UNDP Initiation Plan to programme
the project preparation grant (PPG) received from the GEF
Revised June 2023

Initiation Plan / GEF PPG

Project Title: Integrated Land and Water Management (ILWM) for enhanced goods and services in Libya

Country: Libya

Country Programme Outcome:

Outcome 2.1: By 2025, people in Libya, including the most vulnerable and marginalized, benefit from inclusive, transformative, and sustainable socio-economic opportunities, contributing to reduced poverty and inequalities.

Outcome 4.1: By 2025, people in Libya, including the most vulnerable and marginalized, have increased resilience to the impacts of climate change, water scarcity, and environmental degradation.

Gender Marker rating: GEN 2

SES Pre-Screening Categorization: Substantial

Quantum Project ID: 01005399 Quantum Award ID: 1541408 PIMS number: 10007 Management Arrangement: DIM	**Total budget:** Allocated resources: • GEF	**US$ 150,000** US$ 150,000

AGREED BY
DR. SOPHIE KEMKHADZE

		Day/Month/Year
UNDP Resident Representative[1]	Signature	Date

[1] Edit as necessary. Include other Agency as necessary.

TABLE OF CONTENTS

I. Brief Description of the Initiation Plan/GEF PPG 2
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 9
Component C: Validation Workshop and Report 11
IV. Total Budget and Work Plan for GEF PPG 11
V. GEF PPG Activities timeframe and budget 13
VI. Mandatory Annexes 14
Annex 1: GEF CEO PIF/PPG Approval Letter 14
Annex 2: Draft Terms of Reference (TORs) of Consultants Financed by the Project Preparatory Grant (GEF PPG) 15

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: **Integrated Land and Water Management (ILWM) for enhanced goods and services in Libya**.

As described in the project concept, this project aims to address critical environmental threats for ecosystems and communities in the Ubari Lakes Basin, Libya, including desertification and land degradation; pollution from oil extraction; unsustainable hunting and plant collection; and the exacerbating impacts of climate change. The project's objective is to stop and reverse ecosystem, biodiversity and land degradation in the Ubari Lakes Basin through introduction of Integrated Land and Water Management (ILWM). ILWM aims to harmonize environmental conservation with national economic development, ensuring the sustainable use of natural resources. Key project strategies (components) include (1) strengthening policy, planning, and institutional frameworks for ILWM; (2) implementing collaborative ILWM approaches; (3) enhancing ILWM knowledge management and lesson sharing; and (4) establishing a robust monitoring and evaluation system.

Expected results from the project include the restoration of 225 hectares (ha) of degraded lake and oasis ecosystems, the establishment of the Ubari Lakes National Park covering 100,000 ha, the introduction of sustainable land and water management framework for the entire Ubari District through spatial planning and ILWM governance, putting 2,000 ha under sustainable land management in production systems. The project is also anticipated to significantly benefit local and indigenous communities by enhancing their capacity for building resilient and sustainable livelihoods, including against climate-induced challenges such as droughts, heat and floods, directly creating at least 700 new jobs, and providing substantial socio-economic benefits to at least 2,250 people (>=50% women)].

Component 1: Strengthening policy, planning, and institutional frameworks to enable ILWM in Libya to achieve biodiversity conservation, LDN and advance nature-based solutions.

Component 1 focuses on strengthening Libya's policy, planning, and institutional frameworks to enable implementing and maintaining the ILWM model in the Ubari Lakes Basin and beyond, thereby addressing Barrier 1: Incomplete policy, legislation, and institutional frameworks for the sustainable management of land, water and other natural resources. Component 1 draws on lessons from the cross-sector governance structures, participatory planning and gender-balanced oversight that drove the success of the World Bank, FAO and UNDP oasis conservation and restoration pilots. The Component lays the foundation for sustainable resource governance across Libya, aligned with Libya's commitments under the Rio Conventions, thereby providing policy and planning support for the implementation of Components 2 and 3.

