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Initiation Plan / GEF PPG

Project Title: Consolidating and Securing Guinea-Bissau's National System of Protected Areas through Strengthening Institutions and Sustainable Finance

Country: Guinea-Bissau

Country Programme Outcome: By 2026, Guinea-Bissau has achieved structural economic transformation driven by enhanced productive capacity, value addition, blue economy and inclusive green growth that leaves no one behind, while capitalizing on small island developing States (SIDS) characteristics and ensuring sustainable use and protection of natural resources.

Gender Marker rating: *GEN 2*

SES Pre-Screening Categorization: *N/A (SESP Pre-screening not required)*

Quantum Project ID: 01005932	**Total budget:**	**US$ 79,750**
Quantum Award ID: 1549103	Allocated resources:	
PIMS number: 10453	• GBFF	US$ 50,000
	• UNDP/TRAC I	US$ 29,750
Management Arrangement: *DIM*		

AGREED BY

Alessandra Casazza

UNDP Resident Representative[1] Signature

Day/Month/Year

Date 19/5/2026

[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/GBFF project is to strengthen the ecological integrity and long-term sustainability of Guinea-Bissau's terrestrial and marine protected area system, with a specific focus on the Bijagós Archipelago World Heritage Site. As outlined in the project concept, the initiative aims to enhance conservation outcomes through policy reform, participatory governance, and the establishment of a sustainable financing framework.

Guinea-Bissau hosts globally significant biodiversity, particularly within the Bijagós Archipelago, a unique socio-ecological system of high conservation value. Its ecosystems provide critical services to local communities and contribute to national economic sectors such as fisheries and eco-tourism. However, these ecosystems face increasing threats from overexploitation, habitat degradation, and limited financial and institutional capacity for effective management.

The GEF/GBFF investment will address these challenges by strengthening institutional frameworks, improving protected area management effectiveness, and establishing long-term financing mechanisms. The project will place strong emphasis on inclusive governance, ensuring the active participation of Indigenous peoples and local communities, including women and youth, in decision-making processes, while respecting traditional knowledge and practices.

This will be achieved through the following five interrelated components:

Component 1: Enabling Policy, Legal, and Institutional Frameworks

This component will strengthen national and local institutional frameworks to improve governance and coordination for biodiversity conservation. It will support key institutions, including IBAP, the BioGuinea Foundation, and MABAC, to align national policies with international biodiversity commitments and enhance multi-stakeholder collaboration. Mechanisms for regular dialogue among government entities, conservation organizations, and local communities will be established, ensuring inclusive participation in conservation planning and decision-making. In parallel, sectoral policies in agriculture, fisheries, and forestry will be revised to integrate biodiversity conservation objectives in line with the Global Biodiversity Framework.

Component 2: Protected Area Management and Community Engagement

This component will enhance the management effectiveness of protected areas in the Bijagós Archipelago through updated, gender-sensitive, and participatory management plans. It will promote adaptive co-management approaches that integrate local knowledge and address key threats such as overfishing and habitat degradation. The project will also strengthen capacities of park managers, local communities, and conservation stakeholders through targeted training programmes. Additionally, a small grants mechanism will support community-based, nature-positive livelihood initiatives, such as eco-tourism, sustainable fisheries, and mangrove restoration, contributing to both conservation and local economic development.

Component 3: Sustainable Financing

This component will establish and operationalize a long-term sustainable financing framework for the Bijagós Archipelago, centred on a strengthened Finance for Permanence (FfP) model. It will support the development of a comprehensive financing roadmap that mobilizes resources from diverse sources, including international donors, public-private partnerships, and community-based mechanisms. The BioGuinea Foundation will be reinforced as the central financing entity, with an expanded mandate and

enhanced capacity to manage and disburse conservation funds effectively. This will ensure predictable and sustained financial flows for protected area management and biodiversity conservation.

Component 4: Knowledge Management and Gender Integration for Adaptive Environmental Management

This component will develop integrated knowledge management and monitoring systems to support evidence-based and adaptive conservation planning. A national framework for biodiversity and climate monitoring will be established, including a real-time data dashboard to track key indicators. The project will also promote knowledge sharing and policy engagement through dedicated platforms that disseminate best practices and lessons learned. A strong focus will be placed on gender mainstreaming, with the development and implementation of a Gender Action Plan to ensure equitable participation and benefits, particularly for women and marginalized groups, in conservation and environmental governance.

