



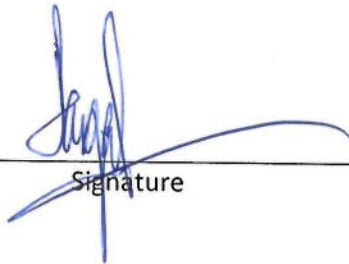
Empowered lives.
Resilient nations.

Initiation Plan / GEF PPG

Project Title: Sustainable and Integrated Landscape Management of the Western Area Peninsula		
Country: Sierra Leone		
Country Programme Outcome: By 2018, targeted Government institutions, the private sector, and local communities manage natural resources in a more equitable and sustainable way		
UNDP Strategic Plan Output: 2.5 Conservation, sustainable use, access & benefit share of natural resources, biodiversity & ecosystems		
Gender Marker rating: GEN 2		
ATLAS Project ID: 00107778	Total budget:	US\$ 150,000
ATLAS Output ID: 00107962	Allocated resources:	
PIMS ID: 5542	• GEF	US\$ 150,000
Management Arrangement: DIM	• Government	n.a
	• UNDP	n.a

AGREED BY UNDP

Resident Representative¹


Signature

9 January 2018

Day/Month/Year
Date

¹ Edit as necessary



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I. BRIEF DESCRIPTION OF THE INITIATION PLAN/GEF PPG

Objective & Final Outputs

The objective of the GEF PPG is to develop the project concept into a full project: Sustainable and Integrated Landscape Management of the Western Area Peninsula. As described in the concept note (PIF), this project aims to strengthen the sustainable and integrated management of the Western Area Peninsula Landscape in order to protect globally significant biodiversity and safeguard ecosystem services generating local and national socio-economic benefits.

The following documents are to be consulted as background for the GEF PPG phase:

- PIF cleared for WP inclusion or GEF Council approved PIF (PFD and child project concept note for projects that are part of a program)
- SESP pre-screening (of PIF)
- Comments from GEF Secretariat, Council, STAP
- Annotated UNDP-GEF Project Document Template and associated guidance included therein

The final outputs of the GEF PPG are:

1. UNDP-GEF Project Document (ProDoc), using the 2017 standard template.
2. Mandatory annexes to the ProDoc, including gender analysis and action plan, and stakeholder engagement plan and project specific annexes (e.g. landscape profile, institutional and legal analysis, feasibility studies etc).
3. GEF CEO Endorsement Request.
4. Validation Workshop report (as appropriate for projects with a moderate and high SESP risk rating).

Any additional studies and other reports produced under the GEF PPG and not included in Annex to the project document will be submitted to UNDP and saved for future reference.

Key Dates for the GEF PPG

Milestone	Date	Notes
Internal submission date for UNDP-GEF review and clearance	December 2018	Must be at least two (2) months prior to CEO Endorsement Deadline
CEO Endorsement Deadline after which the project will be cancelled.	May 2019	Failure to submit a ProDoc and CEO ER to the GEF Sec by this deadline will lead to the automatic cancellation of the project by the GEF Secretariat.

Management Arrangements

The UNDP Sierra Leone Country Office will lead the project development process and manage the GEF PPG budget in full consultation with the UNDP-GEF Technical Adviser. The GEF PPG Atlas budget is presented in *Section IV: Total Budget and Work Plan*.

A Working Group will guide the GEF PPG team, and review and endorse the GEF PPG deliverables. The Working Group is responsible for ensuring that the deliverables outlined in this GEF PPG are completed on time and in line with UNDP and GEF requirements. The EFP will chair the Working Group. Working

Group members will include: *The Environment Protection Agency Sierra Leone (EPA-SL), Ministry of Tourism and Cultural Affairs (MOTCA), Ministry of Lands, Country Planning and Environment (MLCPE), National Protected Areas Authority (NPAA), Ministry of Agriculture, Forestry and Food Security (MAFFS), TACUGAMA, EFA and other relevant NGOs, and UNDP RTA.*

The GEF PPG team will be composed of the following:

- 1) Project Design & NRM Expert / Team Leader (international)
- 2) NRM Policy & Institutional Expert / Deputy Team Leader (national)
- 3) PA Financing / Environmental Economics Expert (international)
- 4) Biodiversity Expert (national)
- 5) Socio-Economic Development Expert (national)
- 6) M&E Expert (national)
- 7) Stakeholder Engagement & Gender Mainstreaming Expert (national)

Draft Terms of Reference (TORs) for each team member is included in Annex 2 of this Initiation Plan.

II. STAKEHOLDER ENGAGEMENT, PUBLIC DISCLOSURE AND OTHER REQUIREMENTS

To ensure strong country ownership, and in line with the stakeholder engagement requirements outlined in UNDP's Social and Environmental Standards (SES), the development of the project to be undertaken during this GEF PPG phase will be done in full consultation and close engagement with government, CSO and other relevant stakeholders – in particular those who will benefit from and be directly involved in the implementation of the project (i.e. direct project beneficiaries). A list of these stakeholders will be prepared and included in Annex to the project document.

If the Social and Environment Screening Procedure (SESP) included in Annex to the project document, has an overall safeguard risk rating of moderate or high, the following disclosure requirements apply:

1. A final validation workshop report will be prepared summarizing the outcomes of the validation workshop and other consultations undertaken during the PPG phase. This report must demonstrate strong country ownership and will become a key reference document should an environmental and social safeguard complaint/grievance be filed during project implementation.
2. Before CEO endorsement (if appropriate given the GEF cancellation policy) or at the latest by the LPAC meeting, the UNDP-GEF project document, SESP and related management plans, and other relevant information/documents (e.g. ProDoc annexes) will be made available to the public on the UNDP website or open.undp.org. It is recommended to make these documents available for 30 days in advance of the LPAC meeting for moderate risk projects, and 120 days in advance for high risk projects.

