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Initiation Plan / GEF PPG

Project Title: Sustainable Management of Drylands in Northern Togo	
Country: Togo (République Togolaise / Togolese Republic)	
UNDP Country Programme Output: Output 3.1: National institutions have increased capacities to formulate, implement and mobilize resources for waste management, climate, disaster and risk informed gender responsive sectoral development plans/policies; and 3.3: Vulnerable communities in areas highly exposed to natural hazards prone enabled to adapt to future disaster and climate change impacts	
Gender Marker rating: 2 The project promotes gender equality in a significant and consistent way.	
SESP Pre-Screening Categorization: High Risk	
Atlas Project ID (formerly Award ID): 00128220 Atlas Output ID (formerly Project ID): 00122245 UNDP PIMS ID: 6425 GEF PMIS ID: 10416 Management Arrangement: DIM Start date: 30 Aug 2020 End date: 3 rd June 2021	Total budget: Allocated resources (US\$): GEF 150,000 UNDP 50,000

AGREED BY

Mr. Aliou Mamadou DIA

UNDP Resident Representative

Signature



Day/Month/Year

Date: 11/08/2020

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ACRONYMS & ABBREVIATIONS

CO	Country Office
CSO	Civil Society Organisation
ER	Endorsement Request
FSP	Full Size Project
GEF	Global Environment Facility
HACT	Harmonized Approach to Cash Transfers
LPAC	Local Project Appraisal Committee
MEDDPN	Ministry of Environment, Sustainable development and Nature Protection
MAPAH	Ministry of Agriculture, Animal Production and Fisheries
MDBAJ	Ministry of Grassroots Development, Handicrafts and Youth
MSP	Medium Size Project
NGO	Non-Governmental Organisation
OFP	Operational Focal Point
PPG	Project Preparation Grant
PPG IP	PPG Initiation Plan
ProDoc	Project Document
RTA	Regional Technical Advisor
SESP	Social and Environmental Risk Screening Procedure
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
WG	Working Group



I. BRIEF DESCRIPTION OF THE INITIATION PLAN/GEF PPG

Background

This PPG Initiation Plan (PPG IP) describes how the project preparation grant of \$150,000 from the Global Environment Facility (GEF) will be programmed to develop a project document on Sustainable Management of Drylands in Northern Togo, with supporting documentation for submission to the GEF Secretariat for CEO endorsement. The PIF for this project was submitted to the GEF Secretariat on 11 October 2019, resubmitted on 19th April 2020 by the Togo Government with support from UNDP, and was approved for funding on 3rd June 2020 by the GEF Council.

Objective & Final Outputs

The purpose of the PPG is to develop the concept into a full project. The PPG IP outlines activities that need to be undertaken to complete mandatory sections of the UNDP-GEF Project Document (e.g. Theory of Change, Gender Analysis, SESP, etc.) as well as additional eligible activities specific to the project objective. As described in the PIF, the objective of the project is to accelerate sustainable land management and restoration for achieving land degradation neutrality while benefitting agro-pastoral livelihoods and globally significant biodiversity in Savanes and Kara Regions of Togo.

The project is in alignment with the following GEF-7 Focal Area objectives: i) Maintain or improve flow of agro-ecosystem services to sustain food production and livelihoods through Sustainable Land Management (LD-1-1); ii) Maintain or improve flows of ecosystem services, including sustaining livelihoods of forest-dependent people through Forest Landscape Restoration (LD-1-3); and iii) Mainstream biodiversity across sectors as well as landscapes and seascapes through biodiversity mainstreaming in priority sectors (BD1-1)

The project will aim to accelerate sustainable land management and restoration for achieving land degradation neutrality (LDN) while benefitting agro-pastoral livelihoods and globally significant biodiversity in Savanes and Kara Regions of Togo. Four components will be designed to respond to identified barriers and tangibly contribute to long-term solutions:

1. Enabling Frameworks and Capacity for LDN Implementation and Biodiversity Conservation.
2. Sustainable land and forest management and biodiversity conservation at site level.
3. Sustainable nature-based livelihoods.
4. Knowledge management, M&E, and gender mainstreaming.

The following information is to be consulted as background for the GEF PPG phase:

- PIF approved by GEF Council.
- SESP pre-screening report.
- Comments from GEF Secretariat, Council, and/or STAP.
- Annotated UNDP-GEF Project Document Template¹ and guidance included therein
- GEF CEO Endorsement Request Template and related guidance².
- UNDP Social and Environmental Safeguards Policy and Guidance documents³

¹ To be provided by UNDP RTA

² <https://www.thegef.org/documents/templates>

³ https://info.undp.org/sites/bpps/SES_Toolkit/default.aspx

- Relevant UNDP policies⁴.
- Relevant GEF policies, in particular GEF policies on: Project Cancellation; Fee Policy for GEF Partner Agencies; Project and Program Cycle; and Minimum Fiduciary Standards for GEF Partner Agency (in particular sections dealing with the required separation of oversight and execution support services)⁵.
- Appropriate UNDP and GEF Tracking Tool templates and related guidance⁶.
- Relevant technical background documents, including the Terminal Evaluation Report of the GEF-funded Projet de Renforcement du rôle de conservation du système National d'Aires Protégées du Togo (PRAPT, PIMS 4220)⁷, and any relevant COVID-19 response/recovery strategies/plans that Togo may have in place (to be shared by RTA and/or UNDP Country Office).

The final outputs of the GEF PPG are:

1. UNDP-GEF Project Document (ProDoc), using the latest standard template (as per list above).
2. Mandatory Annexes to the ProDoc.
3. GEF CEO Endorsement Request.
4. Validation Workshop report.

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

Note that while technical studies produced by national consultants may be submitted in French, all the above-mentioned documents will need to be submitted in coherent English.

Table 1: Key Dates for the GEF PPG⁸

Milestone	Date	Notes
Internal submission of ProDoc and CEO ER Package for UNDP-GEF PTA review and clearance	3 October 2021	10 months of PIF approval for FSPs and 6 months for MSPs Date to be confirmed with RTA during PPG.
CEO Endorsement Submission Deadline after which the project will be cancelled.	3 December 2021	First submission must be within 12 months of PIF approval for FSPs and 8 months for MSPs. Failure to submit a ProDoc and CEO ER to the GEF Secretariat by this deadline will lead to the automatic cancellation of the project by the GEF Secretariat.
CEO Endorsement Deadline after which the project will be cancelled.	3 June 2022	Endorsement must be within 18 months of PIF approval for FSPs and 12 months for MSPs. If the project has not been CEO endorsed by this date, then it will be automatically cancelled by the GEF Sec. Failure to receive CEO endorsement by this deadline will lead to the automatic cancellation of the project by the GEF Secretariat.

⁴ <https://popp.undp.org/SitePages/POPPRoot.aspx>

⁵ <https://www.thegef.org/documents/policies-guidelines>

⁶ <https://www.thegef.org/documents/gef-7-biodiversity-protected-area-tracking-tool>

⁷ See UNDP Evaluation Resource Centre website: <https://erc.undp.org/evaluation/evaluations/detail/9636>

⁸ *Note that an extension of up to 6 months beyond the dates shown has been authorized by GEF Secretariat due to COVID-19. Use of this extension period is optional and will be assessed during the PPG, with revised work plan discussed as needed based on progress between CO, PPG Team Leader and cleared by RTA.

Management Arrangements

The UNDP Country Office in Togo will lead the project development process and manage the GEF PPG budget in full consultation with the Implementing Partner, GEF Operational Focal Person (OFP) UNDP Regional Technical Advisor (RTA), and UNCCD Focal Point. The GEF PPG Atlas budget is presented below in *Section IV: Total Budget and Work Plan*.

As appropriate, a Working Group will be established to guide the project development team, review and endorse the PPG deliverables, and ensure that the deliverables outlined here are completed on time and in line with Government priorities as well as UNDP and GEF requirements.

Working Group members will include:

1. UNDP Resident Representative (chairperson)
2. Togo GEF Operational Focal Person
3. Ministère de l'Environnement, du Développement Durable et de la Protection de Nature (MEDDPN)
4. Ministère de l'Agriculture, de la Production Animale et Halieutique (MAPAH)
5. Ministère du Développement à la Base, l'Artisanat et de la Jeunesse (MDBAJ)
6. UNDP RTA for Ecosystems & Biodiversity
7. UNCCD Focal Point
8. UNDP Country Office Environment Focal Point (WG secretary)

The following members may be added on an ad hoc basis as required: CBD national Focal Point, relevant NGOs, CBOs, and representatives of local community governance structures; specialised technical experts.

The project development team will be composed of the following technical specialists:

1. International Team Leader & Project Development Specialist (international expert)
2. Sustainable Land Use & Planning Specialist (international expert)
3. Social & Environmental Safeguards Specialist (international expert)
4. National Team Leader & Project Development Specialist (national expert)
5. Social & Environmental Safeguards Specialist (national expert)
6. Livelihood Development Specialist (national expert)
7. Sustainable Land Use & Planning Specialist (national expert)
8. Gender Specialist (national expert)

Draft Terms of Reference (TORs) for each team member are 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 SES Guidance Note of Stakeholder Engagement, the GEF's Guidelines on the Implementation of the Policy on Stakeholder Engagement and the GEF Policy on Gender Equality, the development of the project to be undertaken during this GEF PPG phase will be done in full consultation and close engagement with government, NGOs/CSOs, private sector, 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) and those who may be impacted (positively or negatively) by the project.

Stakeholder Engagement and analysis must be conducted in an inclusive and gender-responsive manner, so that the rights of women and men and the different structural barriers, knowledge, needs, roles and interests of women and men are recognized and addressed. Careful and complete documentation of stakeholder engagement is vital. Detailed evidence of all consultations held during project preparation will be prepared and submitted to UNDP. A list of consulted stakeholders and details of the associated meetings will be included as an Annex to the project document, in addition to the Stakeholder Engagement Plan (see section below).

The Social and Environment Screening Procedure (SESP) for this project has an overall safeguard risk rating of high, and as such the following disclosure requirements apply:

1. A final validation workshop report will be prepared summarizing the outcomes of the workshop as well as other consultations undertaken during the PPG phase. The composition of invitees for this workshop should demonstrate strong ownership of the project at the national and local level. The validation report will follow a standard template (to be provided by RTA) and will be 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 120 days prior to CEO endorsement for high risk projects.

