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# Initiation Plan / GEF PPG

<b>Project Title:</b> <i>Managing together: Integrating community-centered, ecosystem-based approaches into forestry, agriculture and tourism sectors</i>	
<b>Country:</b> Sri Lanka	
<b>Country Programme Outcome:</b> By 2022, people in Sri Lanka, in particular, the vulnerable and marginalized are more resilient to climate change and natural disasters and benefit from increasingly sustainable management of natural resources, better environmental governance and blue/ green development.	
CP Indicator 2.2.2. Number of ecosystem-based land use management plans developed and implemented	
<b>UNDP Strategic Plan Output:</b> 1.3: Sustainable management of natural capital	
<b>Gender Marker rating:</b> <i>GEN 2</i>	
<b>Start date:</b> January 2018	
<b>End date:</b> January 2019	
<b>ATLAS Award ID:</b> 00093902	<b>Total budget:</b> US\$ 100,000
<b>ATLAS Project ID:</b> 00098168	<b>Allocated resources:</b>
<b>PIMS ID:</b> 5804	• <b>GEF</b> US\$ 100,000
<b>Management Arrangement:</b> DIM	• <b>Government</b> US\$ 0
	• <b>UNDP</b> US\$ 0

AGREED BY

UNDP Resident Representative <sup>1</sup>	Signature	Day/Month/Year
		Date

<sup>1</sup> Edit as necessary. Include other Agency as necessary.

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## I. BRIEF DESCRIPTION OF THE INITIATION PLAN/GEF PPG

### **Objective & Final Outputs**

The objective of the GEF PPG is to develop the project concept into a full project: *Managing together: Integrating community-centered, ecosystem-based approaches into forestry, agriculture and tourism sectors*. As described in the project concept (PIF), this project aims to integrate biodiversity-sensitive best practices in to land-use sectors (forestry and agriculture) and a key economic driver (tourism) in Sri Lanka. This full-sized project will be build-on best practices of previous GEF initiatives and complement ongoing investments by the Government, Private Sector and other donors including World Bank.

As the PIF described the project will seek the strengthen landscape-based planning approach of the GEF 5 project on “*Enhancing Biodiversity Conservation and Sustenance of Ecosystem services in Environmentally Sensitive Areas*” and promote public-private partnerships to sustain community forestry and eco-tourism models in biodiversity rich but poverty-stricken regions of the country.

The Project Identification Form (PIF) for the FSP has been endorsed by the GEF Secretariat in October 2017, and a Project Preparation Grant (PPG) approved. This PPG will support all the preparatory work required to draft and finalise all the documentation required by the GEF for CEO Endorsement. The PPG phase is due to begin in January 2018 and last until December 2018. The preparatory work to be undertaken during the PPG phase will include: the collection and collation of key information; technical reviews and feasibility assessments; establishing the baseline identifying the optimal management arrangements for the implementation of the project and project activities; clarifying stakeholder inputs and roles and responsibilities; and defining project performance indicators and targets. The PPG phase will be underpinned by a participatory approach, with regular consultation and working meetings with all key government and private sector stakeholders throughout the PPG phase. Specific attention will be given to gender issues by undertaking a gender analysis to ensure optimal involvement of women, especially from marginalised districts in activities, and benefiting from project interventions.

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

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

The final outputs of the GEF PPG are:

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

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

## Key Dates for the GEF PPG

Milestone	Date	Notes
Internal submission date for UNDP-GEF review and clearance	15 January 2019	Must be at least two (2) months prior to CEO Endorsement Deadline
CEO Endorsement Deadline after which the project will be cancelled.	15 March 2019	Failure to submit a ProDoc and CEO ER to the GEF Sec by this deadline will lead to the automatic cancellation of the project by the GEF Secretariat.

## Management Arrangements

The UNDP Sri Lanka will lead the project development process and manage the GEF PPG budget in full consultation with the UNDP-GEF Technical Adviser. UNDP, in close cooperation with the Government of Sri Lanka and IUCN Sri Lanka will be responsible for the selection and recruitment of PPG consultants (local and international), developing TORs, arranging travel and meetings, and maintaining project disbursements. A tentative list of local and international consultants to be financed by the PPG proposal is annexed to this Initiation Plan. The GEF PPG Atlas budget is presented in *Section IV: Total Budget and Work Plan*.

Quality assurance and technical advice for the full project development will be provided by the UNDP GEF Regional Technical Adviser at the Bangkok Regional Hub.