III. GEF PPG ACTIVITIES

Component A: Preparatory Technical Studies & Reviews

The following technical studies and reviews will be conducted, building on the PIF and the comments received to the PIF (e.g. from GEF Council and STAP).

a. Desktop and field-based studies and data collection

This research should produce the background information required to prepare the ProDoc and CEO Endorsement Request, including but not limited to:

- Development challenge and strategy (including threats, problems and barrier assessment);
- Review of national policy and legislative frameworks.
- Problem and solution trees developed in consultation with project stakeholders, for a robust Theory of Change (to be prepared in **Component B**, below).
- Review of relevant past and ongoing programmes and projects for integration of good practices and lessons learned.
- Any other analyses required to address all comments on the PIF received from GEF Secretariat, GEF Council members and STAP.

The above desktop and field based studies will particularly focus on generating the following detailed information:

Project Component 1 - Systemic and institutional capacity for sustainable multi-use landscape management:

- Review of legal, sectoral policy, institutional and enforcement frameworks, and development of recommendations to address these gaps to establish improved enabling conditions for integrated landscape management.
- Current practices at effective landscape and PA management, including stakeholder mandates, roles, responsibilities, capacities, resources (personnel and finances), and existing coordination mechanisms for collaborative decision-making, planning and management.
- Score capacities for biodiversity conservation, SLM and PA management, using the GEF LD and BD METT Tracking Tools and Capacity Development Scorecard.
- Overview of existing GIS and spatial planning information and modelling capacities to enable effective biodiversity monitoring and landscape planning, and to measure and track negative impacts of infrastructure development, agricultural expansion, or other development processes.
- Recommendations for coordination of geo-referenced data between MDA's and establishment of linkages between the spatial planning system to other relevant databases and initiatives on land use planning, including WOCAT.
- Current pressures on the biodiversity and ecosystem services provided by the WAP landscape.
- Analysis of existing management plans for the targeted landscape, including strengths and weaknesses.

Project Component 2 - Implementation of Integrated Management of the WAP Multi-Use Landscape

- Review of existing community based conservation and/or SLM initiatives, level of community participation/engagement, incentive mechanisms and experiences in adopting sustainable livelihood options.
- Detailed baseline information on biodiversity profiles in the targeted landscape, including biodiversity distribution, conservation status, geographical status, global biodiversity significance of the WAP NP.
- Prioritisation of sites to be targeted for community managed coastal/mangrove PAs, alternative income generating activities, and SLM practices (see item f on Other Required Studies below).
- Overview of current SLM practices, strengths and needs. Development of concrete and feasible steps for the identification of more suitable forms of land use and SLM practices. Use of the LDN framework for integrated land use planning at landscape scale.

- Baseline data on the social, cultural, economic and political conditions of targeted individuals, households, and communities. The socioeconomic assessments will be used to determine historical and current patterns of use, values, resource-dependency, and perceptions of biodiversity conservation and SLM, in order to predict the social and economic implications of management actions taken as part of the project.
- Review of existing awareness, knowledge and educational strategies/programmes relevant to the benefits of biodiversity conservation, and environmental, health and social effects of deforestation and land degradation.

Project Component 3 - Financing frameworks for sustainable integrated landscape management

- Overview of existing knowledge and information on the ecosystem services provided by the targeted landscape.
- Review of existing financial resources, financing arrangements and mechanisms for integrated NRM, SLM and PA management; where relevant using BIOFIN methodologies for conducting policy/institutional reviews, expenditure reviews, financing need identification and financing plan development.
- Development of a strategy for application of the System of Environmental-Economic Accounting (SEEA) as an approach to valuing the ecosystem services provided in the Western Area Peninsula.
- Recommendations for the development of a strategy for increased levels and sources of financing for integrated NRM, SLM and PA management.

b. Gender Analysis

A gender analysis will be prepared to fully consider the different needs, roles, benefits, impacts, risks, access to and control over resources of women and men (including considerations of intersecting categories of identity such as age, social status, ethnicity, marital status, etc.) given a project's context, and to identify appropriate measures to address these and promote gender equality and women's empowerment. The analysis will form the basis of a Gender Action Plan and Budget to guide gender mainstreaming during project implementation. The Gender Analysis, and the Gender Action Plan and Budget must be attached as Annexes to the Project Document. See guidance available [here](#).

c. Environmental and Social Safeguard Assessments

The social and environmental safeguards pre-screening (pre-SESP) prepared during the PIF design phase determined the overall risk categorization of this project as Moderate and highlighted potential safeguard risks to be further assessed during the PPG phase.

The purpose of these assessments is to identify ways to avoid negative environmental and social impacts where possible (e.g. through site selection). If risk avoidance is not possible, then mitigation and management measures must be identified, in line with the UNDP Social and Environmental Standards (see section B-f below). If the required assessments cannot be undertaken or finalized during the PPG, they must be completed during the first phase of project implementation.

d. Identification of project sites

Based on the above reviews, project demonstration sites will be identified in consultation with stakeholders. In addition, sites targeted for community managed coastal/mangrove PAs will be selected based on set criteria that will be determined as part of the PPG process (see f below).

e. Financial planning

Co-financing will be confirmed and additional sources identified through a series of consultations with partners to ensure a coherent and sustainable financing package for the project, including post-GEF grant phase.

f. Other required studies

The PPG process will expand on the threats, desired outcomes and baselines as outlined in the PIF. The following additional studies will be conducted during the PPG phase to inform the design of the project:

1. Assessment of sites to be targeted for community managed coastal/mangrove PAs and implementation of SLM practices, based on a set of criteria that should include biodiversity values (e.g. species richness, KBA indices), value in terms of ecosystem services, existing hazard profiles and vulnerability and capacity assessments, land-use plans, accessibility, potential for community buy-in, and other relevant criteria that will be determined upon stakeholder consultation. The assessment should result in a prioritised overview of eligible sites. Prioritisation should be done by weighing the selection criteria, with emphasis on the feasibility of successfully engaging the local communities for biodiversity conservation in the longer term.
2. Socio-economic surveys of communities targeted for sustainable income generating activities, including the sites selected for community managed coastal/mangrove PAs. The survey should result in a clear baseline overview of the social and economic status of the communities.
3. Feasibility study for the establishment of sustainable financing mechanisms, including: i) review of existing financial resources, financing arrangements and mechanisms for integrated NRM, SLM and PA management; and ii) development of a framework for application of the System of Environmental-Economic Accounting (SEEA) as an approach to valuing the ecosystem services provided by the targeted landscape.

