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Initiation Plan / GEF PPG

Empowered lives.
Resilient nations.

Project Title: Integrated management of land and water resources for strengthening climate resilience in flood affected areas of Balochistan, Pakistan

Country: Pakistan

Country Programme Outcome: CPD Outcome 3: By 2027, people living in the Indus River Basin, particularly the most vulnerable, including women, girls, boys, persons with special needs and senior citizens, will have their lives positively impacted by improved water access and utilization, economic development, livelihoods, climate-resilient settlements, and prosperity.

Gender Marker rating: GEN 2

SES Pre-Screening Categorization: Moderate

Quantum Project ID: 01005353	**Total budget:**	**US$ 80,000**
Quantum Award ID: 1537471 PIMS number: 10158	Allocated resources: • GEF	 US$ 50,000
Management Arrangement: DIM	• UNDP	US$ 30,000 (TRAC)

AGREED BY

Krishna Raj Adhikari	Signed by: 6B21D5A3A5A04E9... Initial SAS	*05/January/2026*
UNDP Resident Representative (Officer In Charge)	Signature	Date

Docusign Envelope ID: 5D1408A0-C05C-4FAF-96AC-5C301F05C3F7

TABLE OF CONTENTS

I. Brief Description of the Initiation Plan/GEF PPG 3
II. Stakeholder Engagement, public disclosure, and other requirements 5
III. GEF PPG Activities 6
Component A: Preparatory Technical Studies & Reviews and Stakeholder Consultations 6
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 11
IV. Total Budget and Work Plan for GEF PPG 12
V. GEF PPG Activities timeframe and budget 14
VI. Mandatory Annexes 15
Annex 1: GEF CEO PIF/PPG Approval Letter 15
Annex 2: Draft Terms of Reference (TORs) of Consultants Financed by the Project Preparatory Grant (GEF PPG) 17

Docusign Envelope ID: 5D1408A0-C05C-4FAF-96AC-5C301F05C3F7

I. BRIEF DESCRIPTION OF THE INITIATION PLAN/GEF PPG

A. Background:

This PPG Initiation Plan, developed by the UNDP Pakistan Country Office with the support from the Bangkok Regional Hub, describes how the project preparation grant from the GEF will be programmed to develop a full project document for the Project **Integrated management of land and water resources for strengthening climate resilience in flood affected areas of Balochistan, Pakistan**, with supporting documentation for submission to the GEF for CEO endorsement. The Project Information Form (PIF), submitted by UNDP as the GEF Agency, on behalf of the Government of Pakistan was technically cleared by GEF Secretariat and included in the endorsed by the GEF CEO on 18 December 2025

This document outlines project development activities that need to be undertaken through the Project Preparation Grant to complete mandatory sections of the new UNDP-GEF Project Document (e.g. Theory of Change, Gender Analysis, SESP, etc.) as well as additional eligible project development activities specific to the project objective, theory of change and scope of activity, including development of activities for the contribution of the project objective to promote the adoption of integrated land and water management practices to combat land degradation, restore the productivity of degraded forest, agricultural, and rangeland ecosystems, and contribute to Land Degradation Neutrality (LDN) in the flood-affected districts of Balochistan, while delivering co-benefits for biodiversity conservation and climate resilience.

The PIF has been designed to address land degradation and desertification in the most affected districts of Balochistan Province through targeted, practical, and scalable interventions. The current approach to land and water management in the province largely relies on grey infrastructure such as canals, bunds, and diversion structures—which, while important, provides only partial and temporary solutions.

