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Initiation Plan / GEF PPG

Empowered lives.
Resilient nations.

Project Title: PIMS-9825 TDPS SYSTEM 2 - SAP IMPLEMENTATION (Bolivia and Peru)

Country: BOLIVIA

Country Programme Outcome: 3. State agencies, social organizations, in particular nations and rural indigenous peoples and afro-descendant communities, manage the territory, natural resources, environment, disaster risks and energy transition through inclusive, multi-level and multisectoral governance mechanisms

Gender Marker rating: *GEN 2*

SES Pre-Screening Categorization: *Moderate*

Quantum Project ID: 01005261 Quantum Award ID: 1529427 PIMS number: 9825 Management Arrangement: *DIM*	**Total budget:** Allocated resources: • GEF • Government • UNDP	**US$200,000** US$200,000 US$ US$

AGREED BY

Renata Rubian	DocuSigned by: Renata Rubian 9E4EB42E9B3A445...	28-ene.-2026
UNDP Resident Representative	Signature	Date

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TABLE OF CONTENTS

I. Brief Description of the Initiation Plan/GEF PPG 3
II. Stakeholder Engagement, public disclosure, and other requirements 4
III. GEF PPG Activities 5
Component A: Preparatory Technical Studies & Reviews 5
Component B: Formulation of the UNDP-GEF Project Document, CEO Endorsement Request, and Mandatory and Project Specific Annexes 8
Component C: Validation Workshop and Report 10
IV. Total Budget and Work Plan for GEF PPG 11
V. GEF PPG Activities timeframe and budget 12
VI. Mandatory Annexes 13
Annex 1: GEF CEO PIF/PPG Approval Letter 13
Annex 2: Draft Terms of Reference (TORs) of Consultants Financed by the Project Preparatory Grant (GEF PPG) 14

Docusign Envelope ID: 9C8E243B-7C9D-44CF-A17B-B65C750F8098

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: PIMS-9825 TDPS System 2 – SAP Implementation. As described in the project concept (PIF/child project concept note), this project aims to implement the Strategic Action Programme (SAP), developed in the previous phase of the TDPS System, for the Titicaca–Desaguadero–Poopó–Salar de Coipasa (TDPS) system under a long-term vision to 2050, in which Bolivia and Peru jointly and effectively manage shared water resources under the principles of equity, cooperation, and sustainability. The SAP seeks to ensure sufficient, good-quality water for human, productive, and ecosystem needs; conserve and restore biodiversity and ecosystem services; strengthen resilience and reduce risks from climate variability and extreme events; and consolidate governance and institutional capacity for integrated water and environmental management.

The following information is 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)
- SES pre-screening (of PIF)
- Comments from GEF Secretariat, Council, STAP
- Annotated UNDP-GEF Project Document Template and associated guidance included therein
- UNDP policies and procedures
- UNDP-GEF guidance notes on GEF project development (which will be provided by the RTA) and
- GEF polices 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). All GEF policies are available here.

The final outputs of the GEF PPG are:

1. UNDP-GEF Project Document (ProDoc).
2. Mandatory annexes to the ProDoc
3. GEF CEO Endorsement Request and all mandatory annexes; and
4. Validation Workshop report (required for projects with a high SESP categorization, as appropriate for all others).

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 BPPS review and clearance	*15/10/2026*	FSP: within 10 months of PIF approval MSP: within 6 months of PIF approval PFD or IP child projects: within 8 months before the program commitment deadline included in the PFD
First GEF Submission Deadline for CEO Endorsement	*15/12/2026*	FSP must be within 12 months of PIF approval MSP: must be within 8 months of PIF approval PFD or IP child projects: must be within 6 months before the program commitment deadline

Docusign Envelope ID: 9C8E243B-7C9D-44CF-A17B-B65C750F8098

		Failure to submit a ProDoc and CEO ER to the GEF Sec by this date will lead to the automatic cancellation of the project by the GEF Sec.
CEO Endorsement Deadline after which the project will be cancelled if not endorsed	*15/06/2027*	FSP: must be within 18 months of PIF approval MSP: must be within 12 months of PIF approval. PFD or IP child projects: program commitment deadline **If the project has not been CEO endorsed by the deadline, it will be automatically cancelled by the GEF Sec.**

Management Arrangements

The UNDP Bolivia *Country Office* will lead the project development process and manage the GEF PPG budget in full consultation with the BPPS VF unit and the Regional Technical Adviser. The GEF PPG Quantum budget is presented in *Section IV: Total Budget and Work Plan*.

As appropriate, a Working Group will guide the GEF PPG team and review and endorse the GEF PPG deliverables. The Working Group is responsible for ensuring that the deliverables outlined in this GEF PPG are completed on time and in line with UNDP and GEF requirements. The *RR of the Bolivia CO* will chair the Working Group. Working Group members will include: *Environment Programme Officers, Programme Associates and Gender Associates from Bolivia and Peru COs, RTA, Ministries of Foreign Affairs and Ministries of Environment of Bolivia and Peru, and key stakeholders*.

The GEF PPG team will be composed of the consultancies described in the draft Terms of Reference (TORs) in Annex 2.

