

BEST

VOLUNTARY SCHEME
FOR BIODIVERSITY AND
ECOSYSTEM SERVICES
IN TERRITORIES OF
EUROPEAN OVERSEAS



BEST 2.0 Applicants:

Lessons
Learned

Do your best for your BEST 2.0 application

General Advice



- Leave **plenty of time** to upload your application to the BEST 2.0 Portal

Do not leave it until the last minute to upload; applications submitted after the deadline cannot be accepted. In case of technical issues with the Portal applications can be submitted by email to the BEST 2.0 Secretariat (BEST2.0secretariat@iucn.org) and the relevant Regional Hub Contacts.

- Complete **all parts** of the application documents.



- Complete **all parts** of the Due Diligence and Financial Risk Questionnaire and submit all of the documents requested (*In case the requested documents cannot be submitted please explain why*).

- Ensure that all of the documents requiring a **signature** are signed.



- **Double check your budget** – make sure that the figures add up (*use the calculation function in excel*) and that the figures in your budget match the figures stated in your proposal document! Do not forget the justifications!



Logical Framework (1)

The logical framework is not just for your application; it is an important and useful project management tool.

- Preparing a good logical framework requires teamwork and input from everyone who will be involved in implementing the project. **Do not try to develop it alone!**
- Start at the top of the logical framework (i.e. the overall objective) and work downwards from left to right.

↑ **Overall Objective** – the high level goal that your project will contribute to; it is **not** something that will be achieved by the end of your project **nor** as a result of your project alone.

Purpose – the outcome expected by the end of the project (the reason you are proposing to carry out the project).

Results – the direct/tangible outcomes that will be achieved by implementing the project activities.

Activities – the tasks that will be carried out by the project team in order to achieve the intended results, and purpose and contribute towards the overall objective.

There should be a logical flow from the activities up to the overall objective e.g. If the activities stated are carried out the proposed results will be achieved. If these results are achieved then the project purpose should be reached.

Deliverables - the tangible products or services that result from the completion of the project activities (e.g. reports, policy documents, workshop summaries, infrastructure etc.)

Indicators - used to measure whether and to what extent the expected result or purpose has been achieved. These must be objectively verifiable i.e. two people measuring the indicator would arrive at the same result.

Means of Verification – the sources of information for the indicators (where the data for the indicators will be obtained). This can either be data collected by an external party or collected specifically for the purpose of the project.

Logical Framework (2)

Fictional Example of a Logical Framework

	Indicator(s)	Source of Verification
Overall Objective: To contribute to the improved conservation status of species XX.		
Purpose: To improve the breeding success of species XX in the project areas.	<ul style="list-style-type: none"> Increase in the numbers of chicks successfully reared in the project areas, relative to a baseline from the breeding season prior to the commencement of the project. 	<ul style="list-style-type: none"> Daily chick counts in project areas conducted during the breeding season by project monitoring officer and volunteers.
Result 1: Reduced pressure on species XX and its habitat from Invasive Alien Species (IAS).	<ul style="list-style-type: none"> Decrease in population size of IAS in project areas relative to a baseline to be established at the start of the project 	<ul style="list-style-type: none"> Rat population counts, conducted yearly by the project monitoring officer. Invasive shrub population counts, conducted yearly by the project monitoring officer. Number of predation events in fenced areas, monitoring conducted daily during breeding season by project monitoring officer and volunteers.
Activities	Deliverable	
<p>Activity 1.1: Desk study on IAS control methods and applications</p> <p>Activity 1.2: Poison baiting of rats</p> <p>Activity 1.3: Removal of invasive shrubs</p> <p>Activity 1.4: Protective fencing constructed</p>	<ul style="list-style-type: none"> Report on IAS control methods and applications 500 poison traps deployed 20 ha cleared of invasive tree species Protective fencing constructed around 10 ha 	

BEST 2.0 Grant Actors (1)

It is important to understand the difference between the various “actors” that can be involved in the implementation of a BEST 2.0 grant.

