

INTERNATIONAL TROPICAL TIMBER ORGANIZATION (ITTO)

REDUCING DEFORESTATION AND FOREST DEGRADATION AND ENHANCING ENVIRONMENTAL SERVICES IN TROPICAL FORESTS (REDDES)

PRE-PROJECT DOCUMENT

TITLE	DESIGNING A PROGRAMME FOR CAPACITY BUILDING AND MEANINGFUL STAKEHOLDER PARTICIPATION IN FOREST GOVERNANCE AND REDD+ IN HONDURAS AND GUATEMALA
SERIAL NUMBER	RED-PPD 041/11 Rev.2 (F)
SUBMITTED BY	GOVERNMENT OF HONDURAS GOVERNMENT OF GUATEMALA
ORIGINAL LANGUAGE	ENGLISH

SUMMARY

The pre-project will specifically assist in the formulation of a comprehensive and appropriate programme of work that will build the capacity of stakeholders to effectively participate in forest governance and the successful implementation of REDD+ in Honduras and Guatemala. This proposed pre-project will lay the groundwork for the intended project by assessing and reporting on existing stakeholder capacity and the need for further capacity building, as well as the desired processes and means necessary for effective multi-stakeholder processes for REDD. The major outputs include: (1) Information on stakeholders' capacity constraints and needs has been gathered and assessed, and comprehensive understanding of the processes and means necessary for effective stakeholder participation in forest governance has been established and documented; (2) The specific context and dynamics related to capacity building and participation in Honduras and Guatemala have been analysed and reported on; and (3) A full project proposal for work on capacity building and participation of stakeholders in REDD+ in Honduras and Guatemala has been produced and is fully supported by all stakeholders.

EXECUTING AGENCY	ClientEarth												
COOPERATING GOVERNMENTS	Central American Commission for Environment and Development												
DURATION	9 MONTHS												
APPROXIMATE STARTING DATE	Upon approval and financing												
BUDGET AND PROPOSED SOURCES OF FINANCE	<table><thead><tr><th>Source</th><th>Contribution in US\$</th><th>Local Currency Equivalent</th></tr></thead><tbody><tr><td>ITTO</td><td>144,650.64</td><td></td></tr><tr><td>ClientEarth</td><td>25,669.86</td><td></td></tr><tr><td>TOTAL</td><td>170,320.50</td><td></td></tr></tbody></table>	Source	Contribution in US\$	Local Currency Equivalent	ITTO	144,650.64		ClientEarth	25,669.86		TOTAL	170,320.50	
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LIST OF ABBREVIATIONS AND ACRONYMS

ACICAFOC	Coordinating Association of Indigenous and Community Agro-forestry in Central America
CCAD	Central American Commission for Environment and Development
EC	European Commission
EU	European Union
FLEGT	Forest Law Enforcement Governance and Trade
FPIC	Free, Prior and Informed Consent
GIZ	German Society for International Cooperation
ITTA	International Tropical Timber Agreement (2006)
PAR	Participatory Action Research
PES	Payment for Ecosystem Services
REDD	Reducing Emissions from Deforestation and Forest Degradation
REDD+	Reducing Emissions from Deforestation and Forest Degradation in developing countries; and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries
REDD CCAD-GIZ	CCAD-GIZ Regional Programme on Reducing Emissions from Deforestation and Forest Degradation in Central America and Dominican Republic
REDDES	ITTO Thematic Programme on Reducing Deforestation and Forest Degradation and Enhancing Environmental Services
SFM	Sustainable Forest Management
SICA	Central American Integration System

PART 1. PRE-PROJECT CONTEXT

1.1 Origin and justification

Reducing deforestation, forest degradation and biodiversity loss are central policy priorities for Honduras and Guatemala to ensure that local populations and indigenous peoples living in or around forests have the necessary economic development opportunities, and with a view of enhancing all the environmental services provided by tropical forests. To effectively implement these priorities, it is critical that forest governance issues are addressed, including the strengthening of institutional capacities to manage forest resources and the recognition of stakeholder's rights. While these priorities are expected to yield significant benefits beyond the context of REDD+, the emergence of REDD+ and the opportunities it presents are a primary driver of governance reform efforts at this time, and such reforms are essential to ensuring the successful implementation of REDD+. REDD policies and programmes can be expected to deliver local and global benefits, including long-term reductions in forest-carbon emissions, only if they are based upon well-informed, politically legitimate national plans for REDD that adequately incorporate stakeholder concerns and insights. Such a plan can only be developed through a phased REDD readiness-building process founded upon (1) building the capacity of stakeholders to participate in (2) meaningful multi-stakeholder engagement processes. Implementation of the resulting multi-stakeholder engagement process will, in turn, inform the priorities and policies for a legitimate and effective REDD national plan.

The intended project will be comprised of (1) activities to build the capacities of relevant civil society and governmental stakeholders to engage in REDD+ multi-stakeholder processes and (2) the design of nationally-appropriate REDD+ multi-stakeholder processes in the focus countries. This proposed pre-project will lay the groundwork for the intended project by assessing and reporting on existing stakeholder capacity and the need for further capacity building, as well as the desired processes and means necessary for effective multi-stakeholder processes for REDD+.

The REDD CCAD-GIZ Programmeⁱ being implemented in the Central American region, has identified the need for capacity building and the design and implementation of participatory mechanisms as key priorities for all stakeholders in the regionⁱⁱ. In particular, the National Planning Meeting Reports prepared by Honduras and Guatemala as part of the REDD CCAD-GIZ initiative identify the need to implement participatory stakeholder mechanisms for REDD+ and to strengthen capacities at all levels as a necessary prerequisite for them to engage effectively in REDD+ design and implementationⁱⁱⁱ. However, it is important to mention that the REDD CCAD-GIZ initiative has not be able to assist countries in carrying out a detailed capacity needs-assessment, as well as a participatory identification of the desired processes and means necessary for effective multi-stakeholder processes for REDD+. The REDD CCAD-GIZ does not contemplate assistance in addressing substantive forest governance components, being mainly focused in assisting participating countries with technical aspects of REDD+ implementation. At the request of CCAD and GIZ and with their support, ClientEarth has explored fundraising opportunities to be able to provide this technical legal support. The CCAD and ClientEarth have a strong cooperative relationship, having signed a Memorandum of Understanding which main objective is to strengthen capacities at the regional and national level to design and apply environmental laws and policies. The CCAD affirms this project is fundamental for the region and in particular for Honduras and Guatemala, as it will yield significant benefits beyond the context of REDD+, such as assist in fulfilling the objectives of the Regional Climate Change strategy^v. Furthermore, both Honduras and Guatemala's governments have confirmed this project is central to their REDD+ efforts and through the CCAD have requested ClientEarth's support.

In the meantime, ClientEarth participated in a series of regional workshops^v during 2010, and subsequently provided an expert report with key recommendations for strengthening forest governance in the region.^{vi} ClientEarth's report recommends that an effective governance framework necessary to support REDD+ should be built by addressing the fundamental components of good forest governance: ensuring adequate access to information, public participation and access to justice in order to enhance the transparency and accountability of decision-making; ensuring the coherence and strengthening of each country's legal architecture and institutional framework; and developing national strategies and policies that incentivise the reduction of deforestation and forest degradation. To effectively undertake this work, ClientEarth recommends that countries first commence a foundational programme comprised of: (1) awareness raising and capacity building on governance issues critical to the success of REDD+, including the clarification of forest tenure rights; and (2) the development of multi-stakeholder mechanisms and processes that will enable all relevant stakeholders to meaningfully participate in the formulation and effective implementation of REDD+ policies.

Honduras and Guatemala have initiated some capacity building efforts with a strong emphasis on state institutional capacity building and technical studies. In these countries, there remains a significant need to address complex issues of forest governance. Among other governance concerns, these countries need to realise how their laws and policies relating to land and natural resources sometimes play a substantial role as

drivers of deforestation. Moreover, efforts to achieve direct and genuine participation of all relevant stakeholders have, to date, been limited in both countries.

In order to formulate a full programme of work to address this gap^{vii}, Honduras and Guatemala, with the support of ClientEarth, have identified stakeholder mapping and analysis as critical to determining the level of awareness and precise capacity constraints of target groups. The implementation of a pre-project will ensure that the intended programme is closely tailored to respond to their specific needs and is carried out using the most appropriate communication methods and channels.

It is advantageous to implement this work in both countries simultaneously, as they are both member states of CCAD and SICA and participating in regional and national REDD+ programmes. It will be extremely valuable to share experiences, lessons learned and information from this work, as both countries have identified similar problems that limit their engagement in defining and implementing REDD+ processes. Furthermore, the opportunity to foster greater understanding and collaboration between these two countries will be especially beneficial for the governance of cross-border forest areas.

1.2 Relevance

1.2.1 Conformity with ITTO's objectives and priorities

The proposal fully complies with ITTO's objectives as stated in the ITTA.^{viii} The proposal is in conformity with letters (m), (n) and (k) of article 1 in the ITTA:

- Letter (m) encourages member states to develop national policies aimed at the sustainable utilization and conservation of forests.
- Letter (n) refers to the need for strengthening capacities for improving forest law enforcement and governance, and to address illegal logging.
- Letter (r) refers to recognizing the role of indigenous and local communities and enhancing their capacity to sustainably manage tropical timber producing forests.

The proposal is in conformity with these three objectives, as it is intended to assist in launching/improving opportunities for participation which are critical for the development of legitimate and effective national policies, for the improvement of forest law enforcement and governance. The proposal also sets the first steps for the improvement of capacities that will enable stakeholders to participate in a meaningful manner. The purpose of the intended full project proposal is to design an effective capacity building programme, as well as programme to design and implement robust multi-stakeholder mechanisms and processes for two ITTO producer member countries to enable all relevant stakeholders, including forest-dependent communities and indigenous peoples, to successfully engage in the development of national policies aimed at reducing deforestation and forest degradation. Furthermore, through the elaboration of a full project proposal, Honduras and Guatemala will take important steps to address identified governance challenges, including the lack of law enforcement, in a participatory manner. Finally, by facilitating their collaboration in the design of a robust proposal and work programme to develop meaningful participatory mechanisms, the pre-project will encourage Honduras and Guatemala to take fundamental steps for the implementation of the UNFCCC REDD+ safeguards. Safeguards that require among other things recognizing the fundamental role of forest-dependent communities and indigenous people in the development and effective implementation of REDD+ policies, including in relation to sustainable forest management

The pre-project will be implemented in close cooperation with relevant partner organisations working on related REDD+ initiatives in the region, such as PRISMA^{ix}, ACICAFOC^x and GIZ^{xi}. Ensuring effective stakeholder consultation and the establishment of open dialogue between concerned parties are fundamental aims of the pre-project.

Conformity with the priorities and operational activities of the ITTO Action Plan (2008-2011)^{xii}:

Through the identification of specific capacity building needs and the design of robust participatory mechanisms for environmental decision-making, the pre-project is in conformity with the ITTO Action Plan:

- Expected Outcome 4, letter (a): which refers to support effective enforcement of forest laws and regulations. The pre-project aims to provide an assessment and prepare an action plan for improvement the capacities that will enable stakeholders to enforce laws and regulations
- Expected Outcome 5, letter (d): which refers to supporting studies and activities related to reducing deforestation and degradation and enhancing carbon sinks. The pre-project is in conformity with this expected outcome as it will deliver a specific assessment of the current situation in this context, and develop a programme to develop the necessary capacities to reduce deforestation and forest degradation, while ensuring that effective participation in decision making takes place.

- **Expected Outcome 5, letter (g):** refers to supporting an understanding of the impact of emerging issues such as carbon sequestration and reduced emissions from deforestation and forest degradation (REDD) on tropical forest development. The pre-project will assist in building an understanding of REDD, through the formulation of a full project proposal that will aim to strengthen the capacities of stakeholders.
- **Crosscutting actions, letter (k):** refers to assisting in human resource development by conducting national, regional and international training activities, the provision of fellowships, and by supporting institutional/legal strengthening. The pre-project aims to develop a work programme that depending on the capacity building needs-assessment will focus in training activities that would aim to strengthen policy and legal frameworks, institutional strengthening, enhancement of public awareness, etc.
- **International cooperation, letter (n):** refers to cooperation and coordination with other international organizations and with international forums and regional initiatives that undertake activities relevant to ITTO's objectives, with a view to sharing expertise, reducing duplication, enhancing complementarity and harmonizing activities. The pre-project will build-on and coordinate and cooperate with other relevant initiatives in order to share experiences, reduce duplication of efforts and complement initiatives.
- **International cooperation, letter (p):** refers to encouraging and increasing the involvement of non-government stakeholders, including industry and trade associations, environmental organizations and forest-dependent indigenous groups, in the activities of the Organization with a view to promoting transparency, dialogue and cooperation in furthering ITTO's objectives. The pre-project through its implementation intends to bring non-governmental actors together so they can engage in a participatory and transparent dialogue in determining their capacity building needs and the desired processes and means necessary for implementing effective participatory processes in decision making.
- **Strategies for implementation:** we have strongly taken into consideration that the strategies for implementation are based on several principles, which include the Principle of "Inform". In accordance, strategy 3 refers to undertaking studies, engaging in capacity building and institutional strengthening, develop technical guidelines and provide access to information and the experiences of others. The pre-project proposal directly aims to undertake studies and assessment of the current situation ("inform"), in order to formulate a full project proposal.

Conformity with REDDES Thematic Programme deliverables:

Likewise, through the identification of specific capacity building needs and the design of robust participatory mechanisms for environmental decision-making, the pre-project will contribute to delivering some enabling conditions for reducing deforestation and forest degradation:

- Improved capacity and understanding of government and non-government actors to address forest governance issues, including the implementation of required policies and legislative reforms. This is in conformity with the specific objective and associated deliverables of the REDDES Thematic Programme, that is, to strengthen the capacity of ITTO member countries and their stakeholders to reduce deforestation and forest degradation, especially with regards to the implementation of policy reforms. It is also in conformity with the UNFCCC REDD+ safeguards, which require REDD+ countries that when undertaking REDD+ activities, to promote and support transparent and effective national forest governance structures.
- Improved cooperation and stakeholder consultation among relevant stakeholders to design and implement policies and incentive mechanisms for reducing deforestation and forest degradation. The design and effective implementation of policy and legislative reforms will require adequate consultation/participation of stakeholders. Therefore, the pre-project contribution to improving the cooperation, consultation and participation of stakeholders in decision making is also in conformity with the specific objective and associated deliverables of the REDDES Thematic Programme, that is, to strengthen the capacity of ITTO member countries and their stakeholders to reduce deforestation and forest degradation, especially with regards to the implementation of policy reforms. The pre-project is also in conformity with the UNFCCC REDD+ safeguards, especially letter (d) which requires that REDD+ countries promote and support the full and effective participation of relevant stakeholders, in particular indigenous peoples and local communities.

Measurable outcomes of the project will contribute to:

- Increased capacity to develop and implement policies and legislative reforms;
- Increased involvement and strengthened cooperation among policy-makers, forest-dependent communities and relevant stakeholders with regards to REDDES.

Conformity with REDDES Monitoring Protocol (MP), including Means of Verification:

The results of the proposed project will contribute to the achievement of targets provided in the REDDES Monitoring Protocol (MP). It will contribute to the following target values and means of verification:

- Output 1: capacity building needs are identified and assessed
- Output 1 indicators: studies on capacity building needs
- Target value: 2 countries (engagement of 100 stakeholders approximately), one study per country
Means of verification: assessment and workshop reports (two per country)
- Output 2: desired processes and means necessary for implementing effective stakeholder processes in decision making are identified
- Output 2 indicators: studies of current multi-stakeholder processes and desired processes and means for implementation
- Target value: 2 countries (engagement of 100 stakeholders approximately), one study per country
- Means of verification: assessment and workshop reports (two per country)
- Two technical reports will document the findings of the desk-based study and fieldwork research, and the full (intended) project proposal will bring together the input of all stakeholders involved in the pre-project.

1.2.2 Relevance to the submitting country's policies

The intended project is closely aligned with the national policies and priorities of the forest sector in both Guatemala and Honduras. The intended project was conceived in response to the fundamental needs identified in CCAD member countries through the planning phase of the REDD CCAD-GIZ initiative, which is serving as a platform through which Honduras and Guatemala are defining the enabling conditions that must be met to effectively implement REDD+. However, through the REDD CCAD-GIZ initiative, the capacity building needs have not been determined in detail nor have the desired processes and means for effective stakeholder engagement been fully determined and specified. The pre-project aims to fill this gap that the REDD CCAD-GIZ initiative is unable to meet. The pre-project's formulation of a full project proposal for implementing a robust and full work programme will be designed to address the specific needs and priorities of these two Central American countries, as established by the pre-project activities.

