



PROJECT PREPARATION GRANT (PPG)

PROJECT TYPE: FULL-SIZED PROJECT

TYPE OF TRUST FUND: GEF TRUST FUND

Submission date: December 17, 2012

Re-submission date: 18 January 2013

GEF PROJECT ID: 5062

GEF AGENCY PROJECT ID: 4950

COUNTRY(IES): Comoros

PROJECT TITLE: Development of a national network of terrestrial and marine protected areas representative of the Comoros' unique natural heritage and co-managed with local village communities

GEF AGENCY(IES): UNDP

GEF FOCAL AREA(S): Biodiversity

A. PROJECT PREPARATION TIMEFRAME

Start date of PPG	Feb-2013
Completion date of PPG	Jan-2014

B. PROPOSED PROJECT PREPARATION ACTIVITIES (\$)

Describe the PPG activities and justifications:

The Project Preparation Grant will finance the ground work and stakeholder consultations needed to produce information for the preparation of the Full Sized Project (FSP), whose concept and strategy are summarized in a Project Identification Form (PIF).

Three PPG activities are envisaged, with a set of different sub-activities:

PPG Activity 1. Elaborate on the project's context and analyse the 'baseline project investments' -- with particular focus on finance for protected area (PA) expansion and improved PA management throughout the country.

This activity seeks to expand the description of the 'baseline project' contained in the PIF, provide contextual analysis on PA management in Comoros and assist the PPG team in the mobilization of co-financing.

The following sub-activities will be carried out:

- 1.1 *Collect detailed data on the government's investments in the environment sector in general and relating to biodiversity and PA management more specifically.*

This will be done in close collaboration with the Ministry of Finance, the Ministry of Production, Energy, Environment, Industry and Handicraft (MPEEIH), as well as other relevant government agencies, in particular the regional environment services in the autonomous islands. Results will be broken down by type and purpose of investment, and by recipient body (including government institutions at the national, at the island's levels). An analysis of expenditure will be undertaken (e.g. delivery, current and near future funding situations, relative to objectives, as well as longer-term

financing trends).

- 1.2 *Confirm data on donor-funded, non-governmental, community-based and private sector investments in the environment sector in general and relating to biodiversity and PA management more specifically.*

The information can be presented in matrix form, where the different interventions will be identified and described. The sources of funding, committed amounts in USD-equivalent and respective duration of the interventions will be documented and the key beneficiaries and implementing agents mentioned. A cursory analysis of programmes, project and initiatives had already been carried out at PIF stage. This analysis will be updated. Furthermore, the PPG team will assess the interest of different stakeholders in coordinating their plans and activities with those of the project and in helping shape project design interventions, also in conjunction with PPG sub-activity.

- 1.3 *Establish the financial baseline investments for the project.*

Analyze whether the overall level of investments in environment in general and in biodiversity and PA management more specifically are able to meet the needs of an expanded PA estate in Comoros. This will be based on information derived under the above sub-activities and it will assess needs against current investment levels, trends, and planned investments in the near future.

- 1.4 *Complete the UNDP Financial Sustainability Scorecard for Comoros' PA system.*

This should consider not just the current financial baseline and gap, but in particular the prospects for expanding the PA estate. The sub-activity will make a direct contribution to PIF output 1.4. The analysis should prioritise comments to be added to the Scorecard on whether the current level of investments and trends in PAs finance will meet the management needs of the expanded estate, including the targeted operationalisation of the new proposed PAs/MPAs in the process of being gazetted. Comments from GEF Council members on the importance of financial sustainability should be taken into account and responded to.

- 1.5 *Identify drivers of change and the key barriers to an effective investment in PA management, and propose solutions.*

This should take into account the planned expansion of the protected area estate, the prospects for growth in the economy and different constraining factors, such as capacity, information management and transaction costs, among others. The PIF contains a rather thorough barrier analysis. The first step is to expand the analysis, validate the key barriers and propose solutions through the project's intervention.

Elements such as unfavourable land-tenure and management regimes, as well as conservation-incompatible livelihoods will be analysed and solutions proposed. Also, concrete proposals for addressing legal, policy and institutional barriers will be made and TOR prepared (contributing to PIF output 1.1).

As a second step, FSP activities under PIF outputs 2.3 on tourism and 2.4 on livelihoods will be developed, taking critical comments into account.

PPG Activity 2. Complete baseline assessments for sites to be targeted by the project for establishment and operationalisation (PA site-level survey).