Component B: Formulation of the UNDP-GEF Project Document, CEO Endorsement Request and Mandatory and Project Specific Annexes

Based on the technical studies and reviews undertaken under **Component A** (detailed above), the full UNDP-GEF Project Document will be developed (following the 2017 annotated UNDP-GEF Project Document available [here](#)), and the GEF-CEO Endorsement Request (available [here](#)) will be prepared.

The GEF PPG Team Leader will be responsible for the consolidation and finalization of all required materials.

Preparation of the UNDP-GEF ProDoc includes a specific focus on the following areas, which do not exhaustively capture the required ProDoc content:

a. Theory of Change

The detailed theory of change (ToC), based on the studies and data collection undertaken in **Component A**, will be developed. The selected approach will be identified, with a clear rationale backed by credible evidence, integrating gender concerns into the approach. Additional guidance is available in the Annotated UNDP-GEF ProDoc template.

b. Results Framework

Based on the studies and data collection undertaken in **Component A**, the Results Framework will be further defined with appropriate Objective-level and Outcome-level quantitative and qualitative SMART indicators and mid-term and end-of-project targets. It will be designed in line with the following parameters:

- Do not include outputs or activities in the results framework. Outputs and corresponding indicators can be included in the results section and/or in Annex to the project document.
- Prepare a maximum of 2-3 indicators for the Objective and each Outcome. Aim to keep the total number of indicators in the results framework (and that require annual reporting to the GEF) to 15-16.
- Give special attention to include gender-responsive outcomes and other socio-economic benefits.
- Collect baseline data for each indicator using existing national sources when feasible.
- Disaggregate indicators by sex, including number of direct project beneficiaries.
- Set realistic mid-term targets and end-of-project targets that can be achieved by project closure.
- Summarize risks and assumptions, and sources of verification/data.

See the annotated UNDP-GEF Project Document template for additional guidance on developing the Results Framework.

c. Monitoring and Evaluation (M&E) Plan and Budget

The on-the-ground monitoring could be undertaken by national institutes/universities as appropriate. Clarify the roles of various groups involved in project M&E, how project-level monitoring links with data collected at the national level, and specify the frequency of monitoring. Specify monitoring tools to be used; who will be responsible for completing the mid-term and terminal GEF Tracking Tools (see below). Complete the M&E budget included in the UNDP-GEF Project Document noting that the total budget should be between 3-5% of the GEF grant.

d. Stakeholder Engagement Plan

Based on the consultations undertaken during the PPG phase, a Stakeholder Engagement Plan will be developed.

e. Gender Action Plan and Budget

Based on the Gender Analysis conducted in **Component A**, the Gender Action Plan and Budget will outline the gender-specific outputs to be delivered during project implementation in order to promote gender equality and women's empowerment and to ensure that inequalities are not exacerbated.

f. Social and Environmental Standards

In line with the assessments conducted during **Component A** (above) and in line with UNDP's Social and Environmental Standards (SES) policy and all associated SES Guidance Notes, the SESP will be finalized and all moderate and high risks identified in the SESP will be reflected in the risk table and risk section of the project document.

Mitigation and management measures for moderate and high risks will be developed and included in the project document, or included as a separate management plan in Annex to the project document, as required per UNDP's SES. If the mitigation and management measures cannot be fully detailed at the PPG phase (e.g. sites have not been determined), an environmental and social management framework

(ESMF) will be prepared outlining the steps to be taken during the first phase of project implementation to address the moderate and high risks. The ProDoc must clearly state that none of the associated project activities will commence until: the assessment(s) have been completed; the required management plan(s) have been prepared; the plan(s) have been disclosed and approved by the Project Board.

g. GEF Tracking Tool(s)

The following required GEF Tracking Tools will be prepared, in line with the relevant GEF objectives, and included as an Annex to the ProDoc. Indicators from the GEF Tracking Tools can be included in the Results Framework as appropriate. See the [GEF's website](#) for the current templates.

- GEF-6 Biodiversity Tracking Tool, Program 1*
- GEF-6 Land Degradation Tracking Tool*

h. Project Management Arrangements

Based on the stakeholder analysis and consultations undertaken in **Component A** above, agreement(s) on project management arrangements—including roles, responsibilities and accountabilities of lead and partner Agencies—will be secured early in the project development phase and will be fully detailed in the ProDoc.

i. Completion of the required official endorsement letters

These letters include the official letters on co-financing guarantee(s) from participating government institutions, bilateral development partners, multilateral development partners and NGOs who wish to provide cash or in-kind contributions to the project.

A GEF QFP endorsement letter will also be required for any new participating countries to a global or regional program/project that was not included with the PIF/PFD submission. Updated GEF QFP endorsements letters are also required if the requested GEF grant amount has changed since PIF/PFD approval.

Component C: Validation Workshop and Report

A validation workshop will be held with relevant stakeholders to present, discuss and validate the project activities, and the final draft of the UNDP-GEF project document if possible. A validation workshop report will be prepared for projects with an overall safeguards risk rating of moderate or high.

IV. TOTAL BUDGET AND WORK PLAN FOR GEF PPG

Award ID:	00107962
Award Title:	Sustainable and integrated land Management
Business Unit:	Sle 10
Project Title:	Sustainable and Integrated Landscape Management of the Western Area Peninsula
Project (PIMS) ID:	5542
Implementing Partner:	Environment Protection Agency Sierra Leone (EPA-SL), Ministry of Tourism and Cultural Affairs (MOTCA), Ministry of Agriculture, Forestry and Food Security (MAFFS)

GEF Outcome/Atlas Activity	Responsible Party	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount US\$	Budget Notes
Project preparation grant to finalize the UNDP-GEF project document for project: "Sustainable and Integrated Landscape Management of the Western Area Peninsula"	UNDP	62000	GEF TRUSTEE	71200	International Consultants	58,500	A, C
				71300	Local Consultants	55,500	B, D, E, F, G
				71600	Travel	20,500	H
				72500	Supplies	500	I
				74500	Miscellaneous Expenses	500	J
				75700	Trainings / Workshops	14,500	K
PROJECT TOTAL						150,000	

