



Empowered lives.  
Resilient nations.

**UNDP Initiation Plan to programme  
the project preparation grant received from the GEF  
(otherwise called GEF PPG)**

**effective for all PIFs approved as of GEF November work programme 2017**

**A. Background:**

The purpose of the GEF PPG is to describe how the project preparation grant from the GEF will be programmed to develop a full project document with supporting documentation for submission to the GEF for CEO endorsement.

When a project preparation grant has been requested by completing Section E of the PIF template, these resources are confirmed and can be programmed upon receipt of the GEF CEO letter entitled “PIF Clearance for WP Inclusion and PPG Approval”. In general, for medium-sized projects (MSPs) using the one-step approval process, the costs of project preparation can be reimbursed by completing Section G of the one-step MSP CEO approval template. For child projects under a program, a project preparation grant can be requested at the same time as the PFD is submitted to Council or after Council approves the PFD. See GEF’s 2017 [Guidelines on the GEF Project and Programing Policy](#) for additional details.

The standard template for the GEF PPG, included in this file, lists project development activities that are necessary to complete mandatory sections of the 2017 UNDP-GEF Project Document (e.g. Theory of Change, Gender Analysis, SESP, etc.) and should therefore not be removed from the template. Supplementary guidance is indicated in *italicized and blue-highlighted text*. Additional eligible project development activities can be added to as necessary.

The 2017 UNDP-GEF Project Document template can be found [here](#) and the GEF CEO Endorsement Request template can be found [here](#).

**B. Eligible activities:**

The GEF project preparation grant is not an advance on the project grant and can therefore not be used to finance implementation activities.

Please refer to the GEF’s 2017 [Guidelines on the GEF Project and Programing Policy](#) for a list of eligible project preparation activities, and take note of the following ineligible expenditures:

- 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. Inception Workshop, travel to Convention Meetings, study tours and exchanges are not eligible); 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 other than those directly required for project preparation, such as computers and engineering equipment. (i.e. purchase of vehicles is not eligible)

- Goods and services that can be procured through funding channels other than the GEF. (i.e. Co-financing should be used to cover costs associated with purchase of a vehicle if needed, etc.)

### **C. Requirements:**

The UNDP-GEF Project Document must be finalized in English and submitted to the UNDP-GEF Unit for clearance within 16 months of PIF approval (for full-size projects) or 10 months of PIF approval (for medium-sized projects) or 2 months prior to the commitment deadline specified in the endorsed Program Framework Document (PFD).<sup>1</sup>

If the fully completed Project Document is not submitted within the specified deadline set by the GEF, the project will be automatically cancelled by the GEF. See the [GEF Cancellation Policy](#) for additional details.

### **D. UNDP Procedures for GEF PPG:**

Implementation modality: Preferred Direct Implementation Modality (DIM). Other modalities possible if government requests.

Government agreement: There must be evidence that the Government agrees to the Initiation Plan/GEF PPG, through meeting minutes, an exchange of letters or e-mails, or signing the Initiation Plan document. Please check the [POPP](#) for the latest requirements.

#### GEF PPG signatures:

- Direct Implementation Modality (DIM) managed by Country Office: signed by Resident Representative.
- Direct Implementation Modality (DIM) managed by UNDP-GEF Unit: signed by UNDP-GEF Executive Coordinator.
- Agency Implementation Modality if government requests, managed by UN Agency (i.e. UNOPS): signed by Resident Representative and UN Agency (i.e. UNOPS)

Atlas requirements: A separate Award should be created in ATLAS. The following ATLAS set up is required: one project ID = one output ID.

Gender marker: As all GEF PPGs are required to prepare a gender analysis and action plan, the gender marker rating should be GEN 2 or GEN 3.

UNDP Quality Assurance: The UNDP quality assurance report (design, implementation and closure) is not required and should be marked as “exempt” from QA in the Corporate Planning System, and the drop down “GEF PPG” selected for the reason for exemption.

UNDP SESP: A social and environmental screening (SESP) is not required.

Language: This GEF PPG template can be completed in any language.