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, 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) 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 will be prepared and submitted to UNDP. A list of the consulted stakeholders and details of the associated meetings will be included in the Stakeholder Engagement Plan (see section B-a below).

If the fully designed project has an overall Social and Environment Screening Procedure (SESP) categorization of moderate, then the following disclosure requirements apply:

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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 will become a key reference document should an environmental and social complaint/grievance be filed during project implementation. This is mandatory for high and substantial risk projects and recommended for moderate risk projects.
2. The UNDP-GEF project document, SESP and related draft management plans and frameworks, and other relevant information/documents will be made available to the public on the UNDP Country Office website or open.undp.org. These documents should be available 30 days before the LPAC meeting for moderate risk projects, 60 days in advance for substantial risk projects, and 120 days in advance for high-risk projects.

See the SES Supplemental Guidance on Disclosure for more information.

III. GEF PPG ACTIVITIES

Component A: Preparatory Technical Studies & Reviews

The following technical studies and reviews will be conducted.

Desktop and field-based studies and data collection

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

- Development challenge and strategy (including threats, problems, and barrier assessment);
- Review of national policy and legislative frameworks;
- Problem and solution trees, assumptions and risks, developed in consultation with project stakeholders for a robust Theory of Change, Results Framework, and solid M&E plan;
- Review of relevant past and ongoing projects for lessons, including project evaluations; and
- Any other analyses required to address all comments on the PIF received from GEF Secretariat, GEF Council members, and STAP.

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.) and to identify appropriate measures to address these and promote gender equality and women's empowerment. See the guidance available here.

Social and Environmental Standards: Screening and Assessments

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

An SES Framework namely: Environmental and Social Management Framework (ESMF)[1], a Stakeholder Engagement Plan (SEP), a Gender Action Plan (GAP), an Indigenous Peoples Plan (IPP) and Environmental

[1] Additional plans may be developed, depending on the pilot project sites, such as a Biodiversity Management Plan or Livelihood Restoration Protocol.

Docusign Envelope ID: 9C8E243B-7C9D-44CF-A17B-B65C750F8098

and Social Impact Assessment (ESIA) will be prepared to ensure that the necessary assessment are carried out during the project implementation. The standard templates are available in the UNDP SES Toolkit. The Frameworks and ProDoc must clearly state that none of the associated project activities will commence until: the assessment have been completed; the required management plans have been prepared, and the plans have been publicly disclosed and approved by the Project Board.

Identification of project sites

Based on the above reviews and through consultation with stakeholders, the targeted project *pilot* sites will be identified. This should include providing geographic coordinates, maps, and shapefiles for inclusion in the ProDoc.

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).

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 developing the project's Stakeholder Engagement Plan and facilitate the prioritization of engagement activities with particular stakeholder groups and individuals. Projects with pre-screening categorizations of Substantial or High will prepare a **comprehensive** stakeholder analysis. See the UNDP SES Guidance Note on Stakeholder Engagement.

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, 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 conducted in full consultation with the RTA, UNDP Country Office, Resident Representative (or their Deputy), the relevant government coordinating agency, and the GEF OFP.

Project management arrangements must be discussed and agreed upon early in the PPG phase and an assessment and selection of the most appropriate Implementing Partner and/or third parties (Responsible Parties) with full capacity to execute the project must be carried out.

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[2].

[2] Including mandatory procurement assessment and construction assessment when applicable

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- Discuss the level of co-financing the Government and Implementing Partner can 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 consultation with all relevant stakeholders. The selected Implementing Partner must express 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 needed, discuss with the UNDP Resident Representative whether Implementing Partner is the correct choice. If not, select another Implementing Partner, if possible. If that is not an option, explore alternative options for providing 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.
- The GEF Policies on Minimum Fiduciary Standards require a separation of functions between project implementation (i.e., oversight) and project execution (which generally includes managing and administrating the day-to-day activities of projects in accordance with the legal agreements with the GEF). Oversight activities are the primary responsibility of the GEF Agency (i.e., UNDP). In contrast, the execution activities are the responsibility of the Executing Entity (i.e., the Implementing Partner and/or Responsible Party in UNDP terminology). While UNDP policy offers the possibility for UNDP to provide execution support to NIM or execute the project under a DIM modality in case there is a government request for such support, GEF policy only allows GEF Agencies to step into an execution role in 'exceptional circumstances', which are assessed on a case-by-case basis. Hence, whenever a project involves GEF funding, the exceptional circumstances where there is a clear and well-founded rationale for UNDP to perform certain execution functions **should always be well documented and transparently disclosed, discussed, and agreed upon with the GEF Secretariat at the project concept (PIF) stage before CEO Endorsement, regardless of whether the execution services are intended to be funded from the GEF grant or non-GEF resources.** See the UNDP-GEF ProDoc template guidance for further information.
- 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 are to be charged to the GEF project budget, the UNDP support services must be approved by the GEF Secretariat before CEO endorsement.
- Consult with CO Head of Procurement Unit/Operations Manager and Regional Procurement Advisors on envisaged procurement/contracting project procurement requirements, identified risks, development of optimal procurement strategies, development of project procurement plans and opportunities to incorporate sustainable procurement considerations and indicators to the project.