Component 2: Implementing ILWM in the Ubari Lake Basin.

Component 2 will establish a working ILWM model for the Ubari Lake Basin through innovative and area-based nature-based solutions, thereby addressing Barrier 2: Low capacity of government agencies, local communities, and private sector for the implementation of integrated approaches to biodiversity and ecosystem management, land conservation and restoration, and for implementation of nature-based solutions. Component 2 borrows Sahara-wide lessons from previous GEF, World Bank and FAO projects that oasis programmes succeed when capacity-building, habitat restoration, protected area gazettement and green livelihoods are delivered as one package: accordingly, it couples ILWM training

with on-the-ground lake and oasis restoration pilots, formal establishment of Ubari Lakes National Park, and a micro-finance window for implementation of nature-based solutions, climate-smart agriculture and eco-tourism. Stakeholder Engagement Plan (SEP), a Gender Action Plan (GAP), a Grievance Response Mechanism (GRM) and safeguards management plans will be developed and implemented under this Component to ensure implementation of UNDP safeguards.

Component 3: Knowledge Management and Lessons Learning for scaling up of ILWM approaches in Libya.

Under Component 3, the project packages and broadcasts the tested, gender-responsive tools and climate-smart practices refined in the Ubari Lakes Basin ILWM model so they can be scaled and replicated nationwide as tools to address land degradation and unsustainable water use and management thereby contributing towards removing Barrier 3: Limited technical skills and awareness of key stakeholders on ILWM, LDN, and climate adaptation associated with a lack of effective Knowledge Management and scaling up of mechanisms for dissemination and replication of ILWM approaches in Libya. The Component builds on the Sahara-wide experience that successful ILWM initiatives thrive when community insights and traditional knowledge are documented and exchanged across landscapes.

Component 4: Monitoring and Evaluation

Component 4 will monitor the effectiveness of all project components and provide an indicator framework for all project Outputs, Outcomes, and risks in line with UNDP and GEF policies. The objective of this Component is to ensure that the project is responsive to changing circumstances and that progress is tracked, monitored and evaluated effectively, and safeguards risks are well understood and appropriately mitigated and managed, and that stakeholders have access to project personnel and the concerns they raise are appropriately handled through a transparent project-level Grievance Redress Mechanism.

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 policies, in particular, 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	19 October 2026	FSP: within 10 months of PIF approval
First GEF Submission Deadline for CEO Endorsement	19 December 2026	FSP must be within 12 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	19 June 2027	FSP: must be within 18 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 *Country Office Libya* 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 or her delegate* will chair the Working Group. Working Group members will include: *key and relevant stakeholders, including SES advisors*.

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, 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.

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 (pre-SESP) prepared during the PIF design phase has initially determined the overall risk categorization of this project as *"Substantial"* and highlighted

potential safeguards risks to be further assessed during the PPG phase. Development of a full SESP will be completed early in the PPG stage and reviewed iteratively throughout to capture and integrate all risks into the project design.

The project design and SESP will be further informed by a preliminary social and environmental assessment conducted during the PPG. This assessment will be integral to the field-based studies and data collection activities. For example, the review of the national policy and legislative framework will include a review of relevant environmental and social safeguards per national requirements in relation to UNDP's SES. The development challenge and strategy will also consider relevant environmental and social contextual risks and problems, including an assessment of climate change and disaster risks and potential for economic displacement arising from restrictions on access to land or resources due to strengthened PA law enforcement. A *preliminary livelihoods assessment* should be conducted to identify the current uses of lake basin areas and resources by local communities at the intervention sites. This assessment will confirm the scope and extent of potential economic displacement and inform development of a Livelihood Plan.

The assessment will include early consideration of environmental and social risks related to project sites and activities. The preliminary environmental and social assessment will therefore directly inform the project design, including the budget, and will be initiated early in the PPG phase. The assessment will identify ways to avoid negative environmental and social impacts where possible. If risk avoidance is not possible, mitigation and management measures will be identified and documented as outlined further.