Through the REDD CCAD-GIZ initiative both countries have initially identified the relevance of the proposed pre-project for the country's policies and work on REDD+. In the case of Honduras, their National Planning Meeting Report for 2010-2013^{xii} already specifies the need for capacity building and the design of robust participatory mechanisms. It mentions the need to assess capacity for effective engagement in REDD+, carry out stakeholder mapping, design a capacity building plan which incorporates methodologies to apply FPIC, and design appropriate participatory mechanisms.^{xiv}

Similarly, Guatemala's National Planning Meeting Report for 2010-2013^{xv} highlights the need for capacity building of relevant stakeholders and the need to design and implement adequate participatory and consultation mechanisms. In particular, it mentions the need to identify the different levels of knowledge among stakeholders and sectors, and to provide capacity building to address this inequality. Additionally, it singles out the need to identify all relevant actors and to design and implement mechanisms that will ensure the effective participation of indigenous peoples and forest-dependent communities in discussions on forest governance and management.^{xvi}

PART 2. JUSTIFICATION OF PRE-PROJECT

2.1 Objectives

2.1.1 Development objective

To strengthen the capacity of stakeholders to engage in the design and implementation of REDD+ in Central America.

2.1.2 Specific objective

To identify key elements for inclusion and challenges to address in order to formulate a comprehensive and appropriate programme of work that will build the capacity of stakeholders to effectively participate in forest governance and the successful implementation of REDD+ in Honduras and Guatemala.

2.2 Preliminary problem identification

Governance decisions – including laws, policies, and regulations – that are made in a participatory manner are more likely to be successfully implemented and effectively enforced. Furthermore, stakeholders are only able to influence decisions if they have the capacity to understand the salient issues and are aware of their rights to participate in the decision-making process.

To ensure that REDD+ policies are politically legitimate, effectively implemented and produce lasting emissions reductions, countries need to ensure that citizens have the necessary knowledge to effectively participate in the development of REDD+ options and policies. Moreover, effective multi-stakeholder mechanisms and processes are required to provide for meaningful participation by key actors whose participation is essential for a legitimate process. Equally important is the challenge of incorporating the different spheres of governance, not only horizontally between sectors and actors, but also vertically to incorporate formal and informal territorial and local governance bodies. The particular situation in both countries is that they need substantial help to comply with the requirements that REDD+' implementation imposes, in particular the improvement of the quality of forest governance. Several factors contribute to the weak institutional and individual capacity of stakeholders in Honduras and Guatemala, as well as inadequate mechanisms for effective participation at the horizontal and vertical levels in land-use decisions, all of which could seriously compromise the delivery of local and global benefits, as well as the long-term sustainability of REDD+ investments. Some of these factors relate to policy and legal failures (existence of policies and legislation that ignore the right to participate in decision making processes, policies that ignore the rights to forest use and ownership, unrealistic regulations and regulatory overburden, unclear and contradictory policies and regulations, weak social and environmental safeguards); while some factors relate to government's effectiveness (incapacity of government institutions to enforce their own rules, lack of coordination, incapacity to monitor and track their implementation). For example, in the case of Honduras forest regulations are so demanding that many forest operators cannot satisfy them. Honduras requires communities to prepare forest management plans before using the forest in any way, but most communities simply do not have the technical/legal capacity to design and implement the required plans. A case example of Guatemala relates to the government's lack of capacity. Their draft Readiness Preparation Proposal submitted to the Forest Carbon Partnership Facility (FCPF) confirms they do not have the adequate capacity and knowledge to ensure they can effectively support REDD+ activities^{xvii}.

Furthermore, both countries are participating (or are Party to) the UN REDD programme and FCPC initiative, but most importantly, both countries must take into consideration the UNFCCC REDD+ safeguards when implementing any REDD+ activities. Since applying the UNFCCC REDD+ safeguards at the sector level is a new concept to many sector ministries and agencies, there will be a need to develop capacity in the role of various approaches and how to conduct it. The pre-project will promote and support the effective implementation of the UNFCCC REDD+ safeguards in general, but most specifically safeguards (b), (c), (d) and (e).

Both Honduras and Guatemala have recognised these challenges and have the intention to create effective participatory mechanisms and undertake capacity building activities to ensure the meaningful engagement of governmental and non-governmental actors, including indigenous people and forest-dependent communities, in REDD+ policies. Is expected that the full project proposal will be oriented towards improving the legal-institutional capacities to cope with national problems of governance.

The critical problems hindering the elaboration of a full programme of work in these countries are (1) the lack of sufficient and systematic information on stakeholders' capacity needs, constraints, problems and interests and (2) a deficient understanding of the current and sought processes of consultation and participation. For example, the strategic role of indigenous peoples and forest communities must be determined. In addition, a robust analysis of the drivers, context and dynamics which influence and perpetuate capacity constraints in each of these countries must be undertaken before a full project proposal, specifically tailored to address each country's particular situation can be elaborated.

PART 3. PRE-PROJECT INTERVENTIONS

3.1 Outputs

Output 1: Information on stakeholders' capacity constraints and needs has been gathered and assessed, and comprehensive understanding of the processes and means necessary for effective stakeholder participation in forest governance has been established and documented for incorporation into a full proposal for comprehensive capacity building and preparatory mechanisms for forest governance in Honduras and Guatemala.

Output 2: The specific context and dynamics related to capacity building and participatory mechanisms for forest governance in Honduras and Guatemala have been analysed and reported on for incorporation into a full proposal for comprehensive capacity building and preparatory mechanisms for forest governance in Honduras and Guatemala.

Output 3: A full proposal for work on capacity building and participatory mechanisms for forest governance in Honduras and Guatemala has been produced and is supported by all stakeholders.

3.2 Activities, inputs and unit costs

Please see page 10 for a table of activities, inputs and unit costs.

Clarification and justification on the need for project personnel and duty travel

The purpose of this project is to formulate a comprehensive and appropriate programme of work that will build the capacity of stakeholders in Honduras and Guatemala to participate in forest governance and REDD+. These countries have clearly expressed the need for outside assistance in building this capacity, as in-country expertise to do so is currently lacking both nationally and regionally. The formulation of a programme to address these capacity needs is a critical stage in the process and requires specialist personnel and expertise.

Effective co-ordination of project partners, facilitation of project meetings and workshops, expert legal analysis and the adept handling of sensitive governance issues are all essential to achieving the project outputs; these are the key skills which the ClientEarth Project Manager and Project Co-ordinator posses. The ultimate output of the project – the full programme work plan – will require significant intellectual endeavour and be produced in full by the Project Co-ordinator, with support and advice from the other team members. Production of a comprehensive work programme that will achieve the aim of the intended (full) project is ultimately dependent on the level of expertise and commitment of these personnel.

Investment in this project represents extremely good value for money, particularly as the salary costs for personnel with international legal expertise and qualifications are very competitive compared to those that would be incurred through private law practices.

Please see Annex 8 for comparative pay scales for lawyers at ClientEarth and an equivalent private law firm in the UK.

International cooperation and knowledge sharing is critical to the success of governance reforms in Central America and preparation for REDD+. The international travel costs associated with the project that have been stated in the project budget are unavoidable. It is ClientEarth policy to get quotations for travel from multiple vendors and to explore all cost-saving avenues in order to ensure the lowest travel costs possible. The travel costs that are listed in the project budget were calculated following an extensive comparison of service providers and their rates in search of the best available deals. Each trip between Europe and Central America has been designed to enable the project staff to conduct as many of the activities as possible and in multiple countries in one combined trip, so as to minimise travel time and costs.

Travel of CCAD representatives and country partners to the relevant meetings and workshops has been reduced to the absolute minimum level that will enable lessons and knowledge to be shared, relationships to be forged and cooperation consolidated between these key stakeholders.

Overall, the number of international trips undertaken by project staff, the collaborating agency and project partners has been set at the lowest possible amount that will still enable the project to be carried out successfully. Without this essential travel the project cannot take place.

Trip 1

Purpose: To carry out Activity 1.1: Hold preparatory meetings with key stakeholders in Honduras and Guatemala; Activity 1.2: Conduct interviews on participatory mechanisms with key government and non-government actors in Honduras and Guatemala; and Activity 3.1: Hold pre-project coordination meeting in El Salvador with collaborating agency and project partners.

Personnel: Project Co-ordinator

Itinerary: London – El Salvador – Guatemala – Tegucigalpa – London

It is essential that the Project Co-ordinator organises and attends the pre-project coordination meeting in El Salvador to engage project partners, build relationships, enable collaborative planning to take place and successfully initiate the project. Following this, the Project Co-ordinator will travel to Guatemala and Honduras to hold a series of vital preparatory meetings and conduct interviews with key stakeholders in-country. Conducting these foundational meetings and interviews in country is vital in order to understand local contexts, needs and capabilities, which will inform the design of the subsequent workshops.

Personnel: CCAD and Country Representatives

Itinerary: Honduras/Guatemala – El Salvador; El Salvador – Honduras/Guatemala

The two country representatives will travel to El Salvador for one day only (to save on accommodation costs) to attend the co-ordination meeting. Their attendance at this meeting is necessary in order for them to be involved in the planning process from the start, to gain a sense of ownership over the project and to influence project design, processes and implementation.

A representative from CCAD will travel to each of the in-country meetings in Honduras and Guatemala to help initiate a dialogue between the Commission and these countries on capacity building. That the Commission is involved in on-the-ground activities in its member countries is vital and will provide the opportunity for the exchange of information and viewpoints with project participants.

Trips 2 and 3

Purpose: To carry out Activity 1.3: Hold Workshop 1: "Assessment of Capacity Needs and Preparatory Mechanisms" in Honduras and Guatemala; and Activity 1.4: Hold Workshop 2: "Stakeholder Review of Project Workplan" in Honduras and Guatemala.

Personnel: Project Co-ordinator (1) and Project Assistant (1)

Itinerary: London – Guatemala – Tegucigalpa – London

The Project Co-ordinator will act as the facilitator for the four workshops and will be supported by the Project Assistant in all aspects of the events, from planning to reporting. The Assistant will be responsible for logistical planning and preparation for the workshops. They will have an integral understanding of the project's purpose, approach and methods, and their presence at the workshops will be essential to ensure they run smoothly and efficiently and that participants get the most out of them that they can.

Personnel: CCAD and Country Representatives

Itinerary: Honduras – Guatemala; Guatemala – Honduras; El Salvador – Honduras/Guatemala

As for Trip 1, exchanges between representatives of the partner countries are necessary to facilitate co-operation, contribute to knowledge sharing and ultimately help to ensure that the two countries formulate work plans for capacity building that are complementary and mutually reinforcing.

The presence of CCAD personnel at the workshops is required to establish the link between local, national and regional level stakeholders. Lessons drawn from the sessions will help to inform CCAD's engagement in its other member countries, thereby strengthening regional development of forest governance programmes.

Please see Annex 3 for the full Terms of Reference of all project personnel (as revised for 30/09/11 re-submission).

3.3 Approaches and methods

The project will be implemented in close cooperation with CCAD. Several regional organizations such as ACICAFOC, PRISMA, and the REDD CCAD-GIZ initiative have their own programmes related to REDD+. The project will be implemented in close cooperation with these organizations and initiatives, through the establishment of a collaborative committee.

Stakeholders (**governmental and non-governmental actors**) will initially be identified following suggestions by the project's collaborating agencies and partners, namely CCAD and the country representatives of ITTO in Honduras and Guatemala, as well as drawing on the knowledge and experience of indigenous peoples' **partner** organisations, such as ACICAFOC. Key actors **from the** related REDD+ initiatives and forums in the selected countries will also be invited to **participate and further recommendations can be provided through the collaborative committee**. Stakeholders will also be determined through the delivery of national workshops, through which participating stakeholders will have the opportunity to identify and suggest the involvement of other relevant actors. Stakeholder groups will include regional bodies, national and sub-national level government **actors**, including from a range of sectors, forest-based community groups and indigenous peoples' organisations, NGOs and the private sector.

It is widely recognised that REDD-related efforts will only succeed with the meaningful engagement of stakeholders and consultation processes which build acceptance, interest and trust in proposed interventions^{xviii}. Accordingly, the pre-project will entail an extensive and ongoing consultation process with stakeholders, achieved through **their involvement in** a series of meetings, interviews and national-level workshops, as well through correspondence and dissemination of project materials. The Executing Agency will ensure a legitimate consultation process by **identifying all key stakeholders and** establishing clear communication channels and facilitating open dialogue between parties, including effective mechanisms for feedback on pre-project implementation, and responding to stakeholder concerns and suggestions regarding development of the intended project.

Despite the fact that a wide range of participatory approaches and tools have been developed to engage stakeholders in environmental decision-making processes, forest-based communities and indigenous peoples are often still excluded and outreach with these groups remains limited. The pre-project seeks a fully participatory approach, which is open to indigenous peoples and community organisations^{xix} and respects their right to FPIC^{xx}, and will ensure a sense of ownership and secure commitment from all stakeholders. To enable this, appropriate methods **and materials** will be designed and employed to engage different stakeholder groups during the project workshops, appropriate communication channels will be utilised, whilst language and terminology barriers will also be addressed^{xxi}.

Research methods utilised during the pre-project will include an extensive literature review, analysis of relevant grey material and the development of case studies, to be conducted through desk-based study. In-country fieldwork, including semi-structured interviews carried out with key stakeholders and information solicited through the project workshops, will comprise a type of Participatory Action Research (PAR). Both quantitative and qualitative data will be collected and analysed (though predominately the latter), and feedback surveys will be conducted following the stakeholder workshops (in written or verbal form as appropriate). Additional sources of information for the pre-project will include other national REDD-related projects, civil society and IPOs, and government agencies in Honduras and Guatemala, in addition to regional bodies and international REDD-related programmes.

Outputs and Activities	Inputs Units and Quality	Unit Costs		
		No.	\$	
Output 1: Information on stakeholders' capacity constraints and needs has been gathered and assessed, and comprehensive understanding of the processes and means necessary for effective stakeholder participation in forest governance has been established and documented				
Activity 1.1: Hold preparatory meetings with key stakeholders in Honduras and Guatemala (2x1-day meetings)	International Travel	1	1951.92	
	Accommodation	2	70	
	Daily Subsistence Allowance	2	30	
Activity 1.2: Conduct interviews on participatory mechanisms with key government and non-government actors in Honduras and Guatemala (10 interviews)	International Travel	1	<i>Included under Activity 1.1</i>	
	Accommodation	5	70	
	Daily Subsistence Allowance	5	30	
Activity 1.3: Hold Workshop 1: "Assessment of Capacity Needs and Preparatory Mechanisms" in Honduras and Guatemala (2x2-day workshops; 50 pax/workshop*)	International Travel	2	1951.92	
	International Travel	6	600	
	Accommodation	100	70	
	Daily Subsistence Allowance	100	30	
	Workshop Costs	2	3500	
Subactivity 1.3.1: Prepare Workshop 1 materials and disseminate to workshop participants (1 month desk-based work)	Office (rent)	1	5489.78	
	IT Equipment	2	813.3	
	Dissemination material	1	203.35	
	Office supplies	1	135.55	
Subactivity 1.3.2: Prepare Workshop 1 report and disseminate to stakeholders (1 month desk-based work)	Office (rent)	1	<i>Fully costed in Subactivity 1.3.1</i>	
	IT Equipment	2	<i>Fully costed in Subactivity 1.3.1</i>	
	Dissemination material	1	203.35	
	Audio Dissemination Material	1	325.32	
	Office supplies	1	135.55	
Activity 1.4: Hold Workshop 2: "Stakeholder Review of Project Workplan" in Honduras and Guatemala (2x2-day workshops; 50 pax/workshop*)	International Travel	2	1951.92	
	International Travel	6	600	
	Accommodation	100	70	
	Daily Subsistence Allowance	100	30	
	Workshop Costs	2	3500	
Subactivity 1.4.1: Prepare Workshop 2 materials and disseminate to workshop participants (1 month desk-based work)	Office (rent)	1	<i>Fully costed in Subactivity 1.3.1</i>	
	IT Equipment	2	<i>Fully costed in Subactivity 1.3.1</i>	
	Dissemination material	1	203.35	
	Office supplies	1	135.55	
Subactivity 1.4.2: Prepare Workshop 2 report and disseminate to stakeholders (1 month desk-based work)	Office (rent)	1	<i>Fully costed in Subactivity 1.3.1</i>	
	IT Equipment	2	<i>Fully costed in Subactivity 1.3.1</i>	
	Dissemination material	1	203.35	
	Audio Dissemination Material	1	325.32	
	Office supplies	1	135.55	
Output 2: The specific context and dynamics related to capacity building and participatory mechanisms for forest governance in Honduras and Guatemala have been analysed and reported on				
Activity 2.1: Conduct desk-based research on institutional and legal frameworks and government capacity in Honduras and Guatemala (8 months desk-based work)	Office	1	<i>Fully costed in Subactivity 1.3.1</i>	
	IT Equipment	2	<i>Fully costed in Subactivity 1.3.1</i>	
	Office supplies	1	135.55	
	Research Materials	1	487.98	
Activity 2.2: Conduct interviews on country contexts and dynamics with key government and non-government actors in Honduras and Guatemala (10 interviews)	International Travel	2	<i>Included under activities 1.3 and 1.4</i>	
	Accommodation	40	70	
	Daily Subsistence Allowance	40	30	
Output 3: A full proposal for work on capacity building and participatory mechanisms for forest governance in Honduras and Guatemala has been produced and is supported by all stakeholders				
Activity 3.1: Hold pre-project coordination meeting in El Salvador with collaborating agency and project partners (1-day meeting; 5 pax**)	International Travel	1	<i>Included under Activity 1.1</i>	
	International Travel	4	600	
	Accommodation	3	70	
	Daily Subsistence Allowance	3	30	
Activity 3.2: Produce project technical reports and disseminate to ITTO, collaborating agency and project partners (2 months desk-based work)	Office	1	<i>Fully costed in Subactivity 1.3.1</i>	
	IT Equipment	2	<i>Fully costed in Subactivity 1.3.1</i>	
	Office supplies	1	135.55	
Activity 3.3: Compile full (intended project) proposal (9 months work)	Office	1	<i>Fully costed in Subactivity 1.3.1</i>	
	IT Equipment	2	<i>Fully costed in Subactivity 1.3.1</i>	
	Office supplies	1	135.55	
Salaries (9 month period)	Project Coordinator (75%)	1	56874.07	
	Project Assistant (50%)	1	20312.16	
	Project Manager (10%)	1	6770.7	