III. GEF PPG ACTIVITIES

A number of studies and stakeholder consultations will be undertaken with the view to further develop the approved project concept into a full Project Document (ProDoc) and CEO Endorsement Request (ER) package for review by the project development Working Group and submission to the GEF Secretariat within given deadlines.

Component A: Preparatory Technical Studies & Reviews

The following technical studies and reviews will be conducted, building on the approved PIF (to be provided by the RTA) while addressing comments received from GEF Council and STAP (if any):

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.
- Causal chain analysis, and 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 projects for extraction of lessons learned and replication/scaling up of good practices, including [project evaluations](#).
- Capacity development needs assessments, including project-related capacities of public institutions through completion of the UNDP Capacity Scorecard as well as HACT and PCAT assessments in compliance with existing guidance⁹.
- Assessment of the capacities of the Implementing and Responsible Parties in implementing the recommendations under the ESMF. Recommendations for capacity building should be indicated within the ESMF and budgeted accordingly within the PRODOC.
- Socio-economic baseline assessment.
- Livelihoods assessments.
- Any other analyses required to address all comments on the PIF received from GEF Secretariat, GEF Council members and STAP

b. Gender Analysis

A Gender Analysis and Action Plan will be prepared as per standard template (to be provided by RTA) to fully consider the different needs, roles, benefits, impacts, risks, differential 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 Gender Action Plan and its associated budget will 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. Social & Environmental Safeguard Assessments

The social and environmental safeguards pre-screening (pre-SESP) report prepared during the development of the project concept note determined the overall categorization of this project as **High Risk** and highlighted potential safeguard risks to be further assessed during the PPG phase. In addition to the standard requirement of a Stakeholder Engagement Plan to be developed during the PPG, at a minimum, an Environmental and Social Management Framework (ESMF) will be developed. Standard templates are available [here](#) UNDP SES Toolkit. In addition to these document, as specified in Section B other SES requirements will be developed at a minimum during the PPG. Please refer to Section B. If any additional plans are recommended under the ESMF such as the ESMP, SESA, ESIA, and if a formal FPIC process is deemed necessary in addition to the management plans developed under the PPG, 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; and the plan(s) have been disclosed and approved by affected stakeholders and the Project Board.

d. Identification of project sites

Based on the above reviews, and through consultation with stakeholders, sites for establishment of tree plantations and target communities for alternative income activities will be identified within the targeted Sudanian savannah landscape in the plains and mountains zone of northern Togo landscape (e.g. in buffer zones and corridors between PAs). This should include providing geographic coordinates, maps and

⁹ Note that it is the responsibility of the UNDP Country Office to facilitate HACT and PCAT and ensure that they are submitted in a timely manner for inclusion as Annexes to the submission package. The PPG TL will be expected to schedule and follow up on HACT and PCAT submissions in close cooperation with the CO.

shapefiles for inclusion in the ProDoc. All maps used must conform strictly to maps accepted by the UN Cartographic Unit.

e. Financial planning, co-financing and investment mobilized

Co-financing and investment mobilized – as defined in the GEF Policy and Guidelines on 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 to the extent possible. The GEF is seeking high co-financing/investment mobilized to GEF grant ratios with a preference for grants, loans and other public investments over in-kind co-financing. The GEF also expects the Government to significantly support the costs associated with project execution (i.e. PMC).

f. Stakeholder analysis

Building on the initial identification of stakeholders in the PIF, an appropriately scaled analysis of project stakeholders will be undertaken. This stakeholder analysis will provide the foundation for development of the project's comprehensive Stakeholder Engagement Plan and will facilitate prioritization of engagement activities with particular stakeholder groups and individuals. See the UNDP SES Guidance Note on Stakeholder Engagement¹⁰.

g. Appraise and formulate the most appropriate project implementation and execution modality

The design of the project will comply with the UNDP's Program and Operations Policy and Procedures (POPP), Financial Regulations, and Programme and Project Management and Quality Standards, and UNDP-GEF guidance (which will be provided by the RTA). A full assessment of the most appropriate project implementation and management arrangements will be carried out in full consultation with the RTA, UNDP Country Office, Resident Representative (or their Deputy), the relevant government coordinating agency, and the GEF OFF.

UNDP should not have a role in project execution as project execution is the primary responsibility of the selected Implementing Partner (see UNDP-GEF Guidance Note for further information). Therefore, an assessment and the selection of the most appropriate Implementing Partner and/or third parties (Responsible Parties) with full capacity to execute the project must be carried out.

Project management arrangements need to be discussed and agreed early in the PPG phase. During the first two months of the PPG phase:

- For all potential Implementing Partners, carry out capacity assessments to assess their capacity to implement the project and assess all related risks. This must include HACT and PCAT assessments.
- Discuss the level of co-financing the Government and Implementing Partner are able to commit to this project. As per GEF Policy, the GEF is seeking high co-financing to GEF grant ratios and expects the Government to significantly support the costs associated with project execution (i.e. PMC) for this project.
- Based on these assessments, select and confirm the Implementing Partner for the project in consultations with all relevant stakeholders. The selected Implementing Partner must express

¹⁰https://info.undp.org/sites/bpps/SES_Toolkit/SES%20Document%20Library/Uploaded%20October%202016/Final%20UNDP%20SES%20Stakeholder%20Engagement%20GN_Oct2017.pdf

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willingness to serve as the Implementing Partner for the Project and the concerned government must agree to use the selected Implementing Partner for the Project. (Please see [UNDP's Policy on Selecting Implementing Partners](#)).

- If the Implementing Partner does not have full capacity to execute the project, and execution support is likely to be needed, discuss with the UNDP Resident Representative whether the choice of Implementing Partner is the correct choice. If not, select another Implementing Partner, if possible. If that is not an option, explore alternative options for the provision of execution support via Responsible Parties (see [UNDP Policy on Selecting Responsible Parties](#)). Discuss with the Implementing Partner the role of the responsible parties in project execution, and the execution support these parties could provide.
- Consult with the RTA on the latest guidance regarding UNDP providing support services to the Implementing Partner. If the costs for UNDP to provide support services is to be charged to the GEF project budget, the UNDP support services must be approved by the GEF Secretariat before CEO endorsement.

If that is not an option, explore alternative options for the provision of execution support via Responsible Parties (see [UNDP Policy on Selecting Responsible Parties](#)). Discuss with the Implementing Partner the role of the responsible parties in project execution, and the execution support these parties could provide.

UNDP can only provide execution support to the Implementing Partner if the associated costs are covered by non-GEF resources. This support should be confirmed in a separate arrangement between the UNDP CO and the Government and should not be referenced in the UNDP-GEF project document or other documentation that requires GEF approval. This separate arrangement should be confirmed and included in the final UNDP-GEF project document to be signed by UNDP and the Implementing Partner.

h. Other required studies

As detailed in the individual consultant TOR below, and as further specified in the PPG work plan, and subsequent direction from the PPG Team Leader during the course of the PPG period, relevant technical studies and reviews will be carried out, building on the PIF and the comments received from the GEF Secretariat and the STAP.

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 most recent annotated UNDP-GEF Project Document), and the GEF CEO Endorsement Request (available [here](#)) will be prepared. In addition to the standard requirement under UNDP Social and Environmental Safeguards procedure, for UNDP GEF projects of a Stakeholder Engagement Plan to be developed during the PPG, at a minimum, an Environmental and Social Management Framework (ESMF), an Indigenous Peoples Plan (IPP) and a Livelihood Action Plan will be prepared during the PPG. A standard template for a Stakeholder Engagement Plan, an environmental and social management [framework](#), Indigenous Peoples Plan and Livelihood Action Plan are available here: [UNDP SES Toolkit](#). As indicated under the UNDP SES, these documents must be disclosed and validated by stakeholders. The IPP should be in line with FPIC standard processes regardless of the existence or non-existence within national policies of an FPIC framework. If

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any additional plans are recommended under the ESMF such as the ESMP, SESA, ESIA, and if a formal FPIC process is deemed necessary in addition to the IPP, or any other safeguards assessment and/or plans, the ESMF and 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; and the plan(s) have been disclosed and approved by affected stakeholders and the Project Board.

The GEF PPG Team Leader will be responsible for the coordination, consolidation, and finalization of all required materials. Preparation of the UNDP-GEF ProDoc includes - among other required inputs - a specific focus on the following areas:

a. Theory of Change

A detailed theory of change (ToC) will be developed based on studies and data collection undertaken in **Component A**. The ToC will build on a sound causal chain analysis and present a clear rationale on how the project will achieve its intended outcome by addressing key barriers. The ToC will be backed by credible evidence, integrating gender concerns into the proposed project 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**, a Results Framework will be defined with appropriate Objective-level and Outcome-level quantitative and qualitative SMART indicators, mid-term and final 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 (which will require annual monitoring and reporting to the GEF) to 15.
- Include gender-responsive outcomes and other socio-economic benefits where relevant.
- Collect baseline data for each indicator. If it is not feasible to collect sufficient baseline data for certain indicators during the PPG phase, include a strategy in the ProDoc to facilitate data collection within the first six months of project preparation.
- 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

Project monitoring and evaluation processes should be highly participatory, providing opportunity for stakeholders at the national and local level to be actively engaged in collecting data and evaluation progress towards achieving the intended outcome. To the extent possible, monitoring activities should be designed so that they can be undertaken by national institutes/universities as appropriate, with clear feedback loops to inform project adaptive management and knowledge management processes. The M&E plan will:

- 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; clarify responsibilities for completing the mid-term and terminal GEF Tracking Tools (see below).
- Include a dedicated budget (as per annotated UNDP-GEF ProDoc template), noting that the M&E budget should be approximately between 3-5% of the total GEF grant.
- Include within the MnE plan activities that enable adequately monitor and implement the ESMF and any other SES related management plans as identified during the PPG phase and include the required budget.

d. Stakeholder Engagement Plan

Based on the consultations undertaken during the PPG phase, a comprehensive Stakeholder Engagement Plan will be developed, as per standard template (to be provided by RTA).