Other required studies

List any additional surveys and studies not captured above, as needed (e.g., socio-economic survey, feasibility studies, vulnerability assessments).

- *An assessment of gender and Indigenous participation barriers*
- *Feasibility studies for community-based water harvesting, storage, and retention measures*

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- *A climate risk and vulnerability assessment for selected municipalities to identify priority hydroclimatic threats (e.g. droughts, floods) and their impacts on water availability and community safety.*

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**, the UNDP-GEF Project Document will be developed, and the GEF CEO Endorsement Request will be prepared. See additional guidance notes below.

The GEF PPG Team Leader will be responsible for consolidating and finalizing all required materials.

Stakeholder Engagement Plan:

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 and stakeholders that will be involved in particular project outputs/activities (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 on progress and issues that arise;
- Roles and responsibilities for ensuring effective stakeholder engagement through the implementation of the Plan, including the role of stakeholder representatives and whether stakeholder engagement facilitators are required; and
- Resource requirements and associated budget.

For fully designed projects with a SESP categorization of Moderate, Substantial, and High:

- 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.

For fully designed projects with a SESP rating of Substantial and High:

- A **comprehensive** Stakeholder Engagement Plan is required (based on comprehensive stakeholder analysis).

See the UNDP SES Toolkit, which contains guidance on Stakeholder Engagement, the standard SEP template, and the GEF guidelines on stakeholder engagement.

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,

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outcomes, and activities. As part 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 the guidance available here.

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. All risks identified in the SESP will be reflected in the risk table and risk section of the ProDoc, and in the Project's Risk Register.

Per the pre-screening, all risks can be managed through the design of the project's activities, and therefore no separate management plans are needed, though the risks identified in the pre-screening will be reconfirmed during the PPG and the planned management measures will be refined as needed for SES compliance.

See the SES Guidance Note on Assessment and Management for further guidance. Please contact UNDP for additional information as needed.

GEF and LDCF/SCCF Core Indicators
The CEO endorsement-stage data for the relevant Core Indicators and sub-indicators will be prepared. For GEF Trust Fund projects, the completed GEF-8 Core Indicators Worksheet - with both the original PIF-stage data and the CEO endorsement-stage data—will be annexed to the ProDoc. LDCF/SCCF projects will use the CCA Results Framework worksheet.

The relevant Core Indicators will be included in the project's Results Framework at the Objective level, where appropriate. See the GEF Guidelines on Core Indicators and Sub-indicators.

Completion of the required official endorsement letters
These letters include the official letters on the co-financing guarantee(s) from participating government institutions, bilateral development partners, multilateral development partners, NGOs, the 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 not included in the PIF/PFD submission.

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

Mandatory Annexes
In addition to the documents listed above, the following Annexes should be prepared by the GEF PPG team:

- Project map and Geospatial Coordinates of project sites
- Multi-Year Work Plan
- Monitoring Plan
- UNDP Risk Register

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- Overview of Technical Consultancies
- GEF 7 Taxonomy
- Initial Project Procurement Plan and TORs for key Project staff

Upon a request from the RTA during the PPG implementation, the PPG team may be required to prepare additional annexes.

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-8 template should never be removed.

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. A validation workshop report will be prepared for projects with an overall safeguards risk rating of moderate or high.

Docusign Envelope ID: 9C8E243B-7C9D-44CF-A17B-B65C750F8098

IV. TOTAL BUDGET AND WORK PLAN FOR GEF PPG

Quantum Project ID:	01005261	**Project Title:**	TDPS SYSTEM 2 - SAP IMPLEMENTATION (Bolivia and Peru) PIMS-9825-TDPSII_UNDP-BOL
Quantum Award ID:	1529427	**Award Title:**	BOL_GEF_PIMS9825_01005261_TDPSII
Business Unit:	UNDP-BOL		
PIMS number:	9825		
Implementing Partner:	UNDP		

GEF Outcome/Quantum Activity	Responsible Party	Fund ID	Donor Name	Quantum Budgetary Account Code	QUANTUM Budget Description	Amount Year 2026 US$	Amount Year 2027 US$	Total US$	Budget Notes
Project preparation grant to finalize the UNDP-GEF project document for project *TDPS II SAP implementation*	**UNDP**	**62000**	**GEF TRUSTEE**	71200	International Consultants	**35,000**	**7,000**	**42,000**	**1**
				71600	Travel	**12,000**	**0,00**	**12,000**	**2**
				74100	Professional Services	**6,000**	**0,00**	**6,000**	**3**
				72100	Contractual Services - Companies	**110,600**	**29,400**	**140,000**	**4**
					PROJECT TOTAL	**163,600**	**36,400**	**200,000**	

Budget Note No.	Budget Note *Budget note should detail the use of the use of the budget. For example, outputs/deliverables of the consultants must be clear. Include cost breakdown and calculation basis (e.g., daily fee and number of days/weeks, unit cost and quantity)*
1	International Project Development Specialist (GEF PPG Team Leader) USD 700 / 60 effective days
2	International and national travel costs for international specialists and government officials
3	HACT Micro-assessments for potential implementing partners
4	Consortium/entity/company working on the ground, led by the international team leader. The work team will be composed by a binational coordinator and a team of technical specialists in the specific subject of the TDPS (Titicaca, Desaguadero, Poopó and Salar de Coipasa basin).