* Accommodation and daily subsistence allowance will be available for 40% of workshop participants

** No accommodation or daily subsistence allowance required for National Partners attending the meeting (day trip only)

3.4 Work plan

Outputs and Activities	Responsible Party	Schedule (in months)								
		1	2	3	4	5	6	7	8	9
Output 1: Information on stakeholders' capacity constraints and needs has been gathered and assessed, and comprehensive understanding of the processes and means necessary for effective stakeholder participation in forest governance has been established and documented										
1.1. Hold preparatory meetings with key stakeholders in Honduras and Guatemala	Project Coordinator									
1.2. Conduct interviews on <u>desired</u> participatory mechanisms and <u>capacity constraints</u> with key government and non-government actors in Honduras and Guatemala	Project Coordinator									
1.3. Hold Workshop 1: 'Assessment of Capacity Needs and <u>Desired</u> Participatory Mechanisms' in Honduras and Guatemala	Project Coordinator									
1.3.1 Prepare Workshop 1 materials and disseminate to workshop participants										
1.3.2 Prepare Workshop 1 report and disseminate to stakeholders	Project Coordinator									
1.4. Hold Workshop 2: 'Stakeholder Review of Project <u>Programme</u> (<u>full project proposal</u>) in Honduras and Guatemala	Project Coordinator									
1.4.1 Prepare Workshop 2 materials and disseminate to workshop participants	Project Coordinator									
1.4.2 Prepare Workshop 2 report and disseminate to stakeholders	Project Coordinator									
Output 2: The specific context and dynamics related to capacity building and participatory mechanisms for forest governance in Honduras and Guatemala have been analysed and reported on										
2.1. Conduct desk-based research on institutional and legal frameworks and government capacity <u>constraints</u> in Honduras and Guatemala	Project Coordinator									
2.2. Conduct interviews on country contexts and dynamics with key government and non-government actors in Honduras and Guatemala	Project Coordinator									
Output 3: A full proposal for work on capacity building and participatory mechanisms for forest governance in Honduras and Guatemala has been produced and is supported by all stakeholders										
3.1. Hold pre-project coordination meeting in El Salvador with collaborating agency and project partners	Project Coordinator									
3.2. Produce project technical reports and disseminate to ITTO, collaborating agency and project partners	Project Coordinator									
3.3. Compile full (intended project <u>programme</u>) proposal	Project Coordinator									

3.5 Budget

Consolidated Yearly Project Budget

(featuring Input and Unit Costs)

Budget Components		Input	Unit Costs	TOTAL	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
10	Project Personnel								
11. Executing Agency Personnel		0.0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11.1. Project Coordinator		1.0	\$ 56,874.07	\$ 56,874.07	\$ 56,874.07	\$ -	\$ -	\$ -	\$ -
11.2. Project Assistant		2.0	\$ 10,156.08	\$ 20,312.16	\$ 20,312.16	\$ -	\$ -	\$ -	\$ -
11.3. Project Manager		1.0	\$ 6,770.70	\$ 6,770.70	\$ 6,770.70	\$ -	\$ -	\$ -	\$ -
19. Component Total		4.0	\$ 73,800.85	\$ 83,956.93	\$ 83,956.93	\$ -	\$ -	\$ -	\$ -
20	Sub-contracts								
29. Component Total		0.0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
30	Travel								
31. Daily Subsistence Allowance		0.0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
31.1. Project Coordinator		38.0	\$ 30.00	\$ 1,140.00	\$ 1,140.00	\$ -	\$ -	\$ -	\$ -
31.2. Project Assistant		28.0	\$ 30.00	\$ 840.00	\$ 840.00	\$ -	\$ -	\$ -	\$ -
31.3. National Partner - Guatemala		8.0	\$ 30.00	\$ 240.00	\$ 240.00	\$ -	\$ -	\$ -	\$ -
31.4. Collaborating Agency		8.0	\$ 30.00	\$ 240.00	\$ 240.00	\$ -	\$ -	\$ -	\$ -
31.5. National Partner - Honduras		8.0	\$ 30.00	\$ 240.00	\$ 240.00	\$ -	\$ -	\$ -	\$ -
31.6. Workshop Participants		160.0	\$ 30.00	\$ 4,800.00	\$ 4,800.00	\$ -	\$ -	\$ -	\$ -
32. International Travel		0.0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
32.1. Project Coordinator		3.0	\$ 1,951.92	\$ 5,855.76	\$ 5,855.76	\$ -	\$ -	\$ -	\$ -
32.2. Project Assistant		2.0	\$ 1,951.92	\$ 3,903.84	\$ 3,903.84	\$ -	\$ -	\$ -	\$ -
32.3. Collaborating Agency		4.0	\$ 600.00	\$ 2,400.00	\$ 2,400.00	\$ -	\$ -	\$ -	\$ -
32.4. National Partner - Guatemala		6.0	\$ 600.00	\$ 3,600.00	\$ 3,600.00	\$ -	\$ -	\$ -	\$ -
32.5. National Partner - Honduras		6.0	\$ 600.00	\$ 3,600.00	\$ 3,600.00	\$ -	\$ -	\$ -	\$ -
33. Accommodation		0.0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
33.1. Project Coordinator		38.0	\$ 70.00	\$ 2,660.00	\$ 2,660.00	\$ -	\$ -	\$ -	\$ -
33.2. Project Assistant		28.0	\$ 70.00	\$ 1,960.00	\$ 1,960.00	\$ -	\$ -	\$ -	\$ -
33.3. Collaborating Agency		8.0	\$ 70.00	\$ 560.00	\$ 560.00	\$ -	\$ -	\$ -	\$ -
33.4. National Partner - Guatemala		8.0	\$ 70.00	\$ 560.00	\$ 560.00	\$ -	\$ -	\$ -	\$ -
33.5. National Partner - Honduras		8.0	\$ 70.00	\$ 560.00	\$ 560.00	\$ -	\$ -	\$ -	\$ -
33.6. Workshop Participants		160.0	\$ 70.00	\$ 11,200.00	\$ 11,200.00	\$ -	\$ -	\$ -	\$ -
39. Component Total		521.0	\$ 6,303.84	\$ 44,359.60	\$ 44,359.60	\$ -	\$ -	\$ -	\$ -
40	Capital Items								
41. Premises		0.0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
41.1. Offices (rent)		1.0	\$ 5,489.78	\$ 5,489.78	\$ 5,489.78	\$ -	\$ -	\$ -	\$ -
41.2. 2xComputers		2.0	\$ 813.30	\$ 1,626.60	\$ 1,626.60	\$ -	\$ -	\$ -	\$ -
49. Component Total		3.0	\$ 6,303.08	\$ 7,116.38	\$ 7,116.38	\$ -	\$ -	\$ -	\$ -
50	Consumable Items								
51. Raw materials		0.0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
51.1. Dissemination Material		4.0	\$ 203.35	\$ 813.40	\$ 813.40	\$ -	\$ -	\$ -	\$ -
51.2. Audio Dissemination Material		2.0	\$ 325.32	\$ 650.64	\$ 650.64	\$ -	\$ -	\$ -	\$ -
52. Spares		0.0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
52.1. Office Supplies		6.0	\$ 135.55	\$ 813.30	\$ 813.30	\$ -	\$ -	\$ -	\$ -
59. Component Total		12.0	\$ 664.22	\$ 2,277.34	\$ 2,277.34	\$ -	\$ -	\$ -	\$ -
60	Miscellaneous								
61. Workshops		0.0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
61.1. Workshops - Guatemala		2.0	\$ 3,500.00	\$ 7,000.00	\$ 7,000.00	\$ -	\$ -	\$ -	\$ -
61.2. Workshops - Honduras		2.0	\$ 3,500.00	\$ 7,000.00	\$ 7,000.00	\$ -	\$ -	\$ -	\$ -
62. Research		0.0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
62.1. Information, media and publications		1.0	\$ 487.98	\$ 487.98	\$ 487.98	\$ -	\$ -	\$ -	\$ -
63. Financial Audit		1.0	\$ 7,407.27	\$ 7,407.27	\$ 7,407.27				
69. Component Total		5.0	\$ 14,895.25	\$ 21,895.25	\$ 21,895.25	\$ -	\$ -	\$ -	\$ -
70	National Management Costs				\$ 21,895.25				
71. Executing Agency Management Costs				\$ -					
72. Focal Point Monitoring				\$ -					
79. Component Total				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTAL				\$ 159,605.50	\$ 159,605.50	\$ -	\$ -	\$ -	\$ -
80	Project Monitoring and Administration								
81. ITTO Monitoring and Review				\$ -					
82. ITTO midterm, final, ex-post Evaluation Costs				\$ -					
83. ITTO Programme Support Costs (8% on items 10 to 82 above)				\$ 10,715.00	\$ 10,715.00	\$ -	\$ -	\$ -	\$ -
84. Financial audit									
85. Donor Monitoring Costs				\$ -					
89. Component Total				\$ 10,715.00	\$ 10,715.00	\$ -	\$ -	\$ -	\$ -
90	Refund of Pre-Project Costs (Pre-project budget)								
100	GRAND TOTAL			\$ 170,320.50					

Yearly Project Budget By Source - ITTO

Annual Disbursements		Total	Year 1	Year 2	Year 3	Year 4	Year 5
Budget Components							
10. Project personnel		\$ 67,030.15	\$ 67,030.15	\$ -	\$ -	\$ -	\$ -
20. Sub-contracts		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
30. Duty travel		\$ 44,359.60	\$ 44,359.60	\$ -	\$ -	\$ -	\$ -
40. Capital items		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
50. Consumable items		\$ 650.64	\$ 650.64	\$ -	\$ -	\$ -	\$ -
60. Miscellaneous		\$ 21,895.25	\$ 21,895.25	\$ -	\$ -	\$ -	\$ -
Subtotal 1		\$ 133,935.64		\$ -	\$ -	\$ -	\$ -
80. ITTO Monitoring Evaluation Costs							
81. Monitoring and Review Costs (effective estimation)		\$ -					
82. Evaluation Costs (effective estimation)		\$ -					
Subtotal 2		\$ 133,935.64					
83. Program Support Costs (8% of Overall Budget)		\$ 10,715.00					
90. Refund of Pre-Project Costs		\$ -					
ITTO TOTAL		\$ 144,650.64					

Yearly Project Budget By Source - E. Agency/Host Government

Budget Components	Annual Disbursements	Total	Year 1	Year 2	Year 3	Year 4	Year 5
10. Project personnel	\$ 16,926.78	\$ 16,926.78	\$ -	\$ -	\$ -	\$ -	\$ -
20. Sub-contracts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
30. Duty travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
40. Capital items	\$ 7,116.38	\$ 7,116.38	\$ -	\$ -	\$ -	\$ -	\$ -
50. Consumable items	\$ 1,626.70	\$ 1,626.70	\$ -	\$ -	\$ -	\$ -	\$ -
60. Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
70. Executing Agency Management Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EXECUTING AGENCY/HOST GOVT. TOTAL	\$ 25,669.86	\$ 25,669.86	\$ -				

Yearly Project Budget By Source - Others

Project Budget by Component

Category	Description	TOTAL	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
10	Project Personnel						
11	Executing Agency Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11.1	Project Coordinator	\$ 56,874.07	\$ 56,874.07	\$ -	\$ -	\$ -	\$ -
11.2	Project Assistant	\$ 20,312.16	\$ 20,312.16	\$ -	\$ -	\$ -	\$ -
11.3	Project Manager	\$ 6,770.70	\$ 6,770.70	\$ -	\$ -	\$ -	\$ -
19	Component Total	\$ 83,956.93	\$ 83,956.93	\$ -	\$ -	\$ -	\$ -
20	Sub-contracts						
29	Component Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
30	Travel						
31	Daily Subsistence Allowance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
31.1	Project Coordinator	\$ 1,140.00	\$ 1,140.00	\$ -	\$ -	\$ -	\$ -
31.2	Project Assistant	\$ 840.00	\$ 840.00	\$ -	\$ -	\$ -	\$ -
31.3	National Partner - Guatemala	\$ 240.00	\$ 240.00	\$ -	\$ -	\$ -	\$ -
31.4	Collaborating Agency	\$ 240.00	\$ 240.00	\$ -	\$ -	\$ -	\$ -
31.5	National Partner - Honduras	\$ 240.00	\$ 240.00	\$ -	\$ -	\$ -	\$ -
31.6	Workshop Participants	\$ 4,800.00	\$ 4,800.00	\$ -	\$ -	\$ -	\$ -
32	International Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
32.1	Project Coordinator	\$ 5,855.76	\$ 5,855.76	\$ -	\$ -	\$ -	\$ -
32.2	Project Assistant	\$ 3,903.84	\$ 3,903.84	\$ -	\$ -	\$ -	\$ -
32.3	Collaborating Agency	\$ 2,400.00	\$ 2,400.00	\$ -	\$ -	\$ -	\$ -
32.4	National Partner - Guatemala	\$ 3,600.00	\$ 3,600.00	\$ -	\$ -	\$ -	\$ -
32.5	National Partner - Honduras	\$ 3,600.00	\$ 3,600.00	\$ -	\$ -	\$ -	\$ -
33	Accommodation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
33.1	Project Coordinator	\$ 2,660.00	\$ 2,660.00	\$ -	\$ -	\$ -	\$ -
33.2	Project Assistant	\$ 1,960.00	\$ 1,960.00	\$ -	\$ -	\$ -	\$ -
33.3	Collaborating Agency	\$ 560.00	\$ 560.00	\$ -	\$ -	\$ -	\$ -
33.4	National Partner - Guatemala	\$ 560.00	\$ 560.00	\$ -	\$ -	\$ -	\$ -
33.5	National Partner - Honduras	\$ 560.00	\$ 560.00	\$ -	\$ -	\$ -	\$ -
33.6	Workshop Participants	\$ 11,200.00	\$ 11,200.00	\$ -	\$ -	\$ -	\$ -
39	Component Total	\$ 44,359.60	\$ 44,359.60	\$ -	\$ -	\$ -	\$ -
40	Capital Items						
41	Premises	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
41.1	Offices (rent)	\$ 5,489.78	\$ 5,489.78	\$ -	\$ -	\$ -	\$ -
41.2	2xComputers	\$ 1,626.60	\$ 1,626.60	\$ -	\$ -	\$ -	\$ -
49	Component Total	\$ 7,116.38	\$ 7,116.38	\$ -	\$ -	\$ -	\$ -
50	Consumable Items						
51	Raw materials	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
51.1	Dissemination Material	\$ 813.40	\$ 813.40	\$ -	\$ -	\$ -	\$ -
51.2	Audio Dissemination Material	\$ 650.64	\$ 650.64	\$ -	\$ -	\$ -	\$ -
52	Spares	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
52.1	Office Supplies	\$ 813.30	\$ 813.30	\$ -	\$ -	\$ -	\$ -
59	Component Total	\$ 2,277.34	\$ 2,277.34	\$ -	\$ -	\$ -	\$ -
60	Miscellaneous						
61	Workshops	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
61.1	Workshops - Guatemala	\$ 7,000.00	\$ 7,000.00	\$ -	\$ -	\$ -	\$ -
61.2	Workshops - Honduras	\$ 7,000.00	\$ 7,000.00	\$ -	\$ -	\$ -	\$ -
62	Research	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
62.1	Information, media and publications	\$ 487.98	\$ 487.98	\$ -	\$ -	\$ -	\$ -
63	Financial Audit	\$ 7,407.27	\$ 7,407.27	\$ -	\$ -	\$ -	\$ -
69	Component Total	\$ 21,895.25	\$ 21,895.25	\$ -	\$ -	\$ -	\$ -
70	National Management Costs						
71	Executing Agency Management Costs	\$ -					
72	Focal Point Monitoring	\$ -					
79	Component Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	SUBTOTAL	\$ 159,605.50	\$ 152,198.23	\$ -	\$ -	\$ -	\$ -
80	Project Monitoring and Administration						
81	ITTO Monitoring and Review	\$ -					
82	ITTO midterm, final, ex-post Evaluation Costs	\$ -					
83	ITTO Programme Support Costs (8% on items 10 to 82 above)	\$ 10,715.00	\$ 10,715.00	\$ -	\$ -	\$ -	\$ -
89	Component Total	\$ 10,715.00	\$ 10,715.00	\$ -	\$ -	\$ -	\$ -
90	Refund of Pre-Project Costs (Pre-project budget)						
100	GRAND TOTAL	\$ 170,320.50					