At a minimum, the Plan must include the following elements:

- Stakeholders who have been and will be engaged (based on stakeholder analysis), including potentially marginalized or disadvantaged groups/individuals (the 'who');
- Key stakeholder objectives and interests (the 'why');
- Steps and actions to achieve meaningful consultation and inclusive participation, including information dissemination and any special measures required to ensure inclusive participation of marginalized disadvantaged groups/individuals the dissemination of information (the 'how');
- Breadth and depth of stakeholder engagement throughout the project cycle, and decisions that need to be made through stakeholder engagement (the 'what');
- Timeline for engagement activities and how they will be sequenced, including information disclosure (the 'when');
- Indicators of stakeholder engagement and monitoring plan;
- Roles and responsibilities for ensuring effective stakeholder engagement through implementation of the Plan; and
- Resource requirements and associated budget.
- A project-level Grievance Redress Mechanism (GRM) will be described in the Stakeholder Engagement Plan and established in the first year of project implementation. See the [UNDP guidance on GRM](#) and [sample TOR](#).
- A comprehensive Stakeholder Engagement Plan is required.

See the [UNDP SES guidance on Stakeholder Engagement](#), the [standard SEP template](#), and the [GEF guidelines on stakeholder engagement](#).

e. Gender Action Plan and Budget

The gender analysis conducted in **Component A** along with relevant findings from the stakeholder analysis and background studies, will form the basis of a Gender Action Plan to guide gender mainstreaming during project implementation. The Gender Action Plan must include indicators, targets, timeframe, responsible party and budget which are linked to the project's components/outputs, outcomes and activities. As part of the work of preparing the Gender Action Plan, indicators should be proposed for inclusion in the Results Framework to facilitate the monitoring of the proposed gender mainstreaming actions.

See guidance available [here](#).

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Additional project specific annexes required as a result of the existence of a High Risk pre-SESP screening. See the Pre-SESP:

f. Social and Environmental Standards: Screening and Management Measures

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

g. Environment and Social Management Framework

The ESMF will set out the principles, rules, guidelines and procedures for screening, assessing, and managing the potential social and environmental impacts of forthcoming but as yet undefined interventions. It also clearly defines capacity needs and training for the implementing and responsible parties involved in its application and guidelines on how to set up the **Grievance and Redress mechanisms** that is specific to the project. It will identify the required management plans that will be prepared during project implementation, to be developed in addition to those that are developed during the design/PPG phase. See SES Guidance Note on Assessment and Management for further guidance.

h. Indigenous Peoples Plan

Standard 6 was triggered under the pre-SESP assessment as a High Risk. Consequently, potential impacts on indigenous peoples, their lands, territories, cultural heritage and resources need to be examined as an integral aspect of assessing the Project's full range of potential adverse social and environmental impacts. This may also inadvertently impact on Indigenous Peoples Human Rights.

The IPP assessment and plan provides data and analysis for preparing mitigation and management measures, which for indigenous peoples issues generally takes the form of an Indigenous Peoples Plan (IPP). Assessments are to be conducted with the meaningful and effective participation of the affected peoples concerned whose inputs and contributions are to be reflected in the assessment report's analysis and conclusions. As per the SES UNDP Guidance, UNDP will identify a distinct collectives as "indigenous peoples" if they satisfy any of the more commonly accepted definitions of indigenous peoples, regardless of the local, national and regional terms applied to them. Please see UNDP SES Guidance Note on Indigenous Peoples

The pre-SESP risk was determined by the existence of between 20 to 40 different ethnic groups in the project site.

Risks associated with ethnic dimensions in the project target area are largely resulting from the fact that groups make different traditional claims on natural resources, which may sometimes conflict (e.g. agriculture vs livestock keeping).

i. Livelihood Action Plan

As identified in the pre-SESP, the Risk of Economic Displacement was triggered as HIGH. Consequently, a Livelihood Action Plan (RAP) will be developed (UNDP SES Guidance Note: Standard 5: Displacement and Resettlement for additional information). This document details the **procedures** and **actions** that will be undertaken in order to ensure that the capacity, production levels, and standards of living of economically displaced people are improved or at least restored. This plan must be developed after it has been determined, following the process outlined in Standard 5, that displacement is unavoidable. The LAP reflects the commitment made by the Implementing Partner and UNDP to affected people and

communities to meet obligations arising from economic displacement.

This risk was identified within the pre-SESP because some of the areas that are likely to be targeted for project interventions are presently being accessed by different ethnic groups including traditional farming- and agro-pastoralist communities for use of natural resources (forest resources, arable land, grazing areas for livestock). While the longer-term impacts of land/forest restoration are intended as beneficial to a larger part of the population through improved ecosystem services, there is a risk that some individuals may experience a short-term negative impact if project activities result in reduced access to resources.

j. GEF Core Indicators

The CEO endorsement-stage data for the relevant Core Indicators and sub-indicators will be prepared. The completed Core Indicators worksheet—with both the original PIF-stage data and the CEO endorsement-stage data—will be annexed to the ProDoc.

As part of the GEF Core Indicators requirement, the required METTs will be prepared in the GEF-7 Excel template; the relevant details will be included in the Core Indicators template; and the final Excel METT file will be submitted to UNDP (not be annexed to the ProDoc).

The Core Indicators will be used in the project's Results Framework, at the Objective level, where appropriate. See the GEF policy and guidance.

k. 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, NGOs, private sector, or others who wish to provide cash or in-kind contributions to the project.

A GEF OFP 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 OFP endorsements letters are also required if the requested GEF grant amount has changed since PIF/PFD approval.

l. Mandatory Annexes:

In addition to the documents listed above, the following Annexes should be prepared by the PPG team (in English):

1. Project map and Geospatial Coordinates of project sites.
2. Multiyear Workplan (as per template in annotated ProDoc).
3. GEF7 Taxonomy.
4. Tracking Tool (s) at baseline.
5. Overview of technical consultancies/subcontracts (as per template).
6. Initial Project Team Procurement Plan (as per template).
7. TORs for key Project Team staff (as per template).

8. Updated UNDP Social and Environmental and Social Screening report (SESP ¹¹) and Environmental and Social Management Framework (ESMF) (as per template), and Indigenous Peoples Plan (IPP)(as per template) and a Livelihoods Action Plan (LAP) (as per template).
9. Stakeholder Engagement Plan (as per template).
10. Gender Analysis and Action Plan (as per template).
11. List of all stakeholders consulted (with signed attendance records and signed minutes).
12. UNDP Risk Log (to be completed by UNDP CO).
13. Additional agreements: such as cost sharing agreements, project cooperation agreements signed with NGOs (where the NGO is designated as “executing entity”), letters of co-financing commitments, etc.
14. GEF focal area specific annexes (e.g. target landscape profile, capacity assessment report, feasibility study, other technical reports).

Documents that need to be prepared by UNDP CO and submitted as part of the CEO ER package for corporate compliance but do not need to be annexed to the ProDoc:

15. HACT micro assessment.
16. Partner Capacity Assessment (using the UNDP PCA Tool).
17. UNDP Project Quality Assurance Report.

Upon a request from the UNDP Regional Technical Adviser during the PPG implementation, the PPG team may be required to prepare additional annexes.

m. Project Management Arrangements

Based on the stakeholder analysis and consultations undertaken in **Component A** above, agreement(s) on project management and governance 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. Standard text from the governance and management arrangement from the GEF-7 template should never be removed.

Component C: Validation Workshop and Report

As outlined above (see Section II), a validation workshop will be held with relevant stakeholders to present, discuss and validate the proposed interventions as outlined in the final draft ProDoc, and a report of the workshop will be submitted to UNDP. A validation workshop report will be prepared for projects with an overall safeguards risk rating of moderate or high.

Documents pertaining to UNDP SES may require a longer period for disclosure and specific requirements (such as disclosing in local languages and in an accessible way to local communities). Guidance on the latter is provided under the following link. [UNDP SES Toolkit](#)

IV. TOTAL BUDGET AND WORK PLAN FOR GEF PPG

Atlas Project ID:	00128220
Award Title:	Sustainable Management of Drylands in Northern Togo
Business Unit:	TGO10

¹¹ See pre-SESP report produced as part of the PIF.

Project Title:	Sustainable Management of Drylands in Northern Togo
Project (PIMS) ID:	6425
Implementing Partner:	Ministère de l'Environnement, du Développement Durable et de la Protection de Nature (MEDDN)

GEF Outcome/Atlas Activity	RP	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount US\$	Budget Notes	
						GEF		
PPG to develop project document on Sustainable Management of Drylands in Northern Togo	UNDP	62000	GEF TRUSTEE	71200	International Consultants	75,200	A	
				71300	Local Consultants	29,950	B	
				71600	Travel	34,550	C	
				75700	Training, Workshops Conferences	6,500	D	
				72400	Communication & Audio-Visual Equipment	1,000	E	
				74220	Translation	1,300	F	
				74500	Miscellaneous Expenses	1,500	G	
	Subtotal GEF TF						150,000	
	JNDP	04000	UNDP TRAC	71300	Local Consultants	23,050	B	
				71600	Travel	13500	C	
				75700	Training, Workshops Conferences	6000	D	
				72400	Communication & Audio-Visual Equipment	1,450	E	
				74100	Professional Services	3,500	H	
				74220	Translation	1,500	F	
74500	Miscellaneous Expenses	1,000	G					
Subtotal UNDP						50,000		
PROJECT TOTAL						200,000		

Budget Notes

Note	Item	Total estimated person weeks & unit costs	Budget US\$		
			GEF	UNDP (TRAC)	TOTAL
A1	PPG Team Leader (TL, international)	67 days @600	40200	0	40200
A2	Sustainable Land Use & Planning Specialist (SLUS, international)	30 days @ 500	15000	0	15000
A3	Social & Environmental Safeguards Specialist (SESS, international)	40 days @ 500	20000	0	20000
A	Subtotal International Consultants		75200	0	75200