Budget Note	Items	Total estimated person weeks	Budget	Budget Note
A	Project Design & NRM Expert / Team Leader (international)	13	42,250	Please see Annex 2 for key responsibilities.
B	NRM Policy & Institutional Expert / National Team Leader (national)	12	21,000	
C	Sustainable Financing & Investment / Environmental Economics Expert (international)	6	19,500	
D	Biodiversity Expert (national)	6	9,000	
E	Socio-Economic Development Expert (national)	6	9,000	
F	M&E Expert (national)	6	9,000	
G	Stakeholder Engagement and Gender Specialist (national)	4	6,000	
H	Travel		18,750	This includes expenses for: (a) Field missions for both international and national consultants; (b) other assessments as required.
I	Communication		500	Communication cost in coordinating the project preparatory activities
J	Miscellaneous		500	Miscellaneous expenses and contingency
K	Training/Workshops		14,500	Local stakeholder meetings, logical framework analysis workshop, final stakeholder validation workshop.
Total			150,000	

V. GEF PPG ACTIVITIES TIMEFRAME AND BUDGET

PPG Activity	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Component A: Technical studies, etc.												
Component B: Formulation of ProDoc, etc.												
Component C: Validation Workshop												
Delivery of final outputs												

VI. MANDATORY ANNEXES

Annex 1: GEF CEO PIF/PPG Approval Letter

Insert the approval letter as an image or link to the file in PIMS.



GLOBAL ENVIRONMENT FACILITY
INVESTING IN OUR PLANET

Nando Mbili
CEO and Chairperson

October 30, 2017

Mr. Adriano Lima
GEF Executive Coordinator
United Nations Development Programme
One United Nations Plaza
304 East 43rd St.
FF Bldg., 10th Floor
New York, NY 10017

Dear Mr. Lima:

I am pleased to inform you that I have cleared the project concept detailed below for inclusion in the operating work program. I have also approved your request for project preparation grant.

Decision Sought:	Project Identification Form (PIF) Clearance for Work Program Inclusion and Project Preparation Grant (PPG) Approval
GEF SEC ID:	9901
Agency (ref):	UNDP
Agency ID:	55474UNDP
Focal Area:	Multi-Focal Area
Project Type:	Fish-Stream Project
Country (ref):	Sierra Leone
Name of Project:	Sustainable and Integrated landscape management of the Western Area Peninsula
Indicative GEF Project Grant:	\$5,209,930
Indicative Agency Fee:	\$404,941
PPG Grant:	\$150,000
PPG Agency Fee:	\$14,250
Funding Source:	GEF Trust Fund

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Break-down of Indicative Agency Fee				
Agency	Trust Fund	40% Fees to be committed as Council Approval	Fees to be committed as CEO Endorsement	Total (US\$)
LINBP	GEF	1,197,976	1,290,965	2,488,941

This IFF clearance and IFF approval is subject to the comments made by the GEF Secretariat in the attached project review document. It is also based on the understanding that the project is in conformity with GEF focal area strategies and in line with GEF policies and procedures. Please ensure that your final project document, with all Secretariat and Council comments fully addressed, is submitted such that CEO endorsement can be provided within 18 months of Council approval of the work program.

Sincerely,

 Saeed Ishtiaq
 Chief Executive Officer and Chairperson

Attachment: GEFSEC Project Review Document
 Copy to: Country Operational Team, GEF Agencies, STAF, Trainer



Annex 2: Draft Terms of Reference (TORs) of Consultants Financed by the Project Preparatory Grant (GEF PPG)

Position, Type and Cost	Role, Deliverables and Qualifications
<p>Position: Project Design & NRM Expert / Team Leader (international)</p> <p>Type: IC</p> <p>Cost per person week: US\$3,250</p> <p>Number of person weeks needed: 13 weeks</p>	<p>Role</p> <p>The Project Design & NRM Expert will act as the PPG Team Leader and will be responsible for quality assurance and timely preparation of all reports and documentation, including the finalized UNDP Project Document (ProDoc) and CEO Endorsement Request, with all mandatory and project specific Annexes and supporting documentation. S/he will be responsible for managing all members of the PPG Team, and coordinating their work and inputs.</p> <p>Deliverables</p> <ol style="list-style-type: none"> 1) <u>Management of the GEF PPG Team</u> <ol style="list-style-type: none"> a. Define and submit a detailed methodology and work plan in consultation with the other consultants with clear delegation of responsibilities for the International Consultants (ICs) and National Consultants (NCs); b. Ensure that project development is participatory, gender-responsive and based on extensive stakeholder engagements; and c. Verify and ensure that all project components are technically sound and cost effective. 2) <u>Preparatory Technical Studies and Reviews (Component A)</u>: With inputs from the other national and international consultants, as detailed in their respective TORs: <ol style="list-style-type: none"> a. Compile baseline/situational analysis for the full-size project (FSP). This will include a precise definition of baseline projects, activities, budgets, goals and co-financial links to GEF outcomes; definition of GEF incremental value per outcome and output; and presentation of results of the incremental cost-analysis in matrices as appropriate; b. Oversee the stakeholder analysis and consultations and ensure that they are complete and comprehensive; c. Ensure the preparation of the gender analysis and ensure its findings are meaningfully integrated into the project's strategy, theory of change and results framework; d. Ensure action points, including risk assessments, from the UNDP Social and Environmental Screening Procedure (SESP) at the PIF stage ("pre-screening") are fully implemented during the PPG, and update that screening in an iterative fashion throughout the PPG, as appropriate; e. Conduct/oversee the identification of the project sites, with documentation of selection criteria; f. Oversee the consultations with partners regarding financial planning; and g. Ensure completion of any additional studies that are determined to be needed for the preparation of the ProDoc and all other final outputs. 3) <u>Formulation of the ProDoc, CEO Endorsement Request and Mandatory and Project Specific Annexes (Component B)</u>: With inputs from the other national and international consultants, as detailed in their respective TORs, and based on international best practice: <ol style="list-style-type: none"> a. Develop, present and articulate the project's theory of change; b. Develop the Results Framework in line with UNDP-GEF policy; c. Develop a detailed Monitoring and Evaluation Plan; d. Develop a detailed Budget and Procurement Plan; e. Work with the UNDP CO to select an indicator for one of the outcomes of the IRRF; f. Oversee and ensure the preparation of a Stakeholder Engagement Plan; g. Oversee and ensure the preparation of a Gender Action Plan and Budget; h. Update the SESP based on assessments undertaken during Component A, and ensure the development of environmental and/or social management plan(s) for all risks identified as Moderate or High in the SESP;