Overall Project Budget By Activity and Component (in U.S. Dollars)

OUTPUTS / ACTIVITIES + Non-Activity Based Expenses	BUDGET COMPONENTS								
	10. Project Personnel	20. Sub-Contracts	30. Duty Travel	40. Capital Items	50. Consumable Items	60. Miscellaneous	Year	GRAND TOTAL	
Output 1: Information on stakeholders' capacity constraints and needs has been gathered and assessed, and comprehensive understanding of the processes and means necessary for effective stakeholder participation in forest governance has been established and documented									
Activity 1.1: Hold preparatory meetings with key stakeholders in Honduras	83,956.93	IE	-	2,151.92	I	-	-	-	Y1 86,108.85
Activity 1.2: Conduct interviews on participatory mechanisms with key stakeholders in Guatemala	-	-	-	500.00	I	-	-	-	Y1 500.00
Activity 1.3: Hold Workshop 1: 'Assessment of Capacity Needs and Opportunities'	-	-	-	17,503.84	I	-	-	7,000.00	I Y1 24,503.84
Activity 1.3.1: Prepare Workshop 1 materials and disseminate to stakeholders in Honduras	-	-	-	-	7,116.38	E	338.90	E	- Y1 7,455.28
Activity 1.3.2: Prepare Workshop 1 report and disseminate to stakeholders in Guatemala	-	-	-	-	-	664.22	IE	-	Y1 664.22
Activity 1.4: Hold Workshop 2: 'Stakeholder Review of Project Work Plan'	-	-	-	17,503.84	I	-	-	7,000.00	I Y1 24,503.84
Activity 1.4.1: Prepare Workshop 2 materials and disseminate to stakeholders in Honduras	-	-	-	-	-	338.90	E	-	Y1 338.90
Activity 1.4.2: Prepare Workshop 2 report and disseminate to stakeholders in Guatemala	-	-	-	-	-	664.22	IE	-	Y1 664.22
Subtotal 1	83,956.93	IE	-	37,659.60	I	7,116.38	E	2,006.24	IE
									14,000.00 I 144,739.15
Output 2: The specific context and dynamics related to capacity building and participatory mechanisms for forest governance in Honduras and Guatemala have been analysed and reported on									
Activity 2.1: Conduct desk-based research on institutional and legal frameworks in Honduras	-	-	-	-	-	-	135.55	E	487.98 I Y1 623.53
Activity 2.2: Conduct interviews on country contexts and dynamics with key stakeholders in Guatemala	-	-	-	4,000.00	I	-	-	-	- Y1 4,000.00
Subtotal 2	-	-	-	4,000.00	I	-	135.55	E	487.98 I 4,623.53
Output 3: A full proposal for work on capacity building and participatory mechanisms for forest governance in Honduras and Guatemala has been produced and is supported by all stakeholders									
Activity 3.1: Hold pre-project coordination meeting in El Salvador with ITTO	-	-	-	2,700.00	I	-	-	-	- Y1 2,700.00
Activity 3.2: Produce project technical reports and disseminate to ITTO	-	-	-	-	-	-	135.55	E	- Y1 135.55
Activity 3.3: Compile full (intended project) proposal	-	-	-	-	-	-	-	-	-
Subtotal 3	-	-	-	2,700.00	I	-	135.55	E	- 2,835.55
Subtotal (ITTO)	67,030.15	-	-	44,359.60	-	-	650.64	-	14,487.98 126,528.37
Subtotal (E. Agency)	16,926.78	-	-	-	7,116.38	-	1,626.70	-	- 25,669.86
Subtotal (Others)	-	-	-	-	-	-	-	-	-
TOTAL*	83,956.93	-	-	44,359.60	-	7,116.38	-	2,277.34	- 14,487.98 152,198.23

(I) - Contribution of the ITTO

(E) - Contribution of the Executing Agency / Host Government

(O) - Contribution from Other Sources

* Note that component 80, financial audit and ITTO 8%, is not included in this total

Overall Project Budget By Component and Source (in U.S. Dollars)

Output/ activities	Description	Budget Component	Year 1	Units	Unit cost US \$	Total cost US \$	Year 1 ITTO	Executing Agency
Output 1 <i>Information on stakeholders' capacity constraints and needs has been gathered and assessed, and comprehensive understanding of the context and dynamics related to capacity building and participatory mechanisms for forest governance in Honduras and Guatemala has been developed.</i>								
Activity 1.1 <i>Hold preparatory meetings with key stakeholders in Honduras and Guatemala</i>								
Project Coordinator	11.1		Salary		56874.07	56874.07		
Project assistant	11.2		Salary		20312.16	10156.08	10156.08	
Project Manager	11.3		Salary		6770.7		6770.7	
2 x 1 day meetings - executing agency costs covered								
International Travel	32.1	1	travel	1951.92	1951.92	1951.92		
Accomodation	33.1	2	person	70	140	140		
Daily subsistence allowance	31.1	2	person	30	60	60		
Activity 1.2 <i>Conduct interviews on participatory mechanisms with key government and non-government actors in Honduras and Guatemala</i>								
10 interviews								
Accomodation	33.1	5	person	70	350	350		
Daily subsistence allowance	31.1	5	person	30	150	150		
Activity 1.3 <i>Hold Workshop 1: 'Assessment of capacity needs and participatory mechanisms' in Honduras and Guatemala</i>								
2 x 2 days workshop; 50 participants per workshop; 2 countries								
Daily subsistence allowance	31	100	person	30	3000	3000		
International travel: Project Coordinator; Project Assistant	32	2	travel	1951.92	3903.84	3903.84		
International travel: National partners	32	6	travel	600	3600	3600		
Accomodation	33	100	person	70	7000	7000		
Workshops	61	2	workshop	3500	7000	7000		
Activity 1.3.1 <i>Prepare workshop 1 materials and disseminate to workshop participants</i>								
Office rent	41.1	1		5489.78	5489.78		5489.78	
Computer	41.2	2		813.3	1626.6		1626.6	
Dissemination material	51.1	1		203.35	203.35		203.35	
Office supplies	52.1	1	supplies	135.55	135.55		135.55	
Activity 1.3.2 <i>Prepare Workshop 1 report and disseminate to stakeholders</i>								
Dissemination material	51.1	1		203.35	203.35		203.35	
Dissemination audio material	51.2	1		325.32	325.32	325.32		
Office supplies	52.1	1	supplies	135.55	135.55		135.55	
Activity 1.4 <i>Hold Workshop 2: 'Stakeholder Review of Project Work Plan' in Honduras and Guatemala</i>								
2 x 2 days workshop; 50 participants per workshop; 2 countries								
Daily subsistence allowance	31	100	person	30	3000	3000		
International travel: Project Coordinator; Project Assistant	32	2	travel	1951.92	3903.84	3903.84		
International travel: National partners	32	6	travel	600	3600	3600		
Accomodation	33	100	person	70	7000	7000		
Workshops	61	2	workshop	3500	7000	7000		
Activity 1.4.1 <i>Prepare workshop 2 materials and disseminate to workshop participants</i>								
Dissemination material	51.1	1		203.35	203.35		203.35	
Office supplies	52.1	1	supplies	135.35	135.35		135.35	
Activity 1.4.2 <i>Prepare Workshop 2 report and disseminate to stakeholders</i>								
Dissemination material	51.1	1		203.35	203.35		203.35	
Dissemination audio material	51.2	1		325.32	325.32	325.32		
Office supplies	52.1	1	supplies	135.55	135.55		135.55	
Output 2 <i>The specific context and dynamics related to capacity building and participatory mechanisms for forest governance in Honduras and Guatemala has been developed.</i>								
Activity2.1 <i>Conduct desk-based research on institutional and legal frameworks and government capacity in Honduras and Guatemala</i>								
Office supplies	52.1	1	supplies	135.55	135.55		135.55	
Research material	62.1			487.98	487.98	487.98		
Activity2.2 <i>Conduct interviews on country context and dynamics with key government and non-government actors in Honduras and Guatemala</i>								
10 interviews								
Accomodation: Project Coordinator; Project Assistant	33	40		70	2800	2800		
Daily subsistence allowance: Project Coordinator; Project Assistant	31	40		30	1200	1200		
Output 3 <i>A full proposal for work on capacity building and participatory mechanisms for forest governance in Honduras and Guatemala has been developed.</i>								
Activity3.1 <i>Hold pre-project coordination meeting in El Salvador with collaborating agency and project partners</i>								
1 day meeting; 5 participants								
International travel: National partners	32	4	travel	600	2400	2400		
Accomodation	33.1	3	person	70	210	210		
Daily subsistence allowance	31.1	3	person	30	90	90		
Activity3.2 <i>Produce project technical reports and disseminate to ITTO, collaborating agency and project partners</i>								
Office supplies	52.1	1	supplies	135.55	135.55		135.55	
Activity3.3 <i>Compile full (intended project) proposal</i>								
Office supplies	52.1	1	supplies	135.55	135.55		135.55	

PART 4. IMPLEMENTATION ARRANGEMENTS

4.1 Executing agency and organizational structure

ClientEarth

ClientEarth works in four main programme areas: Climate Change, Biodiversity, Human Health & Environment, and Access to Justice. Each programme area is comprised of senior lawyers, responsible for strategy and high-level advocacy and litigation, supported by teams of mid-level and junior lawyers dedicated to individual projects within the programme. ClientEarth legal staff are experts in international and EU environmental law, international and EU institutions, processes and governance, administrative law, public law, planning and EC Treaty issues, as well as the policy and scientific areas on which our programmes are based. They are also experts in the environmental law of the nations and EU Member States in which they are qualified.

ClientEarth produces legal and policy analysis, advice and strategy across these programme areas. This is shared with MEPs, the European Commission, law-makers in sovereign nations, EU Member States and environmental NGOs. In addition, because ClientEarth understands the legal process, we know that problems are not solved with the passage of a given law. Many NGOs cease their work in an area when a law is passed. We understand that the real work only begins with the passage of a law. Implementation and enforcement are high among our priorities. Furthermore, ClientEarth advises, represents and works in partnership with environmental and civil society NGOs. In this capacity the organisation greatly adds to the value of their work and strengthens the overall contribution and value of non-profit organisations across the globe.

The proposed pre-project will be undertaken by staff from ClientEarth's Climate & Forests programme, which is divided into a Rights and Governance team and an Economic Drivers of Deforestation team. The Rights and Governance team will oversee pre-project design and implementation, and works closely with Central American and African forest stakeholders including (specific to this pre-project) the Central American Commission for Environment and Development (CCAD) to advance programme objectives. The CCAD and ClientEarth have a strong cooperative relationship, having signed a Memorandum of Understanding that outlines the main objective of strengthening capacities at the regional and national level to design and apply environmental laws and policies.

ClientEarth: Organisational Structure

Board of Trustees:	9	Legal Staff:	27
Patrons:	5	Development:	2
Management:	3	Communications:	4
- CEO	1	Admin. & Accounting:	5
- COO (Director, Programmes)	1	Interns:	4
- CFO (Director, Finance & Resources)	1	Total:	69

4.2 Pre-project management

Pre-project activities will be undertaken predominantly by **Daniela Rey**, ClientEarth Climate & Forests Programme Staff Lawyer, with senior counsel provided by **Janet Meissner Pritchard**, Senior Lawyer and Programme Lead for ClientEarth's Climate & Forests programme. The pre-project management team will also include **Raúl Artiga**, Climate Change Coordinator and Risk Manager for the Central American Commission for Environment and Development (CCAD), regional environmental body of the Central American Integration System (SICA). The fourth and final member of the management team will be **Margarita Salazar**, Coordinator of Natural Heritage and Prioritized Areas for CCAD.

Ms. Rey will serve as Project Coordinator, delivering strategy and driving implementation. Sr. Artiga and Sra. Salazar will represent and coordinate the interests of project partners Honduras and Guatemala, and provide input into the creation and implementation of the activities outlined in the pre-project work plan. The nature of the pre-project plan (information gathering, gap analysis, workshops, stakeholder identification and engagement) lends itself to a centralised management proposition, ensuring timely delivery of activities and outputs with significant opportunities for input from partner countries (Honduras, Guatemala), target stakeholders (governmental and non-governmental actors identified through the pre-project implementation), regional partners (CCAD / SICA) and NGO partners (PRISMA, ACICAFOC, GIZ).

Administrative, financial and logistics support will be provided by existing ClientEarth and CCAD organisational staff and directed by the pre-project management team.

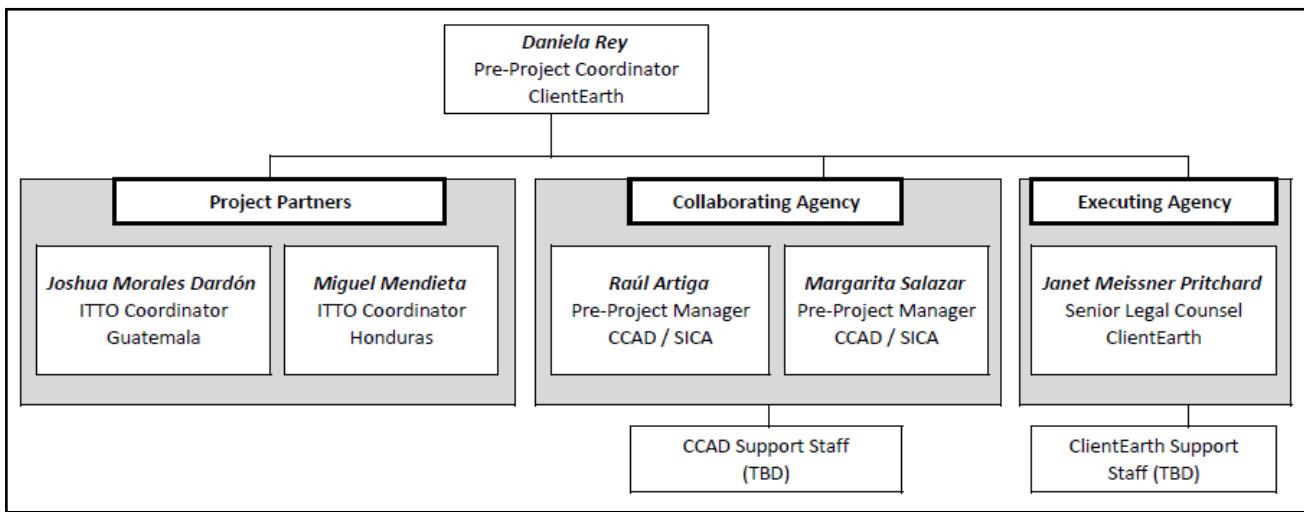


Chart 1: *ClientEarth / CCAD ITTO Pre-project Management Structure*

4.3 Monitoring and reporting

Pre-project monitoring and reporting will be carried out in accordance with guidance provided in the ITTO Manual for Standard Operating Procedures and the ITTO Manual for Project Monitoring, Review, Reporting and Evaluation. The following monitoring and reporting plan has been created for a nine month pre-project:

Planned Monitoring Activities

1. Month 1: Inception Meeting / Conference Call
2. Month 1: Pre-project Orientation and Preparatory Meeting (Project input review)
3. Month 2: Progress Conference Call (ITTO focal point review, project input / output review)
4. Month 3: Stakeholder Feedback Review – Honduras – following Workshop 1 (Project input / output review)
5. Month 3: Stakeholder Feedback Review – Guatemala – following Workshop 1 (Project input / output review)
6. Month 5: Progress Meeting (ITTO focal point review, project output / outcome review)
7. Month 7: Stakeholder Feedback Review (**Workshop assessments forms filled by participating stakeholders**) – Honduras – following Workshop 2 (Project input / output review)
8. Month 7: Stakeholder Feedback Review (**Workshop assessments forms filled by participating stakeholders**) – Guatemala – following Workshop 2 (Project input / output review)
9. Month 8: Progress Conference Call (ITTO focal point review, project input / output review)
10. Month 9: Project Completion Meeting (Project input, output, outcome and impact review)