B1	National Team Leader / National Project Development Expert	60 days@250	10000	5000	15000
B2	National Sustainable Land Use & Planning Specialist	45 days@200	4000	5000	9000
B3	National Social & Environmental Safeguards Specialist	50 days@200	6950	3050	10000
B4	Livelihood Development Specialist (LDS, national)	55 days@200	6000	5000	11000
B5	Gender Specialist (SEGS, national)	40 days@200	3000	5000	8000
B	Subtotal Local Consultants		29950	23050	53000
C1	DSA for in-country missions	Data collection and on field consultation in Kara region (20 days in Kara region: 116 x 20 x 5) Data collection and on field consultation in Savane region (20 days in Kara region: 98 x 20 x 5) [DSA for Team Leader international: Lomé \$207*5; Kara \$116*3 et Dapaong \$98*2]; vehicle drivers (4 x 45 x 116).	26550	5000	31550
C2	International travel	TL x 1 flights @ \$2700	2700	0	2700
C3	Domestic travel	Vehicle rent / fuel to Kara and field sites: 45 days Inception/project development mission for 5 PPG consultants (2 vehicles x 30 x \$ 150 = \$9,000); 8 WG members 3-day inception mission (2 vehicles x 3 x \$ 150 = \$900); 5 days validation mission for 5 PPG consultants (2 vehicles x 5 x \$ 150 = \$1,500); 8 WG members 3-day validation mission (2 vehicles x 3 x \$ 150 = \$900). Vehicle rent for the Team Leader International (1 vehicles x 10 x \$ 150 = \$1,500).	5300	8500	13800
C	Subtotal Travel		34550	13,500	48050
D1	Project development startup – initial stakeholder engagement workshops	1 Initial stakeholder engagement workshop in Lome + 1 workshop at local level @ 1,500 each	3000	0	3000
D2	Project development meetings	3 Workshops of project development WG members in Lome + 6 workshops with beneficiaries at local level @ \$500/workshop (9 x \$500)	1500	3000	4500
D3	Validation workshop	1 Validation Workshop in Lomé and 1 Validation Workshop in Kara @1,500 each	2000	1000	3000
D	Subtotal Workshops		6500	4000	10500

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E	Communication costs	Internet connectivity, mobile data cards, etc.	1000	1950	2950
F	Translation	Translation of reports French - English; ProDoc English - French.	1300	2000	3300
G	Miscellaneous		1500	1500	3000
H	Professional Services	HACT Assessment		4000	4000
		SUM	150000	50000	200000

I. GEF PPG ACTIVITIES TIMEFRAME

PPG Activity	Aug 2020	Sep 2020	Oct 2020	Nov 2020	Dec 2020	Jan 2021	Feb 2021	Mar 2021	Apr 2021	May 2021	Jun 2021	Jul 2021	Aug 2021
Component A: Technical studies & reviews, stakeholder engagement.	X	X	X	X	X	X							
Component B: ProDoc & CEO ER package development.		X	X	X	X	X							
Delivery of draft outputs for PPG WG review.			X	X	X	X	X						
Component C: Stakeholder Validation Workshop							X						
Internal submission of ProDoc and CEO ER Package for UNDP-GEF review and clearance.							X	X					
Revision of ProDoc and CEO ER Package as per UNDP-GEF comments if any.								X	X				
CEO Endorsement Submission Deadline after which the project will be cancelled.											xxxx		

Proposed timeline:

- **Component A - Preparatory Technical Studies & Reviews:** Commence in August and continue through to December 2020. This will include meetings of PPG Working and site visits to initiate stakeholder consultation and engagement processes, and collect data and information required for Component B.

ADP

- **Component B** - Formulation of ProDoc, CEO ER, and Annexes: Commence in parallel with Component A, with an initial draft ProDoc outline including causal chain analysis, ToC, and draft results framework to be submitted for PPG WG review within 4 weeks upon contract signature.
- **Component C** – Stakeholder Validation Workshop: To be held no later than 1 month before internal submission deadline, with full participation of PPG WG and relevant stakeholders. Final draft documents to be shared with workshop invitees for review at least 1 week in advance.
- **Completion of full package**, addressing comments received from PPG WG, Validation Workshop participants, and incorporating all outstanding information for timely internal and UNDP-GEF HQ clearance by March, and submission to the GEF Secretariat before the 3 June 2021 deadline¹².

¹² *Note that an extension of up to 6 months beyond the dates shown has been authorized by GEF Secretariat due to COVID-19. Use of this extension period is optional and will be assessed during the PPG, with revised work plan discussed as needed based on progress between CO, PPG Team Leader and cleared by RTA



II. MANDATORY ANNEXES

Annex 1: GEF CEO Concept Note/PPG Approval Letter



GLOBAL ENVIRONMENT FACILITY
INVESTING IN OUR PLANET

Naoko Ishii
CEO and Chairperson

May 4, 2020

Mr. Pradeep Kurukulasuriya,
GEF Executive Coordinator
United Nations Development Programme
One United Nations Plaza
304 East 45th St.
FF Bldg., 10th floor
New York, NY 10017

Dear Mr. Kurukulasuriya,

I am pleased to inform you that I have cleared the project concept detailed below for inclusion in the upcoming 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 Approval
GEFSEC ID:	10416
Agency(ies):	UNDP
Agency(ies) ID:	6425
Focal Area:	Multi Focal Area
Project Type:	Full-sized Project
Country(ies):	Togo
Name of Project:	Sustainable Management of Drylands in Northern Togo
Indicative GEF Project Financing:	\$5,448,173
Indicative Agency Fee:	\$517,576
PPG:	\$150,000
PPG Fee:	\$14,250
Funding Source:	GEF Trust Fund

Indicative Agency Fee Commitment:					
Agency	Trust Fund	20% to be committed at Council approval (US\$)	50% to be committed at first disbursement (US\$)	30% to be committed at mid-term review (US\$)	Total (US\$)
UNDP	GEFTF	103,515	258,788	155,273	517,576
Total		103,515	258,788	155,273	517,576

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Mr. Pradeep Kurubulasuriya

- 2 -

May 4, 2020

This PIF clearance and PPG approval are based on the understanding that the project is in conformity with GEF Trust Fund focal area strategies and with GEF policies and procedures. Please ensure that your final project document, having fully addressed all Secretariat, STAP, Convention Secretariats and Council comments, will be endorsed within 18 months of Council approval of the work program.

Sincerely,



Naoko Ishii
Chief Executive Officer and Chairperson
Global Environment Facility

Copy to: Country Operational Focal Point, GEF Agencies, STAP, Trustee

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Annex 2: Draft Terms of Reference for Consultants Financed by the GEF PPG

NB: Costs provided below are indicative and may be revised.

Position, Type and Cost	Role, Deliverables and Qualifications
INTERNATIONAL CONSULTANTS	
<p>Position:</p> <p>PPG Team Leader & Project Development Specialist</p> <p>(Project Development Expert)</p> <p>Type: International Consultant</p> <p>Cost per person day: US\$600</p> <p>Number of person days needed: 67</p>	<p>Role</p> <p>The Project Development Specialist will function as overall Team Leader for the development of the project document. He/she will be responsible for managing all national and international consultants within the project development team, coordinating remotely their work to ensure timely delivery of all reports and documentation in line with UNDP and GEF requirements and quality standards, including the finalized Project Document (ProDoc) and CEO Endorsement Request, with all mandatory and project specific Annexes and supporting documentation. The Team Leader will furthermore ensure regular and timely communication with the Working Group that will be established for the purpose of reviewing and endorsing the PPG deliverables.</p> <p>Deliverables</p> <p>The following lists key responsibilities and deliverables that will be expected from the contractor. Note that the UNDP PPG Implementation Plan provides further guidance regarding the tasks and responsibilities of the project development team and must be consulted accordingly.</p> <ol style="list-style-type: none"> 1) <u>Management of the Project Development 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. This workplan shall consider the COVID related limitations on mobility at the national level and will be designed in a manner to enable meaningful stakeholder engagement; integrate sanitary requirements as established by the national government and by the UN system. <i>The consultant will be provided with UN and international guidance on project development and design under COVID to support the development of this workplan.</i> b. Ensure that project development is participatory, gender-responsive and based on extensive meaningful stakeholder engagements. c. Verify and ensure that all project components are technically sound and cost effective. 2) <u>Preparatory Technical Studies and Reviews (Component A): With inputs from the other national and international consultants, as detailed in their respective TORs:</u> <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. Assess legal frameworks and institutional mandates relevant to the intended outcomes of the proposed project, particularly those related to land use, environmentally sustainable natural resource management, Protected Area (PA) management, PA governance, including community

	<p>management structures, and protection of biodiversity; evaluate the extent to which policies and strategies pertaining to economic growth and development are sufficiently aligned with existing environmental legislation, including that relating to PAs and their buffer zones; develop recommendations to strengthen legal frameworks and enhance the enabling environment for biodiversity protection.</p> <ul style="list-style-type: none"> c. Conduct capacity development needs assessments for key stakeholder groups and institutions and develop strategies for addressing project-related capacity gaps. d. Assess institutional mandates and regulatory requirements for institutions responsible for PA management and livelihood options in the targeted landscape and assess how best to institutionalize these functions at local and regional levels. e. Assess the extent to which insufficient capacity is the primary barrier to biodiversity conservation versus political will and incentive, lack of community engagement and/or inclusive management structures, or other barriers. f. Develop recommendations to enhance the enabling environment for biodiversity protection, taking into account the fact that regulatory goals should establish indicators for key performance areas (e.g. biodiversity status, tourism and income, infrastructure, and community-based natural resource management). g. Assess the extent to which private sector and natural resource users are willing and able to change their practices in contribution to the intended outcomes of the project. h. Develop feasible capacity strengthening strategies to facilitate project implementation success as well as longer-term sustainability of project-supported interventions. Working together with the International and national safeguards and stakeholder engagement consultants. i. Oversee stakeholder analyses and consultations and ensure that they are meaningful, complete and comprehensive, including consultations with Indigenous People and local communities. j. Ensure the preparation of the gender analysis and action plan and ensure its findings are meaningfully integrated into the project's strategy, theory of change and results framework. k. Ensure action points, including risk assessments, from the UNDP Social and Environmental Screening Procedure (SESP) report are fully implemented (including documentation of FPIC processes) and updated in an iterative fashion throughout project development. l. Develop site selection criteria, conduct/oversee the identification of the project sites, with documentation of selection criteria and make sure that geo-referenced data and maps are clearly presented. m. Ensure the design of appropriate project knowledge management processes and platforms, ensuring appropriate linkages to existing mechanisms, such as the GEF-funded Good Growth Partnership Initiative, and knowledge sharing in project landscapes. n. Ensure the preparation of partner capacity assessments and discussions on management arrangements early in the PPG process. o. Oversee the consultations with partners regarding financial planning; and p. Ensure completion of any additional studies that are determined to be needed for the preparation of the ProDoc and all other final outputs.
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	<p>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:</p> <ol style="list-style-type: none"> a. Develop, present and articulate the project's theory of change in collaboration with national Project Development Expert. b. Develop the Results Framework in line with UNDP-GEF policy. c. Develop a detailed Monitoring and Evaluation Plan and Budget. d. Oversee and ensure the preparation of a comprehensive Stakeholder Engagement Plan. e. Oversee and ensure the preparation of a Gender Action Plan and Budget. f. 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, including the ESMF and the IPP and Livelihood Action Plan. g. Complete the UNDP Capacity Scorecard for targeted institutions. h. Prepare the required GEF Core Indicators and ensure these are supported by robust and validated data. i. Secure and present agreements on project execution and management arrangements and ensure that the project aligns to UNDP-GEF guidance on UNDP execution support. j. Ensure the completion of the required official endorsement letters k. Secure all co-financing letters. l. Ensure the UNDP clearance of Due Diligence for private sector partners. m. Prepare the Total Budget and Work Plan (TBWP) and indicative procurement plan (with support from UNDP CO). n. Prepare a strong Knowledge Management, Communication and Outreach Strategy, specifically considering the high levels of illiteracy in the country. o. Synthesize all analyses, studies, etc. that are prepared by the project development team under Components A and B to produce the draft UNDP-GEF ProDoc, GEF CEO Endorsement, and all mandatory and project specific Annexes, using required templates.¹³ <p>4) <u>Validation Workshop (Component C):</u></p> <ol style="list-style-type: none"> a. Support the preparation of the validation workshop, including COVID considerations/ required sanitary considerations, by providing guidance to the national consultant 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, in particular the comprehensive Stakeholder Engagement Plan, ESMF and IPP. b. Supervise all necessary revisions that arise during the workshop. c. Ensure timely completion of Validation Workshop Report, and submission to the Working Group for review. <p>5) <u>Final Deliverables:</u></p> <ol style="list-style-type: none"> a. Consolidation of all technical and consultation inputs provided by national PPG team consultants, including from national stakeholders, UNDP, GEF Secretariat, STAP and GEF Council, into a well written and concise UNDP
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¹³ Please verify with the UNDP-GEF team that the correct templates are being used.