During the PPG Phase, an Environmental and Social Management Framework (ESMF) will be prepared to define the scope of further social and environmental assessments and management plans that may be required during the project implementation (e.g. Environmental and Social Management Plan that may include a range of targeted plans), and to ensure that the necessary assessments are carried out during project implementation (e.g. an appropriately scoped Environmental and Social Impact Assessment – ESIA) . 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.

Identification of project sites

Based on the above reviews and through consultation with stakeholders, the targeted (pilot) project sites will be identified. This should include providing geographic coordinates, maps, and shapefiles for inclusion in the ProDoc. The project will be implemented in the Ubari Lake Basin that includes more than 20 hypersaline lakes and associated oases in the area of 7,000 km² located in the Ubari Sand Sea on the territory of the Ubari District and adjacent areas of Wadi Ashshati and Sebha Districts of Libya. Given recent Sentinel-2 and Google Earth imageries, the Ubari Lakes have fringing reed/sedge belts (total area of 50-60 ha) and compact date-palm groves & mixed gardens at main oases (Gaberoun, Mandara, Umm al-Maa, Mafoa, etc.) with total area 40-60 ha. Over the last 50 years the Ubari basin has lost about a quarter of its wetlands and most of its historical palm grove agriculture. The Ubari Lakes are culturally significant for the Tuareg people, serving as spiritual sites and vital sources of sustenance. Around 30,000 people in the Ubari Lake basin rely on oasis agriculture, pastoralism, crafts, and eco-tourism. The oases support biodiversity through natural aquifers and ancient water systems, with date palms creating habitats for various species. These areas are important for local food security and cultural preservation, making the Ubari Lakes Basin a key location for implementing the ILWM model in Libya.

Financial planning, co-financing, and investment mobilized

Co-financing and investment mobilized – as defined in the GEF Policy and Guidelines on co-financing – an estimated amount of USD 20,000,000 (in-kind) be mobilized through the public funding by the Government of Libya, international NGO sector, private sector (oil corporations, MSMEs, etc.) - 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 project will partner with 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 (SEP) and facilitate the prioritization of engagement activities with particular stakeholder groups and individuals. With pre-screening project risk categorization as Substantial, the project will prepare a **comprehensive** stakeholder analysis. See the UNDP SES Guidance Note on Stakeholder Engagement.

The development of the SEP will be based on detailed stakeholder analysis which will consider demographic and socio-economic factors and institutional diversity in the three intervention areas, the presence of any vulnerable or marginalized groups that might be present, local governance systems and decision-making processes related to water and natural resources and the ability of stakeholders to engage with these. All stakeholder engagement processes during the PPG will be reported in the SEP to be annexed to the ProDoc.

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 Regional Technical Advisor (RTA). A full assessment of the most appropriate project implementation and management arrangements will be conducted in full consultation with the UNDP Regional Bureau for Arab States (RBAS), RTA, UNDP Country Office, Resident Representative (or their Deputy), the relevant government coordinating agency, and the GEF OFP.

Project management arrangements will 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 will be carried out.

During the first two months of the PPG phase:

- For all potential Implementing Partners, their capacity to implement the project and address all related risks will be assessed. This will include HACT and PCAT assessments[2].
- The extent of co-financing commitment to the project will be discussed with the Government and Implementing Partner (IP) can commit to this project. As per GEF Policy, the GEF is seeking

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

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 the afore assessments, the selection and confirmation of the IP for the project will be completed in consultation with all relevant stakeholders. The selected IP 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, a discussion with the UNDP Resident Representative will be carried on whether the IP is the correct choice. If not, another IP will possibly be selected. Should not that be an option, alternatives will be explored for providing execution support via Responsible Parties (see UNDP Policy on Selecting Responsible Parties). The roles and the ways the Responsible Parties (RPs) could support the project during the execution will be discussed with the Implementing Partner.
- 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 agreement 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.
- The RTA will be consulted 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.
- The CO Head of Procurement Unit/Operations Manager and Regional Procurement Advisors will be consulted on the envisaged project procurement/contracting requirements, identified risks, development of optimal procurement strategies and project procurement plans, and opportunities to incorporate sustainable procurement considerations and indicators to the project.