Reporting

1. Month 1: Inception Report
2. Month 3: Technical Report 1 (Research and Workshop Analysis)
3. Month 5: Progress Report and Cash Flow Statement
4. Month 7: Technical Report 2 (Research and Workshop Analysis)
5. Month 9: Completion Report and Financial Statements

- ⁱ CCAD and GIZ have launched the REDD CCAD-GIZ Programme to support the Central American Region in “getting ready” for REDD. The initiative will take place in two phases during 2010-2015; participating countries, which together comprise CCAD, are: Belize, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama and Dominican Republic.
- ⁱⁱ Prioritized regional activities for 2011-2013 are available online at: <http://reddccadgiz.org/noticia.php?id=19>
<http://www.sica.int/busqueda/Noticias.aspx?IDItem=57418&IDCat=3&IdEnt=2&Idm=1&IdmStyle=1>
- ⁱⁱⁱ Points 1.1.3, 1.1.4, 1.1.4.1, 1.1.4.2, 1.1.4.3, 1.1.4.4 and 1.1.4.5 of Honduras’s REDD CCAD-GIZ National Planning Meeting Report, and points 1.1.1., 1.1.1.1, 1.1.1.2, 1.1.2.1, 1.1.2.2, 1.1.2.3, 1.1.6.1, 1.2.2.4, 2.1.1.1, 2.1.7.1, 2.2.4.1 and 2.2.4.2 of Guatemala’s REDD CCAD-GIZ National Planning Meeting Report.
- ^{iv} Available online at: <http://www.uncsd2012.org/rio20/content/documents/regionalstrategyelsalvador.pdf>
- ^v REDD CCAD-GIZ Regional Workshop, San Salvador, El Salvador, 28 October 2010. The Oaxaca Workshop on Forest Governance, Decentralization and REDD+ in Latin America and the Caribbean, Mexico, 31 August-3 September 2010. UN-REDD FPIC Workshop, Panama, 4-7 October 2010.
- ^{vi} ClientEarth (2011) “Recommendations for strengthening forest governance”, Programme Reducing Emissions from Deforestation and Forest Degradation in Central America and Dominican Republic, Consultancy PN 08.2211.4-001.00.
- ^{vii} Honduras’s REDD Operational Plan 2011-2012, Secretaría de Recursos Naturales y Ambiente, Instituto de Conservación Forestal, Dirección Nacional de Cambio Climático, Departamento de Cambio Climático, available online at: <http://reddccadgiz.org/noticia.php?id=19>. Also see Guatemala’s PPT Operational Plan for 2011, available online at: <http://reddccadgiz.org/noticia.php?id=19>.
- ^{viii} Article 1, letters m, n, r of the ITTO Objectives, ITTA (2006).
- ^{ix} Information available at: <http://www.prisma.org.sv/index.php?id=166>.
- ^x Information available at <http://www.acicafoc.org/>.
- ^{xi} Information available at: <http://www.giz.de/en/home.html>
- ^{xii} In conformity with Expected Outcome 4 letter A; Expected Outcome 5 letters D and G; Cross Cutting Issues letter K; International Cooperation letters N and O; and Strategies for Implementation number 3.
- ^{xiii} Honduras’s National Planning Meeting Report developed under the REDD CCAD-GIZ Programme, available online at: <http://www.reddccadgiz.org/documentos.php>.
- ^{xiv} For more information please see points 1.1.3, 1.1.4, 1.1.4.1, 1.1.4.2, 1.1.4.3, 1.1.4.4 and 1.1.4.5 of Honduras’s REDD CCAD-GIZ National Planning Meeting Report.
- ^{xv} Guatemala’s REDD CCAD-GIZ National Planning Meeting Report, available online at: <http://www.reddccadgiz.org/documentos.php>.
- ^{xvi} Points 1.1.1., 1.1.1.1, 1.1.1.2, 1.1.2.1, 1.1.2.2, 1.1.2.3, 1.1.6.1, 1.2.2.4, 2.1.1.1, 2.1.7.1, 2.2.4.1 and 2.2.4.2 of Guatemala’s REDD CCAD-GIZ National Planning Meeting Report.
- ^{xvii} FCPC Guatemala’s R-PIN (August 2011), pg. 12
- ^{xviii} UN-REDD Programme (2011) ‘The UN-REDD Programme Strategy 2011-2015’, available at: <http://www.un-redd.org/Publications/tabid/587/Default.aspx>
- ^{xix} PRISMA (2011) ‘Designing a REDD+ Program that Benefits Forestry Communities in Mesoamerica’, Synthesis Report, available at: http://www.rightsandresources.org/documents/files/doc_2228.pdf
- ^{xx} RECOFTC (2011) ‘Free, Prior and Informed Consent in REDD+: Principles and Approaches for Policy and Project Development’, available at: <http://www.recoftc.org/site/resources/Free-Prior-and-Informed-Consent-in-REDD-.php>
- ^{xxi} Johnson, E., Johns, T. and Knight, D. (2011) ‘Survey on REDD Communications Barriers and Needs’, White Paper, Forum on Readiness for REDD, available at: http://www.theredddesk.org/sites/default/files/resources/pdf/2011/forum_2011_survey_analysis_report_final.pdf

ANNEX 1. PROFILE OF THE EXECUTING AGENCY

1) Background

Mission

ClientEarth is a non-profit environmental law organisation headquartered in London, with offices in Brussels, Paris and Warsaw. We are activist lawyers working at the interface of law, science and policy. Using the power of the law, we develop legal strategies and tools to address major environmental issues.

Established in 2007, ClientEarth brings world-class legal expertise to protect the environment in the EU and beyond, creating innovative solutions to environmental problems. Many of our lawyers have interdisciplinary expertise in the policy and scientific areas on which our programmes are based. We work on legislation, advise NGOs, law- and policy-makers, and use the courts where necessary to enforce environmental law. We strive to bring a dynamic approach to effecting environmental change by harnessing the power of the law.

As legal experts working in the public interest, we act to strengthen the work of our partner organisations. Our work covers climate change and energy system transformation, health and environment, protection of oceans, biodiversity and tropical forests, and environmental justice. We are rapidly emerging as the leading environmental law organisation in Europe.

Fields of Expertise

ClientEarth lawyers work on legislation at the EU and Member State levels and in countries worldwide, advise NGOs, law- and policy-makers, and use the courts where necessary to enforce environmental law. For our public-facing activities, our legal staff and communications team initiate and participate in various outreach and advocacy activities surrounding legal policy or litigious work. We aim to achieve a high level of environmental protection in Europe and at a global level, and to raise awareness of the importance of full and effective implementation of environmental law.

ClientEarth brings world-class legal expertise to protect the environment in the EU and beyond. Our legal staff are experts in EU environmental law, EU institutions, processes and governance, administrative law, public law, international environmental law and EC Treaty issues. Gathering expert staff from across the globe means we have in-depth knowledge of international environmental best practice and are qualified to practise law in 12 jurisdictions. In addition, many of our lawyers have interdisciplinary expertise covering the policy and scientific areas on which our programmes are based. We always anchor our advocacy activities firmly in science-based legal policy proposals. Where necessary, we engage technical or economic experts to help us navigate policy complexities.

We produce legal and policy analysis, provide advice and strategy guidance across our programme areas which we share with MEPs, the Commission, law-makers in Member States and other countries, and environmental NGOs internationally. We aim to introduce new concepts into the policy debate, adding original and valuable approaches that no other NGO is poised to do. We advise, represent and work in partnership with environmental NGOs.

List of the main projects or studies conducted in the previous three years

ClientEarth has completed four full years of operations. The organisation has secured funding from charitable trusts and foundations, as well as private philanthropic sources, to develop and expand its programmes across a range of environmental areas. In a relatively short time since our inception, we have attained a strong track record of success in a number of programme areas.

Some of the main projects and studies conducted during this time include:

- Shifting the UK towards a policy requiring **carbon capture and storage** on all new coal power stations

- Creation of the **Fishing Credits System (FCS)**, an alternative and practical approach to reform of the Common Fisheries Policy in 2012;
- Advising the Irish Minister for Environment on creation of the **Irish Climate Change Bill 2010**;
- Ensuring the correct implementation and enforcement of the **Aarhus Convention** at European and national level;
- Promoting a more ambitious cap under the **ETS Directive** and correct implementation of the Directive and its implementing legislation;
- Ensuring the correct implementation of **energy efficiency** policy in the EU; and
- Conducting analysis on the impact of the **Lisbon Treaty** for environmental policy, climate and energy policy and on fisheries policy.

ClientEarth donors include/have included: DG Environment Life+, the European Climate Foundation, The McIntosh Foundation, ClimateWorks, the Esmee Fairbairn Foundation, The Sigrid Rausing Trust, the Marisla Foundation, The Oak Foundation, The Walton Family Foundation and The Arcadia Fund, amongst others.

ClientEarth's Climate & Forests programme has included projects related to:

- Securing a prohibition on illegal timber through development of the **EU Timber Regulation**;
- Influencing the review and possible amendment of the **Renewable Energy Directive's (RED)** provisions pertaining to bioenergy (biomass and biofuels);
- Producing an expert report on "**Recommendations for strengthening forest governance**" for the CCAD-GIZ Programme on Reducing Emissions from Deforestation and Forest Degradation in Central America and Dominican Republic; and
- Providing legal briefings in relation to **REDD pilot programmes** (FCPF, UN-REDD and FIP) about how to ensure that institutional arrangements and decision-making procedures for REDD financing mechanisms are transparent, accountable and effective, particularly with regard to how well they have addressed forest community rights and forest governance concerns.

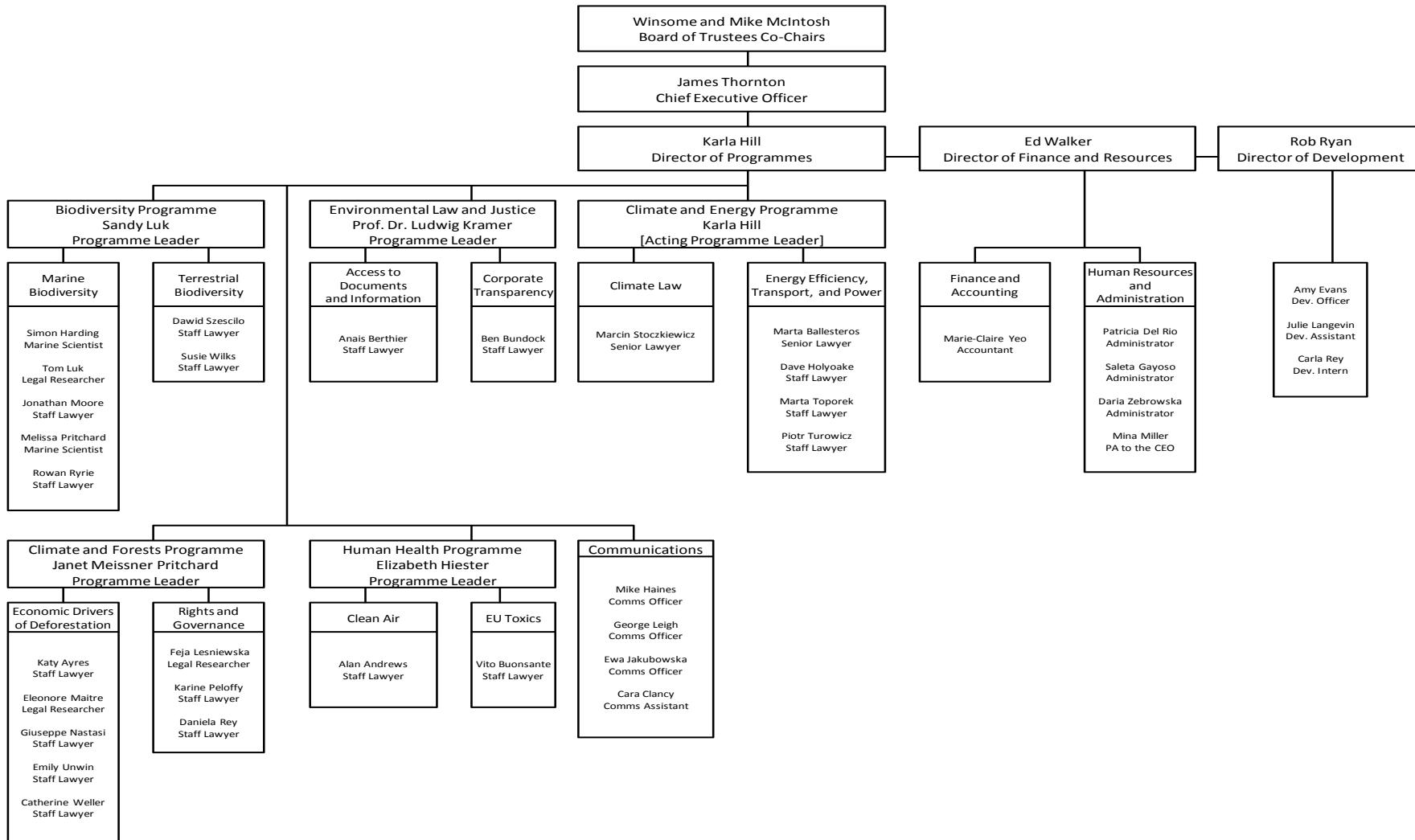
Donors of ClientEarth's Climate & Forest Programme include/have included: The Packard Foundation/Climate and Land Use Alliance (CLUA), The Kenneth Miller Trust and the Adessium Foundation, amongst others.

Organisational Chart – please see page 16

2) Infrastructure

ClientEarth's head office in London is fully equipped with IT equipment (computers, printers, software, projectors, telecommunications system and internet connection), desk space and meeting rooms, which is sufficient to conduct the desk-based work required for the pre-project.

Organisational chart



3) Budget

**CLIENTEARTH
COMPANY LIMITED BY GUARANTEE
STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE PERIOD ENDED 31 DECEMBER 2008**

	Notes	Unrestricted funds	Restricted funds	Total 2008	Restated Total 2008
<u>Incoming resources from generated funds</u>					
Voluntary income	2	162,917	319,045	481,962	260,975
Investment income	3	1,130	-	1,130	1,908
Total incoming resources		164,047	319,045	483,092	262,883
<u>Resources expended</u>					
Costs of generating funds	4				
Costs of generating grants		35,598	-	35,598	20,656
Net incoming resources available		128,449	319,045	447,494	242,227
Charitable activities					
Charitable activities		33,620	240,742	274,362	108,880
Governance costs		36,425	-	36,425	52,817
Total resources expended		105,643	240,742	346,385	162,353
Net income for the year/ Net movement in funds					
		58,404	78,303	136,707	80,530
Fund balances at 1 April 2008		45,600	77,446	123,046	42,516
Fund balances at 31 December 2008		104,004	155,749	259,753	123,046

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 1985.

**CLIENTEARTH
COMPANY LIMITED BY GUARANTEE
BALANCE SHEET**

AS AT 31 DECEMBER 2008

	Notes	2008	2008
		£	£
Fixed assets			
Tangible assets	7	3,627	3,648
Current assets			
Debtors	8	133,161	38,350
Cash at bank and in hand		153,758	92,627
		286,917	130,977
Creditors: amounts falling due within one year	9	(30,791)	(11,579)
Net current assets		256,126	119,398
Total assets less current liabilities		<u>259,753</u>	<u>123,046</u>
Income funds			
Restricted funds	10	155,749	184,318
Unrestricted funds		104,004	(61,272)
		<u>259,753</u>	<u>123,046</u>

The accounts were approved by the Board on 28 October 2009

Trustee

Company Registration No. 2863827

**CLIENTEARTH
COMPANY LIMITED BY GUARANTEE
STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT**

FOR THE YEAR ENDED 31 DECEMBER 2009

	Notes	Unrestricted funds	Restricted funds	Total 2009	Total 2008 Restated
Incoming resources from generated funds					
Voluntary income	2	222,107	-	222,107	126,996
Investment income	3	108	-	108	1,130
		222,215	-	222,215	128,126
Incoming resources from charitable activities	4	120,538	536,501	657,039	354,966
Other incoming resources	5	5,423	-	5,423	-
Total incoming resources		348,176	536,501	884,677	483,092
Resources expended					
Costs of generating funds	6				
Costs of generating grants		12,620	-	12,620	35,598
Net incoming resources available		335,556	536,501	872,057	447,494
Charitable activities					
Charitable activities		303,051	434,134	737,185	308,214
Governance costs		3,940	-	3,940	4,573
Total resources expended		319,611	434,134	753,745	346,385
Net income for the year/ Net movement in funds					
		28,565	102,367	130,932	136,707
Fund balances at 1 January 2009		104,004	155,749	259,753	123,046
Fund balances at 31 December 2009		132,569	258,116	390,685	259,753

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

The results for the year derive from continuing activities and there are no gains or losses other than those shown above.