A technical Working Group will guide the GEF PPG team, and review and endorse the GEF PPG deliverables. The Working Group is responsible for ensuring that the deliverables outlined in this GEF PPG are completed on time and in line with UNDP and GEF requirements. The UNDP Deputy Country Director/ designate will chair the Working Group. Working Group members will include: IUCN, Ministry of Environment and Mahaweli Development (GEF OFF), Biodiversity Secretariat, Forest Department, Department of Wildlife Conservation, Tourism Development Authority, Biodiversity Sri Lanka (a private sector platform), Environmental Foundation Limited (NGO) etc.

The GEF PPG team will be composed of the following:

- 1) International Specialist (team leader) to manage project document development
- 2) International Specialist for Sustainable Tourism Development
- 3) National Specialist: PPG Coordinator
- 4) National Specialist in landscape-based planning for conservation
- 5) National Specialist in biodiversity safeguards for tourism
- 6) National Specialist in gender and natural resources management

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

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## **II. STAKEHOLDER ENGAGEMENT, PUBLIC DISCLOSURE AND OTHER REQUIREMENTS**

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

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

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

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### III. GEF PPG ACTIVITIES

#### Component A: Preparatory Technical Studies & Reviews

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

##### a. Desktop and field-based studies and data collection

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

- Development challenge and strategy (including threats, problems and barrier assessment);
- Review of national policy and legislative frameworks;
- Review of geographical focus based on stakeholder consultations and new programmes/initiatives that have emerged since PIF development
- 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 lessons; and
- 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 will be prepared 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 analysis will form the basis of a Gender Action Plan and Budget to guide gender mainstreaming during project implementation. The Gender Analysis, and the Gender Action Plan and Budget must be attached as Annexes to the Project Document. See guidance available [here](#).

##### c. Environmental and Social Safeguard Assessments

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

The purpose of these assessments is to identify ways to avoid negative environmental and social impacts where possible (e.g., through site selection). If risk avoidance is not possible, then mitigation and management measures must be identified, in line with the UNDP Social and Environmental Standards (see

section B-f below). If the required assessments cannot be undertaken or finalized during the PPG, they will be completed during the first phase of project implementation.

**d. Identification of project sites**

The project will target its interventions in the north-north central regions of the country covering seven districts in two provinces. The targeted region for the landscape-based approach and actual project sites will be confirmed during the project preparation, through consultation with stakeholders and government.

**e. Financial planning**

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

**f. Other required studies**

- Natural resource profile of the selected geographic area: A broader agreement of the geographical scope of the project area, given recent developments, new projects and programmes and co-financing availability. A detailed study of natural resources profile, species and habitat diversity of the selected landscape will be conducted.
- Feasibility of developing a tourism industry offset mechanism to support sustainable social forestry programmes. The study will look at comparable international best practices and draw on lessons learnt in other countries to develop a locally appropriate off-set mechanism that channels sustainable financing into biodiversity conservation and management. Various economic tools and studies for evaluating the total economic value and employment multipliers of tourism will be referred to, such as: (Lynne Koontz, Catherine Cullinane Thomas et al. 2017, Thiago Souza, Alex Chidakel et al. 2017 (final draft).
- To strengthen communities' abilities to adapt to change and uncertainty resulting from social, economic, and political transformations at the sub-national and national level, project will apply resilience thinking. The PPG team will refer to STAP's RAPTA guidelines, and other available tools while conducting resilience thinking exercise with the stakeholders.
- Review of best practices of landscape management strategies in the on-going projects (GEF: Environmental Sensitive Areas, GEF SGP Sixth Operational Phase project, GEF Land Degradation project (FAO) and World Bank ESCAMP (Ecosystem Conservation and Management Project); Wilpattu National Park Planning (GIZ), etc. While detailing the landscape management approach "Ecologically Sensitive Areas" (ESA), the review will look at and describe how the project intends to apply lessons learned from the approach, and advance ESA's learning as a biodiversity planning framework. Publications on ESA will be referred to support the framework's evidence base as a landscape planning tool in areas experiencing landscape change.
- Summary of potential ecosystem and benefit sharing tools available and applicable, including a compilation of summary of ecosystem benefit related studies in Sri Lanka
- Compilation of ongoing projects where the ecosystem and landscape tools developed/adopted (ADB/Govt. funded North Central Province Canal Project; ADB/Govt. funded Upper Elahera and Yan Oya Human Elephant Conflict and landscape management projects, etc.