GEF PPG closure: Within 18 months of PIF or PFD approval, the GEF PPG must be financially closed in Atlas, and the table in Annex C of the GEF CEO Endorsement Template must be completed to report to the GEF on the use of the PPG resources. If, by exception, the activities and resources have not been fully completed by CEO endorsement, the table in Annex C of the CEO Endorsement Template must be completed within one year of CEO endorsement and be submitted to the GEF with the first Project Implementation Report (PIR). Any unspent PPG resources must be returned to the GEF (handled by UNDP-GEF HQ in New York).

---

<sup>1</sup> For programs, the reference to “PIF” in this template should be understood as the Child Project Concept Note; the PFD would be the document on which submission deadlines are based and for which GEF Council / STAP comments need to be addressed during the PPG. Please revise text in the template as needed for programs.



Empowered lives.  
Resilient nations.

# Initiation Plan / GEF PPG

<b>Project Title:</b>		
<b>Country:</b>		
<b>Country Programme Outcome:</b>		
<b>UNDP Strategic Plan Output:</b> <i>choose either 1.3 or 1.4 or 1.5 or 2.5</i>		
<b>Gender Marker rating:</b> <i>choose either GEN 2 or GEN 3</i>		
ATLAS Project ID:	<b>Total budget:</b>	<b>US\$</b>
ATLAS Output ID:	Allocated resources:	
PIMS ID:	• GEF	US\$
Management Arrangement: <i>DIM</i>	• Government	US\$
	• UNDP	US\$

AGREED BY

UNDP Resident Representative <sup>2</sup>	Signature	<i>Day/Month/Year</i>
		Date

<sup>2</sup> Edit as necessary. Include other Agency as necessary.

---

## TABLE OF CONTENTS

I. Brief Description of the Initiation Plan/GEF PPG.....	5
II. Stakeholder Engagement, public disclosure and other requirements.....	6
III. GEF PPG ACTIVITIES.....	6
Component A: Preparatory Technical Studies & Reviews .....	6
Component B: Formulation of the UNDP-GEF Project Document, CEO Endorsement Request, and Mandatory and Project Specific Annexes .....	7
Component C: Validation Workshop and Report .....	10
IV. Total Budget and Work Plan for GEF PPG .....	10
V. GEF PPG Activities timeframe and budget .....	12
VI. Mandatory Annexes .....	13
Annex 1: GEF CEO PIF/PPG Approval Letter .....	13
Annex 2: Draft Terms of Reference (TORs) of Consultants Financed by the Project Preparatory Grant (GEF PPG) .....	14

---

## 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: *[title]*. As described in the project concept (PIF/child project concept note), this project aims to *[add short project description]*.

The following documents are 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)
- SESP pre-screening (of PIF)
- Comments from GEF Secretariat, Council, STAP
- [Annotated UNDP-GEF Project Document Template](#) and associated guidance included therein

The final outputs of the GEF PPG are:

1. UNDP-GEF Project Document (ProDoc), using the 2017 standard template.
2. Mandatory annexes to the ProDoc, including gender analysis and action plan, and stakeholder engagement plan, among others, and project specific annexes (e.g. landscape profile, institutional and legal analysis, feasibility studies etc).
3. GEF CEO Endorsement Request.
4. Validation Workshop report (as appropriate for projects with a moderate and high SESP risk rating).

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 UNDP-GEF review and clearance	<i>[Add date]</i>	Must be at least two (2) months prior to CEO Endorsement Deadline
CEO Endorsement Deadline after which the project will be cancelled.	<i>[Add date]</i>	Failure to submit a ProDoc and CEO ER to the GEF Sec by this deadline will lead to the automatic cancellation of the project by the GEF Secretariat.

### **Management Arrangements**

The UNDP *[Country Office or equivalent for global/regional projects]* will lead the project development process and manage the GEF PPG budget in full consultation with the UNDP-GEF Technical Adviser. The GEF PPG Atlas budget is presented in *Section IV: Total Budget and Work Plan*.

As appropriate, a Working Group will guide the GEF PPG team, and review and endorse the GEF PPG deliverables. The Working Group is responsible for ensuring that the deliverables outlined in this GEF PPG are completed on time and in line with UNDP and GEF requirements. The *[RR, EFP or Implementing Partner or Agency]* will chair the Working Group. Working Group members will include: *[complete; should include CO, government partners, and key stakeholders; RTA as appropriate]* Delete if circumstances are such that a working group cannot be formed.