Component 5: Monitoring and Evaluation (M&E)

This component will ensure that project implementation is guided by a robust, participatory, and gender-responsive M&E system. It will support the development and execution of an evidence-based M&E plan aligned with UNDP and GEF requirements, enabling continuous learning, adaptive management, and accountability. High-quality project reporting, including Project Implementation Reports (PIRs) and the Terminal Evaluation (TE), will ensure that results and impacts are effectively tracked and communicated.

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

a. PIF cleared for WP inclusion or GEF Council approved PIF/PPG
b. Comments from GEF Secretariat, Council, STAP
c. Annotated UNDP-GEF Project Document Template and associated guidance included therein UNDP policies and procedures
d. UNDP-GEF guidance notes on GEF project development (which will be provided by the RTA) and GEF polices on: Project Cancellation; Fee Policy for GEF Partner Agencies; Project and Program Cycle; and Minimum Fiduciary Standards for GEF Partner Agency (in particular sections dealing with the required separation of oversight and execution support services). All GEF policies are available here.

The final outputs of the GEF PPG are:

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

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

Key Dates for the GEF PPG

Milestone	Date	Notes
Internal submission date for BPPS review and clearance	Oct 24, 2026	GBFF – must be within 7 months of PIF approval
First GEF Submission Deadline for CEO Endorsement	Dec 24, 2026	GBFF must be within 9 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	Dec 24, 2026	FSP: must be within 18 months of PIF approval MSP: must be within 12 months of PIF approval. PFD or IP child projects: program commitment deadline **If the project has not been CEO endorsed by the deadline, it will be automatically cancelled by the GEF Sec.**

Management Arrangements

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

As appropriate, a Working Group will guide the GEF PPG team and review and endorse the GEF PPG deliverables. The Working Group is responsible for ensuring that the deliverables outlined in this GEF PPG are completed on time and in line with UNDP and GEF requirements. The Environmental Focal Point will chair the Working Group. Working Group members will include financial sector Central Bank of West African States (BCEAO), commercial banks operating in Guinea-Bissau, microfinance institutions,

Government (Ministry of Finance, Ministry of Agriculture and Rural Development, Ministry of Fisheries, Ministry of Planning, and Ministry of Territorial Administration), Key technical and implementing institutions will include the Institute for Biodiversity and Protected Areas (IBAP), as the lead entity for protected area management, and the BioGuinea Foundation, as the central mechanism for sustainable conservation financing and implementation of the Finance for Permanence (FfP) model. Also, Chamber of Commerce, Industry, Agriculture and Services of Guinea-Bissau and local community organizations; UNDP CO and the Regional Technical Advisor and SES Technical Advisor.
The GEF PPG team will be composed of the consultancies described in the draft Terms of Reference (TORs) in Annex 2.

1. **Project Design Specialist/Team Leader (International)**
2. **Social and Environmental Safeguards Expert (International)**
3. **Gender and Social Inclusion Expert (National)**

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 Indigenous peoples and local communities that will benefit from and be directly involved in the implementation of the project (i.e., direct project beneficiaries) and that indirectly and unintentionally could be adversely impacted by the project. Stakeholder Engagement and analysis, including FPIC, must be conducted in a culturally sensitive 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 https://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

A pre-SESP was not required and no risk categorization was assigned to the project. Per the initial screening, all risks can be managed through detailed design of the project's activities, including FPIC and Strategic Environmental and Social Assessment (SESA) principles and procedures to inform policy reform and institutional strengthening. No targeted assessments are needed during the PPG, though the risks identified in the pre-screening will be reconfirmed during the PPG, and planned management measures will be refined as needed for SES compliance.

Identification of project sites

Based on the above reviews and through consultation with stakeholders, the project will have a national scope. This should include providing geographic coordinates, maps, and shapefiles for inclusion in the ProDoc.

Financial planning, co-financing, and investment mobilized

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

Stakeholder analysis

Building on the initial identification of stakeholders in the concept, an appropriately scaled analysis of project stakeholders, including Indigenous peoples and local communities will be undertaken. The stakeholder analysis will provide the foundation for developing the project's Stakeholder Engagement Plan and facilitate the prioritization of engagement activities with stakeholder groups and individuals. FPIC procedures will be applied for engaging with Indigenous peoples.

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:

a. 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].
b. 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.
c. Based on these assessments, select and confirm the Implementing Partner for the project in consultation with all relevant stakeholders. The selected Implementing Partner must express willingness to serve as the Implementing Partner for the Project, and the concerned government must agree to use the selected Implementing Partner for the Project. (Please see UNDP's Policy on Selecting Implementing Partners).
d. 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.
e. 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).