Objective & Final Outputs

The overall aim of the proposed project is to promote the adoption of integrated land and water management practices to combat land degradation, restore the productivity of degraded forest, agricultural, and rangeland ecosystems, and contribute to Land Degradation Neutrality (LDN) in the flood-affected districts of Balochistan, while delivering co-benefits for biodiversity conservation and climate resilience.
As described in the PIF the project will pursue three complementary objectives:

a) To strengthening policy, institutional, and planning frameworks to create an enabling environment for Land Degradation Neutrality (LDN) and climate resilience.
b) To demonstrate Sustainable management of land and water resources for restoring degraded lands, contributing to LDN, improving local livelihood while also enhancing climate risks preparedness in the pilot districts; and
c) To generate, document, and disseminate knowledge on sustainable land and water management, and establish gender-responsive MEL systems for tracking progress toward LDN targets.

As per the project ‘s theory of change, these objectives with be achieved through three components:

Component 1: Strengthening policy, institutional, and planning frameworks to create an enabling environment for Land Degradation Neutrality (LDN) and climate resilience.
Component 2: Sustainable management of land and water resources for restoring degraded lands, contributing to LDN, improving local livelihood while also enhancing climate risks preparedness in the pilot districts
Component 3: Promoting knowledge management and gender-inclusive learning for tracking LDN targets.

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

- PIF cleared by GEF CEO (PFD and child project concept note for projects that are part of a program)

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- 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	*June 18, 2026*	MSP: within 6 months of PIF approval
First GEF Submission Deadline for CEO Endorsement	*August 18, 2026*	MSP: must be within 8 months of PIF approval **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	*December 18, 2026*	MSP: must be within 12 months of PIF approval. **If the project has not been CEO endorsed by the deadline, it will be automatically cancelled by the GEF Sec.**

Management Arrangements

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

The international and national technical experts will be recruited to the project with the full participation and agreement of intended IP (Planning and Development Department, Government of Balochistan) and GEF-OFP (Operational Focal Point - Ministry of Climate Change and Environmental Coordination) in Pakistan.

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 UNDP Pakistan CO will act as the lead UNDP CO in both the PPG and the implementation phases of the project. During the Project Document development, UNDP CO will execute the activities on the ground and will be responsible for

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oversight on the ground with a support from govt, will have full oversight of all procurement and activities required to develop the Project Document. The UNDP RTAs for GEF based in UNDP Bangkok Regional Hub will provide overall technical guidance and be responsible for internal UNDP technical coordination.

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

1. International Project Development Consultant (PPG Team Lead)
2. International Specialist in Environmental and Social safeguards
3. National Team Coordinator for Project Development
4. National Specialist in Safeguard and Gender

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, substantial, or high, then 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 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.

Docusign Envelope ID: 5D1408A0-C05C-4FAF-96AC-5C301F05C3F7

III. GEF PPG ACTIVITIES

Component A: Preparatory Technical Studies & Reviews and Stakeholder Consultations

The following technical studies and reviews will be conducted, building on the PIF and the comments received to the PIF (from GEF SEC, 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 (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.

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

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

The required targeted assessment(s) of the risks related to Environmental and Social Safeguard/Impact Assessment will be undertaken during the PPG. The assessment will identify ways to avoid negative environmental and social impacts where possible (e.g. through site selection). If risk avoidance is not possible, mitigation and management measures must be identified and documented. If the required assessments cannot be undertaken or finalized during the PPG, they must be completed during the first phase of project implementation.

d. Identification of project sites

Potential project sites areas have been identified during the PIF discussions, which includes Sibi and Kachi districts of Balochistan Province that are highly affected by land degradation and vulnerable to climate-

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induced hazards, particularly periodic floods and droughts associated with the **Bolan and Narri river** systems in eastern Balochistan. These proposed project sites will be further detailed and mapped out during PPG phase. This should include providing geographic coordinates, maps, and shapefiles for inclusion in the ProDoc.

e. Financial planning, co-financing, and investment mobilized

Co-financing and investment mobilized – as defined in the GEF Policy and Guidelines on co-financing - will be confirmed, and additional sources identified through a series of consultations with partners to ensure a coherent and sustainable financing package for the project, including post-GEF grant phase to the extent possible. The GEF is seeking high co-financing/investment mobilized to GEF grant ratios with a preference for grants, loans, and other public investments over in-kind co-financing. The GEF also expects the Government to significantly support the costs associated with project execution (i.e., PMC).

f. Stakeholder analysis

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

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

The design of the project will comply with the UNDP's Program and Operations Policy and Procedures (POPP), Financial Regulations, 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[1].
- 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).