	<ul style="list-style-type: none"> i. Prepare the required GEF tracking tool(s); j. Secure and present agreements on project management arrangements; k. Ensure the completion of the required official endorsement letters; and l. Synthesize all analyses, studies, etc. that are prepared under Components A and B to produce the draft UNDP-GEF ProDoc, GEF CEO Endorsement, and all mandatory and project specific Annexes, using the required templates.² <p>4) <u>Validation Workshop (Component C):</u></p> <ul style="list-style-type: none"> a. Lead the validation workshop to present, discuss and validate the final draft ProDoc and mandatory and project specific annexes, with a special focus on the SESP and any management plans; and b. Oversee all necessary revisions that arise during the workshop; c. Ensure completion of Validation Workshop Report. <p>5) <u>Final Deliverables:</u></p> <ul style="list-style-type: none"> a. Consolidation of all technical and consultation inputs including from national stakeholders, UNDP, GEF Secretariat, STAP and GEF Council, into a well written and concise UNDP ProDoc with all required sections and Annexes, in line with the standard UNDP-GEF ProDoc template and annotated guidance; b. Completion of the GEF CEO Endorsement Request; c. All documentation from GEF PPG (including technical reports, etc.); and d. Validation Workshop Report. <p>Qualifications</p> <ul style="list-style-type: none"> ▪ Master's degree or higher in a relevant field, such as relevant natural sciences, social sciences or political sciences ▪ Minimum 10 years of demonstrable experience in preparing high quality UNDP and GEF biodiversity conservation or sustainable land management projects ▪ Fluency in written and spoken English and excellent coordination and leadership skills
<p>Position: NRM Policy & Institutional Expert / National Team Leader (national)</p> <p>Type: IC</p> <p>Cost per person-week: US\$1,750</p> <p>Number of person-weeks needed: 12 weeks</p>	<p>Role</p> <p>The Natural Resource Management Policy & Institutional Expert will work closely with the PPG Team Leader and will serve as the Deputy Team Leader. S/he will also work closely with the other members of the PPG Team to deliver the following:</p> <p>Deliverables</p> <p>1) <u>Preparatory Technical Studies and Reviews (Component A):</u> Prepare inputs and support the required analyses/studies, as agreed with the PPG Team Leader, including:</p> <ul style="list-style-type: none"> a. Review of legal, sectoral policy, institutional and enforcement frameworks. b. Assessment of current capacities at effective landscape and PA management, including stakeholder mandates, roles, responsibilities, capacities, resources (personnel and finances), and existing coordination mechanisms for effective collaborative decision-making, planning and management. c. Overview of existing GIS and spatial planning information and modelling capacities to enable effective biodiversity monitoring and landscape planning, and to measure and track negative impacts of infrastructure development, agricultural expansion, or other development processes. d. Compilation and analysis of existing management plans for the targeted landscape, including strengths and weaknesses. e. Support the completion of any additional studies that are determined to be needed for the preparation of the ProDoc and all other final outputs.

² Please verify with the UNDP-GEF team that the correct templates are being used.

	<p>2) <u>Formulation of the ProDoc, CEO Endorsement Request and Mandatory and Project Specific Annexes (Component B)</u>: Prepare inputs and support the development of final PPG deliverables, as agreed with the PPG Team Leader.</p> <p>3) <u>Validation Workshop (Component C)</u>:</p> <ol style="list-style-type: none"> Contribute to the validation workshop; and Support all necessary revisions that arise during the workshop, as appropriate. <p>4) <u>Final Deliverables</u>:</p> <ol style="list-style-type: none"> Detailed review of existing enabling frameworks and capacities for effective management of the Western Area Peninsula Landscape. Final UNDP-GEF Project Document and GEF CEO ER <p>Qualifications</p> <ul style="list-style-type: none"> Master's degree or higher in a relevant field, such as natural sciences, NRM. Minimum 10 years of demonstrable relevant experience. Fluency in written and spoken English and excellent technical writing skills
<p>Position: Sustainable Financing & Investment / Environmental Economics Expert (international)</p> <p>Type: IC</p> <p>Cost per person-week: US\$3250</p> <p>Number of person-weeks needed: 4 weeks</p>	<p>Role The Sustainable Financing & Investment Expert will work closely with the PPG Team Leader and other members of the PPG Team, particularly the Natural Resource Management Policy & Institutional Expert, Biodiversity Expert, and Socio-Economic Development Expert to deliver the following:</p> <p>Deliverables</p> <p>5) <u>Preparatory Technical Studies and Reviews (Component A)</u>: Prepare inputs and support the required analyses/studies, as agreed with the PPG Team Leader, including:</p> <ol style="list-style-type: none"> Review of existing financial resources, financing arrangements and (institutional) mechanisms for integrated NRM, SLM and PA management in Sierra Leone; where relevant using BIOFIN methodologies for conducting policy/institutional reviews, expenditure reviews, financing need identification and financing plan development. Develop a strategy for application of the System of Environmental-Economic Accounting (SEEA) as an approach to valuing ecosystem services provided in the targeted landscape. Identify critical factors for effectively increasing revenues for both PA and integrated NRM/SLM practices in the targeted landscape. Provide an overview of the economic potential for biodiversity conservation and sustainable land management in the targeted landscape. Develop a detailed project framework with specific actions to facilitate increased levels and sources of financing for improved PA and SLM. This should include specific actions, timeframes, estimated costs and progress indicators that will be fed into the project M&E framework. Develop an initial Financial Sustainability Score Card. Support the completion of any additional studies that are determined to be needed for the preparation of the ProDoc and all other final outputs. <p>6) <u>Formulation of the ProDoc, CEO Endorsement Request and Mandatory and Project Specific Annexes (Component B)</u>: Prepare inputs and support the development of final PPG deliverables, as agreed with the PPG Team Leader.</p> <p>7) <u>Validation Workshop (Component C)</u>:</p> <ol style="list-style-type: none"> Contribute to the validation workshop. Support all necessary revisions that arise during the workshop, as appropriate. <p>8) <u>Final Deliverables</u>:</p> <ol style="list-style-type: none"> Detailed project framework for increased levels and sources of financing for improved PA and SLM in the targeted landscape.