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

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.

f. 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.
g. Consult with CO Head of Procurement Unit/Operations Manager and Regional Procurement Advisors on envisaged procurement/contracting project procurement requirements, identified risks, development of optimal procurement strategies, development of project procurement plans and opportunities to incorporate sustainable procurement considerations and indicators to the project.

Other required studies

Conduct assessment of biodiversity mainstreaming in the finance sector to identify the biodiversity risks and opportunities relevant to the financial institutions. This will include:

a. Conducting materiality assessments to identifying which biodiversity issues are most relevant to the financial institution's operations and investments; and determine the significance of these issues in terms of financial risk and opportunity.
b. Analyzing the dependencies and effects of financial activities on Indigenous peoples, local communities, and biodiversity.
c. Performing gap analyses to identify areas where current practices fall short of biodiversity goals.
d. Evaluate how financial activities impact biodiversity, Indigenous peoples and local communities, and how biodiversity loss could affect financial performance.
e. Assessing the risks associated with biodiversity loss and human rights (including Indigenous peoples rights), such as regulatory changes, reputational damage, and operational disruptions; and how to integrate these risks into the overall risk management framework of the financial sector.
f. Identify data Collection and Reporting requirements to track biodiversity-related metrics and reporting on biodiversity impacts and progress towards biodiversity goals, in line with frameworks like the Taskforce on Nature-related Financial Disclosures (TNFD).
g. Assess stakeholder engagement mechanisms including investors, regulators, Indigenous peoples, and NGOs, to ensure alignment on biodiversity objectives to facilitate dialogue and collaboration to enhance biodiversity outcomes; and recommend steps to help financial institutions understand and manage their biodiversity and social impacts, contributing to more sustainable and responsible investment practices.

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

Based on the technical studies and reviews undertaken under **Component A**, the UNDP-GEF Project Document will be developed, and the GEF CEO Endorsement Request will be prepared. See additional guidance notes below.

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

Stakeholder Engagement Plan:

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

a. Stakeholders who have been and will be engaged (based on stakeholder analysis), including Indigenous peoples and other potentially marginalized or disadvantaged groups/individuals and stakeholders that will be involved in particular project outputs/activities (the 'who').
b. Key stakeholder objectives and interests (the 'why').
c. Steps and actions to achieve meaningful consultation and inclusive participation, including timely access to information and any special measures (i.e FPIC procedures) required to ensure inclusive participation of marginalized disadvantaged groups/individuals the dissemination of information (the 'how').
d. Breadth and depth of stakeholder engagement throughout the project cycle and decisions that need to be made through stakeholder engagement (the 'what').
e. Timeline for engagement activities and how they will be sequenced, including information disclosure (the 'when').
f. Indicators of stakeholder engagement and monitoring plan on progress and issues that arise.
g. 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
h. Resource requirements and associated budget.

Grievance Redress Mechanism (GRM): 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.

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.

Social and Environmental Standards: Screening and Management Measures
In line with the assessments conducted during **Component A** (above) and UNDP's Social and Environmental Standards (SES) policy and all associated SES Guidance Notes, the SESP will be updated. All risks identified in the SESP will be reflected in the risk table and risk section of the ProDoc, and in the Project's Risk Register. Per the pre-screening, all risks can be managed through the design of the project's activities, and therefore no separate management plans are needed, though the risks identified in the pre-screening will be reconfirmed during the PPG and the planned management measures will be refined as needed for SES compliance.

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

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

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

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

A GEF OFP endorsement letter will also be required for any new participating countries to a global or regional program/project not included in the PIF/PFD submission.

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

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

a. Project map and Geospatial Coordinates of project sites
b. Multi-Year Work Plan
c. Monitoring Plan
d. UNDP Risk Register
e. Overview of Technical Consultancies
f. GEF 7 Taxonomy
g. Initial Project Procurement Plan and TORs for key Project staff

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

Project Management Arrangements

Based on the stakeholder analysis and consultations undertaken in **Component A** above, agreement(s) on project management and governance arrangements—including roles, responsibilities, and accountabilities of lead and partner Agencies—will be secured early in the project development phase and will be fully detailed in the ProDoc. Standard text from the governance and management arrangement from the GEF-8 template should never be removed.