**CLIENTEARTH
COMPANY LIMITED BY GUARANTEE
BALANCE SHEET**

AS AT 31 DECEMBER 2009

	Notes	2009	2008
		£	£
Fixed assets			
Tangible assets	10	16,774	3,627
Current assets			
Debtors	11	56,468	133,161
Cash at bank and in hand		362,493	153,756
		418,961	286,917
Creditors: amounts falling due within one year	12	(45,050)	(30,791)
Net current assets		<u>373,911</u>	<u>256,126</u>
Total assets less current liabilities		<u>390,685</u>	<u>259,753</u>
Income funds			
Restricted funds	13	258,116	155,749
Unrestricted funds		132,569	104,004
		<u>390,685</u>	<u>259,753</u>

The accounts were approved by the Board on 12/09/2010


Trustee : The Honorable E Young

Company Registration No. 2863827

**CLIENTEARTH
COMPANY LIMITED BY GUARANTEE
STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT**

FOR THE YEAR ENDED 31 DECEMBER 2010

	Notes	Unrestricted funds	Restricted funds	Total 2010	Total 2009
<u>Incoming resources from generated funds</u>					
Voluntary income	2	119,282	-	119,282	222,107
Investment income	3	38	-	38	108
		119,320	-	119,320	222,215
Incoming resources from charitable activities	4	1,014,206	500,806	1,515,012	657,039
Other incoming resources	5	5,112	-	5,112	5,423
Total incoming resources		1,138,638	500,806	1,639,444	884,677
<u>Resources expended</u>	6				
Costs of generating funds					
Costs of generating grants		92,635	-	92,635	12,620
Net incoming resources available		1,046,003	500,806	1,546,809	872,057
Charitable activities					
Charitable activities		1,106,936	591,446	1,698,382	737,185
Governance costs		4,760	-	4,760	3,940
Total resources expended		1,204,331	591,446	1,795,777	753,745
Net (outgoing)/incoming resources before transfers		(65,693)	(90,640)	(156,333)	130,932
Gross transfers between funds		53,220	(53,220)	-	-
Net (expenditure)/income for the year/ Net movement in funds		(12,473)	(143,860)	(156,333)	130,932
Fund balances at 1 January 2010		132,569	258,116	390,685	259,753
Fund balances at 31 December 2010		120,096	114,256	234,352	390,685

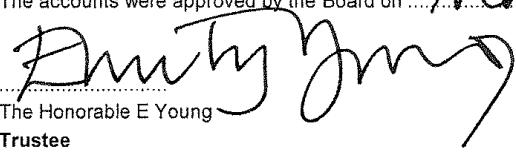
The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

**CLIENTEARTH
COMPANY LIMITED BY GUARANTEE
BALANCE SHEET**

AS AT 31 DECEMBER 2010

CONSOLIDATED BALANCE SHEET		Notes	2010	2009
			£	£
Fixed assets				
Tangible assets	10		46,990	16,774
Current assets				
Debtors	11	427,255	56,468	
Cash at bank and in hand		130,229	362,493	
			557,484	418,961
Creditors: amounts falling due within one year	12	(370,122)	(45,050)	
Net current assets			187,362	373,911
Total assets less current liabilities			234,352	390,685
Income funds				
Restricted funds	13	114,256	258,116	
Unrestricted funds		120,096	132,569	
		234,352	390,685	

The accounts were approved by the Board on


The Honorable E Young
Trustee

Company Registration No. 2863827

March 24th 2011

**CLIENTEARTH
COMPANY LIMITED BY GUARANTEE
BALANCE SHEET**

AS AT 31 DECEMBER 2010

	Notes	2010 £	2009 £	2009 £	2009 £
Fixed assets					
Tangible assets	10	46,990		16,774	
Current assets					
Debtors	11	422,903	56,468		
Cash at bank and in hand		127,033	362,493		
		549,936	418,961		
Creditors: amounts falling due within one year	12	(367,757)	(45,050)		
Net current assets		182,179		373,911	
Total assets less current liabilities		229,169		390,685	
Income funds					
Restricted funds	13	137,144		258,116	
Unrestricted funds		92,025		132,569	
		229,169		390,685	

The accounts were approved by the Board on

March 29th 2011

The Honorable E Young
Trustee

Company Registration No. 2863827

4) Personnel

ClientEarth Management – 4 staff (3 with postgraduate degrees)

Climate & Forests Programme – 7 staff (6 with postgraduate degrees; 1 with graduate degree)

ClientEarth Administrative and Support Staff – 11 staff (6 with postgraduate degrees; 5 with graduate degrees)

ANNEX 2. TASKS AND RESPONSIBILITIES OF KEY EXPERTS PROVIDED BY THE EXECUTING AGENCY

Curricula vitae of project management team personnel provided by the Executing Agency:

- 1) **Daniela Rey** – Project Coordinator (*Please see Annex 3 for a summary of responsibilities and tasks to be executed by the Project Coordinator*)

DANIELA REY

40 Westand Apartments, Highbury Stadium, London, UK

drey@clientearth.org, +44 (0)20 7749 5970

Nationality: Chilean

Education & Qualifications

2007-2008	MSc in Environmental Change and Management University of Oxford, Environmental Change Institute Specialist modules: Climate Change Science and Policy, Energy Policy, Global Biodiversity Law and Policy, Global Environmental Politics, International Trade, Social and Environmental Certification, Corporate Accountability, and Sustainable Transport <i>Scholarships:</i> Awarded British Chevening Scholarship <i>Dissertation:</i> "Examining the Role of US States in Climate Change Policy Making: California's Vehicle Emissions Standards: The Tipping Point of a State Policy Initiative."
2006-2007	Post Degree Diploma in National and International Environmental Law Pontificia Universidad Católica, Santiago, Chile (1 st in the class, 6.5 out of a max 7.0.)
2004	Qualified as a practicing lawyer under Chilean law
1998-2002	Bachelor in Law (6.0. out of a max 7.0) Universidad de los Andes, Santiago, Chile Valedictorian, 1 st in the class <i>Dissertation:</i> "Chilean Tradable Emission Permits and the Kyoto Protocol" Published by Universidad de los Andes

Employment History

June 2010 to Present	Lawyer, Climate & Forest, ClientEarth <ul style="list-style-type: none">• Development of legal tools to enable civil society to exercise procedural environmental rights, effective monitoring and enforcement of forest laws in African and Latin American countries;
----------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

- Legal and advocacy work aim at addressing governance issues necessary for REDD effective implementation;
 - Advocacy work aimed at improving the accountability of the multilateral and bilateral REDD initiatives;
- June 2010 to Present **Consultant, United Nations Institute for Training and Research (UNITAR)**
- Course content developer of climate change training materials and tools (i.e. Climate Change e-learning course for diplomats);
 - Conceptualization of climate change innovative training and capacity development methodologies;
 - Trainer and lead moderator for virtual and face to face training courses.
- April 2009-
May 2010 **Training Associate, Environmental Governance and Law Programme,
United Nations Institute for Training and Research (UNITAR)**
- Project manager for Principle 10 of the Rio Declaration projects in Central America (Costa Rica, Dominican Republic, El Salvador, Honduras, Nicaragua and Panama) and in Africa (Botswana, Democratic Republic of Congo, and Mali);
 - Advise countries on legal and governance aspects for the effective implementation of Multilateral Environmental Agreements (MEAs);
 - Research and conceptualization of innovative training and capacity development methodologies;
 - Represent the programme in international meetings, conferences and workshops.
- 2008 -2009 **Researcher/Policy Analyst, Centre for Ecology and Hydrology, Natural Environmental Resource Council (NERC)**
- Research project for the Partnership of European Environmental Research (PEER) comparing European climate change adaptation strategies;
 - Responsible for legal and policy research and analysis, synthesis of information, drafting summaries reports, identifying governance policy gaps and barriers for their implementation;
 - Report published in June 2009 and paper published in March 2010
- 2007-2008 **Research Assistant, Tyndall Centre for Climate Change Research, Oxford University**
- Responsible for policy reports analysis, tracking evolution of new policies, regulations and agreements concerning climate change;

- Research covered among others, the U.S. and the cities of Mexico, Brazil, South Africa, India, China, London and the state of California;
- Research contributed for Tyndall Research Papers, currently available online

2006 – 2007

Environmental Lawyer, Environmental Committee (Sixth Region, Chile)

- Principal legal counselor concerning national and international environmental law
- Planned and organized work, legal research, devised strategy, negotiated, drafted and filed legal motions, managed staff, advocacy work to government and parliamentary officials, organized media coverage and launched a media campaign.

2004-2006

Environmental Lawyer, "Jara, Del Favero and Company" (Santiago, Chile)

- Advised clients (mining, construction, retail, forestry and transport companies) concerning national and international environmental law;
- Carried out environmental due diligences, environmental litigation, environmental impact assessments (EIA) and planning, CSR and communication, CDM project origination;
- Participated in the draft of several environmental bills, such as the "Management of the Environmental Mining Liabilities" and "Reducing Air Pollution from Transport";

2003

(Chile)

Environmental Lawyer, " Weinstein, Vermehren and Company" (Santiago,

Chile)

- Provided advice concerning corporate and national environmental law;
- Carried out environmental due diligences, environmental litigation, environmental impact assessments (EIA).

Other Skills

Languages:

- Spanish: first language.
- English: fluent written and spoken (IELT 8.0)
- French: elementary
- Portuguese: elementary

IT skills: Proficient use of Microsoft Office applications, Moodle and Druple platforms and internet.

2) Janet Meissner Pritchard – Project Manager

Janet is Senior Climate & Forests Lawyer at ClientEarth. She is an expert in forest law, policy and governance, whose work includes leading ClientEarth's REDD and FLEGT related work, as well as developing EU policy options for reducing demand of commodities driving deforestation. Janet will provide guidance to the Project Coordinator on policy analysis, project coordination and the development of project materials and reports.

Janet Meissner Pritchard

Address: Braemar, Towercroft, Eynsford, Kent DA4 0AS

E-mail: janet.pritchard@dsl.pipex.com

Tel. Home: (01322) 861320

Nationality: United States

Status in U.K.: Settlement Visa (with permission to work)

KEY SKILLS

- Outstanding background in policy analysis, advocacy, and litigation.
- Long-standing campaign experience for socially responsible causes.
- Worked in academic, private, and public interest settings in both the US and the UK.
- Thrive on intellectual stimulation and crafting workable solutions to complex problems.

EDUCATION

New York University School of Law, New York, NY

Juris Doctor, magna cum laude (1996)

Honours: Frank H. Sommer Memorial Award (the most prestigious graduation prize awarded by law faculty)

New York University Alumnae Club Key Pin "to the outstanding graduating woman student"

Review of Law and Social Change, Editor-in-Chief 1995-96

Order of the Coif (awarded to top 10% of the graduating class)

The University of Notre Dame, South Bend, IN

International Scholars Program, Institute for International Peace Studies (1990-91)

Honours: Full academic scholarship and fellowship

One of only two candidates selected from the United States

The Catholic University of America, Washington, DC

Bachelor of Arts, Religious Studies, magna cum laude (1988)

Honours: Full tuition academic scholarship (four years)

Dean's list (eight semesters)

University Honors Program

LEGAL EMPLOYMENT

ClientEarth, London (December 2008 – present)

Forests & Climate Lawyer

- Developing a Forests & Climate programme for ClientEarth.
- Analyzing and developing policy options for an international financial mechanism for reducing emissions from deforestation and degradation (REDD) as part of a 2012 international climate change agreement.
- Analyzing and developing EU policy options for reducing demand for commodities driving deforestation.

Chief Judge Harry T. Edwards, US Court of Appeals, District of Columbia Circuit (1997-98)

Law Clerk

- Analyzed incoming cases and briefed judge in preparation for oral argument.
- Wrote draft opinions.
- Cases included a wide range of issues in constitutional and administrative law, frequently involving questions on the scope and limitations of judicial review of administrative action, standing, procedural due process, and compliance of federal regulations with legislative intent.

Arnold & Porter, New York, NY (Summer 1995; 1996-97) and Washington, DC (2000-01)

Associate

- Researched litigation matters and drafted legal memoranda.
- Developed a new legal defense, based on careful research, to address a difficult case.
- Played key role drafting Supreme Court Amici Brief on behalf of prominent philosophers including Ronald Dworkin, Robert Nozick, and John Rawls regarding terminally ill individuals' right to assisted suicide. Other pro bono work included reproductive rights, public benefits, and freedom of speech issues.

Brennan Center for Justice, New York University School of Law (1996)

Brennan Fellow

- Researched and drafted legal memoranda for litigation and model legislation concerning ballot access and campaign finance issues.

Professor Burt Neuborne, New York University School of Law (1994-95)

Research Assistant

- Researched topics in constitutional interpretation for law review articles about voting rights, campaign finance, and second amendment issues.

Women's Housing and Economic Development Organisation (WHEDCO), New York, NY (1994)

Summer Intern

- Researched and drafted policy position paper on welfare reform on behalf of organisation advocating for the economic support, security, and empowerment of low-income women.
- Assisted community organisations to enforce Community Reinvestment Act (U.S. legislation requiring banks to invest a portion of their assets in low-income community economic development projects).

Belfast Law Center, Belfast, Northern Ireland (1992-93)

Legal Researcher

- Organized forum co-sponsored by the Public Law Project on poverty law advocacy strategies where I presented an original paper describing how class litigation is used to protect rights to public benefits in the US and participated in panel considering whether and how such tools could be employed in the UK.
- Drafted policy paper evaluating judicial review procedures and legal aid funding reforms in the UK for submission to Law Commission.
- Advised community groups, including Northern Ireland offices of Save the Children and Gingerbread, concerning welfare reform initiatives and provided policy responses. My policy paper was adopted by the national Gingerbread organisation and used in their efforts to lobby parliament to revise the pending legislation.

Legal Action of Wisconsin, Inc., Milwaukee, WI (1988-90; 1991-92)

Legal Advocate

- Specialized in child support/welfare interface and the implementation of the 1988 Family Support Act.
- Researched and developed class-action lawsuits in collaboration with staff attorneys.
- Actively participated in negotiation of class settlements.
- Provided policy responses to federal and state welfare reform legislation and its implementation.
- Helped student organization to successfully lobby for increased child care subsidies for welfare recipients in higher education, including drafting policy position papers and counseling student leaders about campaign strategies.
- Authored manuals and other self-help resources for low-income clients.
- Prepared and presented education and training materials for in-house staff, community groups, and legal advocates throughout Wisconsin.
- Interviewed, advised, and referred clients regarding a wide variety of legal issues and represented clients at administrative hearings.

Tasks and responsibilities of Project Management Personnel provided by the Collaborating Agency

1) Raúl Artiga – Project Manager

Raúl is Climate Change Coordinator and Risk Manager for the Central American Commission for Environment and Development (CCAD). He will provide high-level advice to the pre-project on the strategies and activities of related forest-focussed initiatives and of relevant policy developments in the Central American region.

2) Margarita Salazar – Project Manager

Margarita is Coordinator of Natural Heritage and Prioritized Areas for CCAD and is an expert in forestry governance and policy in Central America. She will provide advice on pre-project implementation, particularly in relation Honduras and Guatemala's cultural and political context. Both Raúl's and Margarita's input and contacts in Honduras and Guatemala will be vital for initial identification and engagement of government and non-government stakeholders.

ANNEX 3. TERMS OF REFERENCE OF PERSONNEL AND CONSULTANTS FUNDED BY ITTO

Project Coordinator

Tasks to be executed:

- Lead pre-project coordination meeting in El Salvador with collaborating agency and project partners
- Lead preparatory meetings with key stakeholders in Honduras and Guatemala
- Conduct in-depth interviews on participatory mechanisms with key stakeholders in Honduras and Guatemala
- Prepare and disseminate workshop materials to all participants
- Facilitate Workshop 1: 'Assessment of Capacity Needs and Participatory Mechanisms' in Honduras and Guatemala
- Facilitate Workshop 2: 'Stakeholder Review of Project Work Plan' in Honduras and Guatemala
- Prepare and disseminate workshop reports to all stakeholders
- Conduct desk-based research on institutional and legal frameworks and government capacity in Honduras and Guatemala
- Conduct in-depth interviews on country contexts and dynamics with key government and non-government actors in Honduras and Guatemala
- Produce and disseminate project technical reports to ITTO, collaborating agency and project partners
- Integrate research findings and stakeholder input in full (intended project) proposal

Number of work months: 9 months

Responsibilities:

The Project Coordinator will be responsible for ensuring that all pre-project processes are efficient and transparent, that all of the activities are carried out in full, and that all of the pre-project outputs are achieved. The Project Coordinator will ensure that the pre-project is implemented in a fair, accountable and genuinely participatory manner.

