



TERMS OF REFERENCE

FOR INDIVIDUAL CONTRACT

POST TITLE: Technical Coordinator for Feasibility Studies of biodiversity finance solutions in Thailand

AGENCY/PROJECT NAME: UNDP Thailand, Biodiversity Finance Initiative (BIOFIN)

COUNTRY OF ASSIGNMENT: Bangkok based, Thailand, with travel required within Thailand and the Philippines.

1) PROJECT DESCRIPTION

The United Nations Development Programme (UNDP), in October 2012, launched the **Biodiversity Finance Initiative – BIOFIN**. It was a new global partnership seeking to address the biodiversity finance challenge in a comprehensive manner – building a sound business case for increased investment in the management of ecosystems and biodiversity, with a particular focus on the needs and transformational opportunities at the national level.

The BIOFIN works along two main axes:

I. Globally-led development of a new methodological framework

An entirely new methodological framework is being developed for undertaking national-level “bottom-up” analyses of the finance-relevant enabling context; for determining the current / baseline investment in biodiversity; for quantifying the full cost of meeting national biodiversity conservation targets and the resulting finance gap; and for assessing the suitability of financial mechanisms and developing national resource mobilisation strategies. The methodologies applied in the project will be refined through regional and global learning, and made available more widely.

II. Adaptation and implementation of this new methodological framework at national level

To help countries increase the importance attributed to biodiversity and in consequence bridge the financing gap, the work at national level will be led by concerned Ministries –Ministries of Finance, Planning or Economics and the Ministry of Environment, and is articulated through the following components:

- a. *Analyse the integration of biodiversity and ecosystem services in sectoral and development policy, planning and budgeting (Policy and Institutional Review and Biodiversity Expenditure Review);*
- b. *Assess future financing flows, needs and gaps for managing and conserving biodiversity and ecosystem services (Financial Needs Assessment);*
- c. *Develop comprehensive national Biodiversity Finance Plan to meet the biodiversity finance gap;*
- d. *Initiate implementation of the biodiversity finance solutions at national level.*

In Thailand, BIOFIN has become operational in 2014. The initiative supports the Royal Thai Government in implementing the National Economic and Social Development Plan (NESDP) and the National Biodiversity Strategy and Action Plan (NBSAP), in particular relevant sections on sustainable utilization of natural resources, green growth, and inclusive development, through the formulation and

implementation of financial strategies.

The expected outputs include:

- i. Technical analyses of policies, institutions, expenditures covering the fiscal year 2011 – 2015 that related to biodiversity conservation and sustainable utilisation in Thailand;
- ii. Cost estimation for biodiversity investment for Thailand;
- iii. Biodiversity Finance Plan for Thailand as resource mobilisation strategy for achieving the national biodiversity targets;
- iv. Localization of BIOFIN process through implementation of biodiversity finance solutions.

The national BIOFIN process involves several detailed and interrelated assessments and processes. For BIOFIN Thailand, the process must ensure all outputs, as envisioned in the Theory of Change, will be achieved whilst planning for the attainment of outcomes beyond the project lifetime. The BIOFIN Thailand's outputs corresponding to the Policy and Institutional Review (PIR), Biodiversity Expenditure Review (BER), and Financial Needs Assessment (FNA) and the Biodiversity Finance Plan (BFP). Thus, the exit strategy for Thailand is to transition of Phase I (June 2014 – Dec 2018) to Phase II (Jan 2019 – Dec 2022) strategically.

For Phase 2 activity, BIOFIN Thailand will identify the zero-risk finance solutions to implement in the country. One of the potential biodiversity finance solutions, as stated in the national Biodiversity Finance Plan, is called "wildlife conservation license plate" scheme. The scheme will be implemented in Huai Kha Kaeng Wildlife Sanctuary of the Western Forest Complex (WEFCOM) by BIOFIN Thailand and other strategic partners at the pilot project site. *See detailed BIOFIN output 5 proposal in Annex I.*

In this connection, BIOFIN Thailand would like to hire a short-term international consultant to conduct a feasibility study on biodiversity finance solution –wildlife conservation license plate in Thailand.

The study will be treated as a policy document produced to support an advocacy for Thailand when pitching a business case for increasing investment in biodiversity conservation and management. It is recommended that the BIOFIN methodology must be applied when conducting the feasibility study.

