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Empowered lives.
Resilient nations.

Initiation Plan / GEF PPG

Project Title: Integrated Management for Ecosystem Services Restoration, Biodiversity Conservation, Sustainable Land, Water Management in Syria

Country: Syria

Country Programme Outcome: Outcome II: Improved, equitable, inclusive and safe access to quality basic services, Improved living conditions of displaced people, returnees and affected communities and Vulnerable people's resilience is enhanced through increased institutional responsiveness in planning and providing services

Gender Marker rating: *GEN 2*

SES Pre-Screening Categorization: *Moderate*

Quantum Project ID: 01005946 Quantum Award ID: 1549158 PIMS number: 10365 Management Arrangement: *DIM*	**Total budget:**	**US$ 150 000**
	Allocated resources:	
	• GEF	US$ 150 000
	• Government	US$ -
	• UNDP	US$ -

AGREED BY

Rawhi Afaghani

DocuSigned by:
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5-05-2026

UNDP Resident Representative[1] a.i. Signature Date

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

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I. BRIEF DESCRIPTION OF THE INITIATION PLAN/GEF PPG

Objective & Final Outputs

The objective of the GEF PPG is to develop the project concept into a full project: *Integrated Management for Ecosystem Services Restoration, Biodiversity Conservation, Sustainable Land, Water Management in Syria*. As described in the project concept (PIF), this project aims to reverse land degradation and strengthen drought-resilient land management in Latakia Governorate, Syria, where prolonged drought, soil erosion, unsustainable land use practices, and weak coordination across sectors have reduced land productivity and increased vulnerability to erosion and fire. These pressures have undermined rural livelihoods, particularly for women and youth, and threaten the sustainability of dryland and production landscapes. The project will strengthen the enabling environment for land restoration and sustainable land management.

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

- PIF cleared for WP inclusion or GEF Council approved PIF (PFD and child project concept note for projects that are part of a program)
- SES pre-screening (of PIF)
- Comments from GEF Secretariat, Council, STAP
- Annotated UNDP-GEF Project Document Template and associated guidance included therein
- UNDP policies and procedures
- UNDP-GEF guidance notes on GEF project development (which will be provided by the RTA) and
- GEF 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	***Oct 10, 2026***	MSP: within 6 months of PIF approval
First GEF Submission Deadline for CEO Endorsement	***Dec 10, 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.**

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CEO Endorsement Deadline after which the project will be cancelled if not endorsed	***Apr 10, 2027***	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 *Syria* 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 *UNDP Team Leader for the Environment, Energy and Climate Change pillar* will chair the Working Group in cooperation with Ministry of Local Administration and Environment (MoLAE). Working Group members will include: *Technical experts of the UNDP Environment, Energy and Climate Change pillar, government partners from key Ministries, departments and institutions.*

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.

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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.

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 SES Framework –namely, *ESMF (Environmental and Social Management Framework* –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.

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d. Identification of project sites

Based on the above reviews and through consultation with stakeholders, the targeted project sites within Latakia governorate will be identified. 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. Projects with pre-screening categorizations of Substantial or High will prepare a **comprehensive** stakeholder analysis. 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[2].
- 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

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

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must agree to use the selected Implementing Partner for the Project. (Please see UNDP's Policy on Selecting Implementing Partners).

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

h. Other required studies

During the PPG, the team will conduct the following studies,

- A preliminary assessment of the levels of degradation of the targeted area
- A Conflict Sensitivity Assessment will be developed as an integral part of the ESMF
- A preliminary livelihoods assessment will be developed as an integral part of the ESMF

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.

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

a. Stakeholder Engagement Plan:

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

- Stakeholders who have been and will be engaged (based on stakeholder analysis), including potentially marginalized or disadvantaged groups/individuals and stakeholders that will be involved in particular project outputs/activities (the 'who');
- Key stakeholder objectives and interests (the 'why');
- Steps and actions to achieve meaningful consultation and inclusive participation, including information dissemination and any special measures required to ensure inclusive participation of marginalized disadvantaged groups/individuals the dissemination of information (the 'how');
- Breadth and depth of stakeholder engagement throughout the project cycle and decisions that need to be made through stakeholder engagement (the 'what');
- Timeline for engagement activities and how they will be sequenced, including information disclosure (the 'when');
- Indicators of stakeholder engagement and monitoring plan on progress and issues that arise;
- Roles and responsibilities for ensuring effective stakeholder engagement through the implementation of the Plan, including the role of stakeholder representatives and whether stakeholder engagement facilitators are required; and
- Resource requirements and associated budget.
- 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 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.

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

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Moderate option a: Based on the required targeted assessment(s), the relevant stand-alone management plan(s) will be prepared:
- *Stakeholder Engagement Plan (SEP)*
- *Gender Action Plan (GAP)*.