The aim of this activity is to plan site-level works to be undertaken in target PAs (Moheli Marine Park; Karthala Forest, including the two Community Reserves of Hantsogoma and Ngubadju within it; Mohéli Rainforest; Montagnes d'Anjouan / Mont Ntringui; Moya Community Forest Reserve; Community Reserve Îlot de Ndroudé; Zone du Coelacanth / Baie des Dauphins; Bimbini Peninsula / Îlot de la Selle), under Component 2 of the FSP.

The following sub activities will be undertaken as a key contribution to PIF outputs 1.3 and 2.1:

2.1 *Assess the status of ecosystems, physical infrastructures and management in targeted PAs.*

This should include the critical ecosystems for strict protection, and the main threats to the PAs' biodiversity. The assessment will be based first and foremost on existing data. Existing maps, rates of deforestation / land conversion, species population assessments, etc. may all be appropriate ways to assess the status of the ecosystems and landscapes in the target PAs.

The sub-activity will also include a survey the current protected area staff complement and its adequacy (how many staff, where they are based, what their functions and training levels are, who they report to and how etc.); interview key PA staff as necessary.

Protected areas' infrastructures and their status of maintenance (roads, buildings, fences, etc.), as well as equipment, their use and adequacy vis-à-vis the needs (e.g. vehicles, computers, GPS, etc.) will equally be evaluated.

Assess the governance frameworks for the management of sites: Is there a PA board or council? How does it function? What is the PA management model? Are communities involved in or consulted upon PA management decisions? Who are the key stakeholders in PA management? What are the existing and prospective partnerships for PA management?

2.2 *Application of the PA Management Effectiveness Tracking Tools (or METT) for each of the sites.*

More specifically, for each site, and using the new GEF Tracking Tools for Biodiversity in MS Excel format (workbook comprised of several sheets), the specific worksheet '*Objective 1. Section II*' is to be thoroughly completed, one sheet per site. PA managers, relevant MPEEIH staff, park rangers, community leaders should be consulted in the exercise.

The applicable Tracking Tools questionnaires are to be completed with sufficiently detailed comments for each of the questions, both for the threat analysis section (with 12 categories of threats in all) and for METT Assessment scores (with 30 METT topics in all).

2.3 *Produce maps of the existing and nascent PAs, generating the first spatially-based and publicly available database on PAs in Comoros.*

Maps will not only serve the purpose of providing illustrations to the FSP, but they will equally serve as tools for assisting in land and seascape use governance activities. The products will be made available to the wider public. Appropriate shape files and ancillary data will be integrated to the World Database on Protected Area.

PPG Activity 3. Feasibility, needs and risk assessments and overall scoping with focus on the sustainability of the intervention.

This PPG component will gauge what is needed for implementing the full project, in particular through essential feasibility/cost-effectiveness analyses complemented by risk analysis, and it will engage key stakeholders in the process.

3.1 *Define PA management needs at the system's and site levels.*

Based on the preceding sub-activities, the concrete needs for improved PA management will be identified and recommendations made on to how the project will address them. This will encompass both the system's level and the site level, guiding the development of activities under PIF outputs 1.1, 1.2 and 2.1. The system's level encompasses various aspects of PA management capacity, including the capacity of PA managing institutions and communities, financial frameworks for PA management, as well as the legal and policy enabling context. At the site level, this will imply identifying the need for infrastructures, surveillance, ecological monitoring and co-management agreements. PA management training and staff development requirements for effective participation in conservation management will be also identified.

The Capacity Development Scorecard for PA Systems will be completed with due justification for scores, with the aim of producing measurable capacity data at the baseline.

3.2 *Detailed feasibility assessment on different mechanism for improving PA financial sustainability, including – and in particular -- revenue generation for conservation from nature-based tourism and the viability of trust-fund mechanisms.*

This sub-activity has in view the preparatory work for developing a PA financing plan for Comoros' PA system (PIF output 1.4). It will also focus on responding to critical GEF Council comments to the PIF pertaining to the need to (i) rethink the project approach and its cost effectiveness as a counterpoint to the establishment and capitalisation of trust funds and; (ii) carefully analyse the proposed GEF investment in the fostering of nature-based tourism as a potential source of revenue for PA management (PIF output 2.3, which would focus on high-end eco-tourism activities in PAs/MPAs, but which should perhaps not be restricted to it).

The PA financing plan for Comoros' PA system will be developed and rolled-out during FSP implementation, with the aim of gradually and sustainably addressing the PA financing gap.

Building on existing studies and data collection carried out during the PPG, including on-going key option studies by the French Development Agency (AFD) on the financial sustainability of managing the Moheli Marine Park.