2) SCOPE OF WORK

The international consultant is required to complete the following assignments:

- Feasibility study on biodiversity finance solution–Increasing revenue to finance the tiger conservation by featuring a wildlife conservation theme on vehicle license plates in Thailand
 - o Baseline data analysis on wildlife conservation license plate scheme;
 - o Comprehensive feasibility study on wildlife conservation license plate according to the BIOFIN methodology.
- Thailand's Biodiversity Finance Plan
 - o Participating as a resource person in a series of bilateral meetings with key line agencies – Department of National Parks, Wildlife and Plant Conservations, Royal Forest Department and Department of Marine and Coastal Resources and summarizing the detailed discussions;
 - o Scoping the potential finance solutions on establishing of Community Enterprise for local community in Chor 1 land of Huai Kha Kiang Wildlife Sanctuary;
 - o Finalizing the Biodiversity Finance Plan for Thailand and attending the Project Steering Committee meeting to seek endorsement on the proposed Biodiversity Finance Plan for Thailand.

3) EXPECTED OUTPUTS AND DELIVERABLES

The consultant is expected to deliver the followings:

Deliverables/ Outputs	Target Due Dates	Review and Approvals Required
<p>1st Deliverable:</p> <ul style="list-style-type: none"> - Participating in the Monitoring and Evaluation mission of Global BIOFIN in Bangkok and providing technical comments and/or suggestions on the Theory of Change for BIOFIN Phase 2 in Thailand (Tentative plan: 3 - 6 September 2018); - Completion of an outline of the feasibility study on biodiversity finance solution 'wildlife conservation license plate' scheme. 	15 September 2018	<ul style="list-style-type: none"> - National BIOFIN Coordinator of UNDP Thailand; - Senior Technical Advisor of Global BIOFIN
<p>2nd Deliverable:</p> <ul style="list-style-type: none"> - Completion of the feasibility study on biodiversity finance solution 'wildlife conservation license plate' scheme. 	30 September 2018	
<p>3rd Deliverable:</p> <ul style="list-style-type: none"> - Participating as a resource person in a series of bilateral meetings with key line agencies i.e. Department of National Parks, Wildlife and Plant Conservations, Royal Forest Department and Department of Marine and Coastal Resources. Meetings to be scheduled for the whole month of October 2018; - Summarizing the detailed discussions and key findings from the bilateral meetings as inputs for the Biodiversity Finance Plan for Thailand. 	31 October 2018	
<p>4th Deliverable:</p> <ul style="list-style-type: none"> - Scoping the potential finance solutions on establishing of Community Enterprise for local community in Chor 1 land of Huai Kha Kiang Wildlife Sanctuary. 	30 November 2018	
<p>5th Deliverable:</p> <ul style="list-style-type: none"> - Finalizing the Biodiversity Finance Plan for Thailand together with the Chief Technical Advisor and attending the Project Steering Committee meeting to seek endorsement on the proposed Biodiversity Finance Plan for Thailand. 	15 December 2018	

4) INSTITUTIONAL ARRANGEMENTS

The consultant will report to the National BIOFIN Coordinator, UNDP's Inclusive Green Growth and Sustainable Development Unit in UNDP Thailand and the Senior Technical Advisor of the Global BIOFIN. He/she will work in close collaboration with the National BIOFIN Coordinator and the Chief Technical Advisor of BIOFIN Thailand.

5) DURATION OF ASSIGNMENT, DUTY STATION AND EXPECTED PLACES OF TRAVEL

Duration of Assignment: 1 September 2018 to 31 December 2018 (max. 14 days per month; total of 56 man-days)

The consultant will be Bangkok-based which required at least 4 days per month to be working at UNDP Country Office, Bangkok Thailand

*ID card to enter the UNDP premises will be provided to the consultant for the period 1 Sep to 31 Dec 2018.

*UNDP email account will be provided to the consultant during the contract period.

* Working space in UNDP CO for the 4-days-per-month arrangement will be facilitated by BIOFIN.

Travel arrangement -- The consultant should propose the cost for following foreseeable trips in the *ANNEX III Offeror's letter to UNDP confirming interest and availability for the Individual Contractor (IC) assignment*:

- One official mission to Koh Tao Island in Surat Thani province. (03 days)
***To be authorized by the National BIOFIN coordinator
- One official mission to WEFCOM in Uthai Thani province. (03 days)
***To be authorized by the National BIOFIN coordinator
- One official mission to attend the Regional BIOFIN workshop in Cebu, the Philippines for the period 10 to 14 September 2018 (05 days).
***To be authorized by the Global BIOFIN manager

For any unforeseen official mission apart from this TOR mentioned, the Consultant will be requested to submit the concept note of mission for approval by UNDP's BIOFIN Thailand 07 days prior to undertaking any mission in Thailand or aboard. The concept Note will elaborate the key points as follows:

- (1) mission purposes,
- (2) main activities,
- (3) tentative programme,
- (4) list of mission members, and
- (5) expected outputs.