Required competence:

Experience of workshop facilitation, stakeholder engagement and training for capacity building; specialist knowledge of forest governance policy and legislation (formulation and implementation) and expertise in the development of legal tools allowing civil society to exercise procedural environmental rights, effective monitoring and enforcement of forest laws; understanding and experience of working in Latin America; comprehensive research abilities (including in design of methodologies) and analytical skills; project management experience; and fluent Spanish and English speaker.

Project Assistant

Tasks to be executed:

- Assisting in organising and conducting pre-project meetings, workshops and interviews, including booking venues, accommodation and travel for project staff and attendees
- Assisting in preparation of workshop materials and pre-project reports
- Assisting with communication with project partners, collaborating agency and stakeholders, including dissemination of workshop materials and technical reports
- Translation of pre-project documents (English <> Spanish)

- Assisting the Project Coordinator in carrying out desk-based research
- Assisting in the compilation of a full project proposal, particularly with regards to logistics and budgets

Number of work months: 4.5 months

Responsibilities:

The Project Assistant will responsible for pre-project logistics, administration, budget, translation and providing support to the Project Coordinator in any tasks as required.

Required competence:

Qualified translator and fluent Spanish and English speaker; skilled administrator with high IT literacy; experience of budgeting and financial administration; familiar with Latin American region; and highly organised.

Project Manager

Name: Janet Meissner Pritchard

Title: Programme Leader, Climate & Forest Programme, ClientEarth

Skills and competencies expected from the individual:

- Strategic thinker, articulates innovative ideas, presents solutions, and is a positive role model for colleagues
- Highly creative, organized and reliable project manager with the ability to plan, monitor and execute tasks
- Team player, able to prioritize and follow up on actions while also assisting fellow colleagues to track and respond to incoming requests and routine tasks, filling in gaps as needed to ensure the responsiveness of the team.
- Strong sense of responsibility, service-oriented, pays close attention to detail and is able to complete administrative tasks with minimal guidance
- Strong interpersonal skills, in particular for the management of partner relationships
- Proven skills in policy analysis and fund-raising
- Ability to produce high quality outputs (briefings, reports, submissions, etc.)

Minimum qualifications and experience required:

- Advanced degree in law, environmental law, environmental management, governance or related discipline;
- Significant management expertise in the area of environmental law, policy and governance. Specialized expertise in substantive environmental areas, in particular climate change law and governance.
- Experience in working with developing countries an asset.

Role/Responsibilities

The C&F Programme Leader will maintain familiarity with the key issues relating to the preservation of global forest resources and the relationship between forests and climate change, to **develop an ongoing problem assessment identifying the key factors (political, economic, ecological) contributing to deforestation and forest degradation**, for inclusion in project deliverables. As part of this scoping study, the C&F Programme Leader will conduct an ongoing **assessment of the**

relevant policy landscape including policies that are aimed to address—or could in any case be deployed in favour of—reducing deforestation and forest degradation.

Scoping and Defining Project Management and Outputs

The C&F Lead will scope and define specific project outputs in line with:

- identified ITTO / project priorities
- complementarity with already-developed priorities and capacities of the C&F Forest Rights and Governance programme, the ClientEarth Drivers of Deforestation programme, and project partners

The C&F Lead will be responsible for clearly defining identified workstreams, in collaboration with the Climate and Forest Lawyer (Daniela Rey) coordinating the ITTO-REDDES project. Specific management objectives include:

- ensuring clear project objectives, including how the proposed work will:
 - address key problems related to REDD advocacy and policy work
 - contribute to a step-wise approach to identified problems
 - be consistent with ClientEarth's mission and approach to REDD advocacy
 - complement the objectives of project partners and the ITTO
 - contribute to ClientEarth's overall development of capacities related to REDD advocacy and policy
- creating an clear pathway to achieving project objectives
- considering how project issues and objectives can be incorporated, developed, and/or deployed to deliver a full proposal of work
- ensuring methodologies consistent with public interest law practice
- maintenance of a workplan clarifying
 - the preconditions required for the success of the work, including
 - policy preconditions
 - other economic or political preconditions necessary for the likely success of the planned work
 - partnerships needed to effectively develop and deliver the work, including an assessment of potential partners identified
 - capacities needed to deliver the workstream
 - personnel management, including
 - the extent to which existing ClientEarth personnel actively satisfy identified needs
 - inputs from project partners delivered on-time and in good form
 - a description of key tasks required to deliver the work
 - a timetable for the delivery of key tasks

Developing Project Capacity: Staff

In collaboration with the Director of Programmes, the C&F Lead will be responsible for developing the staff capacity to deliver prioritized work streams. This will include:

- defining job descriptions and overseeing implementation for project staff

- ensuring that project staff are properly oriented to ClientEarth and public interest law ways of working, and clear on their work responsibilities
- guiding and supervising the daily work of project staff
- monitoring and providing for the professional development of project staff, including training, assessment, fostering the professional development goals
- addressing any conflicts or complaints raised by project staff regarding their work performance, responsibilities, or relationships at ClientEarth and with project partners

Strategic Oversight and Integration with REDD advocacy and policy themes

In collaboration with project staff, the C&F Lead will be responsible for delivering high-level strategic oversight and providing input on broader REDD advocacy and policy developments internationally. This will include performing and/or supervising other project staff in their performance of the following types of tasks:

- continuous assessment of the issues and policy landscape relevant to REDD
- developing dialogue, relationships, and partnerships other NGOs and policymakers addressing similar questions
- educating other NGOs and policymakers regarding key legal issues and insights
- developing, defining, articulating, and advocating ClientEarth / project partner positions
- researching and drafting legal briefings and workshop materials
- speaking at relevant conferences and other events
- identifying appropriate fora, relationships, and opportunities to advance relevant positions
- collaborating with other ClientEarth programmes to access complementary expertise, where appropriate

ANNEX 4. LETTERS OF ENDORSEMENT – HONDURAS AND GUATEMALA



Instituto Nacional de Conservación y Desarrollo Forestal,
Áreas Protegidas y Vida Silvestre



OFICIO DE-ICF-193-2011.

Comayagüela, M.D.C, Honduras, 6 de Abril del 2011.

Dr. Gerhard Breulmann, Oficina del Director Ejecutivo ITTO
International Organizations Center, 5th Floor,
Pacifico-Yokohama 1-1-1, Minato-Mirai,
Nishi-ku, Yokohama, 220-0012 Japan

Estimado Dr. Breulmann:

Estando en conocimiento de que el Instituto Nacional de Conservación y Desarrollo Forestal, Áreas Protegidas y Vida Silvestre (ICF) esté presente en la propuesta de proyecto con la Organización Internacional de Maderas Tropicales (OIMT) a través del **Programa Temático sobre la Reducción de Emisiones por Deforestación y Degrado Forestal y Mejora de los Servicios Ambientales (REDDES)**, deseo manifestar nuestro interés que tal iniciativa cuenta con el decidido Apoyo Institucional del ICF.

El ICF, es la Institución hondureña ejecutora de la política nacional de conservación y desarrollo forestal, áreas protegidas y vida silvestre, con facultad de desarrollar, programas, proyectos y planes en todo el país. A su vez, el ICF tiene la responsabilidad de administrar el recurso forestal público para garantizar su manejo racional y sostenible; regular y controlar el recurso natural privado para garantizar la sostenibilidad ambiental; velar por el fiel cumplimiento de la normativa relacionada con la conservación de la biodiversidad y promover el desarrollo del Sector Forestal de todos sus componentes sociales, económicos, culturales y ambientales.

Por lo anterior, el ICF celebrando su incorporación en este proyecto en forma conjunta con ClientEarth, en apoyo al Sistema de Integración Centroamericana (SICA), la Comisión Centroamericana de Ambiente y Desarrollo (CCAD), debido a que tal iniciativa contribuirá de manera significativa al cumplimiento de los objetivos tanto de la Estrategia Regional sobre Cambio Climático (ERCC), la Estrategia Regional Agroambiental y Salud (ERAS) y el Plan Ambiental de la Región Centroamericana (PARCA).

Deseando los mejores éxitos en esta iniciativa regional, le saluda,

Atentamente

José Trinidad Suazo
Director Ejecutivo

cc: Archivo



Los bosques. para las personas





INSTITUTO NACIONAL DE BOSQUES
más bosques para el desarrollo de Guatemala

• 7^a Ave. 12-90, Zona 13 • PBH: (502) 2321-2826 • www.inab.gob.gt

Guatemala, 08 de abril de 2011
Ref. G. 110-2011

Doctor
Gerhard Breulmann
Director Ejecutivo
International Organizations Center, 5th Floor,
Pacifico-Yokohama 1-1-1, Minato-Mirai,
Nishi-ku, Yokohama, 220-0012 Japan
OIMT

Estimado Dr. Breulmann:

En mi calidad de Gerente del Instituto Nacional de Bosques –INAB- y como punto focal ante la Organización de las Maderas Tropicales –OIMT- (ITTO, por sus siglas en inglés) manifestamos interés en participar en la convocatoria de propuestas de financiamiento para implementar el "Programa temático sobre la reducción de la deforestación y degradación forestal y mejora de servicios ambientales (REDDES)".

Al respecto, deseo manifestarles que este proyecto es de alta prioridad para el país y en definitiva para los países del Sistema de la Integración Centroamericana (SICA), ya que de obtener los fondos para su ejecución, trabajaremos en forma conjunta con ClientEarth y la Comisión Centroamericana de Ambiente y Desarrollo (CCAD) el órgano ambiental del SICA, para cumplir con los objetivos trazados en las Estrategia Regional de Cambio Climático (ERCC), la Estrategia Regional Agroambiental y Salud (ERAS) y el Plan Ambiental de la Región Centroamericana (PARCA) y con ello tomar acciones para combatir los efectos del cambio climático en nuestros países.

Reitero que esta iniciativa es congruente con las prioridades nacionales y regionales, suscrito ante las convenciones globales ambientales.

Sin otro particular, aprovecho la oportunidad para suscribirme,

Atentamente,

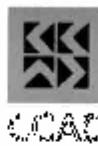
Ing. Agr. Josué Iyan-Morales-Dardón
Gerente



ANNEX 5. LETTER OF ENDORSEMENT – CCAD



SISTEMA DE LA INTEGRACIÓN CENTROAMERICANA
ESTRATEGIA REGIONAL AMBIENTAL DE AMERICA CENTRAL



Aguila Real - Correo del Centro: Escritorio Mesoamericano. Esta respuesta es de la autoridad de Designación.

Ref: CCAD-005-11

San Salvador, 2 de septiembre de 2011.

Doctor
Gerhard Breitenbach
Director Ejecutivo
International Organization Center, 5th Floor,
Pacífico-Yokohama 1-1-1, Minato-Mirai,
Nishi-ku, Yokohama, 220-0012,
Japón

Estimado doctor Breitenbach:

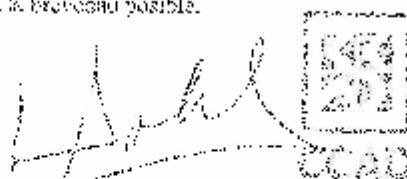
Hago referencia a la iniciativa "Programa teráctico sobre la reducción de la deforestación y degradación forestal y mejora de servicios ambientales (REFDFES)", que estamos gestionando con el Instituto Nacional de Conservación y Desarrollo Forestal, Áreas Protegidas y Vida Silvestre (ICF) de Honduras; Instituto Nacional de Bosques (INAB) de Guatemala y Chiriquí.

Al respecto, reitero la relevancia de esta iniciativa para los países y expresado en la "Declaración conjunta y Plan de Acción", emanados en la "XXXVII Reunión de Jefes de Estado y de Gobierno de los países del Sistema de la Integración Centroamericana (SICA)", en la que se evidencia la creciente vulnerabilidad que la región experimenta por los impactos y eventos asociados al cambio climático e instruye a todas las Secretarías del SICA para incorporar e implementar en los planes de trabajo, los compromisos contenidos en las diferentes áreas de la Estrategia Regional de Cambio Climático, siendo el tema de deforestación y degradación forestal uno de los primordiales.

No omito manifestarle que esta iniciativa reforzará y complementará las actividades del Programa Reducción de Emisiones de la Deforestación y Degradiación de Bosques en Centroamérica y República Dominicana Adicionalmente. CCAD-GIZ.

Aprovechamos la oportunidad para reiterarle nuestra respaldo a la propuesta mencionada y quedamos a la espera de contar con su aprobación, a la brevedad posible.

Con toda consideración,



Licet Pohl
Vice Ministra de Medio Ambiente y Recursos Naturales
Presidencia Protempore de la CCAD
República de El Salvador

Avda. Presidente José Figueres Ferrer 110, 1er. piso, San Salvador, Antiguo Cuscatlán
El Salvador. Teléfono: (+503) 2244-3800
Fax: (+503) 2248-9994
www.ccad.sica.int

ANNEX 6. MEMORANDUM OF UNDERSTANDING – CCAD/CLIENTEARTH



SISTEMA DE LA INTEGRACIÓN CENTROAMERICANA
COMISIÓN CENTROAMERICANA DE AMBIENTE Y DESARROLLO



Aguila Arpia Icono del Corredor Biológico Mesoamericano. Ave rapaz más poderosa de Mesoamérica



Acuerdo de Cooperación

entre la

Comisión Centroamericana de Ambiente y Desarrollo (CCAD)

y

ClientEarth

PREÁMBULO

ClientEarth es una organización jurídica medioambiental sin fines de lucro (compañía limitada registrada en Inglaterra & el País de Gales bajo el número 02863827 y registrada como una organización sin fines de lucro número 1053988 establecida en 2007 con el objetivo de promover y fomentar el realzamiento, restablecimiento, conservación y protección del medioambiente, incluyendo la protección de la salud humana, para beneficio público;

La CCAD, por medio del proyecto de Políticas y Legislación Ambiental, (PROLEGIS) impulsa el desarrollo de leyes y reglamentos modelo para cada país centroamericano, que sean adaptables a sus propias circunstancias; Estas leyes modelo se realizan con el propósito de poner en práctica normas ambientales nacionales, así como facilitar la aplicación de acuerdos ambientales internacionales y regionales.

CONSIDERANDO que el derecho medioambiental, las políticas públicas y la buena gobernabilidad son el foco principal de las actividades de ClientEarth y que ClientEarth desarrolla y apoya a varios programas con el propósito de realizar la efectividad del derecho medioambiental y reforzar las capacidades para implementar y aplicar las obligaciones ligadas al derecho medioambiental así como las estructuras de gobernabilidad;

RECORDANDO que la misión de ClientEarth es trabajar en la interface de las leyes, la ciencia y políticas, desarrollando estrategias legales, herramientas y acciones para enfrentar problemas medioambientales de gran envergadura. Las acciones de ClientEarth tienen por objeto reforzar el trabajo de nuestras organizaciones socias. El trabajo de ClientEarth incluye el cambio climático y sistemas de transformación de energía, la protección de los océanos, salud y medioambiente, biodiversidad y bosques tropicales y justicia medioambiental;

CONSIDERANDO que la Comisión Centroamericana de Ambiente y Desarrollo (de aquí en adelante CCAD), fue establecida por un tratado internacional firmado en Diciembre 1989 por Salvador, Costa Rica, Honduras, Guatemala y Nicaragua, que entró en vigor en 1990, como una organización internacional. Este tratado tiene un protocolo que fue firmado en 1991 para asegurar la adhesión a éste de Belice y Panamá. En 2004 la República Dominicana firmó un acuerdo de asociación con el Sistema de la Integración de Centroamericana (SICA), permitiendo a este país su participación en la CCAD como un estado asociado;

RECORDANDO que la CCAD tiene mandato, entre otras cosas, para reforzar la gobernabilidad medioambiental, armonizar y reforzar la legislación medioambiental, y promover políticas coherentes y reformas de gobernanza entre los países miembros;

RECORDANDO que la CCAD ha suscrito Acuerdos de Cooperación Regional que ofrecen una plataforma para implementar actividades en países que no son miembros de la CCAD;

CONSIDERANDO que la CCAD requiere cooperación de expertos para cumplir con los ya mencionados mandatos;



CONSIDERANDO que ClientEarth y la CCAD han confirmado la necesidad de reforzar la gobernabilidad medioambiental así como el derecho ambiental en la región Centroamericana;

Ahora, por consiguiente, la Comisión Centroamericana de Ambiente y Desarrollo (CCAD), representado por el Secretario General del Sistema de Integración Centroamericana y ClientEarth, representado por su Director Ejecutivo, aquí en adelante referidos como **las partes**, acuerdan lo siguiente:

Artículo 1: Objeto del Acuerdo

Las Partes se comprometen a realizar las tareas relacionadas con la ejecución de los proyectos según lo establecido en los Anexos incorporados a este Acuerdo (en adelante denominados "Proyectos").

