



Terms of Reference (ToR) for the Steering Committee of Tiger Landscapes Investment Facility

1. Background

The Tiger Landscapes Investment Facility (TLIF) Terms of Reference describe the functions of the steering committee and the rights and responsibilities of its members and observers. The TLIF is led by UNDP in collaboration with UNCDF and several members of the Tiger Conservation Coalition.

2. Composition of the steering committee

The steering committee has three categories of members.

- a. **Project management organisations:** These include the organisations primarily responsible for the day-to-day execution of the TLIF. UNDP, as the project manager, chairs the steering committee.

The following two organisations are members of the steering committee.

- i. United Nations Development Programme (Chair of the steering committee)
- ii. United Nations Capital Development Fund (UNCDF)

Responsibilities of UNDP as the Chair of the steering committee include:

- Endorses the meeting minutes of the steering committee.
- As needed, circulate decisions for the steering committee by email for approval on a non-objection basis.

In addition, UNDP may invite the (Deputy) Resident Representative of UNDP of the relevant countries to join the relevant meetings as observers.

- b. **Donors (development partners):** Organisations representing the interests of the parties concerned that provide funding. Donors contributing over US\$10 million will become permanent members of the steering committee. A maximum of four donor organisations can join the steering committee of the TLIF. Three seats would be reserved for the donors contributing the most¹. One seat would be rotational (yearly rotation in the sequence of the date of financial commitment) for the remaining donors.

The following two organisations are already on the steering committee of the TLIF.

¹ In case more than three donors contribute over US\$10 million, the number of seats will increase accordingly.



- a. Federal Ministry for the Environment, Climate Action, Nature Conservation and Nuclear Safety (BMUKN). BMUKN may also nominate representatives from the International Climate Initiative (IKI) to join the steering committee.
- b. Nature Investment Facility (Represented by Cartier for Nature).
- c. **Conservation organizations:** Their primary function within the steering committee is to strengthen the realisation of results from the perspective of inclusive conservation, within the mandate of the TLIF. Initially, one member from the Tiger Conservation Coalition is invited to join the steering committee, representing the coalition. After one year, i.e., July 2026, based on the decision of the steering committee, one additional member of the Tiger Conservation Coalition (TCC) may be invited to join. The Chair of the Tiger Conservation Coalition shall nominate the representative(s) from the TCC to the TLIF.

Each representative across the three categories mentioned above will have one vote in the steering committee.

Guests: The steering committee members may propose to invite, on a meeting-by-meeting basis, potential strategic partners or contributors who have expressed interest in the Tiger Landscapes Investment Facility. For the invitation of guests, a decision by the Chair of the steering committee is necessary.

Observers: The steering committee members may invite, on a meeting-by-meeting basis, observers to the steering committee meeting(s). The name of the observer, along with the justification to observe the steering committee meeting, needs to be sent to the Chair of the steering committee and the Project Manager of the Tiger Landscapes Investment Facility at least one week before the meeting.

3. Duties and Responsibilities

The prominent roles of the steering committee are as follows:

- a. Strategic Direction and Oversight
 - Provide overall strategic guidance and ensure the TLIF aligns with its Theory of Change and objectives.
 - Approve key documents, including:
 - i. Terms of Reference of the TLIF and Annual Work Plans.
 - ii. Environmental and Social (E&S) framework.
 - iii. Credit guarantee agreements with new financial institutions.
 - iv. Expansion of the TLIF to new tiger range countries.
 - Approve major changes beyond agreed tolerance levels, including:
 - i. Requests for suspension, cancellation, or extension (subject to donor and UNDP parameters). (Note that for GEF and GCF-funded projects, it is UNDP that decides to suspend or cancel, and the steering committee is informed/consulted only.)
 - ii. Significant amendments to the programme (subject to donor and UNDP parameters).
- b. Performance Monitoring and Accountability