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

Docusign Envelope ID: 5D1408A0-C05C-4FAF-96AC-5C301F05C3F7

- 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.

h. Other required studies

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.

a. Stakeholder Engagement Plan:

A comprehensive Stakeholder's Engagement Plan will be developed using inputs from the Stakeholder's Analysis. At a minimum, the Plan must include the following elements:

Docusign Envelope ID: 5D1408A0-C05C-4FAF-96AC-5C301F05C3F7

- 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.
- 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.

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

b. Gender Action Plan and Budget

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

c. Social and Environmental Standards: Screening and Management Measures

In line with the ESIA 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.

The SES Framework(s) will identify the required management plans that will be prepared during project implementation.

Based on the required targeted assessment(s), the relevant stand-alone management plan(s) will be prepared: Climate Vulnerability Assessment and Capacity Assessment of Implementing agencies, and Environmental and Social Management Plan (ESMP)

Docusign Envelope ID: 5D1408A0-C05C-4FAF-96AC-5C301F05C3F7

Mitigation and management measures for moderate 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 policy. 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.

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

d. GEF 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.

The Core Indicators for this project are:

- Area of land and ecosystems under restoration (hectare)
- Area of landscapes under improved practices (hectare);

  As part of the GEF Core Indicators requirement, the required METTs will be prepared in the GEF-7 Excel template; the relevant details will be included in the GEF-8 Core Indicators template, and the final Excel METT file will be submitted to UNDP (not be annexed to the ProDoc).
- Greenhouse Gas Emissions Mitigated (metric tons of CO2e) ;
- People benefiting from GEF-financed investments disaggregated by sex (count)

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.

e. 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.

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

f. 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
- Overview of TORs for Project Staff
- TORs for Project Board

Docusign Envelope ID: 5D1408A0-C05C-4FAF-96AC-5C301F05C3F7

- Overview of Technical Consultancies
- GEF 7 Taxonomy
- GEF Core Indicator Worksheet
- Climate Risk Assessment
- Initial Project Procurement Plan
- Project Budget

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

g. 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: 5D1408A0-C05C-4FAF-96AC-5C301F05C3F7

IV. TOTAL BUDGET AND WORK PLAN FOR GEF PPG

Quantum Project ID:	01005353	**Project Title:**	Integrated management of land and water resources for strengthening climate resilience in flood affected areas of Balochistan, Pakistan
Quantum Award ID:	1537471	**Award Title:**	
Business Unit:	UNDP-PAK		
PIMS number:	10158		
Implementing Partner:	UNDP Pakistan CO		

GEF Outcome/Quantum Activity	Responsible Party	Fund ID	Donor Name	Quantum Budgetary Account Code	QUANTUM Budget Description	Amount US$	Budget Notes
Project preparation grant to finalize the UNDP-GEF project document for project "Integrated management of land and water resources for strengthening climate resilience in flood affected areas of Balochistan, Pakistan."	**UNDP**	**62000**	**GEF TF**	71200	International Consultants	**36,000**	**1**
				71600	Travel	**8,000**	**3**
				75700	Trainings, workshops, Meetings	**6,000**	**6**
				Total GEF PPG		**50,000**	
		04000	**UNDP**	71300	Local Consultants	**27,000**	**2**
				72500	Supplies	**2,000**	**4**
				74100	Professional Services	**1,000**	**5**
				Total (UNDP TRAC)		**30,000**	
PROJECT TOTAL (GEF +UNDP)						**80,000**	