Docusign Envelope ID: 9C8E243B-7C9D-44CF-A17B-B65C750F8098

V. GEF PPG ACTIVITIES TIMEFRAME AND BUDGET

PPG Activity	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Budget (US$)
Component A: Technical studies, etc.			X	X	X	X	X												
Component B: Formulation of ProDoc, etc.			X	X	X	X	X	X	X	X	X	X							
Component C: Validation Workshop										x									
Delivery of final outputs												X	x	x	x	x	X	X	

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VI. MANDATORY ANNEXES

Annex 1: GEF CEO PIF/PPG Approval Letter



M.Sc. Carlos Manuel Rodriguez
CEO and Chairperson

November 17, 2025

Ms. Nancy Bennet
GEF Executive Coordinator
United Nations Development Programme (UNDP)
New York City, USA

Dear Ms. Bennet,

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:	11999
Agency(ies):	UNDP
Agency(ies) ID:	9825 - UNDP
Focal Area:	International Waters
Project Type:	Full-sized Project
Country(ies):	Regional, Bolivia, Peru
Name of Project:	TDPS System 2 – SAP Implementation
Indicative GEF Project Financing:	$7,105,936
Indicative Agency Fee:	$675,064
PPG:	$200,000
PPG Agency Fee:	$19,000
Funding Source:	GEF Trust Fund

Break-down:		Project Financing Amount (US$)	Agency Fee (US$)				Total Project Cost (US$)
Agency	Trust Fund		20% to be committed at Council approval (US$)	50% to be committed at first disbursement (US$)	30% to be committed at mid-term review (US$)	Total Agency Fee (US$)	
UNDP	GEF TF	7,105,936	135,013	337,532	202,519	675,064	7,781,000
Total		**7,105,936**	**135,013**	**337,532**	**202,519**	**675,064**	**7,781,000**

Break-down:	Project Preparation Grant (US$)	PPG Fee (US$)	Total (US$)

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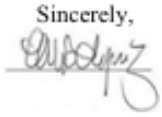
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Ms. Bennet

Agency	Trust Fund			
UNDP	GEF TF	200,000	19,000	219,000
Total		**200,000**	**19,000**	**219,000**

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,



M. Sc. Carlos Manuel Rodriguez
Chief Executive Officer and Chairperson
Global Environment Facility

Copy to: Country Operational Focal Point, Trustee

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

If appropriate and helpful, please use this guidance to support the preparation of PPG TORs. The cost per consultancy week and number of weeks provided below are indicative only and should be revised.

Position, Type, and Cost	Role, Deliverables and Qualifications
Consultant 1: International Project Development Specialist **Type:** IC **Cost per person week:** USD 4,900 **Number of person weeks needed:** 8.5 (60 days)	**Role** *GEF PPG Team Leader* **Responsibilities and Deliverables** 1) Management of the GEF PPG Team a. Define and submit a detailed methodology and work plan in consultation with the other consultants with clear delegation of responsibilities for the International Consultant (IC) and National Consultants (NCs); b. Ensure that project development is participatory, gender-responsive and based on extensive stakeholder engagements; and c. Verify and ensure that all project components are technically sound and cost effective. 2) Preparatory Technical Studies and Reviews (Component A): With inputs from the national consultants, as detailed in their respective TORs: 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; a definition of GEF incremental value per outcome and output; and a presentation of results of the incremental cost-analysis in matrices as appropriate; b. Lead and oversee the stakeholder analysis and consultations, with support from national consultants, and ensure that they are complete and comprehensive, including consultations with the private sector and tourism associations and bodies; c. Ensure the preparation of the gender analysis and ensure its findings are meaningfully integrated into the project's strategy, theory of change, and results framework; d. Ensure action points, including risk assessments, from the SES pre-screening (prepared at the concept stage) are fully implemented during the PPG, and update that screening in an iterative process throughout the PPG, and as appropriate; e. Oversee the identification of the project sites, with documentation of selection criteria and making sure that geo-referenced data and maps are clearly presented both for targeted protected areas and broader landscapes, as applicable; f. Ensure the design of appropriate project knowledge management processes and platforms, ensuring appropriate linkages to existing mechanisms and knowledge sharing in project landscapes; g. Lead and oversee the identification of opportunities for private sector engagement and co-financing; h. Ensure the preparation of partner capacity assessments and discussions on management arrangements early in the PPG process; i. Oversee the consultations with partners regarding financial planning; and

