.

Each ITAG member will send their completed review template to the Secretariat, who will compile the reviews and scores to share with the Executive Council. Following an introductory meeting convened by the Secretariat to discuss the application of quality criteria and scoring, members will have *at least* two weeks (14 days) to independently review and score the project proposals. The scores will form the basis for a preliminary ranking of proposals. Ultimately, decisions on project approval sits with the Executive Council.

The Secretariat shares the consolidated assessment and ranking of project proposals with the EC. It should clearly articulate which feedback provided by the ITAG will require action by Participating Organizations prior to any approvals. The overall timeline for the technical review should not take more than twenty-one (21) days from the deadline for submissions to the sharing of the consolidated assessment with the Executive Council.

4.3 Concept Note Approval

The Executive Council will have *at least* two weeks (14 days) to review the programmatic and financial aspects of concept notes, the ITAG's assessment, projected availability of funds, and any other considerations shared by the Secretariat to inform decision making. The Executive Council takes a decision following either the written confirmation process with non-objection modality invoked by the Secretariat by follow-up email in case of non-confirmation (for decisions taken via e-mail) or the immediate decision-making process (for decisions taken in meetings) described in section 2.2.3.

The Secretariat records decisions using the Decision-Making Matrix in Annex 4 and communicates the outcome with Executive Council members if the decision was taken virtually. The Secretariat then shares the outcome and any feedback or specific conditions related to the approval with Participating Organizations.

4.4 Project Elaboration

The Participating Organization focal points are notified and provided with the full project proposal template. Project teams then elaborate the project using the project proposal template in Annex 2, taking on board feedback and conditions communicated by the Secretariat.

Once revised, the projects are re-submitted to the Secretariat for review.

4.5 ITAG Review

The ITAG reviews the fully elaborated project proposals, following the procedure described in section 4.2.

1. Project Approval

The Executive Council will have *at least* two weeks (14 days) to review the programmatic and financial aspects of concept notes, the ITAG's assessment, projected availability of funds, and any other considerations shared by the Secretariat to inform decision making. The Executive Council takes a decision following either the written confirmation process with non-objection modality invoked by the Secretariat by follow-up email in case of non-confirmation (for decisions taken via e-mail) or the immediate decision-making process (for decisions taken in meetings) described in section 2.2.3.

The Secretariat records decisions using the Decision-Making Matrix in Annex 4 and communicates the outcome with Executive Council members if the decision was taken virtually. The Secretariat than shares the outcome and any feedback or specific conditions related to the approval with Participating Organizations. ProDocs are approved by the Secretariat.

4.6 Funds Transfer

Once all mandatory conditions for approval have been fully met, the Secretariat – on behalf of the Executive Council – requests the Administrative Agent to transfer the funds allocated to the Participating Organizations. The Secretariat prepares a Fund Transfer Request (FTR form, see Annex 5) for each approved project and budget allocation to be signed by the UNEP Co-Chair.

The Administrative Agent reviews the submitted documents and carries out transfers approved by the Executive Council to Participating Organizations no later than five (5) working days after the receipt of the FTR and all supporting documents. Upon completion of the transfer, the representatives of the Participating Organizations, the Co-Chairs of the Executive Council, and the Secretariat will be notified by e-mail. The transfers will be reflected on the Gateway webpage of the Fund.

Participating Organizations shall acknowledge receipt of the funds to the Secretariat within five (5) working days from receipt. The date of the initial transfer of the funds shall then be adopted as the project's start date. This date will be reflected on the project's Gateway page. The organization shall note the project number assigned by the Administrative Agent; this number must be included in all reports and communication concerning the project.

5 Revisions to Projects after Approval

Decisions relating to **significant programmatic or budget revisions** are approved by the Executive Council, in line with the Fund MoU. Decisions relating to **minor programmatic revisions or no-cost extensions** may be approved by the Secretariat alone. If the Secretariat feels that a particular decision merits discussion with the Executive Council, an issue may be escalated. What constitutes a significant or minor revision is presented in below (Table 2).

No cost extensions exceeding 3 months are discouraged or allowed on an exceptional basis subject for the EC decision/approval.

Table 2. Overview of Revisions Requiring Approval

Revisions	***Approval entity***
Significant programmatic revisions Revisions that significantly change the scope, objectives, expected results (including changes to the results framework), strategy or priorities, including geographical scope and beneficiary targeting, which may or may not have budget implications.	Executive Council
Significant budget revisions: ● Any increase in total budget ● Revisions made between UNDG budget lines or outputs that exceed 25% of budget category/output	Executive Council
Minor programmatic revisions Technical-level revisions that *do not* significantly change the scope, objectives, expected results, strategy or priorities.	Secretariat
Minor budget revisions:[4] Revisions made between UNDG budget lines/outputs that exceed 15% but are less than 25% of budget category/output[5]	Secretariat
No-cost extension of 3 months or less	Secretariat

The steps of the review process for **significant revisions** are as follows:

1. Participating Organization[6] submits request to the Secretariat using **the template in Annex 6 via e-mail,** providing required supporting documentation (see table above).
2. The Secretariat reviews the request to ensure it complies with the requirements of the operations manual. If it does, it presents the request to the Executive Council either at the next meeting or using the virtual approval process (section 2.2.3), factoring in the extent to which the request is time sensitive.
3. The Executive Council issues a decision, following the process in section 2.2.3. The Secretariat communicates the decision to Executive Council members and the requesting Participating Organization by e-mail.
4. Administrative Agent posts revision in the ERP System and Gateway (public website)

The steps of the review process for **minor revisions** are as follows:

1. Participating Organization submits request to the Secretariat using **the template in Annex 6 via e-mail,** providing supporting documentation (see table above).

[4] Considered minor in the context of this fund, given the limited scale of funding available to each JP.
[5] As stated in the MOU, "the Participating UN Organization will promptly notify the Administrative Agent through the Executive Council of any change in the budget as set out in the approved programmatic document." As such, even if changes are less than 15%, PUNOs are still required to inform the EC and AA. All communication with the EC should be channelled via the Secretariat.
[6] In the case of a joint programme, the convening agent is required to submit the request.

2. The Secretariat has ten (10) days to a) approve the request, b) request additional information, or c) escalate the issue to the Executive Council for decision making.
3. The Secretariat communicates the decision to Executive Council members and the requesting Participating Organization by e-mail.
4. Administrative Agent posts revision in the ERP System and Gateway (public website)

6 Programmatic and Budget Principles

Project proposals will be jointly developed by a Participating Organization(s) and a Government(s), as evidenced by the letters of endorsement signed by Government counterpart(s) and submitted by the Participating Organization.

The total budget of each approved project/programme should not be less than US$ 500,000 unless it is a designated small grant/catalytic project window and should not exceed US$ 5 million.

Projects may be **co-funded** by other sources at country level, e.g. by UN entities, Government agencies, or other development partners, however this is not a requirement.

Indirect costs of Participating UN Organizations recovered through programme support costs will be seven per cent (7%). All other costs incurred by each PUNO in carrying out the activities for which it is responsible under the Fund will be recovered as direct costs. Transfers between PUNOs and other UN Agencies that would result in double charging of the (up to) 7% fee are not accepted. Seven percent is calculated based on the “total direct costs” and not out of the “total programme costs”. Total direct costs + total indirect costs = total programme costs.

Secretariat costs will be charged to the Fund as direct costs. The Secretariat's budget will be annually agreed and approved by the Executive Council.

A minimum threshold of USD 100,000 per individual transfer to a PUNO will be instituted though flexibility will be applied if sufficient justification is provided.

Direct management costs should be minimized whenever possible. The Secretariat will scrutinize budgets of projects/programmes as part of their quality assurance process to ensure direct management costs are fully justified. Direct management costs include: i) Staff and other personnel costs for people performing programme management functions and consultants hired for a period of 6 or more months; ii) Equipment, vehicles and furniture including Depreciation; and iii) Travel. Programme management functions in the context of the Fund include overall project/programme management, coordination, MEL, operations, finance and admin, communications.