	<p>ProDoc with all required sections and Annexes, in line with the standard UNDP-GEF ProDoc template and annotated guidance.</p> <ol style="list-style-type: none"> b. Completion of the GEF CEO Endorsement Request. c. Finalized SESP (and stand-alone management plans as required, in particular ESMF, comprehensive Stakeholder Engagement Plan, and IPP). d. All required technical reports, including capacity assessments, baseline UNDP Capacity Development Scorecard, documentation of project site selection process, documentation of stakeholder consultations (including contact details and signed presence sheets), etc. e. Validation Workshop Report. f. Finalized ProDoc and CEO ER package (note that the STAP requested to review the draft ProDoc before submission for CEO ER; any feedback received should be integrated before finalisation of the package). <p>Qualifications</p> <ul style="list-style-type: none"> ▪ Master's degree or higher in a relevant field (e.g. natural sciences, ecology, forestry); a relevant university degree in combination with qualifying experience in the areas related to the project objectives will be accepted in lieu of the post-graduate degree. ▪ Minimum 10 years of demonstrable experience in a technical area relevant to the proposed project (e.g. sustainable land/forest management, climate change adaptation, sustainable development), and in preparing high-quality GEF and other donor-funded projects. ▪ Demonstrated experience working in developing country contexts, including in Africa. ▪ Knowledge and/or application of UNDP Capacity Development Scorecard, and relevant capacity development strategies would be preferable. ▪ Demonstrated leadership, facilitation and coordination skills, with ability to manage technical teams, engage with stakeholders, design participatory processes and form strategic partnerships and alliances. ▪ Ability and willingness to manage and carry out the PPG process remotely ▪ Ability to deliver results, while remaining flexible and adaptive in light of challenging circumstances due to the evolving COVID-19 situation ▪ Previous working experience with GEF agencies (e.g. UNDP, WB), and familiarity with GEF and UNDP policies, procedures and practices would be an advantage. ▪ Full proficiency in quality written and spoken English required. ▪ Proficiency in spoken French required.
<p>Position:</p> <p>Social & Environmental Safeguards Specialist/ specialized in Intercultural affairs</p> <p>Type: International Consultant</p> <p>Number of person days needed: 40</p>	<p>Role</p> <p>The Specialist will support remotely the Team Leader and national Social & Environmental Safeguards Specialist to conduct the necessary assessments to identify and assess social and environmental risks that are potentially associated with project implementation, and to develop mitigation or management strategies as required, in line with the GEF and UNDP Social and Environmental Standards. The Specialist will support the Team Leader in updating the Social and Environmental Screening Procedure (SESP) and designing an Environmental and Social Management Framework (ESMF), developing the IPP and any other management plans that are deemed necessary during the design process.</p> <p>Deliverables</p>



<p>Cost per person week: US\$500</p>	<p>The following lists key responsibilities and deliverables that will be expected from the contractor. Note that the UNDP PPG Implementation Plan provides further guidance regarding the tasks and responsibilities of the project development team and must be consulted accordingly. Prior to commencing the consultancy, a detailed workplan and mission schedule should be agreed upon with the Team Leader, national Social & Environmental Safeguards Specialist, UNDP RTA and Country Office.</p> <ol style="list-style-type: none"> 1) <u>Preparatory Technical Studies and Reviews (PPG IP 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. Review the pre-screening (SESP) report that was prepared the project Concept Note. b. Engage with the PUDC programme and analyze the use of Local Peace Committees, social cohesion strategies, and early warning systems for conflict prevention and resolution at the community level that is being piloted by the PUDC in the Oti-Kéran Mandouri complex for possible replication and upscaling. Use these experiences to inform the design of safeguards and guidelines including on stakeholder engagement and grievance mechanisms, and to consider the needs of communities located in protected areas and their buffer zones. c. Familiarize other project development team members with UNDP's SES and specific requirements; advise the team on applying FPIC where appropriate; support the Stakeholder Engagement & Gender Specialist in conducting stakeholder analyses and developing a Stakeholder Engagement Plan. d. Provide guidance to set up implementation capacities for the ESMF and SESP by project coordinating unit; guidance on MnE by UNDP on the ESMF and; assess capacities of IP to implement UNDP SES safeguards e. Supervise consultations with communities, by the national Social & Environmental Safeguards Specialist, in project sites to assess level of understanding and capacity to give consent and identify community preferences for FPIC process; based on these assessments, and if relevant, integrate relevant matters as needed including FPIC into project design and into the comprehensive Stakeholder Engagement Plan; f. Lead on the development of the Stakeholder Engagement Plan by guiding National SES Specialist in developing consultation protocols, methods, interview guides, field mission workplans as required g. Supervise and lead on the development of all management measures and plans that are recommended by the pre-SESP/revised SESP such as the ESMF, IPP, and Livelihood Action Plan, a comprehensive Stakeholder Engagement Plan, Gender Analysis and Mainstreaming Plan, and any other deemed necessary at PPG phase. 2) <u>Contributions to the Formulation of the ProDoc, CEO Endorsement Request and Mandatory and Project Specific Annexes (Component B):</u> <ol style="list-style-type: none"> a. Update the existing SESP report and develop an ESMF outlining the steps required during project implementation (including a strategy for development of Environmental & Social Impact Assessment, Environmental & Social Management Plan, and Indigenous Peoples Plan within the first 6 months of project implementation) based on stakeholder consultations and in line with UNDP's Guidance Note on Assessment and Management.
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	<p>b. Update the screening process in an iterative fashion and inform project design as appropriate, ensuring that all relevant safeguards are integrated in project strategies, in accordance with UNDP and GEF policies.</p> <p>3) <u>Validation Workshop (Component C):</u></p> <p>a. Contribute to preparations required for the validation workshop.</p> <p>b. Support all necessary revisions that arise during the workshop, as appropriate.</p> <p>4) <u>Final Deliverables</u></p> <p>a. Updated SESP report.</p> <p>b. Environmental and Social Management Framework (ESMF) including GRM.</p> <p>c. Comprehensive Stakeholder Engagement Plan</p> <p>d. Indigenous Peoples Plan</p> <p>e. Baseline, Mid-term and end-of-project targets and indicators for environmental and social safeguards</p> <p>f. Direct inputs to the Project Risk Log;</p> <p>g. Report of initial Free, Prior and Informed Consent (FPIC) consultations with indigenous peoples in the targeted landscape (in close collaboration with the National Social and Environmental Safeguards Specialist and the Gender Specialist).</p> <p>h. The consultant will need to respond to review comments from HQ and integrate into a final draft for all deliverables</p> <p>Qualifications</p> <ul style="list-style-type: none"> • Professional degree or higher in community development, sociology, anthropology or related field. • A minimum of 3-5 years of relevant experience in Environmental & Social Safeguard risk assessment, mitigation, and monitoring involving international donors. • Familiarity with the UNDP Safeguard policies. • Demonstrated experience in carrying out consultations with Indigenous Peoples, FPIC, protection of cultural heritage, and/or community engagement. • Ability and willingness to manage and carry out the PPG process remotely • Ability to deliver results, while remaining flexible and adaptive in light of challenging circumstances due to the evolving COVID-19 situation • Analytical capacity and ability to synthesize relevant collected data and findings for the preparation of quality analysis for the project proposal. • Proficiency in French as well as in spoken and written English required.
<p>Position:</p> <p>Sustainable Land use & Planning Specialist</p> <p>Type: International consultant</p>	<p>Role</p> <p>Under the coordination of the Project Development Team Leader and in close collaboration with other team members, the contractor will participate remotely in and support the project development process, research, field mission, and the preparation of the <u>ProDoc</u>/GEF CEO Endorsement Request package, providing country-specific inputs and expertise relevant to sustainable land and forest management, protected area management, and related threats and opportunities.</p> <p>Deliverables</p>