Docusign Envelope ID: 9C8E243B-7C9D-44CF-A17B-B65C750F8098

	j. Ensure completion of any additional studies that are determined to be needed for the preparation of the ProDoc and all other final outputs. 3) <u>Formulation of the ProDoc, CEO Endorsement Request and Mandatory and Project Specific Annexes (Component B)</u>: With inputs from the national consultants, as detailed in their respective TORs, and based on international best practice: a. Develop, present, and articulate the project's theory of change; b. Develop the Results Framework in line with UNDP-GEF policy; c. Develop a detailed Monitoring and Evaluation Plan 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. Oversee and ensure the updating of the SESP based on assessments undertaken during Component A, and ensure the development of required environmental and/or social management plan(s) as required; g. Oversee the preparation of the required GEF tracking tools (if required) and GEF Core Indicators and ensure these are supported by robust and validated data; h. Secure all co-financing letters; i. Prepare the indicative procurement plan; j. Secure and present agreements on project execution and management arrangements and ensure that the project aligns to UNDP-GEF guidance on UNDP execution support; k. Ensure the completion of the required official endorsement letters; and l. Synthesize all analyses, studies, etc. that are prepared under Components A and B to produce the draft UNDP-GEF ProDoc, GEF CEO Endorsement, and all mandatory and project specific Annexes, using the templates.[3] 4) <u>Validation Workshop (Component C)</u>: 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 that arise during the workshop; and c. Ensure completion of Validation Workshop Report. 5) <u>Final Deliverables</u>: a. Consolidation of all technical and consultation inputs and comments including from national stakeholders, UNDP, GEF Secretariat, STAP and GEF Council, into a well written and concise UNDP ProDoc with all required sections and Annexes, in line with the standard UNDP-GEF ProDoc template and annotated guidance; b. Completion of the GEF CEO Endorsement Request; c. Finalized SESP (and SES management plans as required); d. All documentation from GEF PPG (including technical reports, meeting minutes, etc.); and e. Validation Workshop Report. **Qualifications** - Higher education in a relevant field. Preferably in the fields of Sustainable Development, Ecology, Natural Sciences or Natural Resource/Environmental management, Environmental Public Policy, Rural Development or other relevant/equivalent post-graduate qualification.

[3] Please verify with the UNDP-GEF team that the correct templates are being used.

Docusign Envelope ID: 9C8E243B-7C9D-44CF-A17B-B65C750F8098

	- Minimum 10 years of experience in design, monitoring and coordination of sustainable development projects with multilateral international organizations related to the management and expansion of protected areas, environmental services, and biodiversity mainstreaming. - At least five projects designed under GEF rationale and procedures and demonstrated experience in formulation of GEF-funded project proposals, using the logical framework and the results-based management approaches - At least three projects designed or implemented on transboundary waters with GEF funding. - At least two experiences in the context of biodiversity conservation, fragile ecosystems, and development in Latin America and the Caribbean - Excellent communication, networking, and multidisciplinary teamwork skills. - Negotiation and influencing skills. - Ability to work in multicultural environments. - Excellent written and oral communication skills in English and Spanish.
The following consultancies will be under the services provided by the Contractual Services – Companies mentioned in Budget note 4. Total cost: $140,000	
1) General binational Coordinator and Specialist in Legal and Institutional Frameworks, Governance, and Public Policy (including binational aspects) **Type:** Contractual Services - Companies	***Role*** • *Coordinate the PPG Team at the national/binational level, liaising with UNDP, government counterparts in Bolivia and Peru, and in close communication and coordination with the International Lead Consultant for the GEF PPG; ensure quality and timely delivery of all products (P1–P5).* • *Conduct the analysis and propose the re-engineering of ALT and the binational and national governance arrangements (intersectoral committees and other coordination mechanisms), aligning legal and institutional frameworks and participation protocols (aligned with Component 1 of the PIF).* • *Ensure normative harmonization (water, environment, biodiversity, risk), and its reflection in the ProDoc, including roles, responsibilities, and accountability of the Binational Steering Committee.* • *In close coordination with the International Lead Consultant, plan and facilitate the binational inception workshop and the validation workshop (Copacabana/Puno) with a multi-stakeholder and inclusive approach.* ***Deliverables*** - *P1–P3: Validated PPG Work Plan; contribute to the validation of the work plan, the inception workshop report, and the information needs assessment.* - *P4: Draft/final Results Framework and Theory of Change, including assumptions and risks, in coordination with the International Lead Consultant.* - *Institutional-legal report: proposal of ALT statute/adjustments, design of national intersectoral mechanisms, and governance protocols with civil society (aligned with Outputs 1.1.1–1.1.3 of the PIF).* - *P5: ProDoc sections on management and governance arrangements, coordination agreements, ToR of the Binational Steering Committee, and multi-year work plan; consolidation of mandatory annexes.* - *P4 – P5: Validation workshop report with final agreements and adjustments for CEO endorsement.* ***Qualifications***