Grant Actor	Description	Role & Additional Notes
Lead Applicant/ Coordinating Beneficiary	The Lead Applicant/Coordinating Beneficiary is the contact point for the BEST 2.0 Secretariat. It represents and acts on behalf of the co-beneficiaries and affiliated entities (if any) and coordinates the design and implementation of the project.	<ul style="list-style-type: none"> • Completes and submits the grant application. • The Lead Applicant becomes the Coordinating Beneficiary if a grant is awarded. • Receives the grant funds from the BEST 2.0 Secretariat and distributes it among the other beneficiaries. • Responsible for completing and submitting all project financial and technical reports to the BEST 2.0 Secretariat.
Co-applicant/ Co-beneficiary	Co-applicants/Co-beneficiaries participate in the design and implementation of the project. The costs they incur are eligible in the same way as those incurred by the Lead Applicant/Coordinating Beneficiary (see eligibility criteria for costs in the guidelines for applicants).	<ul style="list-style-type: none"> • Supports the Lead Applicant to develop the project proposal. • The details of all co-applicants must be included in the application document. • Co-applicants become Co-beneficiaries if a grant is awarded. • Provide information to the Coordinating Beneficiary for project financial and technical reports.

BEST 2.0 Grant Actors (2)

Grant Actor	Description	Role and Additional Notes
Affiliated Entity	<p>Affiliated Entities are neither beneficiaries of the project action nor parties to the BEST 2.0 Grant Contract. However, they participate in the design and implementation of the project and the costs they incur (incl. those related to contractors) may be eligible, provided they comply with all the relevant rules applicable to the beneficiaries under the grant contract.</p> <p>Affiliated entities must satisfy the same eligibility criteria as the applicant and the co-applicant(s) and must have a structural link with the lead applicant or one of the co-applicants.</p>	<ul style="list-style-type: none"> • Support the Lead Applicant to develop the project proposal. • The details of all Affiliated Entities must be included in the application document and the structural link with one of the applicants must be explained (<i>see section 2.1.3 of the guidelines for applicants</i>). • Provide information to the Coordinating Beneficiary for project financial and technical reports.
Associate	<p>Associates are organisations that play a real role in the implementation of the project but may not receive BEST 2.0 funding (with the exception of per diem or travel costs). Therefore any costs that they incur are not eligible.</p> <p>Associates will not be a party to the BEST 2.0 Grant Contract.</p>	<ul style="list-style-type: none"> • The details of any Associates should not be included under section 2 of the Small Grant concept note form and section 3 of the Medium Grant proposal form. • Their role in the project can be mentioned in the description of the project.
Contractor	<p>An individual or firm hired by the Coordinating Beneficiary/one of the Co-Beneficiaries/one of the Affiliated Entities to provide a specific service (supply of materials, production of a report, labour). Contractors are paid on the basis of commercial invoices.</p>	<ul style="list-style-type: none"> • The hiring of contractors is subject to the BEST 2.0 Procurement Policies and Procedures. • Associates and Affiliated Entities cannot also be contractors in the project.

How much should I request from BEST 2.0?

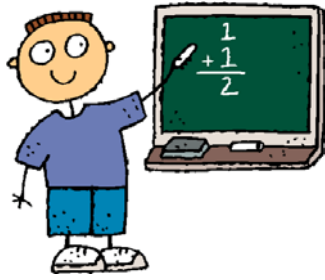
The table below shows the grant amounts available for the different types of BEST 2.0 grants.



Type of Grant		Size of BEST 2.0 Grant Available
Small Grants	Swift Small Grants	≤ € 50 000
	Small Grants	> € 50 000 and ≤ € 100 000
Medium Grants		> € 100 000 and ≤ € 400 000

IMPORTANT

- It is **not** necessary to request the maximum (or close to the maximum) grant amount available.
- The amount requested should be **consistent with the proposed project activities and workplan**.
- The proposed activities and workplan must be realistic in terms of what can be achieved – and therefore spent – during the implementation period of the project.



Financial



1. Arithmetical Accuracy

- The total budget stated in the project proposal **MUST** be equal to the total budget shown in budget worksheet.
- The total of the costs in the budget worksheet on the tab ***“Budget”*** **MUST** be equal to the total amount of income in the tab ***“Sources of funding”***.
- You should use **formulae** in the budget worksheet. Please do not use hardcoding.

	A	B	C	D
	Costs	# of units	Unit value (in EUR)	Total Cost (in EUR)
1				
2	1. Human Resources			
3	1.1 Project Manager (Beneficiary A)	12	500	= B3*C3
4	1.2 Project Officer (Beneficiary B)	12	600	7200
5	Subtotal Human Resources			=D3+D4
6				

2. Clarity of Budgets (1)



Why is it necessary?