The complete document (max 2 pages) will be sent to the Project Management Unit of BIOFIN Thailand for approval. Upon receipt of approval from the National BIOFIN Coordinator, the Consultant should arrange his or her own travel as planned. Upon completion of the mission, the Consultant shall submit the following documents:

- (1) Mission report
- (2) List of persons met
- (3) Summary of cost incurred for reimbursement.

For any unforeseen travel cost incurred, the Consultant shall be responsible for an advance payment. The reimbursement shall be proceeded in accordance with the UNDP procedures upon submission of the mission report. The reimbursed cost shall be transferred directly into the registered bank account of Consultant under the UNDP vendor system. After submission of complete document, the reimbursement process shall be done within 10 working days.

6) DEGREE OF EXPERTISE AND QUALIFICATIONS

The candidate who would like to apply should have the following qualifications:

- Profound knowledge of the Biodiversity Finance Initiative and its methodology
- Bachelor or Master levels with degree in Politics, Economics, Finance, Environment, Social sciences and/or other related fields;
- Work experience in relevant research areas for at least 3 years in research analysis, biodiversity conservation scheme and analysis of resources/environment and economic linkages;
- Familiar and up-to-date with global issues on biodiversity conservation and finance solutions;
- Excellent English report-writing and speaking skills;
- Obtain or have residence in Thailand is desirable.

7) REQUIRED DOCUMENTS

For purposes of generating Offers whose contents are uniformly presented and to facilitate their comparative analysis, it is best to recommend the preferred contents and presentation of the Offer to be submitted, as well as the format/sequencing of their presentation. The following documents may be requested:

- a) **Letter of Confirmation of Interest and Availability** using the template provided by UNDP;
- b) **Personal CV or P11**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
- c) **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided. If an Offeror is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the Offeror must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

Incomplete proposals may not be considered. The shortlisted candidates may be contacted and the successful candidate will be notified.

8) CRITERIA FOR SELECTION OF THE BEST OFFER

The candidate who qualify will be evaluated with the following manner:

Combined Scoring method – where the qualifications and methodology will be weighted a max. of 70%, and combined with the price offer which will be weighted a max of 30%

Criteria on Technical skills	Percentage
Relevance of Education or Degree	20%
Profound knowledge of the Biodiversity Finance Initiative and its methodology	40%
Experiences with global issues on biodiversity conservation and BIOFIN finance solutions (BIOFIN catalogues)	20%
Report-writing and Speaking skills	20%
TOTAL	100%

Only candidates obtaining a minimum of 70% of the total technical points would be considered for the Financial Evaluation.

9) CONSULTANT PRESENCE REQUIRED ON DUTY STATION/UNDP PREMISES

NONE

PARTIAL

INTERMITTENT

FULL TIME

10) PAYMENT TERMS

The consultant will be paid in lump sum/output-based after the submission of approved deliverables as indicated below:

Deliverables/ Outputs	Percentage
1 st Deliverable: Completion of an outline of the feasibility study on biodiversity finance solution 'wildlife conservation license plate' scheme	20%
2 nd Deliverable: Completion of the feasibility study on biodiversity finance solution 'wildlife conservation license plate' scheme	20%
3 rd Deliverable: Submission of the detailed discussions and key findings from the bilateral meetings with key line agencies as inputs for the Biodiversity Finance Plan for Thailand	20%
4 th Deliverable: Scoping the potential finance solutions on establishing of Community Enterprise for local community in Chor 1 land of Huai Kha Kiang Wildlife Sanctuary	20%
5 th Deliverable: Finalizing the Biodiversity Finance Plan for Thailand together with the Chief Technical Advisor and attending the Project Steering Committee meeting to seek endorsement on the proposed Biodiversity Finance Plan for Thailand	20%