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

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

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

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

### **a. Theory of Change**

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

### **b. Results Framework**

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

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

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

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

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

#### **d. Stakeholder Engagement Plan**

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

#### **e. Gender Action Plan and Budget**

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

#### **f. Social and Environmental Standards**

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

Mitigation and management measures for moderate and high risks will be developed and included in the project document, or included as a separate management plan in Annex to the project document, as required per UNDP's SES. If the mitigation and management measures cannot be fully detailed at the PPG phase (e.g., sites have not been determined), an environmental and social management framework (ESMF) will be prepared outlining the steps to be taken during the first phase of project implementation to address the moderate and high risks. The ProDoc must clearly state that none of the associated project activities will commence until: the assessment(s) have been completed; the required management plan(s) have been prepared; the plan(s) have been disclosed and approved by the Project Board.

#### **g. GEF Tracking Tool(s)**

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

- GEF-6 Biodiversity Tracking Tool [BD 4: Programme 9]
- GEF-6 Land Degradation Tracking Tool [LD Portfolio Monitoring and Tracking Tool. LD 2 - Program 3]
- GEF-6 Sustainable Forest Management Tracking Tool [SFM 1 & SFM]
- PA Financial Sustainability Scorecard

Capacity development scorecard

#### **h. 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.

#### **i. Completion of the required official endorsement letters**

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

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

### **Component C: Validation Workshop and Report**

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

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## **IV. TOTAL BUDGET AND WORK PLAN FOR GEF PPG**

Please note the following:

- Per UNDP policy:
  - TORs for key consultants and project personnel should follow UNDP procedures as outlined in the POPP. No “personnel” or project management costs can be charged to the Initiation Plan using GEF PPG resources; such costs should be borne by the requesting agency or co-financing. In all cases, no project “personnel” will give technical advice; international and national consultants will provide technical advice.
  - Miscellaneous items should be considered very carefully and explained.
- Per GEF Policy, the following expenses are ineligible:
  - Costs associated with the work of government staff or regular project/program activities of a GEF Agency or a Project Executing Entity (EA).
  - Non-project preparation costs including: project start-up costs; demonstration and pilot projects; implementation of large-scale enabling activities, including detailed country-wide inventories and country studies, training activities other than where they are directly related to project and/or country preparation and major research.
  - Capital goods other than those directly required for project preparation, such as computers and engineering equipment.
  - Goods and services that can be procured through funding channels other than the GEF.

<b>Award ID:</b>	00093902
<b>Project ID:</b>	00098168
<b>Award Title:</b>	ICEAFT Sri Lanka Project
<b>Business Unit:</b>	LKA10
<b>Project Title:</b>	Managing together: Integrating community-centered, ecosystem-based approaches into forestry, agriculture and tourism sectors
<b>Project (PIMS) ID:</b>	5804
<b>Implementing Partner:</b>	UNDP

GEF Outcome/Atlas Activity	Responsible Party	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Description	Budget	2018 Amount US\$	2019 Amount US\$	Total Amount US\$	Budget Notes
Project preparation grant to finalize the UNDP-GEF project document for project “Managing together: Integrating community-centered, ecosystem-based approaches into forestry, agriculture and tourism sectors”	UNDP	62000	GEF TRUSTEE	71200	International Consultants		23,400	15,600	39,000	A
				71300	Local Consultants		21,420	14,280	35,700	B
				71600	Travel		9,210	6,140	15,350	C
				75700	Trainings/Meetings		4,950	3,300	8,250	D
				74500	Miscellaneous Expenses		1,020	680	1,700	E
<b>PROJECT TOTAL</b>							<b>60,000</b>	<b>40,000</b>	<b>100,000</b>	

Budget Note	Items	Total estimated person weeks	Budget	Budget Note
A	Project development specialist	9	29,250	Fee: @650/day = US\$ 3,250/week. Total of 9 weeks = US\$ 29,250
	Sustainable tourism expert	3	9,750	Fee: @650/day = US\$ 3,250/week. Total of 3 weeks = US\$ 9,750