The budget is important for the evaluation of your project: to enable an assessment of the alignment of your budget with your proposed project objectives, activities and time period.

How to make your budget clear?

- For each cost item indicate which **Partner** is responsible for/will incur the cost.
- Use **sequential numbering** for each line in the budget
- Costs should not be grouped together. Each should be presented on a separate row.

2. Clarity of Budgets (2)



EXAMPLE

5. Other costs, services

5.1. Publications:

5.1.1. Partner A: publication of brochures

5.1.2. Partner B: printing flyers

5.1.3. Partner B: outdoor information signs

3. Co-Financing (1)



- The budget must include **ALL** the costs of the project funded from **ALL** sources.
- It is **not** sufficient to only include the costs equal to the BEST 2.0 contribution requested!
- **ALL** costs of the project, independent of the funding source, must comply with BEST 2.0 eligibility rules.
- **ALL** costs of the project are subject to **verification**, be it spot checks or final audit.

3. Co-Financing (2)



Understanding the mechanism of co-financing is crucial for the financial implementation of BEST 2.0 grants.

WHY?

The final amount of funds that will be received from BEST 2.0 is determined by taking into account all contributions received from various sources.

HOW?

- 1. At the budget stage – estimated amounts**
- 2. At the reporting stage – final amounts**

3. Co-Financing (3)



Understanding the mechanism of co-financing

At the budget stage – estimated amounts:

BEST 2.0 contribution has two ceilings:

1. a fixed % of the total project budget

and

2. a maximum amount of the contribution.

Example budget

total project budget = 100,000€

co-financing by donor A = 10% or 10,000€

The **BEST 2.0 contribution** is UP TO 90,000€ and will cover **90%** of eligible costs.

3. Co-Financing (4)



At the reporting stage – final amounts

Example 1: underspent at the final report (i.e. at the end of the project)

Total reported eligible costs = 80,000€

BEST 2.0 contribution

$$80,000€ \times 90\% = 72,000€$$

Example 2: overspent at the final report (i.e. at the end of the project)

Total reported eligible costs = 120,000€

BEST 2.0 contribution = 90,000€ (= maximum contribution)

4. In-Kind Contributions (1)



- Contributions in-kind do not represent actual expenditure and are **not eligible costs**.
- In-kind contributions are constituted by non-financial resources (such as goods, equipment or services) provided to the Beneficiary free of charge by a third party.
- Contributions in kind do not involve any expenditure for the Beneficiary and do not generate costs in its accounts.

4. In-Kind Contributions (2)



Example: a venue is provided to the Beneficiary by a third party free of charge

- Use of Beneficiary's own assets is also an in-kind contribution, because it does not generate a cost in the accounts.

Example: Beneficiary uses its own car/boat

- Salary costs of Beneficiary's personnel are **NOT** an in-kind contribution. They are real eligible expenditures.

5. Direct vs Indirect Costs (1)

Direct costs are project-specific costs directly linked to project implementation.

Direct costs are identifiable, verifiable and are supported by documentary evidence.

Indirect costs are not identifiable as specific costs directly linked to the project.

5. Direct vs Indirect Costs (2)

Indirect costs are typically structural and support costs of an administrative, technical and logistical nature.

They are cross cutting for the operation of the Beneficiary's various activities and cannot be booked in full to the project for which the contract is awarded because this contract is only one part of those activities.

5. Direct vs Indirect Costs (3)

Examples of Indirect costs

Costs of infrastructure and general operations, such as:

- Administrative and financial management
- Human resources
- Training
- Legal advice
- Documentation
- IT
- Maintenance of buildings
- Water, gas, electricity
- Insurance
- Office supplies
- Communications
- Accounting fees
- Depreciation
- Telephone bills, and other utilities costs, etc.

6. How to Budget **Indirect Costs**

- The flat rate funding of indirect costs simplifies the administrative effort required.
- The use of flat rate funding is encouraged, since no supporting documents are required. The maximum % of flat-rate funding is 7%.

It is NOT possible to include indirect costs in your budget as direct costs and benefit for the 7% flat-rate.

This is DOUBLE-FUNDING and is not allowed!

7. Procurement



- For purchases of goods and services the procurement method that will be used should be described in the tab “Justification”.
- Any purchases of goods or services **must comply** with the ***BEST 2.0 Procurement Policies and Procedures***

8. Useful info

- Read regularly the FAQs available on the BEST 2.0 Portal!



- Get in touch with the Regional officer