11) ANNEXES TO THE TOR

BIOFIN output 5 proposal on wildlife conservation license plate in Thailand

PROPOSAL SUMMARY	
Title of the Finance Solution	Increasing revenue for the Western Forest Complex¹ for supporting tiger conservation activities
Concise Description (abstract)	First, to identify the biodiversity financing gaps and needs of the Huai Kha Kaeng Wildlife Sanctuary which is part of the Western Forest Complex, in the Uthai Thani province of Thailand. Second, to design and implement a finance solution to collect and disburse revenues related to wildlife conservation license plates.
Contribution to SDGs	The solution directly contributes to SDG 15 Life on Land and SDG 17 Partnership for the Goals.
Contribution to Aichi Targets / National Targets / Biodiversity Finance Plan	<p>Aichi Targets:</p> <p>T1- people are aware of values of biodiversity and the steps they can take to conserve it sustainably;</p> <p>T3 - Positive incentives for the conservation;</p> <p>T5 - The rate of loss of natural habitats is reduced;</p> <p>T11 - Protected areas;</p> <p>T12 - Preventing species extinctions; and</p> <p>T20 - Financial resources mobilization</p> <p>Thailand's NBSAP: 'Strategy 2: Conserve and restore biodiversity'.</p>
Implementing / Strategic partners (if other than UNDP)	<p><u>Key implementing body:</u></p> <ul style="list-style-type: none"> - BIOFIN Thailand <p><u>Strategic partners/lead agencies:</u></p> <ul style="list-style-type: none"> - UNDP-GEF funded project entitled <i>Strengthening Capacity and Incentives for Wildlife Conservation in the Western Forest Complex'</i> - Ministry of Natural Resources and Environment: Department of National Parks Wildlife and Plant Conservations (DNP), Huai Kha Kaeng Wildlife Sanctuary, Khao Nang Ram Research Station, Huai Kha Kaeng Breeding Station; - Ministry of Transportation: Department of Land Transport, Provincial Land Transport Office;

¹ The 'Western Forest Complex' is the *project site* for the UNDP-GEF funded project entitled *strengthening Capacity and Incentives for Wildlife Conservation in the Western Forest Complex'*, 2015-2020, based in Country Office Thailand. For convenience, the project is also referred to simply as the 'Tiger Project'.

	<ul style="list-style-type: none"> - Ministry of Finance: Fiscal Policy Office, Bureau of Budget; - Ministry of Interior: Department of Local Administration; Provincial level: Governor of Uthai Thani province, Lansak District Chief Officer; - Ministry of Agriculture and Cooperative: Agricultural Land Reform Office; - Protected Area Committee of Huai Kha Kaeng World Heritage Site; - Local NGO: Huai Kha Kaeng Foundation
Start and End Date	Q2/2018 - Q2/2020

CATEGORIZATION	
Solution Category/ies from the BIOFIN Catalogue	Voluntary purchase of Wildlife Conservation License Plates
Relevant Finance Result(s)	<u>Mobilizing Resources</u> Delivering Better Re-aligning existing resources <u>Preventing future costs</u>
Finance Source	Public and Private/National
Sector	Government
Instrument Type	1. Market 2. Earmarking government budget

MAIN PROPOSAL AND APPROACH	
<p>1. Background (100 words max)</p> <p><i>Describe the general problem the solution is seeking to address, opportunity and need for the solution. Why was this solution selected? What are the expected impacts on biodiversity, finance, socio-economic and gender aspects? (and a completed Annex 1–table 7.3 in workbook). Please note the consultation process - How was stakeholder input gathered and incorporated into the project proposal?</i></p>	<p>The Western Forest Complex (WEFCOM) is the largest tract of intact forest in Thailand, totaling 18,727 km², and is one of the largest Protected Area landscapes in Southeast Asia. Situated in the WEFCOM, the Huai Kha Kaeng (HKK) Wildlife Sanctuary covers an area of approximately 4,000 km² and has been declared in 1991 a World Heritage Site by UNESCO. The HKK provides a home to the largest remaining population of the endangered subspecies of Indochinese tiger. The area has been classified as a Tiger Conservation Landscape Level 1, signifying a Global priority.² The Thailand Tiger Action Plan (2010-2020) identifies the most significant threats to tiger survival in Thailand as being i) habitat degradation and fragmentation; ii) poaching of the prey that tiger depend on; and iii) poaching of the tigers themselves. In the HKK, these threats are further exacerbated by limited capacity and insufficient financial and human resources to effectively implement important conservation actions in regards to tiger protection.</p> <p>For example, in the HKK there are altogether 21 ranger stations each manned by 6-10 rangers. However, the coverage and intensity of</p>

² The current tiger population in HKK is approximately 100 individuals, roughly 50% of the current tiger population of the whole country.