In a first instance, the proposed feasibility assessment will focus on the analysis of options and the overall cost-effectiveness of the PA systemic approach embedded in the proposed PIF strategy. The assessment will consider the cost-effectiveness of a more gradual, stepwise approach to PA expansion, with respect to PA gazettal and operationalisation. As a second step, the assessment will focus on the viability and cost-efficiency of nature-based tourism in Comoros altogether, what this may entail and whether and how the GEF has a niche where support can make a difference for conservation in the country and the generation of global biodiversity benefits.

3.3 *Establish the feasibility of PA support activities – i.e. those that focus on the enabling environment at site level and the removal or attenuation of biodiversity threat drivers.*

The feasibility of solutions proposed under PPG sub-activity 1.5 will be assessed, with focus on

resource use governance and livelihoods' activities under PIF outputs 2.2 and 2.4 respectively.

3.4 *Establish a strategy for engaging stakeholders at different levels in the implementation of conservation activities foreseen in the FSP.*

This will include national and sub-national institutions, beneficiaries of training and site level activities, baseline programmes/projects and their funders, CSOs (including international, national and local NGOs and CBOs), private sector and different agencies that provide technical assistance, data and other services. In light of Council comments to the PIF, it will be particularly important to continue to consult with the French Development Agency (AFD) on the coordination of conservation activities. This is because of their role in supporting the operationalisation of Mohéli's Marine Park and landscape management activities in the Park's watershed, bound to be Mohéli Rainforest.

The following principles should apply:

<i>Principle</i>	<i>Stakeholder participation will:</i>
<i>Value Adding</i>	Be an essential means of adding value to the project
<i>Inclusivity</i>	Include all relevant stakeholders
<i>Accessibility and Access</i>	Be accessible and promote access to the process
<i>Transparency</i>	Be based on transparency and fair access to information
<i>Fairness</i>	Ensure that all stakeholders are treated in a fair and unbiased way
<i>Accountability</i>	Be based on a commitment to accountability by all stakeholders
<i>Constructive</i>	Seek to manage conflict and promote the public interest
<i>Redressing</i>	Seek to redress inequity and injustice
<i>Capacitating</i>	Seek to develop the capacity of all stakeholders
<i>Needs Based</i>	Be based on the needs of all stakeholders
<i>Flexible</i>	Be flexibly designed and implemented
<i>Rational and Coordinated</i>	Be rationally planned and coordinated, and not be ad hoc
<i>Excellence</i>	Be subject to ongoing reflection and improvement

Specifically on gender aspects, a targeted analysis will be carried out to identify the relationships between the various groups (men, women, youth) and the influence these relations have on control and access to resources, natural resource management, and implications to the project initiatives.

Assess also the capacity of different groups and/or agencies to engage in and/or facilitate others to engage in conservation or biodiversity-friendly activities. The sub-activity will also serve to forge partnerships and carve co-financing engagements.

3.5 *Assess project risk, develop its strategy, budget and consolidation of the project documentation for submission.*

List of Proposed PPG Activities	Output of the PPG Activities	Trust Fund	Grant Amount (a)	Co-financing (b)	Total c = a + b
1. Baseline data collection	<ul style="list-style-type: none"> - The context, issues, threats to biodiversity, threat drivers and barriers to effective conservation are presented with focus on the PA system and its planned expansion. - The 'Baseline Project' is described and analysed. - PA finance gap is determined and plans for addressing it outlined. 	GEFTF	50,000	147,354	197,354
2. Site-level surveys and assessments	<ul style="list-style-type: none"> - Site descriptions are completed. - METT completed for the project at CEO endorsement stage. - Spatial data is generated and expressed through maps. 	GEFTF	30,000	177,353	207,353
3. Feasibility, needs and risk assessments and overall scoping.	<ul style="list-style-type: none"> - Site level activities duly scoped and planned. - Mechanisms to address the PA finance issue are assessed and results incorporated into the project strategy. - TOR for training PA managers at different levels. - The feasibility of PA support activities is assessed. - The effective engagement of key stakeholders in the project. 	GEFTF	19,440	147,353	166,793
Total Project Preparation Financing			99,440	472,060	571,500

C. FINANCING PLAN SUMMARY FOR PROJECT PREPARATION GRANT: (\$)

	Project Preparation	Agency Fee
Grant Amount	99,440	9,944
Co-financing	472,060	
Total	571,500	9,944

D. PPG AMOUNT REQUESTED BY AGENCY(IES), FOCAL AREA(S) AND COUNTRY(IES)¹

Trust Fund	GEF Agency	Focal Area*	Country Name/ Global	(in \$)		
				PPG (a)	Agency Fee (b)	Total c = a + b
GEFTF	UNDP	Biodiversity	Comoros	60,900	6,090	66,990
GEFTF	UNDP	Land Degradation	Comoros	20,360	2,036	22,396
GEFTF	UNDP	Climate Change	Comoros	18,180	1,818	19,998
Total PPG Amount				99,440	9,944	109,384

¹ No need to provide information for this table if it is a single focal area, single country and single GEF Agency project.