Other required studies

A preliminary livelihoods assessment will be conducted to identify the current uses of the affected Ubari Lakes Basin areas and resources by local communities at the intervention sites.

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 (SEP):
At a minimum, the SEP will include the following elements:

- Stakeholders who have been and are to 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.

As the pre-screened SES category determined the project to be of the *Substantial* Risk:

- A project-level Grievance Redress Mechanism (GRM) will be described in the Stakeholder Engagement Plan and established in the first year of project implementation. See the UNDP guidance on GRM and sample TOR.
- A **comprehensive** Stakeholder Engagement Plan will be developed (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 (GAP) to guide gender mainstreaming during project implementation. The GAP 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.

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.

The SES Framework identifies the required management plans that will be prepared during project implementation.

Based on the results of the SESP and preliminary environmental and social assessment, an Environmental and Social Management Framework (ESMF) will be developed to outline the required safeguards procedures and requirements for the project. This will include relevant thematic frameworks as needed – these will likely include at least a Process Framework and/or Livelihoods Action Framework and a Community Engagement Planning Framework.

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.

For the two protected areas, namely Gaber Oun Lake and Um Alma Lake Nature Reserves, as part of the GEF Core Indicators requirement, the required Management Effectiveness Tracking Tools (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).

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 will 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 will 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 Technical Consultancies
- GEF 8 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 higher.

IV. TOTAL BUDGET AND WORK PLAN FOR GEF PPG

Please note the following:
Per UNDP policy:

- *TORs for key consultants and project personnel should follow UNDP procedures outlined in the POPP[3]. This includes the guidance in the POPP Procurement Chapter/Individual Contract section (please refer to: Individual Contract Policy. No "personnel" or project management costs can be charged to the Initiation Plan using GEF PPG resources; such costs should be borne by the requesting agency or co-financing. In all cases, no project "personnel" will give technical advice; international and national consultants will provide technical advice[4].*
- *Miscellaneous items should be considered very carefully and explained.*

Per GEF Policy, the following expenses are ineligible:

- *Costs associated with the work of government staff or regular project/program activities of a GEF Agency or a Project Executing Entity (EA).*
- *Non-project preparation costs, including: project start-up costs (i.e., costs covered by Agency Fee such as pipeline management, operationalization of the project, internal appraisal, or covered by the project budget); demonstration and pilot projects; implementation of large-scale enabling activities, including detailed country-wide inventories and country studies, training activities other than where they are directly related to project and/or country preparation and major research.*
- *Capital goods (e.g., computers and engineering equipment) other than those directly required for project preparation.*

[3] See Annex 2 for Draft Terms of Reference (TORs) of Consultants Financed by the Project Preparatory Grant (GEF PPG)
[4] For project non-staff personnel, the IPSA or NPSA contract modality will have to be leveraged which is an HR process, please see in the POPP International Personnel Services Agreement and National Personnel Services Agreement.

- *Purchase of motorized vehicles (such purchase, if required, should instead be covered by co-financing amounts, not PPG*)

Quantum Project ID:	01005399	**Project Title:**	Integrated Land and Water Management (ILWM) for enhanced ecosystem goods and services in Libya
Quantum Award ID:	1541408	**Award Title:**	
Business Unit:	UNDP-LBY		
PIMS number:	10007		
Implementing Partner:	UNDP Libya		

GEF Outcome/Quantum Activity	**Responsible Party**	**Fund ID**	**Donor Name**	**Quantum Budgetary Account Code**	**QUANTUM Budget Description**	**Amount US$ (2026)**	**Budget Notes**
Project preparation grant to finalize the UNDP-GEF project document for project Integrated Land and Water Management (ILWM) for enhanced ecosystem goods and services in Libya	UNDP	62000	GEF TRUSTEE	71200	International Consultants	**73,200**	**1**
				71300	National Consultants	**45,200**	**2**
				71600	Travel	**18,110**	**3**
				75700	Consultation meetings, validation workshop	**13,490**	**4**
					PROJECT TOTAL	**150,000**	