	<p>ranger patrols is constrained by the availability of suitably trained ranger staff and the proper equipping of these rangers. According to Sueb Nakasathien³ ideally HKK should have 40 patrol units. This is about twice the number of units operating today.⁴</p> <p>Although the DNP has been providing resources – with substantial support from the Wildlife Conservation Society (WCS) – to train and properly equip the rangers, there is limited funds to sustain (e.g. additional skills training and maintenance/replacement of equipment) these initial investments. There are no funds available to train and equip any new ranger staff. Ranger staff salaries are still low, and the working conditions are relatively harsh.</p> <p>Therefore, in order to meet the financial sustainability requirement for tiger conservation in the Huai Kha Kaeng, BIOFIN intends to advocate a mechanism to mobilise funds via the introduction of Wildlife Conservation License Plates as a channel to collect voluntary payments from vehicle owners in Thailand.</p> <p>In doing so, BIOFIN will seek to collaborate with the on-going UNDP-GEF funded project entitled ‘Strengthening Capacity and Incentives for Wildlife Conservation in the Western Forest Complex in Thailand’ (aka the Tiger Project). In consultation with the Tiger Project during the preparatory phase, it has been agreed that the revenue generated from wildlife license plates should be channeled towards (i) improving the SMART patrol system and training center capacity, (ii) enhancing the Tiger ID, monitoring tools and practices, and (iii) increasing the number of patrol units and providing better incentives for forest rangers.</p> <p>The potential revenue from the sale of wildlife conservation license plates in Thailand is 46 million Baht per year. This is based on the assumption that 92,134 cars, or 1% of registered vehicles in Thailand, would purchase the conservation license plate and that the additional cost would be 500 Baht/plate.</p>
<p>2. Objective(s) and Results expected: (100 words max)</p> <p><i>What are the specific objectives of this activity and what results are expected? Please include a description of short term outputs and longer-term outcomes.</i></p>	<p>The specific objectives are:</p> <ul style="list-style-type: none"> - Assess finance issues at WEFKOM and elaborate on impacts on tiger conservation activities; - Develop finance solutions based on knowledge on enabling policy framework, current expenditures, and finance needs to adequately address conservation challenges; - Develop the concept and implementation plan for voluntary contribution for conservation activities through payment of a premium charge for wildlife conservation license plates

³ Sueb Nakasathien was a renowned Thai conservationist and Superintendent of the Huai Kha Khaeng Wildlife Sanctuary, who committed suicide in 1990 in part to raise awareness for wildlife protection. His legacy as an inspirational figure for the HKK is seen in the establishment of the Seub Nakhasathien Foundation.

⁴ A database compiled by tiger experts in the HKK indicates that there is a correlation between intensive patrols and the increase in the tiger population (this should be used as justification for an increase in the number of patrol units and intensity of patrols).

	<p>including payment schemes, fund manager, deployment of funds, including requisite legal instruments, etc.</p> <ul style="list-style-type: none"> - Design a Monitoring and Evaluation system that includes revenue generation from license plates, in-situ utilization of funds, and improvements in conservation targets. <p>The short-term outputs are:</p> <ul style="list-style-type: none"> - BIOFIN Methodology applied at WEFCOM; - Concept note on license plates which includes justification, past and current practice, estimation of revenues, mechanism for receiving, transferring, sharing of revenues, etc.; - Implementation plan on launch, national offering, and recurrent sales of license plates; - Legal instrument articulating the terms and conditions covering the sales of license plates. <p>The expected results/outcomes are:</p> <ul style="list-style-type: none"> - Revenues from conservation license plates are being utilized to fund more efficient management at WEFCOM with new concept of budget earmarking in Thailand; - A new cross-sectoral policy and practice will be developed to achieve the higher level outcome for conservation of tiger through an innovative biodiversity finance solution.
<p>3. Description of Activities (150 words max)</p> <p><i>Provide a concise description of the specific activities to be implemented in this project. Bullet points are fine if detailed.</i></p>	<p>Planned activities:</p> <ol style="list-style-type: none"> a. Review the legal and institutional framework as well as relevant financing mechanisms that are relevant to the introduction of Wildlife Conservation License Plates as a channel to collect voluntary payments from vehicle owners in Thailand; b. Determine current expenditure, including government budget allocations, and potential financing gap for tiger conservation in the HKK; c. Review of payment scheme options, including an estimate of the potential revenue generated from sales of license plates; d. Determine potential Fund Management options, including: <ul style="list-style-type: none"> - Review of the potential role of UNDP in managing the fund during the kick-off stage and transitional phase; - Review of the potential role of DNP managing the fund during the transitional phase; - Review of existing fund of the Land Transport