The GEF PPG team will be composed of the following:

- 1) International Specialist for [focal area / other expertise] Project Development (Team Leader)
- 2) International Specialist in [expertise], as needed
- 3) National Specialist in [expertise]
- 4) [et al. as needed]

*Align the above list of consultants with the draft TORs in Annex 2.*

Draft Terms of Reference (TORs) for each team member is included in Annex 2 of this Initiation Plan.

---

## 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 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). A list of these stakeholders will be prepared and included in Annex to the project document.

If the Social and Environment Screening Procedure (SESP) included in Annex to the project document, has an overall safeguard risk rating of moderate or high, 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 must demonstrate strong country ownership and will become a key reference document should an environmental and social safeguard complaint/grievance be filed during project implementation.
2. Before CEO endorsement (if appropriate given the GEF cancellation policy) or at the latest by the LPAC meeting, the UNDP-GEF project document, SESP and related management plans, and other relevant information/documents (e.g. ProDoc annexes) will be made available to the public on the UNDP website or [open.undp.org](http://open.undp.org). It is recommended to make these documents available for 30 days in advance of the LPAC meeting for moderate risk projects, and 120 days in advance for high risk projects.

---

## III. GEF PPG ACTIVITIES

### Component A: Preparatory Technical Studies & Reviews

The following technical studies and reviews will be conducted, building on the PIF and the comments received to the PIF (e.g. from GEF Council and STAP).

#### a. Desktop and field-based studies and data collection

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

- Development challenge and strategy (including threats, problems and barrier assessment);
- Review of national policy and legislative frameworks;
- Problem and solution trees developed in consultation with project stakeholders, for a robust Theory of Change (to be prepared in **Component B**, below);

- Review of relevant past and ongoing projects for lessons; 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.) given a project's context, and to identify appropriate measures to address these and promote gender equality and women's empowerment. The analysis will form the basis of a Gender Action Plan and Budget to guide gender mainstreaming during project implementation. The Gender Analysis, and the Gender Action Plan and Budget must be attached as Annexes to the Project Document. See guidance available [here](#).

#### **c. Environmental and Social Safeguard Assessments**

The social and environmental safeguards pre-screening (pre-SESP) prepared during the PIF design phase determined the overall risk categorization of this project as [Low/Moderate/High] and highlighted potential safeguard risks to be further assessed during the PPG phase.

The purpose of these assessments is to identify ways to avoid negative environmental and social impacts where possible (e.g., through site selection). If risk avoidance is not possible, then mitigation and management measures must be identified, in line with the UNDP Social and Environmental Standards (see section B-f below). If the required assessments cannot be undertaken or finalized during the PPG, they must be completed during the first phase of project implementation.

#### **d. Identification of project sites**

Based on the above reviews, and through consultation with stakeholders, the targeted project [*pilot/demonstration*] sites will be identified.

#### **e. Financial planning**

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.

#### **f. Other required studies**

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

### **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** (detailed above), the full UNDP-GEF Project Document will be developed (following the 2017 annotated UNDP-GEF Project Document available [here](#)), and the GEF CEO Endorsement Request (available [here](#)) will be prepared.

The GEF PPG Team Leader will be responsible for the consolidation and finalization of all required materials.

Preparation of the UNDP-GEF ProDoc includes a specific focus on the following areas, which do not exhaustively capture the required ProDoc content:

**a. Theory of Change**

The detailed theory of change (ToC), based on the studies and data collection undertaken in **Component A**, will be developed. The selected approach will be identified, with a clear rationale backed by credible evidence, integrating gender concerns into the approach. Additional guidance is available in the Annotated UNDP-GEF ProDoc template.

**b. Results Framework**

Based on the studies and data collection undertaken in **Component A**, the Results Framework will be further defined with appropriate Objective-level and Outcome-level quantitative and qualitative SMART indicators and mid-term and end-of-project targets. It will be designed in line with the following parameters:

- Do not include outputs or activities in the results framework. Outputs and corresponding indicators can be included in the results section and/or in Annex to the project document.
- Prepare a maximum of 2-3 indicators for the Objective and each Outcome. Aim to keep the total number of indicators in the results framework (and that require annual reporting to the GEF) to 15-16.
- Give special attention to include gender-responsive outcomes and other socio-economic benefits.
- Collect baseline data for each indicator using existing national sources when feasible.
- Disaggregate indicators by sex, including number of direct project beneficiaries.
- Set realistic mid-term targets and end-of-project targets that can be achieved by project closure.
- Summarize risks and assumptions, and sources of verification/data.