B	PPG Coordinator (national)	22	16,500	Fee: US\$ 150/day = US\$ 750/week. Total for 22 working weeks US\$ 16,500
	Landscape expert (national consultant)	10	12,000	Fee: US\$ 240/day = US\$ 1,200. Total for 10 weeks = US\$ 12,000
	Gender and livelihood expert	6	7,200	Fee: US\$ 240/day = US\$ 1,200. Total for 6 weeks = US\$ 7,200
C	Travel Cost	Lumpsum	15,350	This will include: 1. International travel and DSA for the 2 international consultants for 1/2 missions; 2. Field missions for the national consultants; and 3. Vehicle hiring cost for the PPG team.
D	Stakeholder consultation and project preparation workshop	Lumpsum	8,250	The cost will include conducting meetings and consultations in the field including Validation Workshop.
E	Misc. Expenses	Lumpsum	1,700	Costs contingencies and field logistics not covered by travel

**V. GEF PPG ACTIVITIES TIMEFRAME AND BUDGET**

<b>PPG Activity</b>	<b>Month 1</b>	<b>Month 2</b>	<b>Month 3</b>	<b>Month 4</b>	<b>Month 5</b>	<b>Month 6</b>	<b>Month 7</b>	<b>Month 8</b>	<b>Month 9</b>	<b>Month 10</b>	<b>Month 11</b>	<b>Month 12</b>	<b>Month 13</b>	<b>Budget (US\$)</b>
<b>Component A:</b> Technical studies, etc.														57,000
<b>Component B:</b> Formulation of ProDoc, etc.														42,000
<b>Component C:</b> Validation Workshop														1,000
<b>Delivery of final outputs</b>														0

## VI. MANDATORY ANNEXES

### Annex 1: GEF CEO PIF/PPG Approval Letter



**GLOBAL ENVIRONMENT FACILITY**  
INVESTING IN OUR PLANET

**Naoko Ishii**  
CEO and Chairperson

October 30, 2017

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

Dear Ms. Dinu:

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 (PPG) Approval
GEFSEC ID:	9372
Agency(ies):	UNDP
Agency ID:	5804 (UNDP)
Focal Area:	Multi Focal Area
Project Type:	Full-sized Project
Country(ies):	Sri Lanka
Name of Project:	Managing Together: Integrating Community-centered, Ecosystem-based Approaches into Forestry, Agriculture and Tourism Sectors
Indicative GEF Project Grant:	\$3,346,708
Indicative Agency Fee:	\$317,937
PPG Grant:	\$100,000
PPG Agency Fee:	\$9,500
Funding Source:	GEF Trust Fund

Break-down of Indicative Agency Fee				
Agency	Trust Fund	40% Fees to be committed at Council Approval	Fees to be committed at CEO Endorsement	Total (US\$)
UNDP	GET	\$127,175	\$190,762	\$317,937

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

Sincerely,



Naoko Ishii  
Chief Executive Officer and Chairperson

Attachment: GEFSEC Project Review Document  
Copy to: Country Operational Focal Point, GEF Agencies, STAP, Trustee

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

The cost per consultancy week and number of weeks provided below are indicative only and may be revised.

Position, Type and Cost	Role, Deliverables and Qualifications
<p><b>Position:</b> International Consultant -Project Development Specialist</p> <p><b>Type:</b> IC</p> <p><b>Cost per person week:</b> 3,250</p> <p><b>Number of person weeks needed:</b> 9</p>	<p><b>Role</b> The Project Development Specialist will be the GEF PPG team Leader and responsible for quality assurance and timely preparation of all reports and documentation, including the finalized UNDP Project Document (ProDoc) and CEO Endorsement Request, with all mandatory and project specific Annexes and supporting documentation. S/he will work closely with the PPG Coordinator and all consultants on the GEF PPG Team to achieve this.</p> <p><b>Deliverables</b></p> <ol style="list-style-type: none"> <li>a. <u>Management of the GEF PPG Team</u> <ol style="list-style-type: none"> <li>a. Define and submit a <b>detailed methodology and work plan</b> in consultation with the other consultants with clear delegation of responsibilities for the International Consultants (ICs), PPG Coordinator and other National Consultants (NCs);</li> <li>b. Ensure that project development is <b>participatory, gender-responsive and based on extensive stakeholder engagements</b>; and</li> <li>c. Verify and ensure that all project components are <b>technically sound and cost effective</b>.</li> </ol> </li> <li>b. <u>Preparatory Technical Studies and Reviews (Component A)</u>: With inputs from the international consultant, PPG Coordinator and NCs, as detailed in their respective TORs:</li> <li>c. Compile <b>baseline/situational analysis</b> 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;</li> <li>d. Quality assure the production of essential studies and assessments for project development;</li> <li>e. To strengthen communities' abilities to adapt to change and uncertainty resulting from social, economic, and political transformations at the sub-national and national level, apply resilience thinking. The PPG team will refer to STAP's RAPTA guidelines, and other available tools while conducting resilience thinking exercise with the stakeholders.</li> <li>f. Ensure the preparation of the <b>gender analysis</b> and ensure its findings are meaningfully integrated into the project's strategy, theory of change and results framework;</li> <li>g. Ensure action points, including risk assessments, from the <b>UNDP Social and Environmental Screening Procedure (SESP)</b> at the PIF stage ("pre-screening") are fully implemented during the PPG, and update that screening in an iterative fashion throughout the PPG, as appropriate;</li> </ol>