	<p>Department;</p> <ul style="list-style-type: none"> - Review of existing fund of the Huai Kha Kaeng Foundation. <p>e. Organize a meeting with the Minister of Transport, Director General of the Department of Land Transport, Ministry of Finance (Fiscal Policy Office) and other relevant authorities to discuss the chosen finance delivery mechanism;</p> <p>f. Meet with the UNDP-GEF funded Tiger Project to discuss:</p> <ul style="list-style-type: none"> - Activities which will be funded by the revenue generated from the conservation license plates; - Fund Management structure; - Monitoring and evaluation process. <p>g. Design and production of certified conservation license plates;</p> <p>h. Organize a series of social marketing campaign and a complete communication asset for general public regarding the conservation license plates in Thailand;</p> <p>i. Monitor and report revenues from license plates and deployment of funds.</p>
<p>4. Institutional Arrangements (100 words max)</p> <p><i>What is the implementation arrangements for this project? Who will do what? Who will be responsible for the specific results described above?</i></p>	<p>UNDP BIOFIN Thailand will act as a “development consultant” for upstream policy advisory services. In close consultation with the Project Steering Committee, BIOFIN Thailand will strengthen the institutionalization and localization processes by providing technical and financial assistance in connection with the advocacy of the Wildlife Conservation License Plates for all tasks identified above. The specific groups of Project Steering Committee from UNDP BIOFIN Thailand and the UNDP-GEF funded Tiger Project will provide policy guidance during the project implementation. The members of each PSC comprises government officials from key ministries involved with biodiversity management and conservation.</p> <p>Ministry of Transportation will act as a channel to collect voluntary payments from vehicle owners in Thailand. The Department of Land Transportation at the national level shall provide support on revenues generation from conservation license plates, and the budget allocation to the fund utilization institute.</p> <p>Department of National Parks, Wildlife and Plant Conservations, Huai Kha Kaeng Wildlife Sanctuary, Khao Nang Ram Research Station, Huai Kha Kaeng Breeding Station under the Ministry of Natural Resources and Environment will act as the fund utilization institute.</p> <p>Fiscal Policy Office and the Bureau of Budget under the Ministry of Finance will help unlocking the legal hurdles and then create a best practice on cross-sectoral revenue earmarking.</p>

<p>5. Main risks and management response for solution implementation (100 words max)</p> <p><i>Discuss the main risks and management response including where possible, Human Rights, Environmental, Social, Political, review UNDP Social and Environmental Standards for details.</i></p>	<p>The negotiation leading to the unblocking legal hurdles associated with government's rules and regulations and the approval of the concept of Wildlife Conservation Plates may take time as this would involve three ministries, namely the Ministry of Natural Resources and Environment (MONRE), the Ministry of Transport (MOT) and the Ministry of Finance (MOF).</p> <p>The major risk as this stage is determining the receptive end in terms of fund management. While the potential options include UNDP, DNP and the HKK Foundation. For both DNP and the local NGO, capacity building would be required as the size of the revenue and the scale of proposed activities will be required professional financial management skill to handling conservation trust fund.</p> <p>For UNDP, it is important to explain to the government that UNDP is ready to help with expediting the existing government funds, so to maximize the development benefits: (a) UNDP is a local problem solver for the host government (b) a partner in accelerating national development agenda (and SDG agenda). UNDP's Government Financing is considered an earmarked funding mechanism that can strengthening the national ownership as well as contributes to the achievement of country programmes. However, there are two major issues require solutions: (a) absence of legal provisions allowing transfer of government funds to international entities; and (b) government's insistence to audit UNDP books (not accepting UNDP's Single Audit principle).</p>
<p>6. Sustainability and M&E (100 words max)</p> <p><i>Explain how the work will be sustained or effectively concluded. How will impact be monitored? List Key Performance Indicators (KPI).</i></p>	<p>From BIOFIN's perspective, the impacts can be monitored in terms of:</p> <ol style="list-style-type: none"> 1. The increase in percentages of registered vehicle voluntarily purchasing wildlife conservation license plates; 2. The transfer of the revenue from Government-to-Government and/or Government-to-UNDP will demonstrate an innovative budget earmarking in the country or other potential Fund management structure to target activities.