Budget Note No.	Budget Note	Budget (US$)	Remark
GEF fund			
1	2 international consultants will be hired for the assignment as follows: 1. International Project Development Consultant (PPG Team Leader) @$600/day for 45 days 2. International Environmental and Social safeguards and Gender Specialist @$500/day for 18 days	36,000	Please see Annex 2 for key responsibilities
3	Travel cost of IC and NC as reflected below: 1. International Project Design Lead Consultant: One mission to Pakistan for days/airfare and per diem cost $ 4000 Cost estimate for in-country travel NCs related to the PPG development $ 4000	8,000	
6	Training and Workshops. This shall include: 1. PPG initiation workshop 2. Series of stakeholder consultation workshops and meetings at the national and provincial level. Validation workshop	6,000	

Docusign Envelope ID: 5D1408A0-C05C-4FAF-96AC-5C301F05C3F7

UNDP TRAC Fund			
2	2 national consultants will be hired for the assignment: 1. National Team Coordinator for Project Development @$390/day for 50 days 2. National specialist on social and environmental safeguards and gender @250/day for 30 days	27,000	Please see Annex 2 for key responsibilities
4	Supplies for the PPG stakeholder consultation meetings and workshop	2,000	
5	Professional Services for the HACT assessment	1,000	
Total USD		80,000	

Docusign Envelope ID: 5D1408A0-C05C-4FAF-96AC-5C301F05C3F7

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	Budget (US$)
Inception phase / recruitment													$36,000
Component A: Technical studies, etc.													
Component B: Formulation of ProDoc, etc.													
Component C: Validation Workshop													$14,000
Delivery of final outputs						UNDP-GEF		GEF SEC				GEFSEC finalized	

Docusign Envelope ID: 5D1408A0-C05C-4FAF-96AC-5C301F05C3F7

VI. MANDATORY ANNEXES

Annex 1: GEF CEO PIF/PPG Approval Letter



M.Sc. Carlos Manuel Rodríguez
CEO and Chairperson

December 18, 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 approved the PIF for the medium-sized project detailed below. I have also approved your request for project preparation grant:

Decision Sought:	Medium-sized Project (MSP) PIF Approval and PPG Approval
GEFSEC ID:	12108
Agency(ies):	UNDP
Agency ID:	10158 - UNDP
Focal Area:	Land Degradation
Project Type:	Medium-sized Project
Country(ies):	Pakistan
Name of Project:	Integrated management of land and water resources for strengthening climate resilience in flood affected areas of Balochistan, Pakistan
Indicative GEF Project Financing:	$1,995,662
Indicative Agency Fee:	$189,588
PPG:	$50,000
PPG Agency Fee:	$4,750
Funding Source:	GEF Trust Fund

Break-down:		Project Financing Amount (US$)	Agency Fee (US$)	Total Project Cost (US$)
Agency	Trust Fund		100% to be committed at First Disbursement (US$)	
UNDP	GEF TF	1,995,662	189,588	2,185,250
Total		**1,995,662**	**189,588**	**2,185,250**

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

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Ms. Bennet

Agency	Trust Fund			
UNDP	GEF TF	50,000	4,750	54,750
Total		**50,000**	**4,750**	**54,750**

This approval is based on the understanding that the project is in conformity with GEF focal area strategies and in line with GEF policies and procedures. Please ensure that your final project document, having fully addressed all Secretariat comments, will be approved within 12 months of CEO approval of the PIF.

Sincerely,

M.Sc. Carlos Manuel Rodríguez
Chief Executive Officer and Chairperson

Copy to: Country Operational Focal Point(s), Trustee

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

Position, Type, and Cost	Role, Deliverables and Qualifications
Consultant 1: International Project Development Specialist (GEF PPG Team Leader) **Type:** IC **Cost per person day:** USD 600 **Number of person days needed:** 45	**Role** Lead on the overall PPG and responsible for quality assurance and timely preparation of all reports and documentation, including the finalized UNDP Project Document (ProDoc) and GEF CEO Endorsement Request, with all mandatory and project specific Annexes and supporting documentation. S/he will be responsible for managing all consultants on the GEF PPG Team and coordinating the Team's work, as well as providing the necessary international benchmarking expertise on climate change adaptation. **Responsibilities and Deliverables** 1) Management of the GEF PPG Team, Field mission and PPG Inception Meeting 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 medium-size project (MSP). 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 (of PIF) 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;