Component C: Validation Workshop and Report

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

IV. TOTAL BUDGET AND WORK PLAN FOR GEF PPG

Quantum Project ID:	01005932	**Project Title:**	**PIMS 10453-GEF PPG GBFF Securing Guinea-Bissau's National System of Protected Areas through Strengthening Institutions and Sustainable Finance**
Quantum Award ID:	1549103	**Award Title:**	**GNB_GEF_GBFF_01005932**
Business Unit:	UNDP-GNB		
PIMS number:	10453		
Implementing Partner:	UNDP		

GEF Outcome/Quantum Activity	Responsible Party	Fund ID	Donor Name	Quantum Budgetary Account Code	QUANTUM Budget Description	Amount US$	Budget Notes
Project preparation grant to finalize the UNDP-GEF project document for project *{Consolidating and Securing Guinea-Bissau's National System of Protected Areas through Strengthening Institutions and Sustainable Finance}*	**UNDP**	**62182**	**GEF TRUSTEE**	71200	International Consultants	**39,600**	**A**
				71600	Travel	**4,000**	**B**
				74100	Professional Services	**3,150**	**C**
				75700	Trainings, workshops	**3,250**	**D**
		04000	**UNDP**	75700	Training, workshops	**2,750**	**D**
				71200	International Consultants	**15,000**	**E**
				71300	Local Consultant	**12,000**	**F**
					Total	**79,750**	

Budget Note No.	Budget Note
A	Individual International Consultant to lead the development of the PRODOC. 45 days @$880 =$39,600.
B	Provision for travel and per diems for field missions; travel costs for consultants and resource persons to various meetings and validation workshops (per diem for 2 missions for 5 participants) @$4,000.
C	HACT Micro-assessment and Capacity Review of designated IP @$3,150.

D	Validation workshops and consultation meetings including travel costs for participants (2 workshops for 30 participants) @$3,000/workshop = $6,000.
E	Individual International Consultant to support safeguards assessments. 30 days @$500/day = $15,000.
F	Individual Local consultant to prepare Gender Engagement Plan (GAP) and comprehensive Stakeholder Engagement Plan (SEP) 30 days @$400/day = $12,000.

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.											
Component B: Formulation of ProDoc, etc.											
Component C: Validation Workshop											
Delivery of final outputs											

V. MANDATORY ANNEXES

Annex 1: GEF CEO PIF/PPG Approval Letter

Claude Gascon
Interim CEO

March 24, 2026

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

Dear Ms. Bennet,

I am pleased to inform you that I have approved your request for Project Preparation Grant for the project concept detailed below.

Decision Sought:	Project Preparation Grant Approval
GEFSEC ID:	12167
Agency(ies):	UNDP
Agency ID:	10453 - UNDP
Focal Area:	Biodiversity
Project Type:	GBFF project
Country(ies):	Guinea-Bissau
Name of Project:	Consolidating and Securing Guinea-Bissau's National System of Protected Areas through Strengthening Institutions and Sustainable Finance
Indicative GEF Project Financing:	$1,777,420
Indicative Agency Fee:	$168,855
PPG:	$50,000
PPG Agency Fee:	$4,750
Funding Source:	Global Biodiversity Framework Fund

Break-down:		Project Financing Amount (US$)	Agency Fee (US$)			Total Project Cost (US$)
Agency	Trust Fund		20% committed at CEO endorsement (US$)	80% to be committed at first disbursement (US$)	Total Agency Fee (US$)	
UNDP	GBFF	1,777,420	33,771	135,084	168,855	1,946,275
Total		**1,777,420**	**33,771**	**135,084**	**168,855**	**1,946,275**

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

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Ms. Bennet

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

This PPG approval is based on the understanding that the project is in conformity with the Global Biodiversity Framework Fund strategies and policies. Please ensure to submit the CEO Endorsement request within 9 months of the approval of this PPG.