Docusign Envelope ID: 9C8E243B-7C9D-44CF-A17B-B65C750F8098

	- *Master's degree or higher* education *in Environmental Governance, Environmental Management and Public Policy, International Law and/or Regional Integration, or related fields.* - *At least 5 experiences in the design and/or implementation of projects, including the formulation of projects on transboundary waters, sustainable development, biodiversity conservation, and/or climate change mitigation/adaptation in fragile ecosystems.* - *At least 3 experiences in the design, analysis, and harmonization of regulatory frameworks, public policies, and institutional arrangements related to environmental management, water, and governance at the binational, national, and local levels.*
2) International Specialist in Social and Environmental Safeguards **Type:** Contractual Services - Companies	***Role (Responsibilities):*** *In close coordination with the Gender, Stakeholder Engagement, and Participation, and the Indigenous Peoples, Communities, and Nature based Livelihoods specialists:* ***1. Lead the SESP process in full compliance with UNDP Social and Environmental Standards (SES)*** • *Conduct the SESP screening, confirm the Moderate risk category identified in the Pre-SESP, reassess risk levels if necessary, and ensure alignment with the final ProDoc.* • *Coordinate the development of an Environmental and Social Impact Assessment (ESIA), as the project requires an additional assessment when no national EIA is mandated in Peru or Bolivia.* • *Guide the in-depth analysis of the 10 identified risks (9 moderate and 1 low) and integrate mitigation measures into:* o *Results Framework* o *Budget* o *Project Outputs* o *M&E plan* o *ProDoc and Annexes* ***2. Develop the ESMF (Environmental and Social Management Framework) and all associated instruments*** • ***Prepare a complete ESMF, including:*** o *Protocol for Environmental and Social Management Plans (ESMP).* o *Guidelines for specific plans, if required (e.g., Biodiversity Plan, Livelihood Restoration Plan, Community Safety Plan, Waste Management Plan, Biosecurity and IAS Plan).* o *Criteria and guidance for compliance with:* ▪ *Ecosystems and Biodiversity (Standard 1)* ▪ *Climate Change and Disaster Risk (Standard 2)* ▪ *Community Health, Safety, and Security (Standard 3)* ▪ *Physical/Economic Displacement (Standard 5)* ▪ *Indigenous Peoples (Standard 6)* ▪ *Labor and Working Conditions (Standard 7)* ▪ *Pollution Prevention and Resource Efficiency (Standard 8)* ***3. Fully integrate Indigenous Peoples (IP) and FPIC requirements*** • *Develop the Indigenous Peoples Planning Framework (IPPF), ensuring consistency with:* o *ILO 169* o *Peru's Law on Prior Consultation (Law 29785) and Ministry of Culture protocols*

Docusign Envelope ID: 9C8E243B-7C9D-44CF-A17B-B65C750F8098

	○ *Bolivia's constitutional framework (NPIOC / Indigenous Autonomies)* • *Determine when Free, Prior and Informed Consent (FPIC) applies, based on national contexts and project activities.* ***4. Design the project-level Grievance Redress Mechanism (GRM)*** • *Establish a culturally appropriate, gender-responsive, accessible GRM aligned with SES and national procedures.* • *Define formal channels (in-person, community-based, digital), response times, tracking, and confidentiality protocols.* • *Ensure full integration of the GRM into the SEP (Stakeholder Engagement Plan).* ***5. Ensure that safeguards are fully integrated across all PPG instruments*** • *Work with gender, IP, and participation specialists to integrate safeguards into:* ○ *SEP (Stakeholder Engagement Plan)* ○ *GAP (Gender Action Plan)* ○ *IPPF / IPP* ○ *Municipal adaptation plans* ○ *Restoration and sustainable production interventions* • *Ensure all field activities include risk analyses and mitigation measures consistent with the ESMF.* ***6. Coordinate with biodiversity and IWRM specialists on bio-physical risks*** • *Prevent negative impacts from restoration, earth movement, revegetation, and potential introduction of Invasive Alien Species (IAS).* • *Assess ecological risks related to fisheries, aquaculture, totora, bofedales, and water management.* ***7. Add robust Occupational Health and Safety (OHS) and labor safeguards*** • *Develop OHS guidelines for all field activities, addressing exposure to contaminated water, waste, agrochemicals, and ergonomic risks.* • *Establish criteria for Labour Management Procedures (LMP).* ***8. Provide inputs for the integrated M&E system and the binational Observatory*** • *Define S&E indicators, environmental monitoring requirements (water, soils, waste, biodiversity), participatory protocols, and reporting guidelines.* • *Align monitoring with PIF Components 1.2.1 and 1.2.2.* ***Deliverables*** ***Product 4 – Technical Studies and Reviews (P4)*** 1. *Complete SESP Assessment (draft for UNDP/Government review):* ○ *Confirmed risk category* ○ *Risks by Standard (1–8 + principles)* ○ *Risk-mitigation matrix* ○ *Requirements for additional studies (ESIA, specific plans)* 2. *Draft ESMF, including:* ○ *Safeguard application policy* ○ *Screening procedures for activities and sites* ○ *Requirements for future ESMPs* ○ *Protocol for plans (biodiversity, livelihoods, community safety, waste, IAS biosecurity, etc.)* 3. *Terms of Reference for the ESIA.* 4. *Inputs to the UNDP Risk Register, including mitigation measures and responsible parties.* 5. *Technical contributions to stakeholder analysis and the SEP, including requirements for safe participation, inclusion, and culturally appropriate consultations.*