For Joint Programmes (JPs), no budget line should be split evenly across PUNOs, but should rather reflect actual costs at the project/programme level, based on the agreed division of labor amongst participating organization.

7 Eligibility

7.1 Beneficiary Country eligibility

As specified in the fund's TOR, "developing countries will access funding through Participating UN Organizations. The Executive Council decides which countries will be eligible for a funding round. More detail on beneficiary country eligibility to be included based on guidance from the EC.

7.2 Participating Organization eligibility

PUNOs

All Participating United Nations Organizations (PUNOs) that have signed the MOU regulating their relationship with the Administrative Agent are eligible to submit proposals for funding.

Single entity proposals are allowed. In the case of joint programmes, proposals must be submitted by a convening agent on behalf of two or more PUNOs.

PUNOs are responsible for the implementation and delivery of approved projects/joint programmes.

The PUNOs will engage with their own implementing agencies as and when needed to support implementation. National government, local authorities, civil society, including community-based organizations, academia and private sector are all potential implementing partners that can receive funding through the Participating UN Organisations.

NUNOs

As per the TOR, Non-UN Organizations (International Organizations, Multilateral and bilateral cooperation agencies, and Non-Governmental Organizations) may gain direct access to the KBF. This modality can be developed in the initial years of operationalization of the fund and will require an addendum of the MoU establishing the Kunming Biodiversity Fund. NUNOs are required to have a framework agreement (i.e. a signed MOU or equivalent) with the MPTFO before they can submit concept notes for consideration. NUNOs will need to undergo Harmonized Approach to Cash Transfers (HACT) and Sexual Exploitation, Abuse and Harassment assessments organized by a UN implementing partner or the Secretariat, to be paid for by the Fund.

8 Risk Management

8.1 Purpose

The purpose of this Risk Management Strategy is to **support the delivery of the KBF** by:

1. Informing strategic decision-making for portfolio management;
2. Promoting fiduciary accountability and verify that resources are used for foreseen purposes; and
3. Ensure the Fund's interventions adhere with "Do No Harm" principles.

This strategy complements, but does not replace, risk management processes carried out by Participating Organizations at the programme level. It focuses on risks at the fund level, i.e. risks with implications beyond an individual project. Project-level risk management will continue to be carried out according to the institutional requirements of the respective implementing organizations, with additional standards on the frequency and format for reporting on risks set by the Fund's risk management strategy.

8.2 Approach

The approach adopted for this strategy has five phases which are carried out iteratively:

i) **Establish context:** Consultations with Fund stakeholders will be used to establish the scope and boundaries of the risk assessment.

ii) **Risk assessment** begins with the identification of risks relevant to the Fund. Risks are analyzed based on their relative impact and likelihood, two factors which are used to determine risk level. Likelihood refers to the estimated chance of a risk occurring, while impact is the estimated severity of the risk outcome. The trajectory of the ranking over time will be an important indicator for risk evaluation, which requires a prioritization of risks to determine the appropriate levels of response. The trajectory refers to the direction of risk level since the last assessment.

iii) **Monitoring** will vary based on the type of risk, its volatility, and its risk level. Monitoring will draw on both internal and external sources of qualitative and quantitative information. It will be coordinated with fund- and project-level monitoring and evaluation efforts as much as possible. Reporting on priority risks will be done through a Risk Dashboard designed to inform and track decision making within the Executive Council.

iv) **Risk treatment** involves the selection and implementation of appropriate mitigation and adaptation measures to minimize the likelihood and/or impact of risk. Adaptation methods are planned contingency actions, based on a consensus of risk tolerance, to be implement in the case that risks materialize, to minimize negative consequences. Responsibility for risk treatment measures should be clearly indicated in the risk dashboard.

v) **Communication and consultation:** The Secretariat will regularly engage with various fund stakeholders (including Executive Council members, Participating Organizations, and any additional contributing donors) to share information and collect input.

8.3 Baseline Risk Assessment

The Secretariat will conduct a one-off baseline risk assessment, exploring three categories of risk, adapted from categories developed by the OECD:

- **Contextual risk**: risk that could arise from the context – driven by domestic, regional, and/or global forces – over which external actors have limited control.
- **Programmatic risk:** risk that the fund will not achieve its objectives or may exacerbate contextual risk.
- **Institutional risk:** range of potential adverse consequences on Fund partners and/or stakeholders, notably those active in the Fund governance and implementing organizations.

The Secretariat will engage Fund stakeholders to contribute to the baseline analysis, to identify potential roles and responsibilities for monitoring and review processes under the strategy, and to develop proposed treatment options. The baseline risk assessment will be structured around the framework shown in 3**.** The draft baseline assessment will be shared with the Executive Council for review within the first year of the Fund's operationalization to **establish a shared view of the Fund's risk profile**. It will provide the foundations for regular monitoring and reporting, using the Risk Dashboard below (Table 5).

Table 3. Baseline Risk Assessment Framework

Risk Assessment			
Risk	Risk Drivers	Risk outcome (Implications for the Fund)	Risk Level (for the Fund)
Potential for a defined adverse event or outcome to occur	Factors that influence the realization of a risk	Effects the risk would have on fund objectives and operations	*Risk Level* = Likelihood x Impact *Likelihood:* Estimated chance of a risk occurring *Impact:* Estimated severity of the risk outcome *Trajectory* = Direction of risk level since last assessment

Monitoring Plan			Proposed Treatment Options	
Responsibility	Regularity	Sources	Mitigation	Adaptation
The party responsible for monitoring the risk (individual or team)	The frequency at which a risk should be monitored (e.g. weekly, monthly, quarterly)	The sources of information used for monitoring	Measures taken to reduce the impact and/or probability of a risk *before* it is realized	Contingency measures to reduce the impact of a risk *after* it is realized

Table 4. Risk Ratings Matrix

Impact	Catastrophic	5	5	10	15	20	25
	Significant	4	4	8	12	16	20
	Moderate	3	3	6	9	12	15
	Low	2	2	4	6	8	10
	Negligible	1	1	2	3	4	5
Risk Rating = Likelihood x Impact			1	2	3	4	5
			Very improbable	Improbable	Possible	Probable	Very probable
			Likelihood				

8.4 Risk Dashboard

The Secretariat will maintain the risk register in the baseline risk assessment, monitoring the identified risks and adding or removing risks as deemed necessary. The Secretariat will present high priority risks to the Executive Council as required using the Risk Dashboard (Table 5). Whereas the more detailed

baseline assessment provides the foundations for monitoring and reporting, the Risk Dashboard will serve as the primary tool to inform discussion and decision-making about risk management for the Fund.

The Secretariat will use project-level reporting on risks as one input for regular risk monitoring, but the Secretariat will also establish a regular dialogue with Participating Organizations to ensure prompt information sharing on risks in the case that a risk should be escalated to Executive Council.

Participating Organizations are obligated to pro-actively alert the Secretariat of any areas of concern flagged through their own risk monitoring, as risks at the project-level may have implications for the Fund at large.

Table 5. Risk Dashboard for Informed Decision-Making

RISK DASHBOARD				
High Priority Risks	**Risk Level (for the Fund)[7]**	**Implications for the Fund**	**Treatment**	**Decision-making**
High priority risks for the fund to be discussed in consultations with fund stakeholders	Risk level = likelihood x impact Trajectory since last assessment	Analysis of the implications for the fund	Brief description of the current treatment and recommendations for further action, if relevant.	Documentation of any decisions taken with regards to risk treatment (mitigation and/or adaptation)

[7] The risk rating should capture the evaluation of the risk level factoring in any mitigation measures *already* being implemented, i.e. the residual risk. The rating may be revised if additional proposed treatment measures are implemented.