	<ul style="list-style-type: none"> <li>h. Conduct/oversee the <b>identification of the project sites</b>, with documentation of selection criteria; and</li> <li>i. Ensure completion of <b>any additional studies</b> that are determined to be needed for the preparation of the ProDoc and all other final outputs.</li> <li>j. While detailing the landscape management approach "Ecologically Sensitive Areas" (ESA), describe how the project intends to apply lessons learned from the approach, and advance ESA's learning as a biodiversity planning framework. Refer to publications on ESA to support the framework's evidence base as a landscape planning tool in areas experiencing landscape change.</li> <li>k. Consider indicators that reflect managing biodiversity conservation, agriculture production and forest management at the landscape level. Doing so, will assist in monitoring and assessment of a landscape approach – including how progress was measured and data gathered to support landscape-level outcomes. Refer the following two papers when designing the project: 1) Sunderland, T., et al. (2017). "A methodological approach for assessing cross-site landscape change: Understanding socio-ecological system". Forest Policy and Economics 84 (2017) 83–91. 2) Reed, J. et al. (2016). "Integrated landscape approaches to managing social and environmental issues in the tropics: learning from the past to guide the future their progress is measured and to support indicators, so they capture measurements". Global Change Biology (2016) 22, 2540–2554, doi: 10.1111/gcb.13284</li> <li>l. <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: <ul style="list-style-type: none"> <li>a. Develop, present and articulate the project’s <b>theory of change</b>;</li> <li>b. Develop the <b>Results Framework</b> in line with UNDP-GEF policy;</li> <li>c. Develop a detailed <b>Monitoring and Evaluation Plan and Budget</b>;</li> <li>d. Oversee and ensure the preparation of a <b>Stakeholder Engagement Plan</b>;</li> <li>e. Oversee and ensure the preparation of a <b>Gender Action Plan and Budget</b>;</li> <li>f. Update the <b>SESP</b> based on assessments undertaken during Component A, and ensure the development of <b>environmental and/or social management plan(s)</b> for all risks identified as Moderate or High in the SESP;</li> <li>g. Prepare the required <b>GEF tracking tool(s)</b>;</li> <li>h. select an indicator for one of the outcomes of the IRRF under the UNDP Strategic Plan</li> <li>i. Secure and present agreements on <b>project management arrangements</b>;</li> <li>j. Ensure the completion of the <b>required official endorsement letters</b>; and</li> <li>k. Synthesize all analyses, studies, etc. that are prepared under Components A and B to produce <b>the draft UNDP-GEF ProDoc, GEF CEO Endorsement, and all mandatory and project specific Annexes</b>, using the required templates.<sup>2</sup></li> </ul> </li> </ul>
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<sup>2</sup> Please verify with the UNDP-GEF team that the correct templates are being used.