Sincerely,

Claude Gascon
Interim Chief Executive Officer

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

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

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:** IC **Cost per person week:** 4,750 **Number of person weeks needed:** 9	**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. S/he will be responsible for managing all consultants on the GEF PPG Team and coordinating the Team's work. S/he will also perform the role of Biodiversity Finance Specialist and will be responsible for analytical work under components 1, 2, 3,4 and 5 within the project and prepare inputs and support the development of final PPG deliverables (including the Prodoc and its Annexes and supporting reports. **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 a 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 an assessment of biodiversity mainstreaming in the finance sector to identify the biodiversity risks and opportunities relevant to the financial institution; 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 financial sector engagement and co-financing. h. Ensure the preparation of partner capacity assessments and discussions on management arrangements early in the PPG process. i. Under institutional capacity assessment for mainstreaming biodiversity in the finance sector. j. Oversee the consultations with partners regarding financial planning; and k. Ensure completion of any additional studies that are determined to be needed for the preparation of the ProDoc and all other final outputs. 3) <u>Formulation of the ProDoc, CEO Endorsement Request and Mandatory and Project Specific Annexes (Component B)</u>: With inputs from the national consultants, as detailed in their respective TORs, and based on international best practice: a. Develop, present, and articulate the project's theory of change. b. Develop the Results Framework in line with UNDP-GEF policy. c. Develop a detailed Monitoring and Evaluation Plan and Budget. d. Oversee and ensure the preparation of a comprehensive Stakeholder Engagement Plan. e. Oversee and ensure the preparation of a Gender Action Plan and Budget. f. Oversee and ensure the updating of the SESP based on assessments undertaken during Component A and ensure the development of required environmental and/or social management plan(s) as required. g. Oversee the preparation of the required GEF tracking tools (if required) and GEF Core Indicators and ensure these are supported by robust and validated data. h. Secure all co-financing letters. i. Prepare the indicative procurement plan. j. Secure and present agreements on project execution and management arrangements and ensure that the project aligns to UNDP-GEF guidance on UNDP execution support. k. Ensure the completion of the required official endorsement letters; and l. Synthesize all analyses, studies, etc. that are prepared under Components A and B to produce the draft UNDP-GEF ProDoc, GEF CEO Endorsement, and all mandatory and project specific Annexes, using the templates.[3] 4) <u>Validation Workshop (Component C)</u>: a. Lead the validation workshop to present, discuss and validate the final draft ProDoc and mandatory and project specific annexes, with a special focus on the SESP and any management plans. b. Oversee all necessary revisions that arise during the workshop; and c. Ensure completion of Validation Workshop Report. 5) <u>Final Deliverables</u>: a. Report on assessment of biodiversity mainstreaming in the finance sector to identify the biodiversity risks and opportunities relevant to the financial institution. b. Consolidation of all technical and consultation inputs and comments including from national stakeholders, UNDP, GEF Secretariat, STAP and GEF Council, into a