9 Monitoring, Evaluation and Learning (MEL)

9.1 Fund-level MEL

As stated in the TOR:

> *The Secretariat will be responsible for monitoring progress in the Fund delivering its objectives and how funds are being used by the Participating Organizations. The Secretariat will provide progress reports on a regular basis (minimum half-yearly) to the Executive Council.*

The Secretariat is responsible for maintaining a Fund-level result framework to track and report aggregate results and operational performance. The KBF Result Framework (Annex 8) serves as a tool for strategic portfolio management by providing an overview of Fund-level results and operational performance. It is adapted over time and in line with the evolution of the portfolio. As new projects are approved, the framework will be updated to reflect the anticipated results, the ambition of which should increase over time. The result framework will be included in the consolidated annual narrative reports and publicly available on Gateway.

Results: Progress towards fund-level objectives is measured based on project-level reporting. Fund-level MEL is directly informed by project-level monitoring. Indicators will be designed to aggregate and communicate results across the portfolio.

Operational Performance: The Secretariat will monitor and report on operational performance of the fund through a limited set of indicators focused on the application of agreed standards and strategies adopted by the fund (e.g., on risk management, communications and outreach, MEL).

The Secretariat is responsible for providing overarching narrative updates for the Fund's results and operational performance in the consolidated annual narrative reports and final report. This narrative reporting should speak to and complement the KBF Result Framework. Narrative reporting should also highlight communication, outreach and learning activities at both project and Fund-level.

A mid-term and final evaluation are envisaged for the Fund. A mid-term evaluation will be conducted to assess whether the Fund is on track to deliver expected outputs and outcomes with respect to the timeframe and budget. It will enable the Executive Council to make any changes in approach and/or reorientation needed to improve results. The cost of any evaluation of the Fund is to be borne by the Fund.

The Secretariat is responsible for commissioning any evaluations, reviews or "lessons learned" reports on the performance of the KBF. Evaluation(s) will follow the UN Evaluation Group norms and standards.

9.2 Project-level MEL

Participating Organizations assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. They undertake Monitoring, Evaluation and Learning (MEL) in accordance with their own regulations, rules, directives and procedures and in line with processes outlined in the project document. Participating Organizations are

expected to provide reporting using the approved templates as required to fulfill their obligations of the reporting schedule (Table 6).
The Secretariat is responsible for quality assurance of project-level MEL at two key phases. First, the Secretariat should ensure the design of project-level results frameworks in proposals meet the quality standards of the Fund prior to the project approval. Second, the Secretariat is responsible for quality assurance of project-level reports, to enable a consistent standard of reporting across projects for the consolidated annual and final narrative reports.

All KBF funded projects are expected to have a communication, outreach and learning component to promote project results and enable replication. Activities and products under this plan are expected to target broader audiences beyond the project's stakeholders to enhance and catalyze further impact. Please describe how the proposed project will achieve this requirement.

For joint programmes (JPs): Convening Agents of JPs are expected to: (i) oversee coordination within JPs; (ii) consolidate narrative reporting from PUNOs, as per the reporting schedule; and (iii) submit consolidated reports on behalf of JP Teams. The JP team, under the leadership of the convening agent, monitors implementation and results in accordance with the JP results framework, work plan and budget. Monitoring by the JP team involves: (a) tracking performance through the collection of appropriate and credible data and other evidence; (b) analyzing evidence to improve effectiveness and efficiency, and to adjust JP results and strategy, as needed; and (c) checking assumptions and risks, including review of the sustainability plan and exit strategy. For more detail on JPs, see the UNSDG guidance on joint programmes.

9.3 Reporting

The reporting and accountability requirements elaborated in the Fund TOR are summarized in the reporting schedule below (Table 6). Reports in the reporting schedule will be provided in English. See Annex 7 for the Annual Narrative Report Template.
For joint programmes (JPs): All narrative reports should be consolidated by the convening agent with inputs from PUNOs (i.e. one report per JP).

Table 6. KBF Reporting Schedule for PUNOs

		Report	Prepared by	Submitted to	Deadline / frequency
Project-level	*Narrative reports*	Light 6-month project updates	PUNOs	Secretariat	31 October (annually)
		Annual narrative reports on the activities in approved projects	PUNOs	Secretariat	31 March (annually)
		Final narrative reports after the completion of activities	PUNOs	Secretariat	31 March after calendar year of operational closure
	Financial Reports	Quarterly financial reports on expenditure incurred	PUNOs (HQ)	Administrative Agent	April (Q1) July (Q2) October (Q3)
		Annual Financial Report as of 31 December	PUNOs (HQ)	Administrative Agent	30 April (annually)
		Certified final financial statements and final financial reports	PUNOs (HQ)	Administrative Agent	31 May after calendar year of financial closure
Fu	*Narr ative*	Light 6-month Fund update	Secretariat	Executive Council, Donors, PUNOs	31 December

		Consolidated annual narrative report (including Final Narrative Reports submitted during the year)	Secretariat	Executive Council, Donors, PUNOs	31 May (annually)
		Consolidated Final Narrative Report	Secretariat	Executive Council, Donors, PUNOs	30 June after calendar year of operational closure
	Financial Reports	Certified annual financial statement	Administrative Agent	Executive Council, Donors, PUNOs	31 May (annually)
		Consolidated annual financial report as of 31 December	Administrative Agent	Executive Council, Donors, PUNOs	31 May (annually)
		Certified final financial statement	Administrative Agent	Executive Council, Donors, PUNOs	31 May after calendar year of financial closure

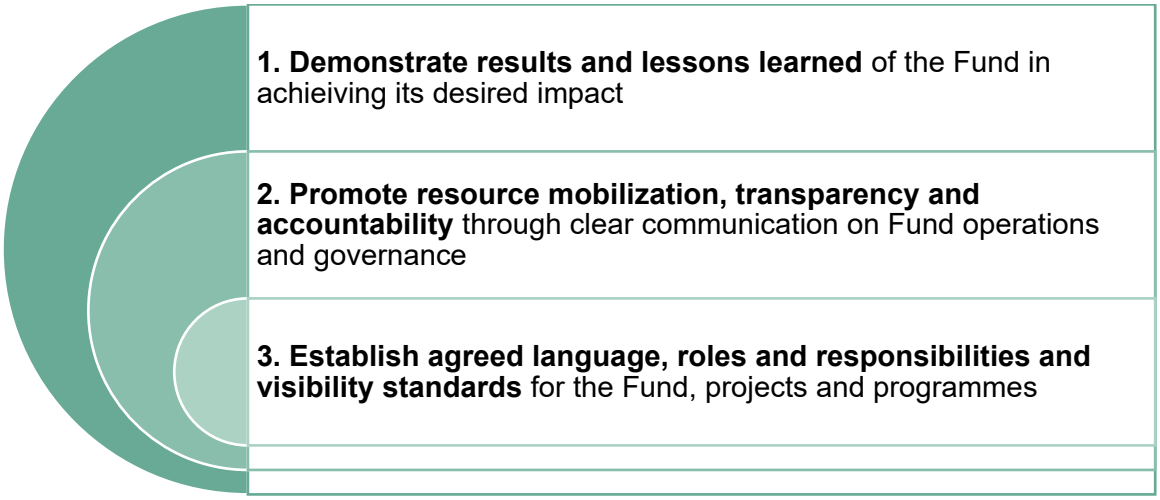
10 Communications and Visibility Strategy

This strategy will be further elaborated once the full Secretariat is onboarded.

10.1 Purpose & Principles

This communications and visibility strategy provides a framework for communications and visibility efforts related to activities funded by the KBF.

Figure 1. Objectives of the Communications & Visibility Strategy



The following principles shall guide communications and visibility activities of the KBF:

Replicability: Emphasis will be placed on communicating results and best practices that can inform and inspire solutions for biodiversity conservation in other country contexts.

Accessibility: A variety of communications tools/channels will be used to ensure target audiences are reached, regardless of technological preferences or access. All members of the Executive Council, donors and Participating Organizations have a responsibility to support visibility of the fund across respective relevant communication channels.

Cost-effectiveness: Budgets for any communications or visibility elements will be carefully considered to ensure overhead is kept to a minimum, maximizing the share of the Fund directly benefiting country-level solutions.

Transparency: Communications tools will be developed about the Fund operations and governance, in addition to results, to ensure transparency and accountability about how the funds are being used.