	<ul style="list-style-type: none"> <li>l. Evidence of community and stakeholder consultations must be provided in the form of consultation reports/minutes and signed by the community/stakeholders.</li> <li>m. <u>Validation Workshop (Component C):</u> <ul style="list-style-type: none"> <li>a. Lead the validation workshop to present, discuss and validate the final draft ProDoc and mandatory and project specific annexes, with a special focus on the SESP and any management plans; and</li> <li>b. Oversee all necessary revisions that arise during the workshop.</li> <li>c. Ensure completion of Validation Workshop Report.</li> </ul> </li> <li>n. <u>Final Deliverables:</u> <ul style="list-style-type: none"> <li>a. Consolidation of all technical and consultation inputs including from national stakeholders, UNDP, GEF Secretariat, STAP and GEF Council, into a well written and concise UNDP ProDoc with all required sections and Annexes, in line with the standard UNDP-GEF ProDoc template and annotated guidance;</li> <li>b. Completion of the GEF CEO Endorsement Request;</li> <li>c. All documentation from GEF PPG (including technical reports, etc.); and</li> </ul> </li> </ul> <p><b>Qualifications</b></p> <ul style="list-style-type: none"> <li>o. Master’s degree or higher in a relevant field, such as natural resources management, forestry, environmental economics, environmental science or conservation or related field;</li> <li>p. Minimum 10 years of demonstrable experience in the technical area of landscape approaches to natural resources management and sustainable tourism;</li> <li>q. Experience in GEF project development and familiarity with relevant templates and processes;</li> <li>r. Fluency in written and spoken English; and</li> <li>s. Ability to work independently, deliver timely and quality products.</li> </ul>
<p><b>Position:</b> PPG Coordinator (National Consultant)</p> <p><b>Type:</b> NC</p> <p><b>Cost per person week:</b> US\$750</p> <p><b>Number of person weeks needed:</b> 22 weeks</p>	<p><b>Role</b></p> <p>The PPG Coordinator will support the PPG Team Leader (IC) and will be responsible for the timely preparation of all reports and documentation; managing all consultants on the GEF PPG Team, and coordinating the Team’s work and organising the consultations and coordinating with stakeholders.</p> <p><b>Deliverables</b></p> <ul style="list-style-type: none"> <li>1) <u>Management of the GEF PPG Team</u> <ul style="list-style-type: none"> <li>a. Define and submit a <b>detailed methodology and work plan</b> in consultation with the Team Leader and other consultants with clear delegation of responsibilities;</li> <li>b. Ensure that project development is <b>participatory, gender-responsive and based on extensive stakeholder engagements</b>; and</li> </ul> </li> <li>2) <u>Preparatory Technical Studies and Reviews (Component A):</u> Prepare inputs and support the required analyses/studies, as agreed with the PPG Team Leader, including: <ul style="list-style-type: none"> <li>a. Prepare inputs for the <b>baseline/situational analysis</b> 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;</li> </ul> </li> </ul>