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	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 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. Prepare the indicative procurement plan; i. 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.[2] 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. Detailed work plan and inception report prepared based on project objectives and initial consultations. This will include the consultant's availability, expected mission travel dates (if required), target timelines for outputs, and an outline of the preparatory technical studies, reviews, and activities required for implementation. b. 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

[2] Please verify with the Regional Environment team that the correct templates are being used.

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	all required sections and Annexes, in line with the standard UNDP-GEF ProDoc template and annotated guidance; c. Finalize Project Document and annexes based on final version of CEO Endorsement Request; d. Review and finalize SESP (and SES management plans as required); e. All documentation from GEF PPG (including technical reports, meeting minutes, etc.); and **Qualifications** ▪ Advance University degree (Master's degree or equivalent or higher) in a relevant field, such as natural resource management, water resource management, environmental management, disaster risk reduction, development studies, or any other related field of study. ▪ Minimum of *10* years of demonstrable experience in the technical area of integrated management of land and water resources, climate resilience and disaster reduction; ▪ Minimum of 7 years of demonstrable experience in preparing high quality project documents, particularly for UNDP and GEF projects; ▪ ▪ Demonstrated understanding of the GEF rationale and procedures, and demonstrated experience in formulation of GEF-funded project proposals, using the logical framework and the results-based management approaches are highly desirable; ▪ Knowledge of and experience in integrated management of land and water resources is an asset; ▪ Experience working leadership, facilitation and coordination experience, with ability to manage technical teams, engage with stakeholders, design participatory processes and form strategic partnerships and alliances on related initiatives highly desired. ▪ Excellent written and oral communication skills in English.
Consultant 2 Project Development Expert–National Team Coordinator **Type:** National Consultant **Cost per person week: US$1950/week** **Number of person weeks needed: 10 weeks** **Tot: $19,500**	***Role*** *The National Team Coordinator will support the International Team Leader on timely preparation of all reports and documentation, quality assuring these documents and finalising the UNDP GEF Project Document (ProDoc) and CEO Endorsement Request, with all mandatory and project specific Annexes and supporting documentation. S/he will be responsible for a few specific inputs; in addition to the overall quality assurance of the project document submission.* ***Responsibilities and Deliverables:*** *the list below outlines key responsibilities and deliverables of this contract. The PPG Initiation Plan for this project provides further and more detailed guidance regarding the responsibilities of the prospective PPG team and must be consulted accordingly.* **Responsibilities and Deliverables** 1) <u>Management of the GEF PPG Team, Field mission and PPG Inception Meeting</u> a. Support the International Team Leader on the organization and facilitation of the inception workshop;

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	b. Coordinate the PPG Team of National Consultants, ensuring that the PPG Team works in accordance with the defined detailed methodology and work plan and in accordance with the clear delegation of responsibilities for the PPG team; c. Ensure that project development and consultancy interventions of the National PPG Team are participatory and inclusive, gender-responsive, and based on extensive stakeholder engagements; and *d.* Through early review of drafts and through consultations with the respective consultants, verify and ensure that consultancy inputs to all project components are technically sound. 2) ***Preparatory Technical Studies and Reviews (Component A of the PPG IP):*** *Prepare inputs and support the required analyses/studies, as agreed with the GEF PPG Team Leader, including:* a. Conduct a baseline/situational analysis for the medium-size project (MSP). 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. Oversee and ensure completion of requirements related to Social and Environmental Standards and stakeholder analysis at PPG phase, and ensuring findings are meaningfully integrated into the project's strategy, theory of change, results framework, outputs and activities, monitoring plan, budget and initial work plan.: i. completion of SES preliminary screening, or review of existing preliminary screening if available. ii. PPG phase stakeholder identification and engagement plan, to guide the consultations during the PPG phase; iii. Inclusive, comprehensive and properly documented stakeholder analysis and consultations, gender analysis, and any assessments as required by UNDP's SES policy. iv. Where assessments are postponed to the project's implementation phase, ensure these are included in the project document (where possible as technical activities) and that the required SES capacity to implement and monitor SES management frameworks and plans is included in the project budget. c. Conduct/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; d. Ensure the design of appropriate project knowledge management processes and platforms, ensuring appropriate linkages to existing mechanisms and knowledge sharing in project landscapes; e. Co-Lead and oversee the identification of opportunities for private sector engagement and co-financing;