10.2 Target Audiences

For the first two objectives of the strategy, the potential audiences include:

- Contributing and prospective donors
- Current and prospective beneficiary countries
- Current and prospective participating organizations

10.3 Expectations for Participating Organizations

Participating Organizations are expected to take appropriate measures to ensure the communication of their project results and activities, adhering with the visibility requirements of the fund and any partners providing parallel funding (when applicable).

Generally, all communication materials prepared will display the following logos, as appropriate:

- PUNO logos, following their specific visibility guidelines;
- Logo of the Fund, as provided by the Secretariat

Participating Organizations will share with the Secretariat visibility and communication materials produced to enable further dissemination.

Participating Organizations are expected to consult with the Secretariat on any sensitive issues that may require particular attention. The Secretariat is responsible to provide advice as required.

10.4 Products

Stories: A central component of the Fund's strategy will be identification, development and curation of narrative stories that demonstrate results and approaches for further replication.

Photography & Video: High-quality photographs and video clips showing funded activities and results.

Infographics: Visual representations of data and information.

Print and publications: factsheets, banners, posters, and booklets (web-based and/or printed) to support communications and advocacy objectives

Official communications: press releases, statements and media advisories.

10.5 Websites

The **MPTFO website, Gateway** (http://mptf.undp.org), is a web-based service portal that provides real-time financial data issued directly on contributions in and out of the fund account, from the UNDP accounting system. The Fund will have a dedicated page on the Gateway which will allow partners and the public at large to follow-up the Fund contributions, transfers and expenses, and access key documents and reports.

The Secretariat and the MPTFO will ensure that the Fund's operations are posted on the Gateway. Further, in accordance with the Funding Compact, the Fund should specifically mention individual contributors in all results reporting. Each Participating Organization and members of the Executive Council will take appropriate measures to promote the Fund. Information shared with the media regarding beneficiaries of funding, official press releases, reports and publications will acknowledge the role of the Fund. Further, in accordance with the Funding Compact, the Fund should specifically mention individual donors in all results reporting.

A dedicated **KBF website** be initiated during the inception phase. The Secretariat will manage the operation of the website. The project operation manual, the call for proposals, projects report, the fund annual report and other documents will be posted and updated on the website.

10.6 Visibility Standards

Visibility standards will be elaborated and applied for Fund-level materials as well as projects receiving funding. A clear, visual identity will be helpful shorthand for communicating the funding source. Table 7 provides an outline which will need to be fully elaborated with the support of a graphic designer and in consultation with UN communications teams. All logos, along with the guidelines, should be made accessible and downloadable.

Table 7. Visibility Standards – Draft Outline for Elaboration

Fund logo variations  **<more variations to be added >**
Co-branding In situations in which the Fund is not the only source of funding, the primary logo shall be treated as the "donor logo" and supporting logos may be left off. (e.g. in the UN Country Results Report where all donor logos appear).
Social media A hashtag will be set for all posts related to the Fund.

The hashtag may be adapted for each language of application. A direct translation is not necessary. Rather, the hashtag should consistently communicate the spirit of the Fund, regardless of the language of application.
Publications ● Templates may be developed for reports, factsheets, letterheads, flyers, presentations, banners and business cards. ● These should be used by the Secretariat for all official publications related to the Fund. ● Participating Organizations are encouraged to use the templates for programme-specific publications, but it is not a requirement
Color palettes & Type ● A color palette and font types should be set for Fund-level communications materials. ● PUNOs are encouraged to use set color palettes and types for project/programme-specific communications tools, but it is not a requirement.

11 Closures

Fund closure requires all funded programmes to be closed operationally and financially, satisfying all commitments and liabilities. Notwithstanding the completion of the initiatives financed from the Fund, any unutilized balances will continue to be held in the fund account until all commitments and liabilities incurred in implementation of the projects/programmes have been satisfied and project activities have been brought to an orderly conclusion. The Executive Council will decide on the use of any unutilized balance of the Fund. Any balance remaining in the Fund Account, upon closure of the Fund, will be used for a purpose mutually agreed upon, or returned to the Donors in proportion to their contribution to the Fund as agreed upon by the donors and the Executive Council.

For the closure of projects, Participating Organizations must follow the following steps:

1. Report to the Secretariat and Administrative Agent the operational closure of the Project;
2. Submit the final narrative report no later than March 31 of the following year after the operational closure of the project;
3. Upon receipt of the final narrative report and its acceptance by the Secretariat, the Administrative Agent will close the operation of the project management system;
4. Return any balance available to the Administrative Agent by bank transfer to the Fund account; and
5. Provide certified financial statements and final financial report to the Administrative Agent within a maximum period of six months (June 30) days from the end of the year following the operational closure of the Project.

Upon completing the above steps, the Administrative Agent will perform the financial closure of the project in the system and inform the Executive Council through the Secretariat.

The Administrative Agent closes the Fund through the following steps:

1. Verify that all projects have been financially closed;
2. Verify that all fund direct costs projects have been financially closed;
3. Verify that all interests have been received;

4. Refund the balance of the account (including interest) to donors, as per AA rules and regulations;
5. Issue the certified final report of the activities of the AA; and
6. Closure of the Fund in the system.

12 Amendments to the Operations Manual

The Secretariat shall review the Operations Manual as required to ensure the relevance and appropriateness of procedures regarding the context and lessons learned. The Secretariat shall submit revised iterations to the Executive Council for review and approval.

Any changes may be approved by the Executive Council, provided that such amendments are consistent with the mandates, policies and procedures of the United Nations. In the event of any conflict between this Operations Manual (the former), and either the mandates, policies and procedures of the UN, or any contribution agreements (the latter), the latter will prevail.

The annexes linked to the Operations Manual may change more frequently than the main text. Modifications to the annexes will not be subject to approval, as long as they comply with the core principles, requirements and procedures of the main text of the Operations Manual.

Annex 1. Conflict of Interest (COI) Declaration Form

EC members are advised to sign the COI Declaration Form prior to meetings at which concept notes are discussed for approval, updating as required ahead of project approval discussions.

ITAG members are advised to sign the COI Declaration Form prior to reviewing concept, updating as required ahead of project proposal reviews.

Name (of person making the Declaration): [insert name]
Position / title: [insert title]
Organization: [insert name of the organization]
Date: [insert title]

Declaration

I understand that all participants within the governance structure of the Kunming Biodiversity Fund (KBF) are expected to exercise impartiality in their role as described in the TOR of the Fund. All Executive Council (EC) and ITAG members are expected to avoid and declare any potential or perceived Conflict of Interest (COI) with respect to the governance of the Fund.

If and when I am aware of a COI, I will declare it and propose that I recuse myself from any decisions involving the entity with which I or my Immediate Family Member or Relative have a conflict.

I understand my role as a member of this EC/ITAG and I make this declaration in good faith.

I hereby declare that the disclosed information is correct and complete to the best of my knowledge.

Select one of the following two options:

NO CONFLICT OF INTEREST

☐ I have no actual, potential or perceived conflict of interest in relation to the concept notes, the Participating Organizations that have submitted them, the beneficiary Member States or the stated Implementing Partners, and I undertake to carry out my duties with the highest degree of objectivity and integrity.

CONFLICT OF INTEREST

☐ I have a conflict of interest.