Docusign Envelope ID: 9C8E243B-7C9D-44CF-A17B-B65C750F8098

	Product 5 – ProDoc, Annexes and CEO Endorsement Request (P5) 1. *Final SESP, integrated into the ProDoc and aligned with RTA comments.* 2. *Final approved ESMF, including:* o *Risk management chapters by Standard* o *Operational implementation procedure* o *Institutional responsibility matrix* o *Safeguards monitoring and reporting plan* o *Public disclosure requirements* 3. *Derived plans and frameworks, such as:* o *Indigenous Peoples Planning Framework (IPPF)* o *FPIC Protocol* o *Livelihood Restoration Plan (LRP) guidelines* o *Biodiversity Management Plan (BMP) guidelines* o *Pollution and Waste Prevention Plan guidelines* o *Labour Management Procedures (LMP)* 4. *Grievance Redress Mechanism (GRM):* o *Fully designed and integrated into the SEP* o *Process flows, roles, oversight, indicators, timelines* 5. *Safeguards-related annexes for the ProDoc:* o *ESMF* o *SESP* o *SEP* o *GAP* o *IPPF/IPP* o *Risk Register* o *Gender- and interculturality-sensitive M&E procedures* 6. *Inputs for public communication, ensuring compliance with SES and cultural appropriateness for Indigenous Peoples and local communities.* **Qualifications** - *Master's degree or higher in Environmental Management, Natural Resources Management, Biodiversity Conservation, Conservation and Development, Safeguards Policy, or related fields.* - *At least 4 experiences in the evaluation and implementation of social and environmental safeguards in projects related to biodiversity conservation, ecosystem restoration, sustainable land and natural resource management, and/or transboundary waters, carried out for international organizations such as the World Bank, UNDP, etc.* - *Experience in safeguards assessments and processes of international organizations and donors—such as the World Bank, UNDP, among others—is desirable.* - *Excellent command of both written and spoken English and Spanish.*
3) Specialist in Gender, Stakeholder Engagement, and Participation	***Role (Responsibilities):*** *In close coordination with the SESP and the Indigenous Peoples, Communities, and Nature based Livelihoods specialists:* • *Conduct a participatory gender analysis and mainstream gender and interculturality across results/activities/indicators.*

Docusign Envelope ID: 9C8E243B-7C9D-44CF-A17B-B65C750F8098

Type: Contractual Services - Companies	• *Design the Stakeholder Engagement Plan (SEP) with an inclusive focus (women, youth, IP and LC), and the Gender Action Plan (GAP) with targets, indicators, and budget.* ***Deliverables:*** • *P4: Gender analysis and action plan. GAP with budget and indicators for Results Framework; contributions to communication strategy (PIF Component 3).* • *P5: Final Stakeholder Engagement Plan (SEP) (including GRM and other SESP inputs from the Safeguards Specialist, as needed),.* **Qualifications** - Higher education *in Social Sciences, Sociology, Gender Studies, Anthropology, or related fields.* - *At least 3 experiences in the design and implementation of participatory gender analyses, and in the collection and/or formulation of gender-responsive indicators and sex-disaggregated data in environmental and conservation projects.* - *At least 3 experiences in the design and implementation of engagement and participation strategies in development, environmental, or governance projects.*
4) Specialist in Indigenous Peoples, Communities, and Nature-based Livelihoods **Type:** Contractual Services - Companies	***Role (Responsibilities):*** *In close coordination with the SESP and Gender, Stakeholder Engagement, and Participation specialists:* • *Design the engagement strategy for 15 communities in Bolivia and 16 in Peru, with culturally appropriate protocols and FPIC criteria.* • *Mapping and characterization of priority nature-based livelihoods and value chains that can be strengthened or scaled through technical support and/or Low Value Grants, including: (i) typology and selection criteria; (ii) shortlist of priority livelihood options by landscape/hotspot; (iii) indicative technical assistance package(s); (iv) preliminary grant "menu" (eligible activities, indicative ranges, co-financing expectations); and (v) initial SES/gender/IPLC screening notes and inputs and implementation considerations.* • *Contribute to the Indigenous Peoples Planning Framework and integration of ancestral knowledge in restoration, sustainable production, and environmental education.* ***Deliverables:*** • *P4: Diagnostics and community roadmaps per country (actor mapping, risks, barriers, process agreements).* • *P5: IP Plan/Framework (or integrated within the ESMF), inputs to SEP and GAP, and terms for community exchanges (PIF Output 3.2.1).* • *Nature-based livelihoods mapping and scaling shortlist (per country) for technical support and/or Low Value Grants.* **Qualifications** - Higher education *in Sustainable Development, Intercultural Management, Nature-Based Livelihoods, or Indigenous Peoples' Policy.* - *At least 3 experiences working with Indigenous Peoples and local communities in conservation, restoration, and sustainable development projects.* - *At least 2 experiences carrying out consultations with Indigenous Peoples and local communities, cultural heritage protection, and/or community participation processes in rural Andean areas of Bolivia and Peru.*