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<p>Tentative cost per person-week: US\$ 500</p> <p>Number of person-days needed: 30 days</p>	<p>The following lists key responsibilities and deliverables that will be expected from the contractor. Note that the UNDP PPG Implementation Plan provides further guidance regarding the tasks and responsibilities of the project development team and must be consulted accordingly. Prior to commencing the consultancy, a detailed workplan and mission schedule should be agreed upon with the Team Leader, UNDP RTA and Country Office.</p> <p>1) <u>Preparatory Technical Studies and Reviews (PPG IP Component A)</u>: Prepare inputs and support the required analyses/studies, as agreed with the Team Leader, including:</p> <ol style="list-style-type: none"> a. Evaluate previous interventions relevant to project Component 1 and 2; extract lessons learned and good practices. b. Update the information presented in the PIF regarding the targeted landscape, the area affected by deforestation and encroachment, and covered by protected areas (including analyses of recent satellite data on land cover). c. Conduct a desktop study to develop an overview of the status, threats, as well as actions that are being undertaken to enable sustainable land and forest management in the targeted landscapes; identify gaps in available data and information; inform strategies to address these gaps in the framework of the project (if relevant). d. Support PPG Team Leader and supervise the national Sustainable Land use & Planning Specialist in preparing project maps and geo-coded info on project target sites. e. Support the national Sustainable Land use & Planning Specialist in collecting baseline indicators relevant to the land use planning system under Component 1 (including key LDN performance indicators and CO2-e data). f. Guide national Sustainable Land use & Planning Specialist in collecting data on management effectiveness in the targeted protected areas (PAs), capacity scores for PA management; and complete baseline METT data for all relevant project sites. g. Identify other relevant existing and planned initiatives, in order to update the baseline assessment as presented in the project concept note to help determine incrementality of the GEF investment; determine entry points that will yield the highest leverage for strengthening the protection of biodiversity in the targeted landscape; negotiate partnerships to align activities and build synergies, ensuring that this is reflected in the project strategy. h. In close cooperation with the national Sustainable Land use & Planning Specialist and Stakeholder Engagement and Gender Mainstreaming Expert, identify, actively engage and sensitise key government authorities (e.g. at the local and national level), and other relevant stakeholders (e.g. local communities, NGOs, research institutes, private sector, Indigenous People, etc.) facilitating their active participation in the development of project strategies; Ensure that all consultations are properly documented with signed attendance records and signed minutes. i. Provide advice and support to the Team Leader in assessing capacity development needs for key institutions and stakeholder groups; develop feasible capacity strengthening strategies to facilitate project implementation success as well as longer-term sustainability of project-supported interventions.
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	<p>j. Based on above mentioned assessments, support the identification of target sites and propose technically feasible interventions in order to achieve the intended outcomes of the project.</p> <p>k. In collaboration with the National Livelihood Development Specialist, following recommended actions by UNDP SES Standard 5 on 'economic displacement' which was identified under the pre-screening SESP process as a moderate Risk, assess the probability of economic displacement taking place if changes in livelihoods of local communities occur as a result of the recommended socio-economic measures by the project. Based on conclusions, develop a Livelihood Action Plan in line with UNDP SES.</p> <p>l. Support the conduction of any further research and data collection required to confirm or define suitable objective-level and outcome-level indicators, their baseline values and end-of-project targets.</p> <p>2) <u>Contributions to the Formulation of the ProDoc, CEO Endorsement Request and Mandatory and Project Specific Annexes (Component B):</u></p> <p>a. Provide relevant quality text sections for the ProDoc/ GEF CEO Endorsement Request package on the aspects mentioned above.</p> <p>b. Review deliverables from other PPG team members as appropriate for alignment, integration and mutual quality assurance.</p> <p>3) <u>Validation Workshop (Component C):</u></p> <p>a. Support the national Sustainable Land use & Planning Specialist in participation and contribution to the validation workshop.</p> <p>b. Support necessary revisions that arise during the workshop, as appropriate.</p> <p>4) <u>Final Deliverables:</u></p> <p>a. Report summarizing technical studies as described above.</p> <p>b. Completed baseline data sets relevant to LDN targets and METTs for all relevant project sites with the baseline and mid-term and end of project target scores.</p> <p>c. Inputs provided to support the Institutional Capacity Development Expert in completing the UNDP Capacity Scorecard for targeted institutions.</p> <p>d. Inputs provided into the Final Project Document, as agreed with PPG Team Leader and approved by UNDP RTA.</p> <p>Qualifications</p> <ul style="list-style-type: none"> • Advanced university degree in a relevant field, such as in ecology, forestry, environmental management, or similar; in lieu of post-graduate degree, 5 years additional demonstrated relevant professional experience will be accepted. • Minimum of 8 years of demonstrated relevant professional experience in sustainable land and forest management, protected area management, land/or and degradation. • Experience in carrying out PA capacity assessments, threat analysis, and carrying out METTs, is required. • Experience working with UNDP and/or GEF projects an advantage. • Ability and willingness to manage and carry out the PPG process remotely • Ability to deliver results, while remaining flexible and adaptive in light of challenging circumstances due to the evolving COVID-19 situation • Full proficiency in quality written and spoken English and French
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NATIONAL CONSULTANTS	
<p>Position:</p> <p>National Team Leader and Project Development Specialist</p> <p>Type: National Consultant</p> <p>Cost per person day: US\$ 250</p> <p>Number of person days needed: 60</p>	<p>Role</p> <p>The national Project Development Specialist will function as coordinator for the national consultants engaged in the development of the project document. He/she will be responsible for managing national consultants within the project development team, coordinating their work to ensure timely delivery of all reports and documentation. He/she will work under the supervision of the international Project Development Specialist who will supervise and guide the full PPG process remotely. The national Project Development Specialist will interact regularly with the Working Group and report timely to the Team leader.</p> <p>Deliverables</p> <p>The following lists key responsibilities and deliverables that will be expected from the contractor. Note that the UNDP PPG Implementation Plan provides further guidance regarding the tasks and responsibilities of the project development team and must be consulted accordingly.</p> <ol style="list-style-type: none"> 1) <u>Management of the Project Development Team</u> <ol style="list-style-type: none"> a. Contribute to the definition and submission of the detailed methodology and work plan prepared by the Team leader in consultation with the other consultants with clear delegation of responsibilities. b. Ensure that project development is participatory, gender-responsive and based on extensive stakeholder engagements on the field. c. Contribute to verify and ensure that all project components are technically sound and cost effective. d. Manage team members to ensure timely outputs, regular calls with team members, quality control of deliverables, and commenting on, National consultant deliverables, mission planning, and other tasks as requested by the International Team Leader e. Liaison with / reporting to PPG team leader. 2) <u>Preparatory Technical Studies and Reviews (Component A): With inputs from the other national and international consultants, as detailed in their respective TORs:</u> <ol style="list-style-type: none"> a. Provide all the information and contributes to 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. Contribute to the assessment of legal frameworks and institutional mandates relevant to the intended outcomes of the proposed project, particularly those related to land use, environmentally sustainable natural resource management, Protected Area (PA) management, and protection of biodiversity; evaluate the extent to which policies and strategies pertaining to economic growth and development are sufficiently aligned with existing environmental legislation, including that relating to PAs and their buffer zones; develop recommendations to strengthen legal frameworks and enhance the enabling environment for biodiversity protection.

	<ul style="list-style-type: none"> c. Conduct capacity development needs assessments for key stakeholder groups and institutions and develop strategies for addressing project-related capacity gaps. d. Assess institutional mandates and regulatory requirements for institutions responsible for PA management and livelihood options in the targeted landscape and assess how best to institutionalize these functions at local and regional levels. e. Assess the extent to which insufficient capacity is the primary barrier to biodiversity conservation versus political will and incentive. f. Develop recommendations to enhance the enabling environment for biodiversity protection, taking into account the fact that regulatory goals should establish indicators for key performance areas (e.g. biodiversity status, tourism and income, infrastructure, and community-based natural resource management). g. Assess the extent to which private sector and natural resource users are willing and able to change their practices in contribution to the intended outcomes of the project. h. Develop feasible capacity strengthening strategies to facilitate project implementation success as well as longer-term sustainability of project-supported interventions. i. Participate in stakeholder analyses and consultations and ensure that they are complete and comprehensive, including consultations with Indigenous People. j. Contribute to the preparation of the gender analysis and action plan and ensure its findings are meaningfully integrated into the project's strategy, theory of change and results framework. k. Ensure action points, including risk assessments, from the UNDP Social and Environmental Screening Procedure (SESP) report are fully implemented (including documentation of FPIC processes) and updated in an iterative fashion throughout project development. l. Conduct the identification of the project sites, with documentation of selection criteria and make sure that geo-referenced data and maps are clearly presented. m. Ensure the design of appropriate project knowledge management processes and platforms, ensuring appropriate linkages to existing mechanisms, such as the GEF-funded Good Growth Partnership Initiative, and knowledge sharing in project landscapes. n. Ensure the preparation of partner capacity assessments and discussions on management arrangements early in the PPG process. o. Contribute the consultations with partners regarding financial planning; and p. Ensure completion of any additional studies that are determined to be needed for the preparation of the ProDoc and all other final outputs. <p>3) <u>Formulation of the ProDoc, CEO Endorsement Request and Mandatory and Project Specific Annexes (Component B)</u>: Under supervision of the team Leader, with inputs from the other national and international consultants, as detailed in their respective TORs, and based on international best practice:</p> <ul style="list-style-type: none"> a. Propose the project's theory of change to the Team Leader. b. Propose the Results Framework in line with UNDP-GEF policy. c. Propose a detailed Monitoring and Evaluation Plan and Budget.
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	<ul style="list-style-type: none"> d. Organise the preparation of a comprehensive Stakeholder Engagement Plan. e. Organise the preparation of a Gender Action Plan and Budget. f. Participate to 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, including the ESMF. g. Provide data to the Team Leader to complete the UNDP Capacity Scorecard for targeted institutions. h. Provide data to the Team Leader to prepare the required GEF Core Indicators and ensure these are supported by robust and validated data. i. Contribute to preparation of agreements on project execution and management arrangements and ensure that the project aligns to UNDP-GEF guidance on UNDP execution support. j. Contribute to the completion of the required official endorsement letters k. Secure all co-financing letters. l. Contribute to preparation of the UNDP clearance of Due Diligence for private sector partners. m. Contribute to the preparation of the Total Budget and Work Plan (TBWP) and indicative procurement plan (with support from UNDP CO). n. Contribute to the preparation of a strong Knowledge Management, Communication and Outreach Strategy, specifically considering the high levels of illiteracy in the country. o. Synthesize all analyses, studies, etc. that are prepared by the project development team under Components A and B to produce the draft UNDP-GEF ProDoc, GEF CEO Endorsement, and all mandatory and project specific Annexes, using required templates.¹⁴ <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. b. Oversee all necessary revisions, by the national consultants, that arise during the workshop. c. Ensure timely completion of Validation Workshop Report, and submission to the Working Group for review. <p>5) <u>Final Deliverables:</u></p> <ul style="list-style-type: none"> a. Consolidation of all technical and consultation inputs under the supervision of the international Team Leader, 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. Contribution to the GEF CEO Endorsement Request. c. Finalized SESP (and stand-alone management plans as required, in particular ESMF and the IPP). d. All required technical reports, including capacity assessments, baseline UNDP Capacity Development Scorecard, documentation of project site
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¹⁴ Please verify with the UNDP-GEF team that the correct templates are being used.