See the annotated UNDP-GEF Project Document template for additional guidance on developing the Results Framework.

**c. Monitoring and Evaluation (M&E) Plan and Budget**

The on-the-ground monitoring could be undertaken by national institutes/universities as appropriate. Clarify the roles of various groups involved in project M&E, how project-level monitoring links with data collected at the national level, and specify the frequency of monitoring. Specify monitoring tools to be used; clarify responsibilities for completing the mid-term and terminal GEF Tracking Tools (see below). Complete the M&E budget included in the UNDP-GEF Project Document noting that the total budget should be between 3-5% of the GEF grant.

**d. Stakeholder Engagement Plan**

Based on the consultations undertaken during the PPG phase, a Stakeholder Engagement Plan will be developed.

**e. Gender Action Plan and Budget**

Based on the Gender Analysis conducted in **Component A**, the Gender Action Plan and Budget will outline the gender-specific outputs to be delivered during project implementation in order to promote gender equality and women's empowerment and to ensure that inequalities are not exacerbated. As part of the work 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.



#### **f. Social and Environmental Standards**

In line with the assessments conducted during **Component A** (above) and in line with [UNDP's Social and Environmental Standards \(SES\) policy and all associated SES Guidance Notes](#), the SESP will be finalized and all moderate and high risks identified in the SESP will be reflected in the risk table and risk section of the project document.

Mitigation and management measures for moderate and high risks will be developed and included in the project document, or included as a separate management plan in Annex to the project document, as required per UNDP's SES. If the mitigation and management measures cannot be fully detailed at the PPG phase (e.g., sites have not been determined), an environmental and social management framework (ESMF) will be prepared outlining the steps to be taken during the first phase of project implementation to address the moderate and high risks. The ProDoc must clearly state that none of the associated project activities will commence until: the assessment(s) have been completed; the required management plan(s) have been prepared; the plan(s) have been disclosed and approved by the Project Board.

#### **g. GEF Tracking Tool(s)**

The following required GEF Tracking Tools will be prepared, in line with the relevant GEF objectives, and included as an Annex to the ProDoc. Indicators from the GEF Tracking Tools can be included in the Results Framework as appropriate. See the [GEF's website](#) for the most up-to-date templates as these may change.

*GEF-6 Biodiversity Tracking Tool, [indicate Program(s)]*

*GEF-6 CBIT Tracking Tool*

*GEF-6 Chemicals and Waste Tracking Tool, [POPs, Mercury, ODS and/or other chemicals]*

*Climate Change Adaptation Tracking Tool*

*GEF-6 International Waters Tracking Tool*

*GEF-6 Land Degradation Tracking Tool*

*GEF-6 Sustainable Forest Management Tracking Tool*

*GEF-6 Program-specific Tracking Tools [specify program]*

#### **h. 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.

#### **i. Completion of the required official endorsement letters**

These letters include the official letters on co-financing guarantee(s) from participating government institutions, bilateral development partners, multilateral development partners, NGOs, 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 that was not included with the PIF/PFD submission. Updated GEF OFP endorsements letters are also required if the requested GEF grant amount has changed since PIF/PFD approval.

## 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 if possible. 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 as outlined in the POPP. 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.
  - 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; 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 other than those directly required for project preparation, such as computers and engineering equipment.
  - Goods and services that can be procured through funding channels other than the GEF.