Docusign Envelope ID: 5D1408A0-C05C-4FAF-96AC-5C301F05C3F7

	f. Ensure the preparation of partner capacity assessments and discussions on management arrangements early in the PPG process; g. Oversee the consultations with partners regarding financial planning; and h. 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 and international consultants, as detailed in their respective TORs, and based on international best practice: the below will be led ad developed with the technical guidance and inputs from the international consultant for project development. 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. Complete the risk log and update the SESP based on assessments undertaken during Component A, and ensure the development of environmental and/or social management plan(s) for all risks identified as High in the SESP; g. Prepare the GEF core indicators worksheet; h. Prepare the FAO EXACT and Capacity development scorecards i. Prepare Total Budget and Work Plan (TBWP) and indicative procurement plan; j. Facilitate discussion with partners and govt to secure co-financing letters; k. Facilitate the discussion and assist CO to secure e the required official endorsement letters; and l. Prepare the TORs for project team, consultants and consultancy services m. Prepare analysis of climate risk assessment for the project n. Prepare the Annex of PPG consultations o. Assist the UNDP CO to Secure and present agreements on project execution and management arrangements and ensure that the project aligns to UNDP-GEF guidance on UNDP execution support; p. 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. Co-Lead the validation workshop to present, discuss and validate the final draft ProDoc and mandatory and project

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Docusign Envelope ID: 5D1408A0-C05C-4FAF-96AC-5C301F05C3F7

	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. Detailed work plan and inception report prepared based on project objectives and initial consultations. This will include the consultant's availability, expected mission travel dates (if required), target timelines for outputs, and an outline of the preparatory technical studies, reviews, and activities required for implementation. b. 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; c. Finalize Project Document and annexes based on final version of CEO Endorsement Request; d. All documentation from GEF PPG (including technical reports, meeting minutes, etc.); and **Qualifications** • Master degree in environmental sciences, Land and water management, climate change, wildlife biology, agriculture, livestock or relevant disciplines. • Minimum of 7 years of demonstrable experience in the technical area of integrated management of land and water resources, climate resilience and disaster reduction; • Minimum of 3 years of demonstrable experience in preparing high quality project documents, particularly for UNDP and GEF projects; • • Demonstrated understanding of the GEF rationale and procedures, and demonstrated experience in formulation of GEF-funded project proposals, using the logical framework and the results-based management approaches are highly desirable; • Knowledge of and experience in integrated management of land and water resources is an asset; • Experience working leadership, facilitation and coordination experience, with ability to manage technical teams, engage with stakeholders, design participatory processes and form strategic partnerships and alliances on related initiatives highly desired. • Excellent written and oral communication skills in English.
<u>Consultant: 3</u> ***<u>Position:</u>*** *International Environmental and Social safeguards and Gender Specialist*	***Role*** *The Specialist will support the International and National Team Lead and National Safeguard and Gender consultant to conduct the necessary assessments to identify potential environmental and social risks, and ways to avoid negative environmental and social impacts where possible, and where risk avoidance is not possible, to identify appropriate mitigation and*