	<p>definition of GEF incremental value per outcome and output; and presentation of results of the incremental cost-analysis in matrices;</p> <ol style="list-style-type: none"> <li>b. Conduct the review of the geographical focus and <b>identification of the project sites. Oversee the development of the natural resources profile of the selected geographical area</b></li> <li>c. Compile ongoing projects where the ecosystem and landscape tools developed/adopted (ADB/Govt. funded North Central Province Canal Project; ADB/Govt. funded Upper Elahera and Yan Oya Human Elephant Conflict and landscape management projects, etc</li> <li>d. Oversee the <b>stakeholder analysis and consultations</b> and ensure that they are complete and comprehensive;</li> <li>e. Verify and validate the technical, institutional, operational and financial scope and strategy of the project as presented in the PIF.</li> <li>f. Analyze and align project design with national priorities with strong reference to national policies and plans;</li> <li>g. Complete the capacity development scorecard and financial sustainability scorecard of the national and provincial institutions.</li> <li>h. Propose a workable management arrangement for the project in consultation with the Government and UNDP, including decision making and hierarchical structure, roles and responsibilities and appropriate financial and technical workflow arrangements;</li> <li>i. Draft organogram and ToRs for key project personnel and consultants as per the requirements and guidelines of UNDP/Results Based Management;</li> <li>j. Contribute to finalization of management arrangements, M&amp;E plan and M&amp;E budget for UNDP/GEF compliance;</li> <li>k. Provide input to the team leader on knowledge management strategy for the project;</li> <li>l. Oversee the consultations with partners regarding <b>financial planning</b>;</li> <li>m. Facilitate discussions with government to clarify and finalize co-financing contributions and secure official co-financing agreements and letters for the project;</li> </ol> <p>3) <u>Formulation of the ProDoc, CEO Endorsement Request and Mandatory and Project Specific Annexes (Component B)</u>: Prepare inputs and support the development of final PPG deliverables, as agreed with the PPG Team Leader.</p> <p>4) <u>Validation Workshop (Component C)</u>:</p> <ol style="list-style-type: none"> <li>a. Contribute to the validation workshop;</li> <li>b. Support all necessary revisions that arise during the workshop, as appropriate.</li> <li>c. Ensure completion of Validation Workshop Report.</li> </ol> <p>5) <u>Final Deliverables</u>:</p> <ol style="list-style-type: none"> <li>a. Detailed methodology and work plan for the PPG;</li> <li>b. Stakeholder consultation report and plan;</li> <li>c. Complete TBWP</li> <li>d. Secure all Co-financing commitments and letters;</li> <li>e. Finalize management arrangement; and</li> <li>f. Validation Workshop Report.</li> </ol> <p><b>Qualifications</b></p>
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	<ul style="list-style-type: none"> <li>6) Master’s degree or higher in a relevant field, such as environmental management, environmental science, project management, economics, environmental economics or other allied subjects relevant to the current assignment;</li> <li>7) Minimum 10 years of demonstrable experience in project design, GEF project management or managing ecosystem-related programmes</li> <li>8) Familiarity with the Sri Lankan development context and actors; and ability to work with/convene multi-disciplinary teams</li> <li>9) Experience in coordinating the design and implementation of complex multi-stakeholder projects.</li> <li>10) Fluency in written and spoken English</li> </ul>
<p><b>Position:</b> Sustainable Tourism Expert</p> <p><b>Type:</b> IC</p> <p><b>Cost per person-week:</b> US\$ 3,250</p> <p><b>Number of person-weeks needed:</b> 3 weeks</p>	<p><b>Role</b> The Sustainable Tourism Expert will provide technical inputs in to project design for Component 1 and 3 bringing in international best practices and norms in tourism sector sustainability to the design of outputs, activities, results and indicators in the technical area.</p> <p><b>Deliverables</b></p> <ul style="list-style-type: none"> <li>a. A <b>report on need analysis for incorporating biodiversity best practices in to the tourism sector and policies; and key intervention areas for sustainable tourism</b> in Sri Lanka and international best practices to support project design</li> <li>b. Industry offset mechanism to support sustainable social forestry programmes. The study will look at comparable international best practices and draw on lessons learnt in other countries to develop a locally appropriate off-set mechanism that channels sustainable financing in to biodiversity conservation and management. The study will refer to various economic tools and studies for evaluating the total economic value and employment multipliers of tourism such as: (Lynne Koontz, Catherine Cullinane Thomas et al. 2017, Thiago Souza, Alex Chidakel et al. 2017 (final draft).</li> <li>c. Conduct <b>stakeholder consultations</b> with sector specialists and tourism operators to determine socio-cultural suitability and economic viability of proposed models. Consider developing something like a regional Tourism Operator Association, and empower them to implement many of the good ideas identified in the project.</li> <li>d. Provide detail how communities will be engaged in the tourism plans (component 3) for the three ecologically sensitive areas. Based on stakeholder's socioeconomic characteristics, the project should also detail what is required for effective community participation in developing tourism plans. Refer to the following papers when considering measures for engaging stakeholders: Bello, F., et al. (2016). "Community participation framework for protected area-based tourism planning". Tourism Planning &amp; Development Vol. 13 , Iss. 4, 2016.</li> <li>e. Support the <b>identification of the project sites</b>, with documentation of selection criteria;</li> <li>f. Develop <b>cost-benefit analysis and a sound business</b> model for investment in sustainable tourism</li> </ul>