1. Select the type of COI:
   - ☐ **Actual**: This is an existing conflict of interest, for example: the organization/entity you represent is a Participating Organization, beneficiary Member State or Implementing Partner *or* has a financial stake in any of these roles.
   - ☐ **Perceived**: This is a COI which might be reasonably perceived by others as compromising a person's objectivity, for example: you have a close personal friendship with a director of one of the organizations that has submitted a proposal or the Participating Organization is considered to be closely associated with the organization/entity you represent.
2. Describe the circumstances giving rise to the conflict of interest, including the concept note titles for which the COI applies:

Signature:	
Date:	

Annex 2. KBF Project Proposal - Template

<table>
<tr><th colspan="5">I. Basic Information</th></tr>
<tr><td>Fund Name</td><td colspan="4">Kunming Biodiversity Fund</td></tr>
<tr><td>Project Title</td><td colspan="4"></td></tr>
<tr><td>Project Number</td><td colspan="4">[To be be assigned to selected projects by MPTFO system]</td></tr>
<tr><td>Thematic area</td><td colspan="4">Indicate the primary thematic area and any secondary thematic area(s) the proposed project supports (Please refer to “Thematic Areas” in the guidelines on the 2024 Full-Size Project Application).</td></tr>
<tr><td>Project Description</td><td colspan="4">[maximum 50 words]</td></tr>
<tr><td rowspan="2">Timeframe</td><td colspan="4">Anticipated start date: DD/MMM/YYYY[8]</td></tr>
<tr><td colspan="4">Duration (in months): [add]</td></tr>
<tr><td>Participating Organization(s) and Project Focal Points

(No more than 3, with a preference for 1-2)</td><td colspan="2">If more than one Participating Organization, <u>specify the role of each organization</u> (lead/coordinating, implementing …)</td><td colspan="2">Primary project focal point:
Focal point name
Title
e-mail
Secondary project focal point:
Focal point name
Title
e-mail</td></tr>
<tr><td rowspan="2">Geographical scope</td><td>Geographical scope</td><td>Region(s)</td><td colspan="2">Country/countries</td></tr>
<tr><td>[Select one]
Global/interregional
Regional
Country</td><td>[List all]</td><td colspan="2">[List all]</td></tr>
<tr><td rowspan="3">Beneficiary Country/Countries and Focal Points

(No more than 3, with a preference for 1-2)</td><td colspan="2">Country name</td><td colspan="2">Focal point name
Title
e-mail</td></tr>
<tr><td colspan="2">Country name</td><td colspan="2">Focal point name
Title
e-mail</td></tr>
<tr><td colspan="2">Country name</td><td colspan="2">Focal point name
Title
e-mail</td></tr>
<tr><td>Gender Equality Marker[9]</td><td colspan="4">[Select one]
☐ GEM-0: The Key Activity is not expected to contribute to GEWE
☐ GEM-1: The Key Activity contributes to GEWE in a limited way
☐ GEM-2: GEWE is a significant objective of the Key Activity’s overall intent
☐ GEM-3: GEWE is the principal objective of the Key Activity</td></tr>
<tr><td>SDG Targets</td><td colspan="4">Indicate the SDG targets that will be address by the project.</td></tr>
<tr><td rowspan="4">Total budget (USD)</td><td colspan="3">Budget Requested</td><td></td></tr>
<tr><td colspan="3">[Participating Organization 1]</td><td>[Add] [$ Amount]</td></tr>
<tr><td colspan="3">[Participating Organization 2]</td><td>[Add] [$ Amount]</td></tr>
<tr><td colspan="3">Total Budget Requested</td><td>[Add] [$ Amount]</td></tr>
</table>

[8] Official start date of the project will be the date of transfer of fund from MPTFO.

[9] https://gendercoordinationandmainstreaming.unwomen.org/building-block/gender-equality-marker

	Other Sources (Co-funding)	
	[Add Source 1]	[Add] [$ Amount]
	[Add Source 2]	[Add] [$ Amount]
	Total Co-financing	[Add] [$ Amount]

Signatures of Participating Organization(s)	
Participating Organization(s)	**Name/Title**

Executive Council Approval
Date of Executive Council Approval: <co-chair name>, co-chair of the KBF Executive Council Signature:

II. Situation Analysis

Required for concept note. **Limit: 500 words**

This section provides a brief, evidence-based summary of the challenges to be addressed, in line with the strategic priorities of the resource allocation strategy. This section should focus on identifying opportunities for reversing the trend of biodiversity loss and achieving the outcomes set out in the 2050 vision, including the four long-term goals by 2050 and the 23 action targets of the GBF by 2030, thereby contributing to the three objectives of the Convention on Biological Diversity and its protocols.

III. Project Objectives

Required for concept note. **Limit: 200 words**

Clearly state the project's main objectives. What does the project aim to achieve that will trigger the accelerated and upscaled implementation of the Global Biodiversity Framework (GBF)?

IV. Theory of change

Required for concept note. **Limit: 500 words**

Describe the theory of change for the transformational impact the project intends to deliver, including Impact, Outcomes, Outputs and Activities/Inputs.

V. Coordination, complementarities and value added

Not required for concept note.

Limit: 400 words

Describe how the project would be complementary and distinct from the efforts of government or other development partners working on the same challenges. If the proposed KBF project will be integrated within or complemented by a larger project or program of the Participating Organization / Beneficiary Country, please identify the project or program and summarize alignment.

Explain how the project team will coordinate with government counterparts and relevant UN and non-UN actors engaged in the same geographic area or working on related themes. Where relevant, explain how existing coordination forums will be leveraged.

VI. Lessons Learned

Not required for concept note. Limit: 200 words

Summarize major lessons from past programmatic experience relevant to the project. Identify how the project is expected to deliver maximum and/or catalytic results with available resources, based on good practices and lessons learned.

VII. Sustainability, exit strategy and replication

Not required for concept note. Limit: 200 words

A brief description about how expected project results will be sustained beyond the timeline of the project, considering environmental, institutional and financial sustainability. Outline exit/handover strategies where relevant, describing expected roles and responsibilities of government and other stakeholders. Highlight where the project may pilot an innovative approach with potential for replication.

VIII. Social Impact

Not required for concept note. Limit: 400 words

Gender equality and women's empowerment:
How is gender equality integrated into programming, with planned activities that enable active and meaningful participation of both women and men, as well as the consistent empowerment of women and girls. Helpful resource: Gender Equality Marker – Guidance Note

IPLC engagement and ownership:
Describe how Indigenous Peoples and Local Communities (IPLCs) will be actively engaged throughout the project cycle, enabling their voice and ownership of planned activities.

IX. Communications, outreach and learning

Not required for concept note. Limit: 200 words

All KBF funded projects are expected to have a communication, outreach and learning component to promote project results and enable replication. Activities and products under this plan are expected to target broader audiences beyond the project's stakeholders to enhance and catalyze further impact. Please describe how the proposed project will achieve this requirement.

X. Budget

Please fill in the project budget template in the excel file attached (only the budgets using the provided template will be considered) at an outcome, output and activity level. **Additionally, classify each activity into one UNDG expense category**. If the activity involves more than one type of expenditure (e.g., Travel and Contractual services), you will need to disaggregate said activity into the different types of expenditure involved.

[Double click on table to edit in Excel]

	CATEGORY	Lead / convening agent	Participating Organization	Participating Organization
1	Staff and other personnel costs			
2	Supplies, Commodities, Materials			
3	Equipment, Vehicles and Furniture including Depreciation			
4	Contractual Services			
5	Travel			
6	Transfers and Grants to Counterparts			
7	General Operating and Other Direct Costs			
	Total Programme Costs	**$ -**	**$ -**	**$ -**
8	Indirect Support Costs (7%)	$ -	$ -	$ -
	TOTAL Pass-Through Amount Requested	**$ -**	**$ -**	**$ -**

[Double click on tables to edit in Excel]

Not required for concept note.

RESULTS BASED BUDGET

OUTCOME	OUTPUT	ACTIVITIES	EXPENDITURE CATEGORY	PARTICIPATING ORGANIZATION 1	PARTICIPAT ORGANIZAT
Outcome 1 - Insert title	Output 1.1 - insert title	Activity 1.1.1 - insert title/description		$ -	$
		Activity 1.1.2 - insert title/description		$ -	$
	Output 1.2 - insert title	Activity 1.2.1 - insert title/description		$ -	$
		Activity 1.2.2 - insert title/description		$ -	$
Outcome 2 - Insert title	Output 2.1 - insert title	Activity 2.1.1 - insert title/description		$ -	$
		Activity 2.1.2 - insert title/description		$ -	$
	Output 2.2 - insert title	Activity 2.2.1 - insert title/description		$ -	$
		Activity 2.2.2 - insert title/description		$ -	$
Project Management			1. Staff and other personnel costs	$ -	$
			5. Travel	$ -	$
				$ -	$
Total Programme Costs				**$ -**	**$**

XI. Results Framework

Outcome 1: <Add project-level outcome>					
		Baseline (YY)	**Target** (MM-YY)	**Means of verification**	**Responsible Org**
Outcome Indicators	1.1 Add outcome indicator				
	1.2 Add outcome indicator				
Output Indicators	1.3 Add output Indicator				
	1.4 Add output Indicator				
Outcome 2: <Add project-level outcome>					

		Baseline (YY)	**Target** (MM-YY)	**Means of verification**	**Responsible Org**
Outcome Indicators	2.1 Add outcome indicator				
	2.2 Add outcome indicator				
Output Indicators	2.3 Add output Indicator				
	2.4 Add output Indicator				

XII. Implementation arrangement / workplan

Not required for concept note.