	<p>b. Final UNDP-GEF Project Document and GEF CEO ER</p> <p>Qualifications</p> <ul style="list-style-type: none"> ▪ Master's degree or higher in a relevant field, such as International Business Management, Development Studies, Economics, etc. ▪ Minimum 10 years of demonstrable relevant experience. ▪ Fluency in written and spoken English and excellent technical writing skills
<p>Position: Biodiversity Expert (national)</p> <p>Type: IC</p> <p>Cost per person-week: US\$1,500</p> <p>Number of person-weeks needed: 6 weeks</p>	<p>Role The Biodiversity Expert will work closely with the Deputy Team Leader under the direction of the Team Leader. S/he will also work closely with the other members of the PPG Team to deliver the following:</p> <p>Deliverables</p> <p>9) <u>Preparatory Technical Studies and Reviews (Component A)</u>: Prepare inputs and support the required analyses/studies, as agreed with the PPG Team Leader, including:</p> <ol style="list-style-type: none"> a. Prepare detailed baseline information on biodiversity profiles in the targeted landscape, including biodiversity distribution, conservation status, geographical status, global biodiversity significance of the WAP NP. b. Support the identification and prioritisation of demonstration sites to be targeted for community managed coastal/mangrove PAs and implementation of SLM practices, based on a set of criteria that should include biodiversity values (e.g. species richness, KBA indices), value in terms of ecosystem services, existing hazard profiles and vulnerability and capacity assessments, land-use plans, accessibility, potential for community buy-in, and other relevant criteria to be determined upon stakeholder consultation. c. Assess, collate and analyse information related to any other aspect of baseline related to biodiversity conservation, and NRM in the targeted landscape. d. Review of existing awareness, knowledge and educational strategies/programmes relevant to the benefits of biodiversity conservation, and environmental, health and social effects of deforestation and land degradation. e. Collate and assess existing knowledge and information on the ecosystem services provided by the targeted landscape. f. Support the preparation of a strategy for implementing an integrated approach to biodiversity conservation and SLM in the targeted landscape. This will be based on a needs assessment that includes: (a) reviews of relevant documents such as NBSAPs, species conservation plans, spatial planning initiatives, land use plans etc.; (b) assessment of existing and emerging threats to biodiversity in the landscape; (c) documentation of KBA criteria, and needs assessment concerning key species in terms of priorities for habitat protection. g. Support the preparation of the gender analysis; h. Support the action points, including risk assessments, from the UNDP Social and Environmental Screening Procedure (SESP) at the PIF stage ("pre-screening") are fully implemented during the PPG, and support the iterations of that screening in an iterative fashion throughout the PPG, as appropriate; i. Support the completion of any additional studies that are determined to be needed for the preparation of the ProDoc and all other final outputs. <p>10) <u>Formulation of the ProDoc, CEO Endorsement Request and Mandatory and Project Specific Annexes (Component B)</u>: Prepare inputs and support the development of final PPG deliverables, as agreed with the PPG Team Leader.</p> <p>11) <u>Validation Workshop (Component C)</u>:</p> <ol style="list-style-type: none"> a. Contribute to the validation workshop; and b. Support all necessary revisions that arise during the workshop, as appropriate. <p>12) <u>Final Deliverables</u>:</p>

	<p>a. Detailed baseline information on biodiversity profiles and status of conservation in the targeted landscape.</p> <p>b. Final UNDP-GEF Project Document and GEF CEO ER</p> <p>Qualifications</p> <ul style="list-style-type: none"> ▪ Master's degree or higher in a relevant field, such as natural sciences or biodiversity conservation. ▪ Minimum 10 years of demonstrable experience in the technical area of PA management, planning and managing biodiversity conservation projects and programmes in the country; ▪ Fluency in written and spoken English and excellent technical writing skills
<p>Position: Socio-Economic Development Expert (national)</p> <p>Type: NC</p> <p>Cost per person-week: US\$1,500</p> <p>Number of person-weeks needed: 6 weeks</p>	<p>Role</p> <p>The Socio-Economic Development Expert will work closely with the Deputy Team Leader under the direction of the Team Leader. S/he will also work closely with the other members of the PPG Team to deliver the following:</p> <p>Deliverables</p> <ol style="list-style-type: none"> 1) <u>Preparatory Technical Studies and Reviews (Component A):</u> Prepare inputs and support the required analyses/studies, as agreed with the PPG Team Leader, including: <ol style="list-style-type: none"> a. Overview of suggested target groups, including local farmers, fishermen and households based in areas at risk of encroachment on the Western Area Peninsula National Park, public officials, and relevant NGOs (e.g. EFA and others). This information will also be used to feed into the stakeholder analysis to be developed by the Stakeholder Engagement and Gender Specialist who will be part of the PPG Team. b. Develop semi-structured interviews to be conducted during the field visits, tailored to the specific target interviewees. c. Collect comprehensive baseline data on the social, cultural, economic and political conditions of targeted individuals, households, and communities. This should include household size and composition, average income, educational level, predominant sources of livelihood/economic activities. The socioeconomic assessments will be used to determine historical and current patterns of use, values, resource-dependency, and perceptions of biodiversity conservation and SLM, in order to predict the social and economic implications of management actions taken as part of the project. This information could be complemented by the 2015 Population and Housing Survey implemented by Statistics Sierra Leone. d. Support action points, including risk assessments from the UNDP Social and Environmental Screening Procedure (SESP), as appropriate. e. Support completion of any additional studies that are determined to be needed for the preparation of the ProDoc and all other final outputs. 2) <u>Formulation of the ProDoc, CEO Endorsement Request and Mandatory Annexes as well as project specific annexes (Component B):</u> Prepare inputs and support the required analyses/studies, as agreed with the PPG Team Leader, including: <ol style="list-style-type: none"> a. Preparation of the Stakeholder Engagement Plan. b. Contribute to the updated the SESP, as needed, based on assessments undertaken during Component A. c. Support the development of environmental and/or social management plan(s) for risks identified as Moderate or High in the SESP. 3) <u>Validation Workshop (Component C):</u> <ol style="list-style-type: none"> a. Contribute to the validation workshop. b. Support all necessary revisions that arise during the workshop, as appropriate. 4) <u>Final Deliverables:</u> <ol style="list-style-type: none"> a. Detailed socioeconomic assessment. b. Final UNDP-GEF Project Document and GEF CEO ER