<b>Award ID:</b>	
<b>Award Title:</b>	
<b>Business Unit:</b>	
<b>Project Title:</b>	
<b>Project (PIMS) ID:</b>	
<b>Implementing Partner:</b>	

GEF Outcome/Atlas Activity	Responsible Party	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount US\$	Budget Notes
Project preparation grant to finalize the UNDP-GEF project document for project “[add title]”		62000	GEF TRUSTEE	71200	International Consultants		A
				71300	Local Consultants		B
				71600	Travel		
				72500	Supplies		
				74500	Miscellaneous Expenses		
				75700	Trainings		
				Other as appropriate	Explain		
<b>PROJECT TOTAL</b>							

Budget Note	Items	Total estimated person weeks	Budget	Budget Note
A				Please see Annex 2 for key responsibilities.
B				
C				

## V. GEF PPG ACTIVITIES TIMEFRAME AND BUDGET

*This section is optional*

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

<sup>3</sup> For full-sized projects only

---

## **VI. MANDATORY ANNEXES**

### **Annex 1: GEF CEO PIF/PPG Approval Letter**

*Insert the approval letter as an image or link to the file in PIMS.*

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

If appropriate, please use this guidance to support the preparation of PPG TORs. Full standard TOR templates will be prepared by the UNDP-GEF RBM team in the coming months. The cost per consultancy week and number of weeks provided below are indicative only and may be revised.

Position, Type and Cost	Role, Deliverables and Qualifications
<p><b>STANDARD FIELDS TO COMPLETE</b></p> <p><b>Position:</b> [title]</p> <p><b>Type:</b> [IC or NC]</p> <p><b>Cost per person week:</b> [in US\$]</p> <p><b>Number of person weeks needed:</b> [number of weeks]</p>	<p><b>Role</b> [brief description]</p> <p><b>Deliverables</b> [[list based on Components A, B and C]</p> <p><b>Qualifications</b></p> <ul style="list-style-type: none"> <li>▪ Master’s degree or higher in a relevant field, such as [add relevant fields/degrees];</li> <li>▪ Minimum [complete] years of demonstrable experience in the technical area of [complete];</li> <li>▪ Fluency in written and spoken English and [complete];</li> <li>▪ [other skills]</li> </ul>
<p><b>TEAM LEADER EXAMPLE</b></p> <p><b>Position:</b> [Focal Area] Project Development Specialist (GEF PPG Team Leader)</p> <p><b>Type:</b> IC</p> <p><b>Cost per person week:</b> US\$2,500</p> <p><b>Number of person weeks needed:</b> 22 weeks</p>	<p><b>Role</b> The [Focal Area] 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.</p> <p><b>Deliverables</b></p> <ol style="list-style-type: none"> <li>1) <u>Management of the GEF PPG Team</u> <ol style="list-style-type: none"> <li>a. Define and submit a <b>detailed methodology and work plan</b> in consultation with the other consultants with clear delegation of responsibilities for the International Consultants (ICs) and National Consultants (NCs);</li> <li>b. Ensure that project development is <b>participatory, gender-responsive and based on extensive stakeholder engagements</b>; and</li> <li>c. Verify and ensure that all project components are <b>technically sound and cost effective</b>.</li> </ol> </li> <li>2) <u>Preparatory Technical Studies and Reviews (Component A):</u> With inputs from the other national and international consultants, as detailed in their respective TORs: <ol style="list-style-type: none"> <li>a. Compile <b>baseline/situational analysis</b> 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; definition of GEF incremental value per outcome and output; and presentation of results of the incremental cost-analysis in matrices as appropriate;</li> </ol> </li> </ol>