Project Activities		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10
Output 1.1 - insert title	Activity 1.1.1 - insert title/description										
	Activity 1.1.2 - insert title/description										
Output 1.2 - insert title	Activity 1.2.1 - insert title/description										
	Activity 1.2.2 - insert title/description										
Output 2.1 - insert title	Activity 2.1.1 - insert title/description										
	Activity 2.1.2 - insert title/description										
Output 2.2 - insert title	Activity 2.2.1 - insert title/description										
	Activity 2.2.2 - insert title/description										

XIII. Risk management framework

Not required for concept note.

Using the risk framework provided below, detail the key risks that may impact the achievement of the intended results, along with the corresponding risk avoidance and mitigation measures. Please ensure the risk assessment is comprehensive, addressing social, environmental, economic, conflict-related, and other relevant factors. Where necessary, include a Risk Management Plan for any critical risks as an annex to the proposal.

Risk category	Description
Contextual risks	Risks related to conflicts, safety and political insecurity jeopardizing the delivery of the project outputs
Institutional risks	Risks related to the beneficiary country's institutions participation in the project activities
Project level risks	Risks that my negatively affect the delivery of the project outputs.

Category of Risk	Risks	Likelihood	Impact	Level	Implications for project/ programme	Mitigation measures
Contextual / Programmatic / Institutional	High priority risks for project/ programme	☐ Very improbable (1) ☐ Improbable (2) ☐ Possible (3) ☐ Probable (4) ☐ Very probable (5)	☐ Negligible (1) ☐ Low (2) ☐ Moderate (3) ☐ Significant (4) ☐ Catastrophic (5)	[calculate likelihood x impact] (1-3 negligible, 4-6 low, 8-12 medium, 15 high, 16-25 very high)	Analysis of the implications for the project/programme	Measures being taken and/or proposed to mitigate risk

Annexes

Please attach the following information (when applies) as a separate annex document. Kindly enumerate the included attachments for reference.

Mandatory

A1. Workplan

A2. Result-based budget and UNSDG Categories budget (as per the attached template)

Optional

A1. Broader baseline and situation analysis (focus on the country- and area-specific context beyond what is described on section II)

A2. Relevant Maps of the project intervention area and/or relevant region/area (particularly for transboundary or multi-country proposals)

A3. Full Theory of Change (ToC) Diagram, including a description of the intervention logic.

A4. Detailed description of outcomes, outputs, and activities. For projects involving multiple partners, include who is directly responsible for their implementation.

A5. Complementary Plans or documents might include a Comprehensive Safeguard Strategy (according to each institution's internal requirements and guidelines), IPLCs engagement plan, Monitoring and Evaluation Plan, Stakeholder Engagement plan.

Annex 3. Project Proposal Assessment - Template

Pre-assessment checklist

Checklist to be completed by the Secretariat prior to ITAG review:

Is the proposal aligned with the criteria of the approved Funding Round Description?	Yes/No
Does the proposal have the necessary letter(s) of support from Government counterparts?	Yes/No
Was the proposal and its endorsement letter(s) submitted prior to the deadline?	Yes/No
Does the project include all the budget information following the budget guidelines provided?	Yes/No

Assessment by Technical Advisory Panel

Project Title	
Participating Organizations	
Beneficiary Country	

Template should be converted into an Excel version and shared via Sharepoint to enable each panelist to have columns with adequate space.

Assessment Questions	**<Insert panelist name>** <Date of assessment>	
	Rating[10]	Qualitative Assessment
1. Is the problem situation clearly articulated and urgent?		
2. Does the proposal demonstrate a clear pathway for transformational impact of the problem, aligned with the objectives of the KBF?		
3. Does the project propose an innovative or novel approach, informed by lessons learned?		
4. Do the proposed activities realistically lead to the stated outcomes?		
5. Does the project demonstrate evidence of co-creation with the partner country/ies and contribution to country's GBF implementation strategy?		
6. Does the project include a robust results framework with SMART indicators (specific, measurable, achievable, relevant, and time bound)?		
7. Does the project include well thought through communication, outreach and learning activities to promote project results and enable replication?		
8. Is gender equality integrated into the approach to enable active and meaningful participation of both women and men, as well as the consistent empowerment of women and girls?		
9. Will the project actively engage Indigenous Peoples and Local Communities (IPLCs), enabling their voice and ownership in planned activities?		
10. Does the project include a robust risk management framework, identifying key risks and sufficient mitigation measures?		
11. Does the project include a clear and realistic implementation workplan to deliver the project?		

[10] Rating for individual assessment should be given on a scale of 1-5, where 5 is the highest score attainable

12. Does the project include a clear and well-justified budget plan aligned with project activities and outputs?		
13. Does the project explain how to achieve synergies with ongoing and/or previous projects implemented in the beneficial countries (e.g. GEF projects)?		
14. Does the project include robust plan for scale-up and increasing sustainability of the project?		
Additional comments: Any additional comments to be shared with the Executive Council?		

Annex 4. Executive Council Decision-Making Matrix - Template

Date of decision making by Executive Council:	DD/MM/YYYY
Signature (Co-Chair of Executive Council)	

EXECUTIVE COUNCIL DECISIONS

	DECISION ITEM[11]	OUTCOME[12]	ADDITIONAL FEEDBACK
1.			Provide Executive Council feedback related to decision if needed
2.			
3.			
4.			

PROJECT APPROVALS

PROJECT TITLE	REQUESTED BUDGET	PARTICIPATING ORGANIZATION(S)[13]	OUTCOME[14]
			•
Totals			

Requests for additional information:

Attachments:

- Minutes of the Executive Council

[11] List issue as framed in writing for the Executive Council. Changes to wording may not be made following approval.

[12] Options include: a) approve; b) approve with conditions; c) approve partially (specify which elements); d) postpone the decision, request further information; or e) reject the proposed decision.

[13] If more than one participating organization per project, list convening agent first

[14] Options include: a) approve – proceed with fund transfer request; b) approve with conditions – once conditions met, Secretariat may request fund transfer request; c) approve partially (specify which elements); d) postpone the decision, request further information; or e) reject the proposed decision.

Annex 5. Fund Transfer Request – Template

Date submitted to the Administrative Agent	DD/MM/YYYY
Form prepared by (Fund Secretariat Contact Person):	

Fund Transfer Request for Approved Project(s)

All amounts listed in US$

Project Title[15]	Participating Organization	Total approved amount	Previously transferred amounts	Current transfer amount	Remaining balance
Totals					

Supporting Documentation Checklist:

☐	Approved project document which is: a*)* signed by Participating Organization(s) and *b)* includes project budget in UNDG categories showing the budget assigned to each Participating Organization (required for new projects or revised/cost-extended projects)
☐	Signed Executive Council Decision-Making Matrix demonstrating the approval of the relevant project/programme

Secretariat Confirmations pertaining to this Fund Transfer Request:

☐	The funds requested to be transferred are calculated in accordance with the approved project document and associated budget pertaining to each Participating Organization and do not exceed totals approved by the Management Committee
☐	Indirect support costs do not exceed 7% of the Total Project Costs.
☐	There is sufficient funding currently available in the KBF to support this Fund Transfer Request.
☐	All Participating Organizations receiving funds in this Fund Transfer Request have signed MoUs with the Administrative Agent
☐	The minimum of $100,000 per transfer to each Participating Organization is respected. If not, justification has been provided.
☐	The contact information (including email addresses) shown below for Heads and focal points of Participating Organizations is up-to-date at the time of submission to ensure correct transmittal of the transfer notification by MPTF Office.