	<p>Qualifications</p> <ul style="list-style-type: none"> ▪ University degree in a relevant field, such as Economics, Development Studies, or similar. ▪ Minimum 10 years of demonstrable experience in the technical area of socio-economic development. ▪ Fluency in written and spoken English.
<p>Position: M&E Expert (national)</p> <p>Type: IC</p> <p>Cost per person-week: US\$1,500</p> <p>Number of person-weeks needed: 6 weeks</p>	<p>Role</p> <p>The M&E Expert will work closely with the Deputy Team Leader under the direction of the Team Leader. S/he will also work closely with the other members of the PPG Team to deliver the following:</p> <p>Deliverables</p> <ol style="list-style-type: none"> 1) <u>Preparatory Technical Studies and Reviews (Component A)</u>: Prepare inputs and support the required analyses/studies, as agreed with the PPG Team Leader, including: <ol style="list-style-type: none"> a. Contribute to the development of a project Monitoring & Evaluation plan, including the formulation of SMART indicators as well as a detailed M&E plan and budget. b. Provide support for the development of a theory of change for the project. c. Prepare inputs for the baseline/situational analysis for the project. This will include a precise definition of other relevant existing/planned interventions, budgets, goals and co-financial links to GEF outcomes; definition of GEF incremental value per outcome and output; and presentation of results of the incremental cost-analysis in matrices. d. Support the stakeholder analysis and consultations and ensure that they are complete and comprehensive. e. Support the preparation of the gender analysis. f. Support the action points, including risk assessments from the UNDP Social and Environmental Screening Procedure (SESP) as appropriate. g. Support the identification of the project sites, with documentation of selection criteria. h. Support the completion of any additional studies that are determined to be needed for the preparation of the ProDoc and all other final outputs. 2) <u>Formulation of the ProDoc, CEO Endorsement Request and Mandatory and Project Specific Annexes (Component B)</u>: Prepare inputs and support the development of final PPG deliverables, as agreed with the PPG Team Leader. 3) <u>Validation Workshop (Component C)</u>: <ol style="list-style-type: none"> a. Contribute to the validation workshop; and b. Support all necessary revisions that arise during the workshop, as appropriate. 4) <u>Final Deliverables</u>: <ol style="list-style-type: none"> a. Comprehensive costed monitoring and evaluation plan for the project b. Final UNDP-GEF Project Document and GEF CEO ER <p>Qualifications</p> <ul style="list-style-type: none"> ▪ Master's degree or higher in a relevant field, such as natural resource management. ▪ Minimum 10 years of demonstrable experience in the technical area of project and programme management/design/evaluation; ▪ Fluency in written and spoken English and excellent writing skills
<p>Position: Stakeholder Engagement and Gender Specialist (national)</p> <p>Type: IC</p> <p>Cost per person-week: US\$1,500</p>	<p>Role</p> <p>The Stakeholder Engagement and Gender Specialist will work closely with the PPG Deputy Team Leader under the direction of the Team Leader. S/he will also work closely with the other members of the PPG Team to deliver the following:</p> <p>Deliverables</p> <ol style="list-style-type: none"> 5) <u>Preparatory Technical Studies and Reviews (Component A)</u>: Prepare inputs and support the required analyses/studies, as agreed with the PPG Team Leader, including: <ol style="list-style-type: none"> a. Lead and advise on the stakeholder analysis and consultations and ensure that they are complete and comprehensive.

<p>Number of person-weeks needed: 4 weeks</p>	<ul style="list-style-type: none"> b. Prepare the gender analysis and work closely with the Team Leader to ensure its findings are meaningfully integrated into the project's strategy, theory of change and results framework. c. Support action points, including risk assessments from the UNDP Social and Environmental Screening Procedure (SESP), and update that screening in an iterative fashion throughout the PPG as appropriate. d. Support completion of any additional studies that are determined to be needed for the preparation of the ProDoc and all other final outputs. <p>6) <u>Formulation of the ProDoc, CEO Endorsement Request and Mandatory Annexes as well as project specific annexes (Component B)</u>: Prepare inputs and support the required analyses/studies, as agreed with the PPG Team Leader, including:</p> <ul style="list-style-type: none"> a. Prepare the Stakeholder Engagement Plan. b. Prepare the Gender Action Plan and Budget. c. Contribute to the updated the SESP, as needed, based on assessments undertaken during Component A. d. Support the development of environmental and/or social management plan(s) for all risks identified as Moderate or High in the SESP. e. Support the agreements on project management arrangements. <p>7) <u>Validation Workshop (Component C)</u>:</p> <ul style="list-style-type: none"> c. Contribute to the validation workshop. d. Support all necessary revisions that arise during the workshop, as appropriate. <p>8) <u>Final Deliverables</u>:</p> <ul style="list-style-type: none"> a. Detailed Gender Mainstreaming Plan for the project, including plans for improving gender equality and women's empowerment, which will be also fed into SESP. b. Detailed stakeholder engagement plan and appropriate inputs into the final UNDP-GEF Project Document and GEF CEO ER <p>Qualifications</p> <ul style="list-style-type: none"> ▪ University degree in a relevant field, such as sociology, development studies, etc. ▪ Minimum 7 years of demonstrable relevant experience. ▪ Fluency in written and spoken English.
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PIMS: 4452

GEF SEC ID: 9903

Project Title: Sustainable and Integrated Landscape Management of the Western Area Peninsula