Docusign Envelope ID: 9C8E243B-7C9D-44CF-A17B-B65C750F8098

5) Specialist in Integrated Water Resources Management (IWRM) **Type:** Contractual Services - Companies	***Role (Responsibilities):*** • *Lead technical inputs: hydrological baseline, water balance, site identification (coordinates, maps, shapefiles), and prioritization criteria.* • *Design the IWRM training program ("whole-of-government & society") and contribute to the Environmental Monitoring System (EMS) architecture and its linkage to the binational Observatory.* ***Deliverables:*** • *P4: Technical package of target sites (maps/shapefiles), methodological notes on baseline/indicators; IWRM training curriculum design.* • *P5: Contributions to ProDoc for Outputs 1.2.1 (EMS), 1.2.2 (Observatory), 1.2.3 (Training Program) and GEF indicators.* **Qualifications** - Master's degree or higher in Integrated Water Resources Management, Applied Hydrology, Watershed Planning, Environmental Management, or related fields. - At least 3 experiences in water resources planning and management, preferably in transboundary basin projects.
6) Specialist in Information Systems and Early Warning **Type:** Contractual Services - Companies	***Role (Responsibilities):*** *In coordination with the IWRM specialist:* • *Design the EMS architecture (parameters, interoperability, QA/QC, thematic modules) and its analytical functionality through the Observatory (dashboards, EWS, open data protocols, citizen science).* • *Align the project M&E with the information system (GEF indicators, periodic reports, PIR, MTR/TE).* ***Deliverables:*** • *P4: Technical design of the EMS (equipment/data roadmap, standards, satellite-field integration) and early-warning modules.* • *P5: Observatory proposal (data governance, visualizations, exchange protocols) and gender-sensitive M&E plan.* **Qualifications** - Higher education *in Geographic Information Systems (GIS), Risk Management, Hydrological Modeling, Early Warning Technologies, or related fields.* - *At least 3 experiences in the development and implementation of environmental information systems and early warning systems.*
7) Specialist in Conservation, Sustainable Management, and Restoration of High-Andean Ecosystems (Nature-Based Solutions)	***Role (Responsibilities):*** - *Structure the restoration portfolio (bofedales, forests, grasslands) and native species conservation with NbS and community comanagement (PIF Outputs 2.1.1–2.1.2). With special emphasis on existing or planned co-financing activities, interventions (synergies).* - *Define biophysical baselines, targets (e.g., ≥5,000 ha restored), and monitoring protocols; integrate sustainable production and carbon cobenefits.* - *Contribute to the design of the Low Value Grant Mechanism and other technical packages to be delivered to IP and LCs and key stakeholders in the project landscape.* ***Deliverables:***

Docusign Envelope ID: 9C8E243B-7C9D-44CF-A17B-B65C750F8098

Type: Contractual Services - Companies	- *P4: Technical sheets for NbS interventions (i.e., restoration, per site and technical/financial instruments for species (native fisheries, totora), including gender and inclusion criteria.* - *P5: ProDoc inputs for GEF targets (CI-3/CI-4/CI-6), implementation arrangements, and restoration/conservation indicators and costing.* **Qualifications** - Higher education in Ecological Restoration, Biodiversity Conservation, High-Andean Ecosystem Management, Nature-Based Solutions, or related fields. - At least 3 experiences in conservation projects, ecological restoration, and/or sustainable management of high-Andean ecosystems.
8) Specialist in Business Models, Finance, and Sustainable Financial Solutions **Type:** Contractual Services - Companies	***Role (Responsibilities):*** • *Develop the financial strategy/mechanism for SAP sustainability (e.g., baskets, funds, blended finance, debt for nature swaps, ecosystem service retribution) with institutional anchoring (Output 1.2.4).* • *Contribute to the design of the low value grant mechanism with linkages to NbS value chains and existing or potential markets.* • *Confirm co-financing and investment mobilization; support co-financing letters and GEF budget templates.* ***Deliverables:*** • *P4: Financial options assessment and roadmap (feasibility, risks, transaction costs, policy alignment).* • *P5: Final financial mechanism (structure, flows, rules, governance), complete cofinancing package, CAPEX/OPEX analysis, and final GEF budget template.* • *Low Value Grant mechanism* **Qualifications** - Higher education *in Sustainable Finance, Environmental Economics, Green Business Development, Climate-focused Project Management, or related fields.* - *At least 3 experiences in the design and/or implementation of sustainable financial mechanisms and/or business models for environmental projects.* - *At least 2 experiences in the design and/or implementation of green financial products, the management of financial services for biodiversity value chains, and/or the provision of financing in rural areas.*
9) Specialist in Knowledge Management and Intercultural Communication **Type:** Contractual Services - Companies	***Role (Responsibilities):*** • *Design the Knowledge Management Strategy (capture, systematization, user-centered products) and the binational Communication Strategy with gender and intercultural focus (Outputs 3.2.3–3.2.4).* • *Structure community exchanges led by IP and women and the Municipal Environmental Education Program (20 municipalities), aligned with IW:LEARN (1% budget).* ***Deliverables:*** • *P4: Knowledge management strategy (architecture, repository, editorial governance) and inputs for exchanges and education program.* • *P5: Communication strategy (messages, channels -including social media-, materials, calendar), IW:LEARN participation plan, and product/content matrices for the ProDoc and Observatory (i.e., EXPOSURE photo stories and PANORAMA solutions).* **Qualifications**

Docusign Envelope ID: 9C8E243B-7C9D-44CF-A17B-B65C750F8098

	- Higher education *in Knowledge Management, Communication for Development, Intercultural Studies, Environmental Education, or related fields.* - *At least 3 experiences in the design and implementation of communication and knowledge-management strategies in environmental or development projects.*