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	a) International Project Development Specialist (GEF PPG Team Leader): Daily fee $800x63 days= $50,400 b) International Social and Environment Safeguards expert: Daily fee $600x38 days= 22,800 **Total Budget Note 1 (International Consultants Fees): $73,200**
2	a) National coordinator/ Expert on land and water management: Daily fee $400x63 days= **$25,200** b) National Gender and Stakeholder Engagement expert: Daily fee $400x30 days= **$12,000** c) National RS/GIS and Climate Risk Analysis expert: Daily fee $400x20 days= **$8,000** **Total Budget Note 2 (National Consultants Fees): $45,200**
3	Travel a) International Project Dev. Specialist (GEF PPG TL): mission to Libya DSA $204x10 days=$2,040 and terminal and ticket cost $2,500, total $4,540 b) International SE Safeguards Expert: mission to Libya DSA $204x5 days=1,020 and terminal and ticket cost $2,500; Total $3,520 c) Cost of the consultancy and CO teams travel missions (max. 2 missions) from Tripoli to the Ubari Lake Basin (approx. 950 km), including DSA of support staff, security close protection team (mandatory under Libya's "E" hardship level), armoured vehicles, etc.: lump sum $10,050 **Total Budget Note 3 (Travel Costs): $18,110**
4	**Total Budget Note 4 (Consultation meetings and a validation workshop)**: **$13,490**

V. GEF PPG ACTIVITIES TIMEFRAME AND BUDGET

This section is optional

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

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:	11706
Agency(ies):	UNDP
Agency(ies) ID:	10007 - UNDP
Focal Area:	Multi Focal Area
Project Type:	Full-sized Project
Country(ies):	Libya
Name of Project:	Integrated Land and Water Management (ILWM) for enhanced ecosystem goods and services in Libya
Indicative GEF Project Financing:	$5,150,793
Indicative Agency Fee:	$489,325
PPG:	$150,000
PPG Agency Fee:	$14,250
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	5,150,793	97,865	244,663	146,797	489,325	5,640,118
Total		**5,150,793**	**97,865**	**244,663**	**146,797**	**489,325**	**5,640,118**

Break down:		PPG Fee (US$)	Total (US$)

1818 H Street, NW • Washington, DC 20433 • USA
Tel: +1 (202) 473 3202 - Fax: +1 (202) 522 3240
E-mail: gefceo@thegef.org
www.thegef.org

Official Use Only

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

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

Position, Type, and Cost	Role, Deliverables and Qualifications
Consultant 1: International Project Development Specialist (GEF PPG Team Leader) **Type:** Individual Contractor (IC) Cost per person per day: USD 800 **Number of person** days needed: 63 (including 10 days in mission to Libya)	**Role** *The Project Development Specialist will be the GEF PPG Team Leader and will be responsible for quality assurance and timely preparation of all reports and documentation, including the finalized UNDP Project Document (ProDoc) and CEO Endorsement Request, with all mandatory and project specific Annexes and supporting documentation. S/he will be responsible for managing all consultants on the GEF PPG Team and coordinating the Team's work, in close collaboration with the National Team Leader, the UNDP CO and the UNDP RTA.* **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 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.[5] 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;