- Review evidence of performance through progress updates, M&E reports, and third-party evaluations. (Project Management Unit will continue to provide separate reports to individual donors as per the donor-UNDP agreement. At each regular steering committee meeting, the PMU will provide a progress update.)
- Respond to the third-party evaluations (including Mid-term Review and Terminal Evaluation).
- Recommend corrective actions if TLIF implementation deviates from expected results.
- Recommend measures to strengthen the deployment of social and environmental safeguards (note that TLIF is required to, at a minimum, comply with UNDP Social and Environmental Standards).
- Receive and provide recommendations on unresolved or serious grievances. (Note that the UNDP SES team will be the main entity guiding the resolution of grievances.)²

c. Risk Governance

- Review emerging or high-level risks identified by the PMU.
- Endorse mitigation and management strategies proposed by the PMU.

d. Partnerships, Advocacy, and Resource Mobilisation

- Upon request from the Project Management Unit, represent the TLIF at key global and regional platforms (e.g., COPs, biodiversity conferences).
- Support capital raising by facilitating high-level dialogues, introductions, and visibility.
- Advocate for and raise awareness of the TLIF through communication channels, including social media.
- Strengthen coordination across donors, governments, and other initiatives.

4. Steering Committee Protocols

a. Convening of meetings

The steering committee can be convened by the Chair of the Steering Committee:

- For the date decided during the preceding meeting.
- Or for a reasonable date if requested by any of the members of the steering committee and agreed by the Chair of the SC to discuss an urgent and outstanding matter.

The PMU develops the meeting agenda, proposes decision points and documents, and makes them available two weeks before the date of the steering committee meeting, or as soon as they are available in the case of an extraordinary meeting, as described above.

- A minimum of two steering committee meetings will be held annually, with additional meetings scheduled as needed. The meetings may be held in person or virtually.
- The PMU may request unofficial and/or bilateral meetings with steering committee members to provide more regular updates on activities and/or further discussions on specific topics and themes

² The responsibilities of the steering committee in this regard should follow [UNDP's Social and Environmental Standards](#) (SES) as codified in the Programme and Project Management. It should be noted that while a steering committee can play a role in addressing or assisting with the compliance and stakeholder response (or grievance) mechanisms put in place for a given project (as part of their quality assurance and oversight function), this will be in addition to and does not substitute for UNDP's core responsibility to ensure compliance with the SES throughout the project management cycle as part of UNDP's Programming Quality Assurance system.



from past official meetings.

Steering committee members will not receive remuneration from TLIF for their participation in the steering committee. However, the steering committee members may be reimbursed from TLIF for certain reasonable, qualified expenses related to travel or lodging to attend steering committee meetings or for an activity exclusively to fulfil the responsibility mentioned in this document and agreed in advance with the PMU and the chair of the steering committee.

All steering committee decisions and minutes will be kept by the project management unit (PMU).

b. Quorum

A majority (over 50%) of the steering committee members are required to be present (in person or remotely) to conduct the meeting and to make decisions. The quorum is verified at the beginning of each meeting.

c. Conflict of Interest

If a steering committee member, excluding the project management organisations i.e. UNDP and UNCDF, observer or its affiliate or employee is engaging directly to support the preparation and/or implementation of the programme which is under consideration, the steering committee member or observer shall disclose such involvement to the PMU through an email or other written means and the PMU will accordingly inform other SC members and observers.

In such situations, the steering committee member and/or observer making the disclosure should recuse themselves from the decision by the steering committee.

Before each meeting of the SC, the PMU will circulate a notification to all participating steering committee members to clarify their potential conflicts of interest in relation to specific sessions.

d. Decision making

The PMU shall send the decision points and all documents requiring the steering committee's decision by email at least two weeks before the deadline. During this period, SC Members can approve the decision or request a meeting to discuss the document(s).

The Chair of the steering committee proceeds with the decision-making process for each decision point.

- In case of non-objection, the decision is considered **approved** by the steering committee members.
- In case of objection by steering committee members, the following classification can apply to the decision:
 - a. **Approved with conditionalities**
 - b. **Postponed**, request further information or revision for consideration at the next SC.



c. **Reject**

Unless otherwise specified, steering committee decisions are made by unanimous consensus. If a consensus cannot be reached within the steering committee after sufficient efforts and discussions, the final decision shall be based on the majority, provided that the UNDP representative on the steering committee is also in favour of that decision.³

e. **Project Management Unit (PMU)**

To ensure cost efficiency, the Project Management Unit (PMU) would be small and may grow organically based on the needs and mandate of the TLIF. The Project Manager is the representative of the Project Management Unit (PMU).