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Type: IC **Cost per person-days:** USD 500 **Number of person-days needed: 18**	*management measures, in line with the UNDP Social and Environmental Standards.* ***Responsibilities and Deliverables:*** *the list below outlines key responsibilities and deliverables of this contract. The PPG Initiation Plan for this project provides further and more detailed guidance regarding the responsibilities of the prospective PPG team and must be consulted accordingly.* • *Preparatory Technical Studies and Reviews (Component A): Prepare inputs and support the required analyses/studies, as agreed with the PPG Team Leader, including:* • *Review the pre-screening (SESP) of the PIF stage and update the SESP;* • *Support on updating the Risk Log* • *Prepare an Environmental and Social Management Framework (ESMF) and ensure to undertake the following assessments to inform the ESMF preparation during the PPG stage:* • *Finalized SESP (and SES management plans as required)* • *Formulation of the ProDoc, CEO Endorsement Request and Mandatory and Project Specific Annexes (Component B): Prepare inputs and support the development of final PPG deliverables, as agreed with the PPG Team Leader.* • *Validation Workshop (Component C):* • *Contribute to the validation workshop; and* • *Support all necessary revisions that arise during the workshop, as appropriate.* *4) Final Deliverables:* • *Updated SESP screening report and Environmental and Social Management Framework outlining the steps that will be followed during the Project Inception Phase, namely the completion of an Environmental Social Impact Assessment (ESIA), an Environmental and Social Management Plan (ESMP), and standalone plans as required including budgets, if required.* • *Review and provide guidance for the preparation of the Gender Action Plan and Stakeholder Engagement Plan to ensure that these comply with UNDP and GEF requirements* • *Obtain safeguard clearance from the UNDP Regional Safeguard Specialist* • *Appropriate inputs to the final UNDP-GEF project document based on guidance from the PPG Team Leader.* • *Provide relevant quality text sections for the PRODOC/ GEF CEO Endorsement Request package on these aspects.* • *Remote participation, if possible, in the Validation Workshop.* ***Qualifications*** • *Master's or higher degree in Environmental Science, Natural Resources; Management or a closely related field;* • *At least 7 years of relevant experience in Environment and Social Safeguards, Environmental management, and policy development and implementation;*

Docusign Envelope ID: 5D1408A0-C05C-4FAF-96AC-5C301F05C3F7

	• *Proven track record of supporting, advising and collaborating with government institutions on environmental and social safeguards, Biodiversity, climate change, and sustainable development;* • *Proven experience and knowledge of safeguard principles, environmental and social impact assessment including environmental management of land and ecosystems;* • *Demonstrated experience in carrying out consultations with Indigenous Peoples, FPIC, protection of cultural heritage, and/or community engagement is highly desired;* • *Knowledge of UNDP, GEF or similar internationally funded projects and Social and Environmental Polices and Guidelines is an asset; and* • *Excellent analytical, writing, advocacy, presentation, and communication skills in English.*
<u>Consultant: 4</u> *National Safeguard and Gender Specialist* **Type:** NC **Cost per person-week:** 1500 **Number of person-weeks needed:** 5	***Role*** *The National Gender and Safeguards Specialist will develop mandatory project Annexes related to application of social and environmental safeguards and support adherence of project development to UNDP's SESP and specific requirements, as appropriate. The consultant will support the Team Leader to conduct the necessary assessments to identify gender and social issues in project landscape/pilot sites; The National Consultant will support the PPG team to identify and engage with relevant stakeholders at national and sub-national levels to develop an Inclusive and Responsive Stakeholder Engagement Plan and Gender Responsive Plan.* ***Responsibilities and Deliverables:*** *the list below outlines key responsibilities and deliverables of this contract. The PPG Initiation Plan for this project provides further and more detailed guidance regarding the responsibilities of the prospective PPG team and must be consulted accordingly.* *1) <u>Preparatory Technical Studies and Reviews (Component A):</u> Prepare inputs and support the required analyses/studies, as agreed with the GEF PPG Team Leader, including:* *a. Supporting International safeguards Consultant in reviewing the SES pre-screening of the PIF; complete the UNDP Social and Environmental Screening Procedure (SESP), and support the detailed assessment of all project risks including consultations with local stakeholders;* *b. Supporting International Consultant in preparing an Environmental and Social Management Framework (ESMF) and to undertake the assessments to inform the ESMF preparation during the PPG stage:* *a. Undertake gender analysis and prepare action plan by working closely with the IC Safeguard Specialist and PPG Team Leader to ensure its findings are meaningfully integrated into the project's strategy, theory of change and results framework;* *b. Advise on gender responsive stakeholder analysis and consultations and ensure that they are complete and comprehensive;* *c. Support in the development of the Stakeholder Engagement Plan* *d. Support the completion of any additional studies that are determined to be needed for the preparation of the ProDoc and all other final outputs as guided by the PPG Team Leader.*