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

	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** ▪ Master's degree or higher in a relevant field, such as natural resource management, sustainable land management, environmental sciences, agriculture, biodiversity, marine or another closely related field. ▪ Minimum 7 years of demonstrable experience in the technical area of biodiversity and marine conservation, including on protected area establishment and management planning, livelihoods and in preparing high quality project documents, particularly for UNDP and GEF projects and in preparing high quality project documents, particularly for UNDP and GEF projects; ▪ Excellent written and oral communication skills in English; ▪ 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; ▪ Knowledge of and experience in sustainable livelihoods, indigenous communities, post conflict recovery and nature-climate nexus. ▪ Experience working in in fragile context countries on similar related initiatives highly desired.
Consultant 2: International Social and Environment Safeguards expert responsible for SESP, ESMF (and subsidiary frameworks), SEP, GAP **Type:** Individual Contractor **Cost per person day:** USD 600 **Number of person days needed:** 38 days (including a field mission of 5 days)	**Role** *The International Social and Environmental Safeguards Expert will develop mandatory project Annexes related to application of social and environmental safeguards and support adherence of project development to UNDP's SES and specific requirements, as appropriate, including by making recommendations for integration of SES into project design. The SES Expert will also support the GEF PPG Team Leader in ensuring the coherence and consistency of the final versions of stakeholder engagement plan and gender analysis and action plan elaborated by the national expert.* **Responsibilities and Deliverables** a. Support action points, including risk assessments, from the SES risk pre-screening that was carried out at the concept note stage ("pre-screening") and ensure they are incorporated into the full SESP to be developed iteratively during the PPG. b. Support completion of any additional studies that are determined to be needed for the preparation of the SESP and other SES instruments including a Process Framework and/or Livelihoods Action Framework; c. Prepared and finalized the SESP; d. Prepare environmental and social management framework (ESMF) with all required annexes, including outlines of all required safeguards plans as well as a Term of Reference for the contracting of experts for the preparation of these safeguards plans at the beginning of the project implementation; the ESMF must include a detailed plan for delivery with an itemized budget that must also be integrated with the Total Budget and Work Plan in the main project document; e. Conduct initial policy and institutional gap analysis for a Strategic Environmental and Social Assessment (SESA), with the results included in the ESMF, and scope out the work that will be needed to conduct the full SESA during implementation;

	f. Conduct assessments and develop Terms of References of a scoped Environmental and Social Impact assessment (ESIA) for the target Outputs. f. Oversee the development of the stakeholder analysis and engagement plan (SEP), and targeted management plants, such as Gender Analysis and Action (GAAP) plan, Livelihood Plan and Indigenous People Plan by the respective national consultants, and ensure preparation of high-quality documents based on their inputs; g. Develop a project-level Grievance Redress Mechanism h. Contribute to the validation workshop; and support all necessary revisions that arise during the workshop, as appropriate. **Final Deliverables:** a. Finalized Social and Environmental Screening Procedure (SESP) b. Environmental and Social Management Framework (ESMF) with annexes as appropriate, such as Livelihoods Action Framework and/or Process Framework c. Comprehensive Stakeholder engagement plan (final version, based on inputs from national consultants), including project-level GRM d. Gender analysis and action plan and Stakeholder Engagement Report (final version, based on draft report and inputs from national consultants) e. ToRs for the contracting of a consultancy for the preparation of all required safeguards plans and documents at the beginning of the project implementation **Qualifications** ▪ Master's degree or higher in a relevant field, such as Environmental science, political science, social science, or related field. ▪ Minimum 7 years of demonstrable experience in the area of social and environmental assessments; experience with UNDP SES policy is a distinct advantage. ▪ Fluency in written and spoken English.
<u>Consultant 3:</u> *National Gender and Stakeholder Engagement Specialist* **Type:** IC **Cost per person-week:** USD 250 **Number of person-days needed:** 30	***Role*** *The National Gender and Stakeholder Engagement Specialist will support the PPG Team Leader and the international Safeguards Expert for the elaboration of the stakeholder engagement plan and gender action plan through the organization of field missions, stakeholder mapping and consultations. The expert will lead the gender analysis and draft Gender Action Plan report as well as Stakeholder Engagement Report. The consultant will be a gender and social inclusion expert with experience in-depth gender analysis and local community engagement.* ***Deliverables*** 1) <u>Preparatory Technical Studies and Reviews (Component A): Prepare inputs and support the required analyses/studies, as agreed with the GEF PPG Team Leader, including:</u> a. Review the SES pre-screening of the PIF; support the UNDP Social and Environmental Screening Procedure (SESP), and support the detailed assessment of all project risks including consultations with local stakeholders; b. Assess presence of Indigenous Peoples/ethnic minorities within project landscapes and their interests. If present, assess potential impacts of the project on rights and interests, lands, territories, resources, and traditional livelihoods and determine when the principle of free, prior and informed consent (FPIC) applies in accordance with national contexts and preferences. Carry out consultations with communities at demonstration landscape to assess level of understanding and capacity to give consent, and identify community preferences for FPIC process. Based on these assessments, and if