Confirmation of Fund Allocation Decision by Co-chair of the Executive Council:
In accordance with the above-stated project approval made by the Executive Council, we hereby request the Administrative Agent of the Kunming Biodiversity Fund to make the above transfers to Participating Organizations within 5 working days of the receipt of this Fund Transfer Request Submission Form.

Signature *Printed name*	*Date: DD/MM/YYYY*

Contact List for MPTFO Transfer Notification Purposes			
Participating Organization	To/CC	Name	e-mail address

[15] Include MPTF Office Project Number for Fund Transfer Requests for existing projects.

Annex 6. Project/Budget Revision Request – Template

Project/programme title	
MPTFO Project ID	
Duration (as per original ProDoc)	Start Date: End Date:
New End Date (proposed)	
Participating Organization(s)	*If more than one, convening agent listed first*
Total approved budget (as per original ProDoc)	
New total budget (proposed)	

Revision(s) requested *Check all that apply*		**Approval requirements**	**Required supporting documents**
☐	**Significant programmatic revisions** Revisions that significantly change the scope, objectives, expected results (including changes to the results framework), strategy or priorities, including geographical scope and beneficiary targeting, which may or may not have budget implications.	Executive Council	Revised ProDoc and Budget
☐	**Significant Budget Revision:** Any increase in total budget	Executive Council	Revised ProDoc and Budget
☐	**Significant Budget Revision:** Revisions made between UNDG budget lines or outputs that exceed 25% of budget category/output	Executive Council	Revised ProDoc and Budget
☐	**Minor programmatic revisions** Technical-level revisions that *do not* significantly change the scope, objectives, expected results, strategy or priorities.	Secretariat	Revised ProDoc and Budget
☐	**Minor budget revisions:** Revisions made between UNDG budget lines/outputs that exceed 15% but are less than 25% of budget category/output	Secretariat	Revised ProDoc and Budget
☐	**No-cost extension of 3 months or less**	Secretariat	Revised ProDoc

Reason revision is being requested:

For revisions to results framework, use table below to clarify changes proposed:

Provide justification in box above for any changes to the indicator wording, baselines or targets.

Original indicator(s)			**Proposed, revised indicator(s)**		
Indicator	**Baseline**	**Target**	**Indicator**	**Baseline**	**Target**

Signatures of Requesting Participating Organizations			
Participating Organizations	**Signature**	**Date**	**Name/Title**
If more than one, list convening agent first			

Executive Council decision for significant revisions:[16]_____

KBF Co-Chair of Executive Council

Signature	*DD/MM/YYYY*

Comments of the Management Committee (if any):

Secretariat decision for minor revisions:[17]_____

Head of Secretariat

Signature	*DD/MM/YYYY*

Secretariat comments (if any):

[16] Options include: a) approve; b) approve with conditions; c) approve partially (specify which elements); d) postpone the decision, request further information; or e) reject the proposed decision.

[17] Options include: a) approve; b) approve with conditions; c) approve partially (specify which elements); d) postpone the decision, request further information; or e) reject the proposed decision.

Annex 7. Project Narrative Report - Template

Project/programme title	
MPTFO Project ID	
Duration	Start Date: End Date:
Total approved budget	

	Participating Organization(s):	Report approved by:	Position/Title	Signature
1.	Agency X [Lead / convening agent]			
2.	Agency Y			
3.	Agency Z			

Progress update by outcome

Outcome 1: <outcome name>
Key achievements: [max 500 words]
Challenges: [max 400 words]
Looking Ahead: [max 300 words]

Outcome 2: <outcome name>
Key achievements: [max 500 words]
Challenges: [max 400 words]
Looking Ahead: [max 300 words]

MEL and Communications Activities
Key achievements: [max 500 words]
Challenges: [max 400 words]
Looking Ahead: [max 300 words]

RESULTS FRAMEWORK

Outcome 1: <Add project-level outcome>					
		Baseline (YY)	**Target** (MM-YY)	**STATUS**	**Responsible Org**
Outcome Indicators	1.1 Add outcome indicator				
	1.2 Add outcome indicator				
Output Indicators	1.3 Add output Indicator				
	1.4 Add output Indicator				
Outcome 2: <Add project-level outcome>					
		Baseline (YY)	**Target** (MM-YY)	**STATUS**	**Responsible Org**
Outcome Indicators	2.1 Add outcome indicator				
	2.2 Add outcome indicator				
Output Indicators	2.3 Add output Indicator				

RISK FRAMEWORK

Category of Risk	Risks	Likelihood	Impact	Level	Implications for project/ programme	Mitigation measures
Contextual / Programmatic / Institutional	High priority risks for project/ programme	☐ Very improbable (1) ☐ Improbable (2) ☐ Possible (3) ☐ Probable (4) ☐ Very probable (5)	☐ Negligible (1) ☐ Low (2) ☐ Moderate (3) ☐ Significant (4) ☐ Catastrophic (5)	[calculate likelihood x impact] (1-3 negligible, 4-6 low, 8-12 medium, 15 high, 16-25 very high)	Analysis of the implications for the project/programme	Measures being taken and/or proposed to mitigate risk

Annex 8. KBF Result Framework

The KBF Result Framework will be updated on an iterative basis, as needed, to reflect the evolving nature of the fund.

Fund Results

Outcome	Signature Indicators	Description	Data source	Frequency
Outcome I: Restored and protected ecosystems to improve biodiversity and ecosystem services	Hectares of natural ecosystems restored, preserved or enhanced	This entails measuring total hectares of natural ecosystems that have been restored, preserved, or enhanced as a result of (or with the support of) KBF-funded activities, e.g. through measures that strengthen ecological integrity, connectivity and resilience; reduce pollution risks; minimize the impact of climate change on biodiversity; and implement nature-based solutions.	Reporting by project teams	Bi-Annually
Outcome II: Biodiversity effectively mainstreamed into policies, regulations, planning and strategies	# of policies, regulations, plans and strategies into which biodiversity has been effectively mainstreamed	This measures the number of policies/regulations/plans/strategies that –with KBF support – have effectively integrated measures to significantly reduce extinction risk	Reporting by project teams	Bi-Annually
Outcome III: Sustainable use of biodiversity enhanced.	# of initiatives launched to promote sustainable use biodiversity	This entails initiatives launched – as a result (or with the support of) KBF-funded activities that promote sustainable use of wild species, prevent overexploitation, reduce impacts of non-target species and ecosystems, and reduce the risk of pathogen spill-overs and other negative health effects, while respecting the customary sustainable use by local communities	Reporting by project teams	Bi-Annually
Outcome IV: Biodiversity mainstreamed among businesses and consumers to drive positive behaviors.	# of legal, policy, or administrative measures adopted by governments to drive positive behaviors for biodiversity by businesses and consumers	This entails measures that facilitate regular monitoring, assessment and transparent disclosure of enterprises' risks, dependencies and impacts on biodiversity	Reporting by project teams	Bi-Annually
Outcome V: Benefits shared from genetic resources and digital sequence information on genetic resources	# of legal, policy, or administrative measures adopted by governments to ensure fair and equitable sharing of benefits arising from the use of genetic resources and digital sequence information on genetic resources	This also includes traditional knowledge related to genetic resources	Reporting by project teams	Bi-Annually