	<ul style="list-style-type: none"> <li>b. Oversee the <b>stakeholder analysis and consultations</b> and ensure that they are complete and comprehensive;</li> <li>c. Ensure the preparation of the <b>gender analysis</b> and ensure its findings are meaningfully integrated into the project’s strategy, theory of change and results framework;</li> <li>d. Ensure action points, including risk assessments, from the <b>UNDP Social and Environmental Screening Procedure (SESP)</b> at the PIF stage (“pre-screening”) are fully implemented during the PPG, and update that screening in an iterative fashion throughout the PPG, as appropriate;</li> <li>e. Conduct/oversee the <b>identification of the project sites</b>, with documentation of selection criteria;</li> <li>f. Oversee the consultations with partners regarding <b>financial planning</b>; and</li> <li>g. Ensure completion of <b>any additional studies</b> that are determined to be needed for the preparation of the ProDoc and all other final outputs.</li> </ul> <p>3) <u>Formulation of the ProDoc, CEO Endorsement Request and Mandatory and Project Specific Annexes (Component B)</u>: With inputs from the other national and international consultants, as detailed in their respective TORs, and based on international best practice:</p> <ul style="list-style-type: none"> <li>a. Develop, present and articulate the project’s <b>theory of change</b>;</li> <li>b. Develop the <b>Results Framework</b> in line with UNDP-GEF policy;</li> <li>c. Develop a detailed <b>Monitoring and Evaluation Plan and Budget</b>;</li> <li>d. Oversee and ensure the preparation of a <b>Stakeholder Engagement Plan</b>;</li> <li>e. Oversee and ensure the preparation of a <b>Gender Action Plan and Budget</b>;</li> <li>f. Update the <b>SESP</b> based on assessments undertaken during Component A, and ensure the development of <b>environmental and/or social management plan(s)</b> for all risks identified as Moderate or High in the SESP;</li> <li>g. Prepare the required <b>GEF tracking tool(s)</b>;</li> <li>h. Secure and present agreements on <b>project management arrangements</b>;</li> <li>i. Ensure the completion of the <b>required official endorsement letters</b>; and</li> <li>j. Synthesize all analyses, studies, etc. that are prepared under Components A and B to produce <b>the draft UNDP-GEF ProDoc, GEF CEO Endorsement, and all mandatory and project specific Annexes</b>, using the required templates.<sup>4</sup></li> </ul> <p>4) <u>Validation Workshop (Component C)</u>:</p> <ul style="list-style-type: none"> <li>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; and</li> <li>b. Oversee all necessary revisions that arise during the workshop.</li> <li>c. Ensure completion of Validation Workshop Report.</li> </ul> <p>5) <u>Final Deliverables</u>:</p> <ul style="list-style-type: none"> <li>a. Consolidation of all technical and consultation inputs 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;</li> <li>b. Completion of the GEF CEO Endorsement Request;</li> <li>c. All documentation from GEF PPG (including technical reports, etc.); and</li> <li>d. Validation Workshop Report.</li> </ul>
--	---

<sup>4</sup> Please verify with the UNDP-GEF team that the correct templates are being used.

	<p><b>Qualifications</b></p> <ul style="list-style-type: none"> <li>▪ Master’s degree or higher in a relevant field, such as <i>[add relevant fields/degrees]</i>;</li> <li>▪ Minimum <i>[complete]</i> years of demonstrable experience in the technical area of <i>[complete]</i>;</li> <li>▪ Fluency in written and spoken English and <i>[complete]</i>; <i>[other skills]</i></li> </ul>
<p><b>M&amp;E EXAMPLE</b></p> <p><b>Position:</b> Impact Assessment and M&amp;E Expert</p> <p><b>Type:</b> IC</p> <p><b>Cost per person-week:</b> US\$4,000</p> <p><b>Number of person-weeks needed:</b> 8 weeks</p>	<p><b>Role</b> The Impact Assessment and M&amp;E Expert will...</p> <p><b>Deliverables</b></p> <ol style="list-style-type: none"> <li>1) <u>Preparatory Technical Studies and Reviews (Component A)</u>: Prepare inputs and support the required analyses/studies, as agreed with the PPG Team Leader, including:       <ol style="list-style-type: none"> <li>a. Prepare inputs for the <b>baseline/situational analysis</b> 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; definition of GEF incremental value per outcome and output; and presentation of results of the incremental cost-analysis in matrices;</li> <li>b. Support the <b>stakeholder analysis and consultations</b> and ensure that they are complete and comprehensive;</li> <li>c. Support the preparation of the <b>gender analysis</b>;</li> <li>d. Support the action points, including risk assessments, from the <b>UNDP Social and Environmental Screening Procedure (SESP)</b> at the PIF stage (“pre-screening”) are fully implemented during the PPG, and support the iterations of that screening in an iterative fashion throughout the PPG, as appropriate;</li> <li>e. Support the <b>identification of the project sites</b>, with documentation of selection criteria;</li> <li>f. Support the completion of <b>any additional studies</b> that are determined to be needed for the preparation of the ProDoc and all other final outputs.</li> </ol> </li> <li>2) <u>Formulation of the ProDoc, CEO Endorsement Request and Mandatory and Project Specific Annexes (Component B)</u>: Prepare inputs and support the development of final PPG deliverables, as agreed with the PPG Team Leader.</li> <li>3) <u>Validation Workshop (Component C)</u>:       <ol style="list-style-type: none"> <li>a. Contribute to the validation workshop; and</li> <li>b. Support all necessary revisions that arise during the workshop, as appropriate.</li> </ol> </li> <li>4) <u>Final Deliverables</u>:       <ol style="list-style-type: none"> <li>a. <i>[complete]</i></li> </ol> </li> </ol> <p><b>Qualifications</b></p> <ul style="list-style-type: none"> <li>▪ Master’s degree or higher in a relevant field, such as <i>[add relevant fields/degrees]</i>;</li> <li>▪ Minimum <i>[complete]</i> years of demonstrable experience in the technical area of <i>[complete]</i>;</li> <li>▪ Fluency in written and spoken English and <i>[complete]</i>; <i>[other skills]</i></li> </ul>