	relevant, integrate relevant matters as needed including FPIC into project design and into the comprehensive Stakeholder Engagement Plan; c. Prepare the gender analysis and action plan and work closely with the GEF PPG Team Leader to ensure its findings are meaningfully integrated into the project's strategy, theory of change and results framework; d. Advise on gender responsive stakeholder analysis and consultations and ensure that they are complete and comprehensive; and e. Support the completion of any additional studies that are determined to be needed for the preparation of the ProDoc and all other final outputs as guided by the PPG Team Leader. 2) <u>Formulation of the ProDoc, CEO Endorsement Request and Mandatory Annexes as well as project specific annexes (Component B):</u> a. Support 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 Mainstreaming 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. Prepare the Gender Action Plan and Budget; f. Support 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. **Final Deliverables:** a. Gender Analysis and Gender Mainstreaming Plan b. Draft 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; c. Appropriate inputs to the final UNDP-GEF project document based on guidance from the PPG Team Leader. d. Reports from the validation and other workshops during the PPG phase **Qualifications** ▪ Master's degree or higher in a relevant field, such as political or social sciences, 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 World Bank, UNDP, etc;* ▪ *Demonstrated understanding of the links between sustainable development, social and gender issues;* ▪ *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 Arabic*
Consultant 4: National Expert for Remote Sensing/GIS and climate risk analysis Type: Individual Contractor Cost per person day: USD 400 Number of person days needed: 20	**Role** The objective of this consultancy is to conduct baseline studies, prepare annexes and PRODOC text, and contribute to the project design in the areas of GIS, remote sensing, digital and innovative technologies in conservation areas and vegetation monitoring, and to carry out the required climate risk analysis **Deliverables** a. <u>Baseline studies and analysis</u>: • Start from the information provided in the PIF, collect all background information on policies, related regulations, strategies, planning documents on biodiversity, protected area, KBAs, ecosystem restoration and land management. • Collect all baseline information on the ongoing and past projects related to terrestrial and marine biodiversity, protected area, KBAs, ecosystem restoration and land management in Libya. Contributing to analyses on gender situation, preliminary livelihoods assessment to characterize the current use of ecosystems and areas targeted by the project. • Contribute to the spatial assessment of biodiversity areas, land use, degraded areas, and emission factors with ground truthing. • Contribute to detailed barrier analysis for each of the activities to be addressed in the project. • Survey potential stakeholders and beneficiaries (community leaders, farmers,) at the local level and assess their level of interest and willingness to engage with the project. • Identify pilot sites for project implementation in discussion with the PPG Team Leader and UNDP team. • Evaluate current policies and community and national level procedures aimed at conservation of land and biodiversity. • Support the assessment of the options available for the investment component of the project taking into consideration the stakeholders and pilot locations and projects.