	<p>selection process, documentation of stakeholder consultations (including contact details and signed presence sheets), etc.</p> <p>e. Validation Workshop Report.</p> <p>f. Finalized ProDoc and CEO ER package (note that the STAP requested to review the draft ProDoc before submission for CEO ER; any feedback received should be integrated before finalisation of the package).</p> <p>Qualifications</p> <ul style="list-style-type: none"> ▪ Master’s degree or higher in a relevant field (e.g. natural sciences, ecology, forestry); a relevant university degree in combination with qualifying experience in the areas related to the project objectives will be accepted in lieu of the post-graduate degree. ▪ Minimum 10 years of demonstrable experience in a technical area relevant to the proposed project (e.g. sustainable land/forest management, climate change adaptation, sustainable development), ▪ Demonstrated experience working in preparing high-quality GEF and other donor-funded projects. ▪ Demonstrated experience working in developing country contexts, including in Africa. ▪ Knowledge and/or application of UNDP Capacity Development Scorecard, and relevant capacity development strategies would be preferable. ▪ Demonstrated leadership, facilitation and coordination skills, with ability to manage technical teams, engage with stakeholders, design participatory processes and form strategic partnerships and alliances. ▪ Previous working experience with GEF agencies (e.g. UNDP, WB), and familiarity with GEF and UNDP policies, procedures and practices would be an advantage. ▪ Full proficiency in quality written and spoken English required. ▪ Proficiency in spoken French required.
<p>Position:</p> <p>Social & Environmental Safeguards Specialist/ specialized in Intercultural affairs</p> <p>Type: National Consultant</p> <p>Number of person days needed: 50</p> <p>Cost per person day: US\$200</p>	<p>Role</p> <p>Under the supervision of the international Social & Environmental Safeguards Specialist, the national Specialist will support the Team to conduct the necessary assessments in the field to identify and assess social and environmental risks that are potentially associated with project implementation, and to develop mitigation or management strategies as required, in line with the GEF and UNDP Social and Environmental Standards. He/she will support in updating the Social and Environmental Screening Procedure (SESP) and designing an Environmental and Social Management Framework (ESMF) and a Grievance and Redress Mechanism (GRM) for the project. In addition, the specialist will develop the Project Indigenous Peoples Plan (IPP).</p> <p>Deliverables</p> <p>The following lists key responsibilities and deliverables that will be expected from the contractor. Note that the UNDP PPG Implementation Plan provides further guidance regarding the tasks and responsibilities of the project development team and must be consulted accordingly. Prior to commencing the consultancy, a detailed workplan and mission schedule should be agreed upon with the Team Leader, UNDP RTA and Country Office.</p>

	<p>1) <u>Preparatory Technical Studies and Reviews (PPG IP 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 the pre-screening (SESP) report that was prepared the project Concept Note. b. Engage with the PUDC programme and analyze the use of Local Peace Committees, social cohesion strategies, and early warning systems for conflict prevention and resolution at the community level that is being piloted by the PUDC in the Oti-Kéran Mandouri complex for possible replication and upscaling. Use these experiences to inform the design of safeguards and guidelines including on stakeholder engagement and grievance mechanisms, and to consider the needs of communities located in protected areas and their buffer zones. c. Familiarize other project development team members with UNDP's SES and specific requirements; advise the team on applying FPIC where appropriate; support the Stakeholder Engagement & Gender Specialist in conducting stakeholder analyses and developing a Stakeholder Engagement Plan. d. Carry out consultations with communities in project sites to assess level of understanding and capacity to give consent and identify community preferences for FPIC process; based on these assessments, and if relevant, integrate relevant matters as needed including FPIC into project design and into the comprehensive Stakeholder Engagement Plan; Lead on the stakeholder analysis and stakeholder consultations in coordination with other project development team members, ensuring that consultations are complete and comprehensive and follow FPIC requirements whenever needed. e. Supervise and guide the Livelihood Specialist on the development of the Livelihood Action Plan based on UNDP SES Guidance <p>2) <u>Contributions to the Formulation of the ProDoc, CEO Endorsement Request and Mandatory and Project Specific Annexes (Component B)</u>:</p> <ul style="list-style-type: none"> a. Update the existing SESP report and develop an ESMF outlining the steps required during project implementation (including a strategy for development of Environmental & Social Impact Assessment, Environmental & Social Management Plan, and Indigenous Peoples Plan within the first 6 months of project implementation) based on stakeholder consultations and in line with UNDP's Guidance Note on Assessment and Management. b. Update the screening process in an iterative fashion and inform project design as appropriate, ensuring that all relevant safeguards are integrated in project strategies, in accordance with UNDP and GEF policies. <p>3) <u>Validation Workshop (Component C)</u>:</p> <ul style="list-style-type: none"> a. Contribute to preparations required for the validation workshop. b. Support all necessary revisions that arise during the workshop, as appropriate. <p>4) <u>Final Deliverables</u></p> <ul style="list-style-type: none"> a. Updated SESP report. b. Comprehensive Stakeholder Engagement Plan c. Environmental and Social Management Framework (ESMF). d. Indigenous Peoples Plan (IPP) e. Baseline, Mid-term and end-of-project targets and indicators for environmental and social safeguards
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	<p>h. Direct inputs to the Project Risk Log;</p> <p>i. Report of initial Free, Prior and Informed Consent (FPIC) consultations with indigenous peoples in the targeted landscape (in close collaboration with the Stakeholder Engagement & Gender Specialist).</p> <p>Qualifications</p> <ul style="list-style-type: none"> • Professional degree or higher in community development, sociology, anthropology or related field. • A minimum of 3-5 years of relevant experience in Environmental & Social Safeguard risk assessment, mitigation, and monitoring involving international donors. • Familiarity with the UNDP Safeguard policies. • Demonstrated experience in carrying out consultations with Indigenous Peoples, FPIC, protection of cultural heritage, and/or community engagement. • Analytical capacity and ability to synthesize relevant collected data and findings for the preparation of quality analysis for the project proposal. • Proficiency in French as well as in spoken and written English required.
<p>Position:</p> <p>Sustainable Land use & Planning Specialist</p> <p>Type: national consultant</p> <p>Tentative cost per person-day: US\$200</p> <p>Number of person-days needed: 45</p>	<p>Role</p> <p>Under the oversight of the international Sustainable Land use & Planning Specialist and in coordination with the Project Development Team Leader and in close collaboration with other team members, the Specialist will participate in and support the project development process, research, field mission, and the preparation of the ProDoc/GEF CEO Endorsement Request package, providing country-specific inputs and expertise relevant to sustainable land and forest management, protected area management, and related threats and opportunities.</p> <p>Deliverables</p> <p>The following lists key responsibilities and deliverables that will be expected from the contractor. Note that the UNDP PPG Implementation Plan provides further guidance regarding the tasks and responsibilities of the project development team and must be consulted accordingly. Prior to commencing the consultancy, a detailed workplan and mission schedule should be agreed upon with the Team Leader, UNDP RTA and Country Office.</p> <p>1) <u>Preparatory Technical Studies and Reviews (PPG IP Component A)</u>: Prepare inputs and support the required analyses/studies, as agreed with the Team Leader, including:</p> <ol style="list-style-type: none"> a. Evaluate previous interventions relevant to project Component 1 and 2; extract lessons learned and good practices. b. Update the information presented in the PIF regarding the targeted landscape, the area affected by deforestation and encroachment, and covered by protected areas (including analyses of recent satellite data on land cover). c. Conduct a desktop study to develop an overview of the status, threats, as well as actions that are being undertaken to enable sustainable land and forest management in the targeted landscapes; identify gaps in available data and information; inform strategies to address these gaps in the framework of the project (if relevant).