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

d. 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.

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).

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.

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.

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

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

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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.

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

Quantum Project ID:	01005946	**Project and Award Title:**	PIMS- 10365 Integrated Management for Ecosystem Services Restoration, Biodiversity Conservation, Sustainable Land, Water Management in Syria
Quantum Award ID:	1549158		
Business Unit:	UNDP-SYR		
PIMS number:	10365		
Implementing Partner:			

[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.

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GEF Outcome/Quantum Activity	Responsible Party	Fund ID	Donor Name	Quantum Budgetary Account Code	QUANTUM Budget Description	2026 US$	2027 US$	Total amount	Budget Notes
Integrated Management for Ecosystem Services Restoration, Biodiversity Conservation, Sustainable Land, Water Management in Syria	**UNDP**	**62000**	**GEF TRUSTEE**	71200	International Consultants	63,000	10,000	73,000	**1**
				71300	Local Consultants	26,500	5,000	31,500	**2**
				71600	Travel	18,540	0	18,540	**3**
				75700	Trainings, workshops	17,000	2,960	19,960	**4**
				74100	Professional services	7,000	0	7,000	**5**
					PROJECT TOTAL	**132,040**	**17,960**	**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 $800x65 days= $52,000; b) International Social and Environment Safeguards expert: Daily fee $600x35 days= 21,000 **Total: 73,000**
2	a) National coordinator and Sustainable Land Management expert: Daily fee $300 x65 days= **$19,500** b) National Gender and Stakeholder Engagement expert: Daily fee $300 x40 days= **$12,000** **Total: $31,500**
3	Cost of travel to project sites during PPG missions: International Project Development Specialist (GEF PPG Team Leader) mission to Syria DSA $236x10 days=$2,360; terminal and ticket cost $2,500**. Total: 4860** International Social and Environment Safeguards expert: mission to Syria DSA $236 x5 days=1,180; terminal and ticket cost $2,500**. Total: 3680** National consultants and key stakeholders to project site: 10000 **Total: 18, 540**
4	Consultation meetings in the governate level and validation workshop in national level. **Total 19,960**
5	Professional services to conduct HACT assessment for the executing partner. **Total 7,000**

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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	Budget (US$)
Component A: Technical studies, etc.	X	X	X								**$108,040**
Component B: Formulation of ProDoc, etc.	X	X	X	X	X	X	X	X	X	X	**$22,000**
Component C: Validation Workshop						X					**$19,960**
Delivery of final outputs						X	X	X	X	X	**$0**

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VI. MANDATORY ANNEXES

Annex 1: GEF CEO PIF/PPG Approval Letter

Syrian Arab Republic
Ministry of Local Administration and Environment

الجمهورية العربية السورية
وزارة الإدارة المحلية والبيئة
الرقم: ١١٥٢/١٥٨٤ ت
التاريخ: ٢٠٢٥/٩/١١

11 September 2025

To: Nancy Bennet
Excutive Coordinator,
Vertical Fund Hub - Bureau for Policy and Programme Support (BPPS)
Tel: +421 259337422
Fax: +421 259337450
Email: nancy.bennet@undp.org; undpef@undp.org;

Subject: Endorsement for Integrated Management for Ecosystem Services Restoration, Biodiversity Conservation, Sustainable Land, Water Management, and Enhanced Climate Action in Syria (Latakia Governate)

In my capacity as GEF Operational Focal Point for Syria, I confirm that the above project proposal (a) is in accordance with my government's national priorities LDN, NBSAPs, NDC, , and our commitment to the relevant global environmental conventions; and (b) was discussed with relevant stakeholders, including the global environmental convention focal points.

I am pleased to endorse the preparation of the above project proposal with the support of the GEF Implementing Agency(ies) listed below. If approved, the preparation of the proposal will be supported by and the project executed by Ministry of Local Administration & Environment in Syria [1]. I request the GEF Implementing Agency(ies) to provide a copy of the project document before it is submitted to the GEF Secretariat for CEO endorsement / Approval.

The total financing (from GEFTF]) being requested for this project is US$ 6,130,000, inclusive of project preparation grant (PPG), if any, and Agency fees for project cycle management services associated with the total GEF Project Financing. The financing requested for Syria is detailed in the table below.

Source of Funds	GEF Agency	Focal Area Source	Amount (in US$)				
			GEF Project Financing	GEF Project Financing Agency Fee	Project Preparation Grant (PPG)	Project Preparation Grant (PPG) Agency Fee	Total
GEFTF	UNDP	CC STAR	863,242	82,008	50,000	4,750	1,000,000
GEFTF	UNDP	BD STAR	2,689,726	255,524	50,000	4,750	3,000,000
GEFTF	UNDP	LD STAR	1,895,206	180,044	50,000	4750	2,130,000
(select)	(select)	(select)					0
Total GEF Resources			5,448,174	517,576	150,000	14,250	6,130,000

[1] Subject to the capacity assessment carried out by the GEF Implementing Agency, as appropriate.