	• Assess the dependency of the communities on the rangelands, lakes & riparian and estimate rates of degradation, and the resultant losses to local communities and economies. • Lead the assessment of environment, social, economic and financial benefits and disadvantages of each alternative with the PPG Team Leader, UNDP team and the government. • Provide recommendations on best and most suitable sustainable livelihoods activities and best land and biodiversity management practices. b. <u>Project Design and Preparation of the full-sized project document</u> • Participate fully in the formulation of the project Objective, Outcomes, Outputs and Activities as well as Baselines, Targets and Indicators; contribute to sustainability and replication plans, stakeholder participation plans, and budgets such Total Budget and Workplan. • Participate in detailed incremental cost analysis to justify GEF intervention under the project. • Participate in costing of expected project outcomes, outputs and activities. • Present the proposed interventions of the project at the project validation workshop. • Provide inputs to revise the draft project document to address the comments/suggestions made by UNDP/GEF RTA and HQ, GEF Sec, and other reviewers; **Final Deliverables** UNDP ProDoc information and details with all required sections and Annexes, in line with the standard UNDP-GEF ProDoc template and annotated guidance. Site and thematic maps for inclusion as PRODOC annexes. **Qualifications** Master's degree or higher in a relevant field, such as biodiversity conservation, geosciences, land use planning/SLM, environmental engineering, or a related field. Minimum 5 years of demonstrable experience in the technical area of natural resources management or biodiversity conservation. Fluency in written and spoken Arabic and working level English.
Consultant 5: National coordinator/ Expert on Land and Water Management **Type:** Individual Contractor **Cost per person day:** USD 400 **Number of person days needed:** 63	**Role** *Under the guidance of the PPG TL, this assignment contributes to project design/preparation phase: collecting baseline data, assessing institutional and policy context, mapping water/land uses and pressures, identifying challenges & opportunities, and helping design the project's technical and institutional components. The consultant will produce comprehensive analysis and design inputs that will feed into the project document and providing assessment to the status of water resources (surface, groundwater, non-conventional water) and land use in the target area.* **Deliverables** **Integrated analysis and action plan for Integrated Land and Water Management (ILWM):** • Assess the status of water resources (surface, groundwater, rainfall, non-conventional water) and land use in the target area.

	• Identify key pressures and risks (water scarcity, land degradation, climate/climate-variability, pollution, ecosystem degradation) • A detailed and integrated management plan outlining sustainable practices for eco-system restoration, conservation, biodiversity conservation and utilization. • Review the current eco-system and ILWM policies, rules, regulations, including the National Draught Management Strategy and Action Plan and the National Water Security Strategy, developed by UNDP in collaboration with relevant national authorities (2025), institutional capacities and prepare a report including recommendations for policy changes and institutional support to ensure sustainable eco-system management. **An analysis and prepare a report on the socio-economic value of the Ubari Lake system including the use of ecosystem services ensuring green jobs creation, income generation and gender inclusive benefit sharing.** • Map stakeholders, institutions, governance framework, policies, and gaps related to land and water management. • Provide recommendations for an ILWM strategy, including priority interventions, institutional arrangements, data & monitoring needs, climate adaptation/ resilience, ecosystem restoration / conservation, and stakeholder engagement. • Identification and preparation of suitable Payment for Ecosystem Services (PES) in consultation with key stakeholders. • Recommendations for sustainable use of the Ubari Lakes, including traditional agriculture, eco-tourism, community engagement, and capacity building. **Market Linkages and Business Development Strategy:** • Strategy for establishing and strengthening market linkages to the services provided by the Ubari Lakes including PES • Recommendations for supporting community-based enterprises and cooperatives in business development. **Monitoring and Evaluation Framework:** • A robust framework for continuous monitoring of eco-system health, biodiversity, water quality and regeneration and management interventions. • Indicators and metrics for evaluating the success of restoration activities, sustainable management practices, community engagement, and economic development activities. **Qualifications** Master's degree or higher in a relevant field, such as Biology, Forestry, Hydrology, Environmental Science, Natural Resource Management, Biodiversity Conservation, or a related field. Minimum 10 years of demonstrable experience in the technical area of ILWM related study, biodiversity conservation, or sustainable environmental management. Extensive experience in sustainable environmental management, with a focus on the development and management of ecosystem service valuation frameworks Fluency in written and spoken Arabic and English.