The PMU is responsible for the day-to-day implementation, coordination, and monitoring of all TLIF activities. The responsibilities of the PMU include, but are not limited to,

1. Programme Implementation

- Develop detailed annual work plans.
- Execute and coordinate activities as per the approved work plan.
- Manage contracts, procurement, logistics, events, and fund disbursement.
- Ensure adherence to TLIF's Environmental and Social (E&S) framework.
- Regularly engage partners, including conservation NGOs, financial institutions, and business incubators, to ensure clear and functioning processes to meet TLIF's objectives.

2. Monitoring, Reporting, and Evaluation

- Collect data and track performance indicators.
- Produce timely progress reports, financial statements, and combined delivery reports as per the agreements with donors and partners.
- Coordinate external evaluations (mid-term and terminal) and follow up on recommendations.
- Conduct or facilitate spot checks, field visits, and quality assurance reviews.

3. Risk Management

- Identify, assess, and propose mitigation plans for emerging risks.
- Maintain a risk register and regularly update the Steering Committee on high-level risks and mitigation plans
- Implement risk mitigation measures.

4. Stakeholder Coordination

³ UNDP has this special right since the ultimate accountability for a UNDP project, irrespective of the modality, rests with UNDP, and UNDP must (in line with its obligations to donors and the UNDP Executive Board) be able to ensure that no action contravenes UNDP rules and regulations. No decision of the Steering Committee shall take precedence over the bilateral agreement between UNDP and a donor, unless the donor consents.



- Liaise with implementing partners, government agencies, financial institutions, and community stakeholders.
 - Ensure collaboration and communication among actors involved in TLIF implementation.
5. Grievance Redress and Safeguards
- Operate the grievance redress mechanism and ensure accessibility at the field level.
 - Handle complaints and escalate unresolved or systemic grievances to the relevant channels with UNDP. Ensure that the Steering Committee remains updated.
 - Ensure full compliance with social and environmental safeguards, including reporting violations.
6. Capital Raising and Communication
- Lead capital mobilisation efforts through proposal development, investor engagement, and showcasing impact.
 - Develop and disseminate communication materials, case studies, and success stories.
 - Maintain TLIF's web presence and social media communication channels.

The Project Manager shall attend all steering committee meetings as a non-voting member and present the required progress reports and other documentation needed to support steering committee processes.

All the steering committee members should be presented with a ToR for the steering committee, which includes the responsibilities already outlined.

The designated steering committee members must indicate a written acceptance of the final ToR (via formal signature to the ToR, an exchange of letters, or e-mail acknowledgement) for the steering committee as a precondition for serving on the steering committee. The formal written acceptance of the ToR by all members will be documented and kept by UNDP. For further guidance, please refer to Annexe A and Annexe B.



Annexe A – Acceptance of the ToR by each designated member of the steering committee (non-TCC members)

The formal acknowledgement of the ToR by the steering committee members can be done via one of the two procedures:

- 1) Sharing a signed copy of the TOR (digitally or a physical copy)
- 2) An email unambiguously confirming the acceptance of the TOR

In both cases, the signature or acknowledgement should include the name, title, and contact details of the person representing the organisation in the steering committee.

Annexe B – Acceptance of the ToR by the members of the Tiger Conservation Coalition

The formal acknowledgement of the ToR by the Tiger Conservation Coalition can be done via one of the two procedures:

- 1) Sharing a signed copy of the TOR (digitally or a physical copy), copying the Chair of the TCC
- 2) An email unambiguously confirming the acceptance of the TOR, copying the Chair of the TCC

The Chair of the Tiger Conservation Coalition will designate the TCC representative(s) to the steering committee, including the name, title, and contact details. It is anticipated that the Chair of the TCC may choose to rotate the designated person(s) among the TCC members who have accepted the TOR.