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

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Position, Type, and Cost	Role, Deliverables and Qualifications
Consultant 1: International Project Development Specialist (GEF PPG Team Leader) **Type:** IC **Cost per person Day:** 800USD **Number of person days needed:** A total of 65 days, including a 10-day field mission, distributed over the period leading up to GEF project approval.	**Role** *The International 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.* **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;

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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) Formulation of the ProDoc, CEO Endorsement Request and Mandatory and Project Specific Annexes (Component B): 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) Validation Workshop (Component C):
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) Final Deliverables:
a. Consolidation of all technical and consultation inputs and comments including from national stakeholders, UNDP, GEF Secretariat, STAP and GEF Council, into a well written and concise UNDP ProDoc with all required sections and Annexes, in line with the standard UNDP-GEF ProDoc template and annotated guidance;
b. Completion of the GEF CEO Endorsement Request;
c. Finalized SESP (and SES management plans as required);
d. All documentation from GEF PPG (including technical reports, meeting minutes, etc.); and
e. Validation Workshop Report.

Qualifications

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

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	▪ Master's degree or higher in a relevant field, such as *such as natural resource management, sustainable land management, environmental sciences, agriculture, biodiversity, or another closely related field* ▪ Minimum *7* years of demonstrable experience in the technical area of *sustainable land management* 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;
Consultant 2: International Social and Environment Safeguards expert responsible for SESP, ESMF (and subsidiary frameworks), SEP, GAP **Type:** Individual Contractor **Cost per person day:** 600 US$ **Number of person days needed:** A total of 35 days, including a 5-day field mission, distributed over the period leading up to GEF project approval.	**Role** The International 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. **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 WorkPlan in the main project document; e. Conduct initial policy and institutional gap analysis for a 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. Oversee the development of the stakeholder analysis and engagement plan (SEP) and gender analysis and action (GAAP) 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. 1) <u>Final Deliverables</u>: 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

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	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.
Consultant 3: National Coordinator and Sustainable Land Management expert Type: IC Cost per person: $300 **Number of person day needed:** A total of 65 days distributed over the period leading up to GEF project approval.	Role The objective of this consultancy is to carry out the necessary survey work, assessments, consultations, and data collection, and contribute to the development of the full-sized GEF project document. The National Consultant will act as the national coordination lead, working closely with the Team Leader, International Safeguards (SES) Expert, and Gender and Stakeholder Engagement Expert. The consultant will provide field-based data, stakeholder inputs, and technical analysis to ensure that the project design is aligned with national priorities and reflects the three project components Deliverables a. Baseline studies and analysis • In consultation with PPG Team Leader, collect, analyze and provide all background information on policies, regulations, strategies, and planning documents related to Land Degradation Neutrality (LDN), Drought-resilient land restoration, Integrated Land Management (ILM) and Land-use planning and sustainable land management. • Collect and analyze baseline information on ongoing and past projects related to land restoration, dryland management, biodiversity, and livelihoods in Iraq. • Review the existing National LDN Programme and contribute to the development of an implementation-oriented LDN strategy, including identification of gaps, priorities, and financing needs. • Assess institutional frameworks and inter-ministerial coordination mechanisms related to land restoration, ILM, and land-use planning, and identify barriers to effective coordination. • Assess capacity needs assessment of government institutions, CSOs, and extension agents, particularly in:(ILM practices, GIS-based land-use planning, Drought-resilient land restoration and Environmental and social safeguards) • Collect spatial assessment of land use dataset, degraded areas, ecosystem conditions, and land productivity (including NDVI proxies), with ground-truthing. • Identify and assess degraded dryland and production landscapes, including drivers of land degradation, ecosystem decline, and loss of productivity. • Contribute to detailed barrier and root cause analysis for each of the project components. • Survey potential stakeholders and beneficiaries (including community leaders, farmers, women, and youth) and assess their level of interest and willingness to engage in: Land restoration, Co-management mechanism and Sustainable livelihood activities • Identify and assess on potential pilot sites for land restoration interventions, landscape connectivity improvements and Integrated land-use planning