Date of STAP Comment: November 15, 2017

STAP Advisory Response: Concur

STAP Comment	Response
<p>1. STAP recommends defining links between the spatial planning system and other databases on land use planning. This includes the World Overview of Conservation Approaches and Technologies which is focused on innovation and decision-making processes on land management: https://www.wocat.net</p> <p>Furthermore, STAP recommends defining the geo-referenced methods that will be used in the spatial planning system. The spatial and time scale also should be detailed, as well as how the project proposes to ground-truth the geo-referenced data. Additionally, it is not clear whether the project intends to train stakeholders on the use of geo-referenced data, or how UNDP proposes that the open access platform continue operate beyond the project's lifetime.</p>	<p>1. We have added an action point to the PPG Initiation Plan to emphasise the importance of linking the spatial planning system to other relevant databases and initiatives on land use planning, including WOCAT.</p> <p>The spatial system is intended to build on previous UNDP, EU, USAID, and Columbia University GIESIN-supported interventions that resulted in the establishment of initial capacities for GIS-based environmental monitoring and planning within the Ministry of Lands, Country Planning & Environment (MLCPE), Environment Protection Agency (EPA), and Disaster Management Department (DMD). We will ensure to include: i) an assessment of present abilities for use of geo-referenced methods, and specific recommendations for further provision of tools and training that will contribute to the longer-term sustainability of investments made by the project; and ii) opportunities for sharing of data and information between the abovementioned government institutions for improved coordination and planning.</p> <p>Given the focus of the proposed project on the Western Area Peninsula, the spatial scale will be limited to the targeted landscape. Ideally, there should be capacity for short term (e.g up to 5 years) and longer-term (e.g. 10-15 years) monitoring of environmental change and projections for land-use planning. During the PPG phase, an assessment will be made of the budgets required for various scenarios, and actions developed for verification of GIS-based data on location.</p>
<p>2. There appears to be some redundancy in the way that component 1 and 2 are described in the project description summary (section b). Both components state that national plans will be developed and strengthened for managing the Western Area Peninsula through landscape approaches. It would be</p>	<p>2. We will ensure to distinguish the fact that Component 1 focuses on the development of a zoning Master Plan for the WAP Landscape (taking into account ecosystem service valuations and spatial planning recommendations, including detailed</p>

<p>useful to distinguish that component 2 will focus on promoting land management practices in the protected area buffer zone.</p>	<p>Management Plans for protected areas, and with clear cross-sectoral governance and implementation structures), while Component 2 focuses on the practical integrated management of the targeted landscape through the promotion of environmentally sustainable practices.</p>
<p>3. STAP notes that there is a strong focus on measures to address biodiversity conservation, with much less detail of the land use planning and SLM approaches related to agricultural land. STAP recommends strengthening these aspects, detailing the strategy that will be applied to identify suitable land uses and SLM practices. STAP notes that the project is intended to support the implementation of Land Degradation Neutrality in Sierra Leone, and refers the proponents to the UNCCD's "Scientific Conceptual Framework for Land Degradation Neutrality" (Orr et al., 2017). The LDN framework provides guidance to inform identification of target areas for SLM and rehabilitation activities, and monitoring of land-based ecosystem services. The LDN framework emphasizes integrated land use planning at landscape scale, so will readily complement the approach proposed in the PIF. The conceptual framework recommends land use planning based on land potential, which is determined by inherent factors such as soil type and landscape position, that determine productivity and risk of land degradation. The framework can be accessed at: http://knowledge.unccd.int/knowledge-products-and-pillars/land-degradation-neutrality-idn-conceptual-framework/land</p>	<p>3. We agree that the importance of addressing gaps in land use planning and unsustainable agricultural practices in the targeted landscape should not be underestimated, and the project should include concrete and feasible steps towards improved SLM. The PPG will be used to detail the specific strategies that will be applied for identification of more suitable forms of land use and SLM practices. The point about the use of the LDN framework for integrated land use planning at landscape scale is well-noted, and this shall be integrated in the project strategy.</p>
<p>4. For component 3, STAP recommends applying the System of Environmental-Economic Accounting (SEEA) as an approach to valuing the ecosystem services provided in the Western Area Peninsula: https://seea.un.org</p>	<p>4. The project will take this recommendation into account and apply the SEEA as an approach for valuing ecosystem services.</p>
<p>5. It is unclear whether the project will draw from the knowledge and learning produced by UNEP's GEF full-sized project "Evolution of protected area systems with regard to climate change in the West Africa region": http://parcc.protectedplanet.net/en</p> <p>STAP recommends using the document "Sierra Leone Gap Analysis and Spatial Conservation Planning" in the project design. The analysis focused on protected area planning taking into consideration climate change</p>	<p>5. The project will build on the recommendations from the UNEP GEF PARCC project, including the Gap Analysis and Spatial Conservation Planning.</p>

<p>projections: http://parcc.protectedplanet.net/system/comfy/cms/files/files/000/000/183/original/PARCC_Policy_Brief_SiERRA_LEONE.pdf</p>	
<p>6. In addition to establishing a mangrove protective program, STAP encourages the project proponents to consider collecting data on the biophysical properties of mangroves, and the socio-economic characteristics of the populations dependent on them. This information can be used to inform management decisions, and the sustainability of the mangrove ecosystem. Furthermore, the proponents should consider strengthening the legal and institutional policies and regulations on mangroves under component 1. Evidence suggests that mangroves are not being properly managed in West Africa (including Sierra Leone) partly due to the multiplicity of institutions and decentralization of management responsibilities. This evidence and other management and use data on mangroves in Sierra Leone are available in this paper: Feka, Z., et al. (2015). "Sustainable management of mangrove forests in West Africa: A new policy perspective?" <i>Ocean & Coastal Management</i> 116 (2015) 341-352.</p>	<p>6. The project will take this recommendation into account, and also integrate results from the USAID-funded West Africa Biodiversity and Climate Change (WA-BICC) program, which includes activities aimed at mangrove restoration. E.g.: http://www.fcmglobal.org/documents/Mangroves_Report.pdf and https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=13&cad=rja&uact=8&ved=0ahUKEwiOzqzD0tTXAhWMqaQKHQ5wDv0QFghdMAw&url=https%3A%2F%2Fmport.al.net%2Flibrary%2Fcontent%2Ffcmc%2Fpublications%2Fmangroves-in-west-africa-a-policy-brief%2Fat_download%2Ffile&usq=AOvVaw1NBk5D3WUD0D3ime6aEhuA</p>