Outcome VI: Prevention and control of invasive alien species for enhanced biosecurity	# of biosafety measures established and/or strengthened	This entails measures to eliminate, minimize, reduce and/or mitigate the impact of invasive alien species on biodiversity and ecosystem services by identifying and managing the introduction pathways to prevent the introduction and establishment of priority invasive alien species.	Reporting by project teams	Bi-Annually
Outcome VII: Strengthened resource mobilization for biodiversity conservation	# of harmful incentives eliminated, phased out or reformed	This entails identifying and eliminating incentives, including subsidies, that are harmful to biodiversity, and phasing down those incentives	Reporting by project teams	Bi-Annually
	Financial resources mobilized to implement national biodiversity strategies and action plans		Reporting by project teams	Bi-Annually
Cross-cutting	Total beneficiaries (of which % women and girls, % IPLCs)	Estimated beneficiaries of all KBF-fund projects, disaggregated by gender and by IPLC status	Reporting by project teams	Bi-Annually
	% of biodiversity measures adopted and initiatives launched that respect the rights of IPLCs	Of the measures / initiatives reported above, what proportion also reported specific measures to ensure the rights of IPLCs are respected?	Reporting by project teams	Bi-Annually
	% of biodiversity measures adopted and initiatives launched that ensure gender equality and participation in decision-making	Of the measures / initiatives reported above, what proportion also reported specific measures to ensure gender equality and participation in gender making?	Reporting by project teams	Bi-Annually

Fund Operational Performance

Indicators	Annual Target	Status (2025)	Means of Verification
# of Executive Council Meetings	3		EC Meeting minutes
% of approved project proposals reviewed by ITAG	100%		ITAG assessments and approved project documents
# of narrative reports submitted to the Executive Council	2		Narrative reports
% of projects submitting timely narrative reports	100%		# of updated project-narrative reports included in bi-annual reports / # of approved, active projects

Annex 9. ITAG Terms of Reference

Background
The Kunming Biodiversity Fund (KBF) is a Multi-Partner Trust Fund (MTPF) that was established under the leadership of Ministry of Environment and Ecology (MEE) China and the United Nations Environment Program (UNEP), with the Secretariat of the Convention on Biological Diversity (SCBD) and United Nations Development Programme (UNDP). The KBF is led by an Executive Council (EC) consisting of three permanent members (China, UNEP and SCBD), three Member States (Cambodia, Colombia and Egypt), and two observer members (UNDP and the Global Environmental Facility).

The Kunming Biodiversity Fund aims to facilitate the successful implementation of the GBF at regional, national, subnational and local level by supporting developing countries to accelerate and upscale their actions for the National Biodiversity Strategies and Action Plans (NBSAPs). It will seek complementarity with existing biodiversity funds to ensure it adds value and creates synergies with existing efforts. The initial funding is 1.5 billion Yuan (approx. 220 million USD at the time of agreement) from the MEE of China.

Governance
The KBF Multi-partner Trust Fund is governed on four levels:

- An International Secretariat hosted by UNEP and located at the SCBD offices in Montreal is responsible for the general operations and management of the fund.
- The Executive Council (EC) is the Fund's decision-making body, co-chaired by China and UNEP, and it is responsible for overall strategic guidance on the Partnership.
- The MPTF Office serves as the administrative agent in charge of financial and legal aspects.
- The Independent Technical Advisory Group (ITAG) serves as an advisory body bringing independent, impartial expert knowledge and advice on biodiversity conservation and environmental governance to the Fund. Its main purpose is to provide technical advice on monitoring, implementation and knowledge management, science and best practice, and economics and finance for implementation of effective biodiversity action. The EC may also request advice on additional technical matters. The ITAG advises the EC and is coordinated by the Secretariat.

Scope and specific functions
As a group, the ITAG shall:

- Act together, through the combined strengths of their individual professional contributions, to ensure the technical integrity, relevance and complementarity of the KBF activities;
- Help ensure scientific robustness in the planning and implementation of the KBF;
- Review, upon request, relevant KBF reports, project documents and other materials for technical merit and broad applicability; and
- Advise on the research, analysis and knowledge management of the fund.

In line with the overall purpose of the ITAG, the key functions of the experts, in their individual capacities, will be to:

- Bring their own expert advice and expertise as an individual, not representing their employer or any organisation or institution to which they may be affiliated;
- Asses the technical merits of project proposals submitted for financing, and, based on a set of agreed criteria and a proposal scoring system approved by the EC, evaluate and rank funding proposals;
- Review, as necessary, Calls for Proposals, policy papers, reports, and other documents to ensure technical quality, consistency and appropriateness;
- After each completed Call for Proposals, provide an analysis of the lessons learned from the review of the project proposals, including recommendations for the Secretariat, the Implementing Entities and the EC;

- Avail themselves for technical consultation on specific or general issues concerning the KBF as requested by the EC; and
- Provide written advice to the EC on technical matters concerning the KBF which require review.

The ITAG plays an important role in providing guidance in the technical and implementation aspects of the KBF, but it does not have any formal decision-making authority or fiduciary duties. Any advice provided by the ITAG to the EC or the Secretariat is non-binding.

Members of the ITAG must respect the impartiality and reputation of KBF Participating Organizations. Members have an ongoing obligation to disclose any activities that may give rise to a real, potential or apparent conflict of interest. Members of the ITAG are not employees or agents of the KBF or of its member institutions and shall not speak on behalf of, or represent, the Participating Organizations or the Fund, individually or collectively, to any third party. Members of the ITAG may not issue any publications on behalf of the KBF without the express permission of the Executive Council.

Expertise of the advisors
Reflecting the need for multi-disciplinary expertise, the ITAG is composed of experts and practitioners from relevant sectors and disciplines in academia, the private sector and civil society. Members represent a broad range of disciplines relevant to the KBF across science-, policy- and governance-related sectors, as needed – in particular from the following fields:

- Conservation and sustainable use of biodiversity and ecosystems
- Environmental governance
- Environmental/ecological economics
- Systems analysis and transformation
- Social sciences and behaviour change
- Environmental justice and rights
- Ecosystem integrity, resilience and health
- Climate vulnerability and impacts on biodiversity
- Financing for biodiversity and/or nature
- Monitoring, evaluation and learning

Desirable Experience
- Working in multidisciplinary teams and initiatives
- Experience applying systems approaches

A maximum of 12 experts will compose the ITAG and serve in their personal capacities. The KBF EC will appoint each ITAG member pursuing balance across expertise, gender, regional representation and will strive to attract applicants from Indigenous Peoples, youth and local communities.

Operation
The Secretariat is responsible for organizing ITAG meetings and for providing all relevant background materials and administrative support needed for the operation of the ITAG and its meetings.

Information and documentation to which ITAG members may gain access in performing their duties on KBF-related activities is considered confidential and proprietary to the KBF and the parties collaborating with KBF stakeholders. Any matters not covered by these Terms of Reference or stated in a formal agreement shall be subject to discussion and agreement by the Executive Council.

The ITAG meets as needed to address the requests of the Executive Council, through the Secretariat, with meetings generally held virtually. Other work of the ITAG may be conducted by email with the Secretariat. It is expected that ITAG meetings are convened between 3 to 4 times per year, depending on need. Members of the ITAG may exceptionally be invited to attend meetings of the EC to provide expert advice to a specific discussion. ITAG members do not receive any remuneration for their work related to the KBF ITAG.

The working language of the ITAG is English. Written communication occurs between the ITAG and the KBF Secretariat by electronic means.

Selection and duration of appointment
A pool of experts is identified by the Secretariat through consultation with relevant organizations. ITAG members are selected by the EC with consideration of an adequate distribution of technical expertise, as well as geographical representation and gender balance. ITAG members are appointed to serve a 2-year term and may be eligible for reappointment. Members of the ITAG serve in their personal capacity and not as representatives of any institution, organization or government.

A Chairperson and a Vice Chairperson of the ITAG are appointed by the ITAG at the beginning of each 2-year term. A ITAG member may only serve one term as Chair or Vice-Chairperson.

Appointments to the ITAG, including the Chairperson and Vice Chairperson, may be terminated at any given time by either the member or by the KBF EC. The EC can choose to terminate an appointment in cases of continuous non-engagement, such as after six months of inactivity or three consecutive unanswered communications.

All termination will be in line with the applicable letter of appointment signed by the Co-Chairs of the EC. Where a member is terminated, the EC may decide to appoint a replacement before the beginning of a new term, if deemed necessary.