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- Assess community dependency on natural resources and degraded lands, and estimate socio-economic impacts of land degradation.
  Conduct livelihoods and value chain assessments to identify sustainable, gender-responsive livelihood opportunities (e.g., agroforestry, apiculture, sustainable agriculture). Support participatory consultations to inform Integrated Land Use Plans (ILUPs), community co-management arrangements, and restoration priorities
- Contribute to the assessment of environmental, social, and economic costs and benefits of proposed interventions.
- Provide recommendations on sustainable land and ecosystem restoration practices, drought-resilient land management approaches and community-based and gender-responsive livelihood options
- Analyze conflict situation (both national and project state/sites) and prepared conflict sensitivity report

b. Project Design and Preparation of the Full-Sized Project Document

- Participate fully in the formulation of the project's Objective, Outcomes, Outputs, and Activities and Results Framework (baselines, targets, and indicators aligned with GEF requirements)
- Contribute to the development of theory of change, Stakeholder Engagement Plan, Gender Action Plan, Environmental and Social Safeguards inputs and Sustainability and replication strategy.
- Provide inputs for the design of all components
- Contribute to identification and validation of pilot sites and community-based implementation mechanisms.
- Participate in the detailed incremental cost analysis to justify GEF intervention.
- Participate in costing of expected project outcomes, outputs, and activities.
- Support the design of capacity-building programmes and GIS-based tools and platforms.
- Present the proposed project interventions during stakeholder consultations and the project validation workshop.
- Provide inputs to revise the draft project document to address comments and suggestions from UNDP, GEF Secretariat, Regional Technical Advisors (RTA), and other reviewers.

Final Deliverables

- Contributions to the UNDP-GEF Project Document (ProDoc), including all required sections and annexes, in line with standard UNDP-GEF templates and guidance.
- Baseline assessment reports such policy, institutional, spatial, and socio-economic.
  - Prepared a preliminary assessment of the levels of degradation of the targeted area
  - Prepared a Conflict Sensitivity Assessment
  - Prepared a preliminary livelihoods assessment
- Inputs to Results Framework, Theory of Change and incremental cost analysis

Qualifications

- Master's degree in environmental science, land degradation, biodiversity, natural resource management, or a related field; PhD is an advantage.
- Minimum 8 years of relevant professional experience in Land restoration and sustainable land management or Dryland ecosystems and drought resilience or

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	Biodiversity conservation and environmental management or Climate change adaptation and/or other relevant fields • Proven experience in project design and formulation, Data collection, analysis, and reporting and Stakeholder engagement and participatory approaches • knowledge of national environmental policies and institutional frameworks. • Fluency in written and spoken English and Arabic.
National Gender and Stakeholder Engagement expert **Type: Individual Contractor** **Cost per person day:** 300 US$ **Number of person days needed:** A total of 40 days distributed over the period leading up to GEF project approval.	*Role* *The National expert on gender and stakeholder engagement 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.* *Deliverables* *Baseline studies and analysis* *a. In coordination with and under the guidance of the Team Leader and the International Safeguards Expert, provide effective and efficient coordination of the national team.* *b. In coordination with and under the guidance of the Team Leader and the International Safeguards Expert, conduct stakeholder mapping, prioritize and organize stakeholder engagements to ensure they are socially inclusive and gender responsive, and provide substantial input and materials for the Stakeholder Engagement Plan with an appropriate budget.* *c. Meet with key stakeholders from government, communities, private sector, academia, and other stakeholders of the project to discuss project baseline, interventions, and targets, and obtain full stakeholder buy-in into the project design process.* *d. Conduct institutional mapping and capacity assessments, and contribute to the identification of key project partners, especially the Executing Agency and, if applicable, Responsible Parties for certain project components.* *e. Conduct gender analysis to ensure gender considerations are integrated into project design and implementation and provide inputs for the Gender Action Plan.* *f. Support the agreements on project management arrangements and ensure that inclusiveness is adequately incorporated into these arrangements.* *g. 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.* *Project Design and Preparation of the full-sized project document* *h. Participate fully in the formulation of the project Objective, Outcomes, Outputs and Activities as well as Baselines, Targets and Indicators.* *i. Prepare PRODOC annexes on institutional capacity assessments, stakeholder engagement and gender analysis.* *j. Prepare detailed reports on stakeholder engagement including meetings with government.* *k. Provide draft Stakeholder Engagement Plan (PRODOC Annex) for finalization by the International Safeguards Expert.* *l. Provide draft Gender analysis and Gender action plan.* *m. Organize and provide substantial inputs into the validation workshop and all other workshops needed during the PPG; prepare workshop reports for submission to the Team Leader.*

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	Final Deliverables *n. Contribution to UNDP ProDoc information and details with all required sections and Annexes, in line with the standard UNDP-GEF ProDoc template and annotated guidance.* *o. Draft Stakeholder Engagement Plan.* *p. Draft Gender analysis and Gender action plan* *q. Workshop reports of validation workshop and other workshops held during the PPG.* *Qualifications* *r. Master's degree or higher in a relevant field, such as political or social science, gender, economics, sustainable land management and draught resilience , geosciences, or related field.* *s. Minimum 7 years of demonstrable experience in the technical area of land degradation, institutional development, local governance, gender of which a substantial part must have been acquired in Syria* *t. Fluency in written and spoken English.*