Artículo 2: Modalidades de Cooperación

Las Partes unirán esfuerzos con el objetivo de fortalecer la capacidad nacional y regional para el diseño, aplicación y cumplimiento de leyes y políticas ambientales.

Las Partes se esforzarán por intercambiar información relacionada con sus proyectos de legislación ambiental y de política, favoreciendo sinergias específicas y la ejecución conjunta de proyectos.

De acuerdo con el apoyo financiero disponible a nivel nacional e internacional, las Partes se esforzarán por establecer y aplicar conjuntamente proyectos sobre derecho ambiental, política ambiental, la regulación del medio ambiente y cumplimiento de la ley, la gestión y gobernanza ambiental, y cualquier otra área relacionada que pueden contribuir a la mejora del derecho ambiental y desarrollo sostenible.

Artículo 3: Áreas de Interés Compartido y Cooperación

Con el propósito de contribuir a las misiones respectivas de las Partes, y sin limitar la generalidad de lo anterior, las Partes han identificado las siguientes potenciales áreas de colaboración:

- a. Ley, política y gobernanza forestal;
- b. Ley, política y la gobernanza del cambio climático;
- c. Protección marina y de la biodiversidad, y manejo de recursos ambientales;
- d. Legislación, política y gobernanza sobre recursos energéticos;
- e. Calidad ambiental y salud;
- f. Transparencia y rendición de cuentas corporativa sobre proyectos medio ambientales;



g. Ley y políticas sobre recursos naturales, incluidas las actividades extractivas;

Dentro de las potenciales áreas de colaboración y sin la limitación de las actividades antes mencionadas, las partes pueden explorar la implementación de:

- a. Diseño, reforma y la aplicación de legislación y políticas ambientales a nivel regional y nacional;
- b. Revisión y actualización de los acuerdos regionales relacionados con la gestión del medio ambiente;
- c. Promoción de mecanismos y políticas para garantizar el adecuado acceso a información medioambiental, la participación pública en la toma de decisiones ambientales y el acceso a la justicia en materia ambiental por parte de la ciudadanía;
- d. Desarrollo de talleres y seminarios de formación sobre derecho y gobernanza ambiental;
- e. Desarrollo de informes y materiales de capacitación sobre legislación y políticas ambientales.

Artículo 4: Implementación de Actividades

Las Partes prepararán conjuntamente los términos de referencia y los presupuestos para el desarrollo e implementación de las actividades descritas en el artículo 3 y en conformidad con el artículo 1, en Anexos que constituirán una parte integrante de este acuerdo.

Artículo 5: Financiamiento

Para implementar las áreas de cooperación mencionadas en el artículo 3, las Partes desarrollarán documentos de proyecto y conjuntamente o por separado contactarán a potenciales donantes.

Los fondos adquiridos por la CCAD para el desarrollo de actividades o proyectos derivados de este acuerdo, serán administrados por la CCAD, de conformidad con las buenas prácticas de contabilidad.

Los fondos adquiridos por ClientEarth serán administrados por ClientEarth de conformidad con las buenas prácticas de contabilidad y de común acuerdo con la CCAD.

En el caso que una de las Partes disponga de financiamiento y decide asignarlo a la otra Parte para la implementación de los Proyectos, la Parte implementante, utilizará los fondos recibidos en estricto cumplimiento de los anexos mencionados en el artículo 3 y 4.

Artículo 6: Vigencia y modificación del Acuerdo

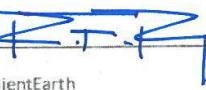
Este Convenio de Cooperación entrará en vigor en el momento de su firma por las Partes, durante un período de seis años. Este convenio podrá rescindirse a solicitud de una de las Partes notificando por escrito dicha decisión a la contraparte con al menos un mes de anticipación; debiendo realizar

ambas Partes los arreglos que sean necesarios para finalizar adecuadamente las actividades que estén en ejecución.

Las Partes podrán ampliar o modificar el presente Acuerdo mediante mutuo consentimiento antes de la fecha de su expiración.

X 

Comisión Centroamericana de Ambiente y Desarrollo

 —

ClientEarth

 Firmado el 14 de Mayo de 2011

ANNEX 7: Responses to reviewer comments

Reviewer Comment*	Amendment(s) made**	Page #***
Comment 1: <u>Origin and justification:</u> Clarification is needed on the cooperative relations of ClientEarth as an NGO with relevant government agencies of the two countries, since this is a pre-project (with a future full project) for designing a capacity building programme to ensure the coherence and strengthening of legal and policy framework.	<u>Section 1.1. (Origin and Justification)</u> was modified and details were included on the cooperative relations of ClientEarth with relevant government agencies of the two countries. Also attached are the MOU between CCAD and ClientEarth, as well as letters from Honduras and Guatemala confirming the relevance of the project.	2
Comment 2: <u>Origin and justification:</u> The project is building on a previous initiative led by CCAD-GIZ and is intended to address one of the points highlighted in the final report. The relevance attributed by the government to this project is not clear.	<u>Section 1.1 (Origin and Justification)</u> was modified and details were included on the relevance attributed by the governments to this project. Also attached are letters from Honduras and Guatemala confirming the relevance of the project.	2
Comment 3: <u>Conformity with ITTO's objectives and priorities:</u> The objectives and works in ITTA and Action Plan should be specified and listed accordingly	<u>Section 1.2.1 (Conformity with ITTO's objectives and priorities)</u> was modified to specify and list the objectives and works in ITTA and Action Plan	3-4
Comment 4: <u>Conformity with TP deliverables and association of results with the Monitoring Protocol incl. Means of Verification:</u> Too general, needs more clarity	<u>Section 1.2.1 (Conformity with ITTO's objectives and priorities)</u> was modified to provide more clarity and specificity with regards to the Monitoring Protocol and Means of Verification	4-5
Comment 5: <u>Relevance to the submitting Country's policies:</u> Needs more elaboration on relevance to national strategies and policies of REDD+ (Capacity building in REDD+ is a requirement and thus relevant for any country that intends to make progress in REDD+ strategies and action plans. The two countries are already in their path to develop REDD+ as they're building on the CCAD-GIZ initiative)	<u>Section 1.2.2 (Relevance to the submitting country's policies)</u> was elaborated and details were included to explain the relevance of the proposed pre-project for both country's policies.	5
Comment 6: <u>Development objective:</u> It is very ambitious for a pre-project to contribute to the establishment of the decision-making processes and mechanisms. It should be focused in "strengthening capacity of stakeholders to engage in the design and implementation of REDD+ in Central America".	<u>Section 2.1.1 (Development objective)</u> refined our long-term objective to focus on capacity building and stakeholder support	5
Comment 7: <u>Specific objective:</u> The specific objective should be more concise and focused. Again, a pre-project should concentrate on identification of elements for a full project rather than formulation of a comprehensive programme of work for participation and implementation of REDD+	<u>Section 2.1.2 (Specific objective)</u> was modified to reflect the identification of key components and potential challenges necessary to create an effective programme of work	5
Comment 8: <u>Preliminary problem identification:</u> The problem is identified only in general terms, without mentioning the particular situation in both countries. More/better analysis is needed on the factors/problems resulting in the low capacity. The proposals must also build on the governance aspects of the Cancun Agreements that bind REDD+.	<u>Section 2.2. (Preliminary problem identification)</u> was elaborated to provide a more detailed analysis of the particular situation in both countries.	6

Reviewer Comment*	Amendment(s) made**	Page #***
Comment 9: <u>Outputs</u> : outputs need to be closely consistent with and contribute to the specific objective and as concrete as possible. In the current form it is not clear whether the output is increased capacity or a working programme (and the full proposal)	Section 3.1. (<u>Outputs</u>) was amended to be consistent with the revised specific objective in Section 2.1.2 (identification and inclusion of key elements necessary for the creation of an effective programme of work)	6
Comment 10: <u>Activities, inputs and unit costs</u> : Activities must be provided here, even though they appear in the workplan. Furthermore, activities listed in the workplan in particular within Output1 need to be reorganized.	Section 3.2: <i>In light of the page restriction, please note that activites, inputs and unit costs are included in a seperate table on pg 8 as space on page 7 was insufficient.</i> Activities have been reorganised to reflect the central importance of the Workshops, listing preparation and reporting as "subactivities" for the purpose of organisation.	7
Comment 11: <u>Approaches and methods</u> : Needs more information on how to insure the active participation of all stakeholders particularly decision makers. Currently it appears rather theoretical and not really based on the process that will be undertaken.	Section 3.3. (<u>Approaches and methods</u>) was addressed to provide more information on the process the project will follow to ensure active participation of stakeholders.	7
Comment 12: <u>Work plan</u> : As mentioned above, activities in Output1 need to be reorganized. Some of them regarding two workshops might be sub-activities. Also need clarification on why all activities will be carried out by the project	Section 3.4: (<u>Workplan</u>) Activities listed in the workplan have been reorganized according to the revisions made to section 3.2 (Activities, inputs and unit costs). Amendments to the activities have also been made to clarify that all the activities and sub-activities aim to focus on identifying current situation and preparing / formulating a full project proposal.	9
Comment 13: <u>Budget</u> : A pre-project budget by activity is missing; b.no budget table by component from different funding source; c.needs explanation on high budget for personnel. High budget for duty travel (international travel) and for personnel (four people involved; no clarity on the allocation of time for personnel) Please include an appropriate amount for a final audit (compulsory for all ITTO projects)	In budgets by activity, these have been reorganised as per comment 10. See budget page 13 and 14. A budget table by component from different funding sources has been created according to Table 8, page 49 of the ITTO Manual for project formulation. See page 14. Regarding comment "c" please note that % time of personnel is included in the table in pg 6 (bottom right corner) An amount for a final financial audit has been added to all budgets presented, (See component 84). See all budgets, section 3.5.	10 to 14
Comment 14: <u>Executing Agency and organizational structure</u> : Describe the relationship of ClientEarth with target groups of stakeholders	Section 4.2 (Executing agency and organizational structure): has been elaborated to describe the relationship of ClientEarth with target group of stakeholders, particularly the CCAD.	
Comment 15: <u>Project Management</u> : The Organization Charter must be for the management of this particular project and not ClientEarth administration, please revised	Due to further instructions from the reviewer the comment has been disregarded.	
Comment 16: <u>Monitoring and reporting</u> : Please provide more detail on the stakeholder feedback review	Section 4.3. (<u>Monitoring and reporting</u>) was elaborated to identify the tools that would be used to monitor and report on stakeholder feedback.	

Please expand table as needed

*

In this column please insert the individual reviewer comments

**

In this column please describe which change(s) you made (see examples)

In this column please insert the page number where changes have been made

ANNEX 8: Comparative Pay Scales

Lawyers in the employ of ClientEarth have skill directly comparable to the standards of world-class international law firms. However, they are working at significantly reduced wages, presenting tremendous value to ClientEarth partners and recipients of service. We represent a very strong return on investment for our specialist services and expertise.

For comparison, please find attached our PQE salary scale for lawyers and support staff, as well as the initial salary scale for premiere London law firm Clifford Chance. Please note that our lawyers, each of whom has over seven years PQE, are being compensated at less (and in one case more than 50% less) than a for-profit professional lawyer having completed only 3.5 years PQE. We firmly suggest that we are the best value for environmental legal services in the sector today.

Clifford Chance

Lawyers Salary

The following table indicates current lawyer salary grades depending upon performance and experience level. The table indicates the usual progression based upon post-qualification experience (PQE); however, any progression through the salary grades (and or placement within a salary grade based upon other-jurisdiction equivalent years of experience recognised) is dependent upon the Firm's review of the individual's level of effective experience and performance. Individuals will progress to the next salary point for their PQE level only at each 1 May and only if performance is at the expected level for an individual with that level of experience.

Salaries are effective 1st May 2011.

All figures sterling gross.

Qualification date / PQE Level	Salary Point
Trainee Year 1	£38,000
Trainee Year 2	£43,000
March 2011 / New Qualifier	£61,500
September 2010 / 0.5 years	£66,600
March 2010 / 1 year	£68,500
September 2009 / 1.5 years	£71,750
March 2009 / 2.0 years	£75,000
September 2008 / 2.5 years	£80,250
March 2008 / 3 years	£85,500
September 2007 / 3.5	£89,000

Please note: the Firm only reviews salaries and PQE once a year on 1 May (not every six months). People who qualify in March will always be whole years qualified, and people who qualified in September will always be half years qualified, come review time in May. Salaries will next be reviewed in June 2012, with any increases backdated to 1 May 2012.

ClientEarth

Level	Grade	London			Brussels			Warsaw			Gross annual	Gross monthly
		Minimum	Mid-point	Maximum	Minimum	Mid-point	Maximum	Minimum	Mid-point	Maximum		
Junior Support	A	£ 18,000	£ 20,000	£ 22,000	€ 20,160	€ 22,400	€ 24,640	PLN 63,000	PLN 70,000	PLN 77,000		
		£ 1,500	£ 1,667	£ 1,833	€ 1,448	€ 1,609	€ 1,770	PLN 5,250	PLN 5,833	PLN 6,417		
Senior Support	B	£ 22,000	£ 26,000	£ 30,000	€ 24,640	€ 29,120	€ 33,600	PLN 77,000	PLN 91,000	PLN 105,000		
		£ 1,833	£ 2,167	£ 2,500	€ 1,770	€ 2,092	€ 2,414	PLN 6,417	PLN 7,583	PLN 8,750		
Junior Professional	C	£ 25,000	£ 29,500	£ 34,000	€ 28,000	€ 33,040	€ 38,080	PLN 87,500	PLN 103,250	PLN 119,000		
		£ 2,083	£ 2,458	£ 2,833	€ 2,011	€ 2,374	€ 2,736	PLN 7,292	PLN 8,604	PLN 9,917		
Professional	D	£ 34,000	£ 41,000	£ 48,000	€ 38,080	€ 45,920	€ 53,760	PLN 119,000	PLN 143,500	PLN 168,000		
		£ 2,833	£ 3,417	£ 4,000	€ 2,736	€ 3,299	€ 3,862	PLN 9,917	PLN 11,958	PLN 14,000		
Senior Professional	E	£ 48,000	£ 59,000	£ 70,000	€ 53,760	€ 66,080	€ 78,400	PLN 168,000	PLN 206,500	PLN 245,000		
		£ 4,000	£ 4,917	£ 5,833	€ 3,862	€ 4,747	€ 5,632	PLN 14,000	PLN 17,208	PLN 20,417		
Head of Department	F	£ 55,000	£ 72,500	£ 90,000	€ 61,600	€ 81,200	€ 100,800	PLN 192,500	PLN 253,750	PLN 315,000		
		£ 4,583	£ 6,042	£ 7,500	€ 4,425	€ 5,833	€ 7,241	PLN 16,042	PLN 21,146	PLN 26,250		
Chief Executive Officer	G	£ 80,000	£ 97,500	£ 115,000	€ 89,600	€ 109,200	€ 128,800	PLN 280,000	PLN 341,250	PLN 402,500		
		£ 6,667	£ 8,125	£ 9,583	€ 6,437	€ 7,845	€ 9,253	PLN 23,333	PLN 28,438	PLN 33,542		
Junior Support	A	Advanced technical qualification or university degree in a relevant field; min. 1 yrs experience in administration or other relevant field; advanced computer and secretarial skills; basic communication and financial skills.										
Senior Support	B	Advanced technical qualification or university degree in a relevant field; min. 3 yrs experience in administration or other relevant field; advanced computer and secretarial skills; supervisory experience; strong communication and financial skills.										
Junior Professional	C	Lawyers: First law degree(s) but not qualified. Others: Degree in a relevant field. All: Basic financial skills; high computer literacy.										
Professional	D	Lawyers: Fully qualified lawyer (i.e. post-training contract/pupillage in UK, JD in US [other states may vary]). Others: Degree with min. 4 years relevant experience, or Masters degree with min. 3 years relevant experience, or PhD with min. 2 years relevant experience. All: Basic management and fundraising skills; some departmental organisational ability; core financial skills; high computer literacy.										
Senior Professional	E	Lawyers: 7-8+ years PQE in a relevant field of law. Others: Degree (or equivalent) with min. 9-10+ years relevant experience, or Masters/PhD with min. 8-9+ years relevant experience. All: Supervisory experience and management skills; programme development and fundraising initiative; departmental organisational responsibility; some financial responsibility; strong management and communication skills.										
Head of Department	F	All: Advanced university degree(s) with 10+ years relevant professional experience; strong supervisory and management skills; full departmental programmatic and financial accountability; leads programme development; fundraising initiative; excellent communication skills and high computer literacy.										
Chief Executive Officer	G	All: Advanced university degree(s) with 13+ years relevant professional experience; significant supervisory and management experience; strong financial skills; international experience; advanced diplomatic and communication skills; high computer literacy; full organisational (financial and programmatic) accountability.										