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	<ul style="list-style-type: none"> d. Collaborate in the development of the Livelihood Action Plan (based on UNDP SES guidance) by providing technical inputs and recommendations based on studies conducted. e. Support PPG Team Leader in preparing project maps and geo-coded info on project target sites. f. Collect baseline indicators relevant to the land use planning system under Component 1 (including key LDN performance indicators and CO2-e data). g. Collect data on management effectiveness in the targeted protected areas (PAs), capacity scores for PA management; and complete baseline METT data for all relevant project sites. h. Identify other relevant existing and planned initiatives, in order to update the baseline assessment as presented in the project concept note to help determine incrementality of the GEF investment; determine entry points that will yield the highest leverage for strengthening the protection of biodiversity in the targeted landscape; negotiate partnerships to align activities and build synergies, ensuring that this is reflected in the project strategy. i. In close cooperation with the Stakeholder Engagement and Gender Mainstreaming Expert, identify, actively engage and sensitise key government authorities (e.g. at the local and national level), and other relevant stakeholders (e.g. local communities, NGOs, research institutes, private sector, Indigenous People, etc.) facilitating their active participation in the development of project strategies; Ensure that all consultations are properly documented with signed attendance records and signed minutes. j. Provide advice and support to the Team Leader in assessing capacity development needs for key institutions and stakeholder groups; develop feasible capacity strengthening strategies to facilitate project implementation success as well as longer-term sustainability of project-supported interventions. k. Based on abovementioned assessments, support the identification of target sites and propose technically feasible interventions in order to achieve the intended outcomes of the project. l. Conduct any further research and data collection required to confirm or define suitable objective-level and outcome-level indicators, their baseline values and end-of-project targets. <p>2) <u>Contributions to the Formulation of the ProDoc, CEO Endorsement Request and Mandatory and Project Specific Annexes (Component B):</u></p> <ul style="list-style-type: none"> a. Provide relevant quality text sections for the ProDoc/ GEF CEO Endorsement Request package on the aspects mentioned above. b. Review deliverables from other PPG team members as appropriate for alignment, integration and mutual quality assurance. <p>3) <u>Validation Workshop (Component C):</u></p> <ul style="list-style-type: none"> a. Participate in and contribute to the validation workshop. b. Support necessary revisions that arise during the workshop, as appropriate. <p>4) <u>Final Deliverables:</u></p> <ul style="list-style-type: none"> a. Report summarizing technical studies as described above.
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	<ul style="list-style-type: none"> b. Completed baseline data sets relevant to LDN targets and METTs for all relevant project sites with the baseline and mid-term and end of project target scores. c. Inputs provided to support the Institutional Capacity Development Expert in completing the UNDP Capacity Scorecard for targeted institutions. d. Inputs provided into the Final Project Document, as agreed with PPG Team Leader and approved by UNDP RTA. <p>Qualifications</p> <ul style="list-style-type: none"> • Advanced university degree in a relevant field, such as in ecology, forestry, environmental management, or similar; in lieu of post-graduate degree, 5 years additional demonstrated relevant professional experience will be accepted. • Minimum of 8 years of demonstrated relevant professional experience in sustainable land and forest management, protected area management, land/or and degradation. • Experience in carrying out PA capacity assessments, threat analysis, and carrying out METTs, is required. • Experience working with UNDP and/or GEF projects an advantage. • Full proficiency in quality written and spoken English and French
<p>Position:</p> <p>Livelihood Development Specialist</p> <p>Type: National Consultant</p> <p>Cost per person day: US\$200</p> <p>Number of person days needed: 55</p>	<p>Role</p> <p>Under the coordination of the Team Leader and in close collaboration with the International Safeguards Specialist, and other project development team members, participate in and support the project development process, research, field mission, and preparation of the ProDoc/GEF CEO Endorsement Request package following UNDP and GEF guidelines, providing country-specific inputs related to local socio-economic development, natural resource based value-chains, and alternative income generating activities.</p> <p>Deliverables</p> <p>The following lists key responsibilities and deliverables that will be expected from the Specialist. Note that the UNDP PPG Implementation Plan provides further guidance regarding the tasks and responsibilities of the project development team and must be consulted accordingly. Prior to commencing the consultancy, a detailed workplan and mission schedule should be agreed upon with the Team Leader, UNDP RTA and Country Office.</p> <p>1) Preparatory Technical Studies and Reviews (PPG IP Component A): Prepare inputs and support the required analyses/studies, as agreed with the Team Leader, including:</p> <ul style="list-style-type: none"> a. Review national and sector development plans, policies and budgets; research and data collection for the definition of the baseline situation regarding natural resource use and value chain development b. Conduct a socio-economic and socio-cultural survey to determine baseline data on income generation (e.g. monthly income, livelihood strategies, etc.) and socio-economic status of targeted communities, as well as an assessment of local biodiversity-loss drivers in areas associated with buffer zones and biological corridors between Protected Areas in the targeted landscapes. c. Determine the extent to which local governance frameworks and land tenure-related issues hamper sustainable land/forest management in buffer



	<p>zones; evaluate if the project could assist communities in obtaining land rights coupled with participatory governance.</p> <ul style="list-style-type: none"> d. Provide recommendations on how the project could meaningfully intervene in addressing these issues through activities aimed at providing alternative income generation and value-chain development options that are environmentally sustainable; identify private sector partners for investments and potential PPP initiatives; develop a strategy for market engagement and potential buyer partnerships, commitments and co-financing (see project Component 3). e. Identify existing and planned initiatives aimed at local socio-economic development, in order to update the baseline assessment as presented in the PIF to help determine the incrementality of the GEF investment. In collaboration with the International and national Safeguards Specialists and following recommended actions by UNDP SES Standard 5 on 'economic displacement' which was identified under the pre-screening SESP process as a moderate Risk, assess the probability of economic displacement taking place if changes in livelihoods of local communities occur as a result of the recommended socio-economic measures by the project. Based on conclusions, develop a Livelihoods Action Plan in line with UNDP SES. Support the negotiation of key partnerships to align activities and build synergies, ensuring that this is reflected in the project strategy. f. In close alignment with the stakeholder assessment and capacity needs assessments done by other project development team members, assess institutional/technical/operational/individual capacity and capacity development needs for key stakeholder groups and institutions, and develop strategies to strengthen capacities where relevant to the intended outcomes of the project (within the framework of project Component 3). g. Ensure that all stakeholder consultations are properly documented with signed attendance records and signed minutes. h. Develop SMART indicators and targets to measure progress in achieving project-supported socio-economic development of targeted communities, for integration in relevant M&E sections of the ProDoc. <p><u>2) Contributions to the Formulation of the ProDoc, CEO Endorsement Request and Mandatory and Project Specific Annexes (Component B):</u></p> <ul style="list-style-type: none"> a. Provide relevant quality text sections for the ProDoc/ GEF CEO Endorsement Request package on the aspects mentioned above. b. Review deliverables from other PPG team members as appropriate for alignment, integration and mutual quality assurance. <p><u>3) Validation Workshop (Component C):</u></p> <ul style="list-style-type: none"> a. Participate in and contribute to the validation workshop. b. Support necessary revisions that arise during the workshop, as appropriate. <p><u>4) Final Deliverables:</u></p> <ul style="list-style-type: none"> a. Socio-economic baseline study report. b. Lead and oversee the identification of opportunities for private sector engagement and co-financing. Work with other consultants and the UNDP RTA and CO to ensure that the ProDoc includes relevant cash grant modalities and complete any required private sector due diligence assessments for all selected private sector partners. c. Livelihood Action Plan in line with UNDP SES.
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	<p>d. Inputs provided into the Final Project Document, as agreed with PPG Team Leader and approved by UNDP RTA.</p> <p>Qualifications</p> <ul style="list-style-type: none"> • Advanced university degree in a relevant field (e.g. development studies, environmental economics, environmental management, or similar); in lieu of post-graduate degree, 5 years additional demonstrated relevant professional experience will be accepted. • Minimum of 7 years of demonstrated experience in livelihood development, private sector, sustainable value chain development or similar relevant field. • Experience working with UNDP and/or GEF projects an advantage. • Familiarity and up to date with national and local programs, projects and initiatives on biodiversity conservation, landscape management, and local governance. • Proficiency in written and spoken French. • Proficiency in English would be a strong advantage.
<p>Position:</p> <p>Gender Specialist</p> <p>Type:</p> <p>National Consultant</p> <p>Cost per person-day:</p> <p>US\$200</p> <p>Number of person-days needed: 40</p>	<p>Role</p> <p>Under the coordination of the project development National and International Team Leaders, International Social and Environmental Safeguards Expert, and in close collaboration with other team members, participate in and support the project development process, research, field mission, and the preparation of the ProDoc/GEF CEO Endorsement Request package, providing country-specific inputs related to stakeholder engagement, social inclusion, and gender mainstreaming.</p> <p>Deliverables</p> <p>The following lists key responsibilities and deliverables that will be expected from the contractor. Note that the UNDP PPG Implementation Plan provides further guidance regarding the tasks and responsibilities of the project development team and must be consulted accordingly. Prior to commencing the consultancy, a detailed workplan and mission schedule should be agreed upon with the Team Leader, UNDP RTA and Country Office.</p> <p>1) <u>Preparatory Technical Studies and Reviews (PPG IP Component A)</u>: Prepare inputs and support the required analyses/studies, as agreed with the Team Leader, including:</p> <ol style="list-style-type: none"> a. Conduct a detailed gender and social inclusion analysis to identify roles, responsibilities and access related to natural resource management and biodiversity conservation. b. Provide support to the stakeholder analysis and advise on stakeholder consultations in coordination with other project development team members, ensuring that consultations are complete and comprehensive and follow FPIC requirements whenever needed. c. Support the identification and consultations with relevant groups representing potentially marginalised stakeholders. d. Prepare a gender analysis and action plan as per UNDP template, with specific reference to the targeted landscapes, 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; Provide methodological orientation to other team members to ensure that gender and equity considerations are adequately taken into account during baseline assessments and development of project strategies.

	<p>e. Support actions and risk assessments as identified in the UNDP Social and Environmental Screening Procedure (SESP).</p> <p>f. Support completion of any additional studies that are determined to be needed for the preparation of the ProDoc and all other final outputs.</p> <p>g. Coordinate with the UNDP RTA and Country Office to ensure that gender considerations in the project are in line with the UNDP's gender guidelines</p> <p>2) <u>Contributions to the Formulation of the ProDoc, CEO Endorsement Request and Mandatory and Project Specific Annexes (Component B):</u></p> <p>a. Prepare inputs and support the required analyses/studies, as agreed with the PPG Team Leader, including:</p> <ul style="list-style-type: none"> - Contribute to the preparation of a comprehensive Stakeholder Engagement Plan (as per UNDP template). - Prepare the Gender Action Plan and Budget (as per UNDP template). - Contribute to updating the SESP report as needed, based on assessments undertaken during Component A. - Develop indicators on the equitable sharing of project benefits in line with GEF7 gender indicators and UNDP gender guidelines. <p>b. Review deliverables from other PPG team members for alignment, integration of gender considerations and mutual quality assurance</p> <p>3) <u>Validation Workshop (Component C):</u></p> <p>a. Participate in and contribute to the validation workshop.</p> <p>b. Support necessary revisions that arise during the workshop, as appropriate.</p> <p>4) <u>Final Deliverables:</u></p> <p>a. Gender Analysis and Action Plan and budget</p> <p>b. Inputs provided into the Final Project Document, as agreed with PPG Team Leader and approved by UNDP RTA.</p> <p>Qualifications</p> <ul style="list-style-type: none"> • Master's degree or higher in social sciences (economics, psychology, sociology etc) • Minimum 5 years of demonstrable experience and knowledge in the field-level Gender Relations, community engagement and social inclusion. • Experience in carrying out participatory gender analysis; experience collecting and formulating gender responsive indicators and sex-disaggregated data and preparing gender responsive project analysis; developing gender action plans. • Experience in carrying out consultations with local communities, people's organizations, Indigenous People groups, and other civil society organizations to assess capacity and understanding to integrate environment and gender concerns. • Demonstrated understanding of the links between sustainable development, social and gender issues. • Proficiency in written and spoken French. • Proficiency in English would be a strong advantage.
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