<p><b>GENDER<sup>5</sup> &amp; SAFEGUARDS EXAMPLE</b></p>	<p><b>Role</b> The Stakeholder Engagement and Gender Specialist will...</p> <p><b>Deliverables</b></p> <ol style="list-style-type: none"> <li>1) <u>Preparatory Technical Studies and Reviews (Component A)</u>: Prepare inputs and support the required analyses/studies, as agreed with the PPG Team Leader, including:             <ol style="list-style-type: none"> <li>a. Lead and advise on the <b>stakeholder analysis and consultations</b> and ensure that they are complete and comprehensive;</li> <li>b. Prepare the <b>gender analysis</b> and work closely with the Team Leader to ensure its findings are meaningfully integrated into the project’s strategy, theory of change and results framework;</li> <li>c. Support action points, including risk assessments, from the <b>UNDP Social and Environmental Screening Procedure (SESP)</b> at the PIF stage (“pre-screening”) are fully implemented during the PPG, and update that screening in an iterative fashion throughout the PPG, as appropriate; and</li> <li>d. Support completion of <b>any additional studies</b> that are determined to be needed for the preparation of the ProDoc and all other final outputs.</li> </ol> </li> <li>2) <u>Formulation of the ProDoc, CEO Endorsement Request and Mandatory Annexes as well as project specific annexes (Component B)</u>: Prepare inputs and support the required analyses/studies, as agreed with the PPG Team Leader, including:             <ol style="list-style-type: none"> <li>a. Prepare the <b>Stakeholder Engagement Plan</b>;</li> <li>b. Prepare the <b>Gender Action Plan and Budget</b>;</li> <li>c. Contribute to the updated the <b>SESP</b>, as needed, based on assessments undertaken during Component A;</li> <li>d. Support the development of <b>environmental and/or social management plan(s)</b> for all risks identified as Moderate or High in the SESP; and</li> <li>e. Support the agreements on <b>project management arrangements</b>.</li> </ol> </li> <li>3) <u>Validation Workshop (Component C)</u>:             <ol style="list-style-type: none"> <li>a. Contribute to the validation workshop; and</li> <li>b. Support all necessary revisions that arise during the workshop, as appropriate.</li> </ol> </li> <li>4) <u>Final Deliverables</u>:             <ol style="list-style-type: none"> <li>a. <i>[complete]</i></li> </ol> </li> </ol> <p><b>Qualifications</b></p> <ul style="list-style-type: none"> <li>▪ Master’s degree or higher in a relevant field, such as <i>[add relevant fields/degrees]</i>;</li> <li>▪ Minimum <i>[complete]</i> years of demonstrable experience in the technical area of <i>[complete]</i>;</li> <li>▪ Fluency in written and spoken English and <i>[complete]</i>;</li> <li>▪ <i>[other skills]</i></li> </ul>
<p><b>Position:</b> Stakeholder Engagement and Gender Specialist</p>	
<p><b>Type:</b> NC</p>	
<p><b>Cost per person-week:</b> US\$1,200</p>	
<p><b>Number of person-weeks needed:</b> 8 weeks</p>	

<sup>5</sup> Standard template for hiring a gender expert as part of the PPG Team is available [here](#).