	<p>2) Prepare inputs and support the development of final PPG deliverables, as agreed with the PPG Team Leader. Review the theory of change and results framework, SESP, Gender and Stakeholder Engagement Plan for further technical inputs.</p> <p><b>Qualifications</b></p> <p>3) Master’s degree or higher in a relevant field, such as natural sciences, natural resources management, environmental economics, environmental science etc</p> <p>4) Minimum 10 years of demonstrable experience in the technical area of ecosystem-based tourism approaches, sustainable tourism, establishing tourism off-set programmes and public-private partnerships for sustainable tourism.</p> <p>5) Fluency in written and spoken English</p> <p>6) Demonstrated ability to work in multi-disciplinary teams and delivery quality outputs in a timely manner.</p>
<p>Position: Gender and Livelihood Expert</p> <p>Type: NC</p> <p>Cost per person-week: US\$ 1,200</p> <p>Number of person-weeks needed: 6 weeks</p>	<p><b>Role</b></p> <p>The Gender Specialist will support the project development process by providing specialist technical inputs in to the overall design and deliver specific documents, including screening for potential social and environmental risks and adverse impacts, and ensure that necessary social and environmental safeguards and standards, especially those related to gender, are integrated in the project design.</p> <p><b>Deliverables</b></p> <ol style="list-style-type: none"> <li>a. Conduct stakeholder consultations on gender dimensions of project design and theory of change</li> <li>b. Prepare the <b>gender analysis</b> and work closely with the Project Design Consultant and PPG Coordinator to ensure its findings are meaningfully integrated into the project’s strategy, theory of change and results framework;</li> <li>c. Support action points, including risk assessments, from the <b>UNDP Social and Environmental Screening Procedure (SESP)</b> at the PIF stage (“pre-screening”) are fully implemented during the PPG, and update that screening in an iterative fashion throughout the PPG, as appropriate; and</li> <li>d. Prepare the <b>Gender Action Plan and Budget</b>;</li> <li>e. Contribute to the updated the <b>SESP</b>, as needed, based on assessments undertaken during PPG;</li> <li>f. Review the theory of change and results framework, SESP, Gender and Stakeholder Engagement Plan for further technical inputs.</li> <li>g. Prepare the <b>Stakeholder Engagement Plan</b>;</li> </ol> <p><b>Qualifications</b></p> <ul style="list-style-type: none"> <li>▪ Master’s degree or higher in a relevant field, such as gender studies, gender economics or natural resources, gender and development, environment, sustainable development, or closely related area. related field.</li> <li>▪ Minimum 10 years of demonstrable experience in gender analysis especially in the field of natural resources management and project design and development;</li> <li>▪ Proven experience in analysis of gender issues in the country and the region;</li> <li>▪ Demonstrated experience working on policy and programmatic issues with national and local governments and civil society organizations including community organizations.</li> <li>▪ Experience in facilitating gender responsive stakeholder meetings is highly desired;</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Demonstrated ability to work in multi-disciplinary teams and delivery quality outputs in a timely manner; and</li> <li>▪ Fluency in written and spoken English.</li> </ul>
<p><b>Position:</b> National Expert: Landscape approaches to natural resources planning and conservation</p> <p><b>Type:</b> NC</p> <p><b>Cost per person-week:</b> US\$ 1,200</p> <p><b>Number of person-weeks needed:</b> 10 weeks</p>	<p><b>Role</b> The Landscape NRM Expert will support the project development process by providing specialist technical inputs in Component 2 especially and 1 and 3 as required and ensure a technically sound project design working closely with national and international expert team members.</p> <p><b>Deliverables</b></p> <ul style="list-style-type: none"> <li>• <b>Identification of the project sites</b>, with documentation of selection criteria;</li> <li>• Assess biodiversity and socio-economic conditions of the targeted landscapes for project interventions and establish project baselines related to protected areas and biodiversity.</li> <li>• Prepare a detailed study of natural resources profile, species and habitat diversity of the selected landscape will be conducted.</li> <li>• Review of best practices of landscape management strategies in the ongoing projects (GEF: Environmental Sensitive Areas, GEF SGP Sixth Operational Phase project, GEF Land Degradation project (FAO) and World Bank ESCAMP (Ecosystem Conservation and Management Project); Wilpattu National Park Planning (GIZ), etc.</li> <li>• Summary of potential ecosystem and benefit sharing tools available and applicable, including a compilation of summary of ecosystem benefit related studies in Sri Lanka</li> <li>• Review existing data and information on the socio-economic conditions, including population size and structure, current land use, livelihoods, and poverty level, of the local communities that live in, and/or use natural resources from, the project-targeted landscapes, and collate up-to-date socio-economic information including gender-disaggregated data and ethnic composition.</li> <li>• Apply Management Effectiveness Tracking Tool for Protected Areas to assess the management effectiveness of the protected areas including the development and implementation of the conservation management plans, legal framework, institutional and technical capacities, monitoring system, financial sustainability, identify existing constraints and gaps, and recommend measures to effectively address them;</li> <li>• Complete the capacity development scorecard and financial sustainability scorecard of the national and local level institutions;</li> <li>• Complete Biodiversity, SFM, LD Portfolio Monitoring Tracking Tools; and</li> <li>• Review the theory of change and results framework, SESP, Gender and Stakeholder Engagement Plan for further technical inputs.</li> </ul> <p><b>Qualifications</b></p> <ul style="list-style-type: none"> <li>• Master’s degree or higher in a relevant field such as Biodiversity conservation, environmental studies, or related field;</li> <li>• Minimum 10 years of demonstrable experience in the technical area of protected area management and planning, natural resources management, payment for environmental services.</li> <li>• Demonstrated ability to work in multi-disciplinary teams and delivery quality outputs in a timely manner.</li> <li>• Fluency in written and spoken English</li> </ul>