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

	well written and concise UNDP ProDoc with all required sections and Annexes, in line with the standard UNDP-GEF ProDoc template and annotated guidance. c. Completion of the GEF CEO Endorsement Request. d. Finalized SESP (and SES management plans as required). e. All documentation from GEF PPG (including technical reports, meeting minutes, etc.); and f. Validation Workshop Report. **Qualifications** ▪ Master's degree or higher in a relevant field, such as Sustainable Development or Sustainable Finance, Environmental Economics, Environmental Finance, Ecosystems Services valuation, Natural Resource Management, Biodiversity, Social Sciences such as economics, development economics or any other related degree. ▪ Minimum *10* years of demonstrable experience in the technical area of Biodiversity conservation, public finance, conservation finance, or environmental finance and in preparing high quality project documents, particularly for UNDP and GEF projects. ▪ Experience working with international and national experts and institutions • Excellent written and oral communication skills in English. fluency in Portuguese is highly desirable. ▪ 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 *green finance and mainstreaming Biodiversity into the finance sector* ▪ Experience working in GEF projects on related initiatives highly desired.
Consultant: Social and Environmental Safeguard Specialist **Type:** IC **Cost per person-week:** 2,500 **Number of person-weeks needed:** 6	**Role** The Social and Environmental Safeguards Specialist will develop mandatory project Annexes related to application of social and environmental safeguards, and support adherence of project development to UNDP's SESP and specific requirements, as appropriate. The consultant will be a strategic environmental assessment specialist with solid experience in participatory and analytic components. **Deliverables** 1) Preparatory Technical Studies and Reviews (Component A): Prepare inputs and support the required analyses/studies, as agreed with the GEF PPG Team Leader, including: a. Complete the UNDP Social and Environmental Screening Procedure (SESP) and support the detailed assessment of all project risks including consultations with Indigenous Peoples organizations and other stakeholders. b. Assess the presence of Indigenous Peoples/ethnic minorities and their interests. Prepare a preliminary analysis of the potential effects of the project on rights and interests, lands, territories, resources, and traditional livelihoods and determine when FPIC applies in accordance with national contexts and preferences. Conduct initial consultations with Indigenous peoples and local communities' representatives. 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 Stakeholder Engagement 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. 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. ▪ Contribute to the validation workshop through presentations, using the stakeholders to corroborate and fill the information gaps; and ▪ Support all necessary revisions that arise during the workshop, as appropriate. 2) <u>Formulation of the ProDoc, CEO Endorsement Request and Mandatory Annexes as well as project-specific annexes (Component B):</u> a. Complete the SESP, based on assessments undertaken during Component A and detailed development of project interventions, and identify management measures to mitigate risks to be incorporated into the ProDoc. b. Complete the ESMF with annexes as required (e.g. Livelihoods Action Plan) c. Develop the Stakeholder Engagement Plan to ensure it is socially inclusive, culturally sensitive, and gender-responsive. d. Support the agreements on project management arrangements and ensure that safeguards are adequately incorporated into these arrangements. 3) <u>Validation Workshop (Component C):</u> a. Contribute to the validation workshop; and b. Support all necessary revisions that arise during the workshop, as appropriate. 4) <u>Final Deliverables:</u> a. Finalized Social and Environmental Screening (SESP) b. Finalized ESMF with annexes as required c. Stakeholder Engagement Plan d. Appropriate inputs regarding the Strategic Environmental and Social Assessment (SESA) to the final UNDP-GEF project document based on guidance from the PPG Team Leader. **Qualifications** ▪ Master's degree or higher, in social studies, anthropology, economics, environment and development, or other relevant field. ▪ At least seven years of experience related to social and environmental standards and strategic environmental assessment in an international development context, preferably with experience in western Africa, specifically Guinea-Bissau; ▪ Knowledge of human rights (including human rights-based approach and human rights impact assessment); gender equality and women's empowerment (including gender mainstreaming and gender analysis); ▪ ▪ Prior experience in the safeguards assessments and processes of international organizations and donors, such as the World Bank, UNDP, etc. ▪ Demonstrated understanding of the links between finance, 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 and the finance sector. ▪ 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. fluency in Portuguese is highly desirable. ▪
Consultant: National Gender and social inclusion expert **Type:** NC **Cost per person-week:** 2,000 **Number of person-weeks needed:** 6	The National Gender expert will develop mandatory project Annexes related to gender, especially Gender Analysis and Action Plan (GAAP), and will support adherence to UNDP's Social and Environmental Screening Procedure (SESP) and specific gender marker requirements, as appropriate. The consultant will support the formulation of relevant components of the ProDoc, CEO Endorsement Request, and Mandatory Annexes as well as lead project-specific annexes, studies, and analysis, as agreed with the GEF PPG Team Leader, including: ▪ Conduct a participatory gender analysis and work closely with the Safeguards expert and GEF PPG Team Leader to ensure its findings are meaningfully integrated into the project's strategy, theory of change, and results framework. The gender analysis should fully consider the different needs, roles, benefits, impacts, risks, and access to/control over resources of women and men (including considerations of intersecting categories of identity such as age, social status, ethnicity, marital status, etc.) given a project's context, and appropriate measures taken to address these and promote gender equality; collect gender responsive baseline data relevant to project planning and monitoring; identify the share of female and male direct beneficiaries ▪ Prepare the Gender Analysis and Action Plan, with the appropriate budget and identification of appropriate project interventions to ensure gender mainstreaming, including at project demonstration sites. ▪ 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 and indicator/targets framework. ▪ Support the preparation of the Stakeholder Engagement Plan (which should include a Stakeholder Grievance Mechanism), and ensure it is gender responsive. ▪ Support the agreements on project management arrangements and ensure that gender and safeguards are adequately incorporated into these arrangements. ▪ Contribute to the validation workshop through presentations, using the stakeholders to corroborate and fill the information gaps; and ▪ Support all necessary revisions that arise during the workshop, as appropriate. <u>Final Deliverables:</u> • Gender Analysis and Gender Action Plan • Appropriate inputs to the comprehensive Stakeholder Engagement Plan including gender-responsive consultation • Appropriate inputs to the final UNDP-GEF project document based on guidance from the PPG Team Leader. <u>Qualifications and Experience</u> • Master's degree or higher in a relevant field, such as gender studies, social sciences, management, international studies, women and environment, or women and sustainable development. • Minimum 7 years of demonstrable experience in the technical area of gender mainstreaming, community development, and demonstrated understanding of the links between sustainable development, Biodiversity Finance, social and gender issues is preferred.

	• Prior experience carrying out participatory gender analyses; formulating gender-responsive indicators and sex-disaggregated data; developing gender action plans. • Demonstrated experience working on policy and programmatic issues with national and local governments and civil society organizations including community organizations. • Excellent written and oral communication skills in English; fluency in Portuguese is highly desirable