Docusign Envelope ID: 5D1408A0-C05C-4FAF-96AC-5C301F05C3F7

	2) <u>Formulation of the ProDoc, CEO Endorsement Request and Mandatory Annexes as well as project specific annexes (Component B):</u> *a. Complete the SESP, based on assessments undertaken during Component A and detailed development of project interventions, and identify management measures to mitigate risks to be incorporated into the ProDoc;* *b. Prepare the Gender Action Plan, with appropriate budget and identification of appropriate project interventions to ensure gender mainstreaming including at project demonstration sites;* *c. Using the findings from the gender analysis, provide inputs to the project's results framework and theory of change; ensure gender considerations are integrated into the project's theory of change;* *d. Provide inputs for the development of the Stakeholder Engagement Plan to ensure it is Socially Inclusive and Gender Responsive;* *e. Assist the CO on the agreements on project management arrangements and ensure that gender and safeguards are adequately incorporated into these arrangements.* *3) <u>Validation Workshop (Component C):</u>* *a. Contribute to the validation workshop; and* *b. Support all necessary revisions that arise during the workshop, as appropriate.* *4) <u>Final Deliverables:</u>* *a. Finalized Social and Environmental Screening (SESP) report and Environmental and Social Management Framework outlining the steps that will be followed during the Project Inception Phase, namely the completion of an Environmental Social Impact Assessment (ESIA), an Environmental and Social Management Plan (ESMP), and standalone plans as required including budgets.* *b. Gender Analysis and Gender Action Plan* *c. Appropriate inputs to the comprehensive Stakeholder Engagement Plan including on gender-responsive consultation and consultations with local communities and any Indigenous Peoples or Ethnic Minorities present within the demonstration landscape;* *d. Appropriate inputs to the final UNDP-GEF project document and CEO ER document based on guidance from the PPG Team Leader.* ***Qualifications*** ▪ *Master's degree or higher in a relevant field, such as gender studies, gender and development, women and environment, or women and sustainable development;* ▪ *Minimum 7 years of demonstrable experience in the technical area of gender mainstreaming, community development, and social and environmental safeguards risk assessment and mitigation;* ▪ *Experience carrying out participatory gender analysis; experience collecting and formulating gender responsive indicators and sex-disaggregated data and preparing gender responsive project analysis; developing gender action plans;* ▪ *Prior experience in the safeguards assessments and processes of international organizations and donors, such as UN agencies.* ▪ *Demonstrated understanding of the links between sustainable development, social and gender issues;*

Docusign Envelope ID: 5D1408A0-C05C-4FAF-96AC-5C301F05C3F7

	▪ *Demonstrated experience working on policy and programmatic issues with national and local governments and civil society organizations including community organizations;* ▪ *Demonstrated experience in carrying out consultations with Indigenous Peoples, FPIC, protection of cultural heritage, and/or community engagement is highly desired;* ▪ *Experience with project development and results-based management methodologies is highly desired;* ▪ *Excellent analytical, writing, advocacy, presentation, and communications skills are required; and* ▪ *Excellent written and oral communication skills in English and fluency in local language.*