*Note: The Union of Comoros had requested the entire STAR allocation for the biodiversity project in question by using the GEF V flexible mechanism. The same mechanism applies to this PPG request. Refer to Letter of Endorsement, submitted alongside with the PIF, for more information.

E. PPG BUDGET

Cost Items	Total Estimated Person Weeks for Grant (PW)	Grant Amount (\$)	Co-financing (\$)	Total(\$)
Local consultants *	30	23,500	8,000	31,500
International consultants*	15	45,000	24,000	69,000
Travel		13,000	17,500	28,000
Contractual services		5,000	0	5,000
Translation and audit		10,000	2,000	12,000
Miscellaneous and supplies		2,940	70,560	73,500
Estimation of government's and local communities' contribution to PPG implementation (staff time for oversight and leadership, stakeholder engagement at the national and local levels, logistical support and sub-national government's participation in activities)		0	350,000	350,000
Total PPG Budget		99,440	472,060	569,000

* Annex A for Consultant cost details should be prepared first before completing this table. See notes on Annex A for the required detailed information. This table is the sum of all local and international consultants presented in Annex A.

F. GEF AGENCY(IES) CERTIFICATION

This request has been prepared in accordance with GEF policies and procedures and meets the GEF Trust Fund criteria for project identification and preparation.

Agency Coordinator, Agency Name	Signature	Date (Month, day, year)	Project Contact Person	Telephone	Email Address
Yannick Glemarec, UNDP/GEF Executive Coordinator		January 18, 2013	Fabiana Issler, Regional Technical Advisor, EBD Africa, UNDP/GEF	+27-12-3548128	fabiana.issler@undp.org

Annex A

Consultants Financed by the Project Preparation Grant (PPG)

Type of Consultant	Position / Titles	\$/ Person Week ¹	Estimated PWs ²	Tasks to be Performed
Local	Nat. PA Management / Biodiversity Expert	\$800	15	<p><u>Contribute primarily to the following PPG sub-activities:</u></p> <ul style="list-style-type: none"> 1.1 Collect detailed data on the government's investments in the environment sector in general and relating to biodiversity and PA management more specifically. 1.5 Identify drivers of change and the key barriers to an effective investment in PA management, and propose solutions. 2.1 Assess the status of ecosystems, physical infrastructures and management in targeted PAs, <u>playing a leading role</u> in this PPG sub-activity. 2.2 Application of the PA Management Effectiveness Tracking Tools (or METT) for each of the sites, <u>playing a pivotal role</u> in this PPG sub-activity together with the Int. Lead PA Specialist. 3.1 Define PA management needs at the system's and site levels <u>playing a key role</u> in this PPG sub-activity together with the Nat. Legal, policy and institutional expert. 3.2 Detailed feasibility assessment on different mechanism for improving PA financial sustainability, including – and in particular -- revenue generation for conservation from nature-based tourism and the viability of trust-fund mechanisms. 3.5 Assess project risk, develop its strategy, budget and consolidation of the project documentation for submission.
Local	Nat. Legal, Policy and Institutional Expert	\$800	8	<p><u>Contribute primarily to the following PPG sub-activities:</u></p> <ul style="list-style-type: none"> 1.1 Collect detailed data on the government's investments in the environment sector in general and relating to biodiversity and PA management more specifically. 1.2 Confirm data on donor-funded, non-governmental, community-based and private sector investments in the environment sector in general and relating to biodiversity and PA management more specifically. 1.5 Identify drivers of change and the key barriers to an effective investment in PA management, and propose solutions. 3.1 Define PA management needs at the system's and site levels, <u>playing a leading role</u> for what legal, policy and institutional frameworks are concerned. 3.2 Detailed feasibility assessment on different mechanism for improving PA financial sustainability, including – and in particular -- revenue generation for conservation from nature-based tourism and the viability of trust-fund mechanisms <u>playing a pivotal role</u> for what legal, policy and institutional frameworks are concerned. 3.3 Establish the feasibility of PA support activities – i.e. those that focus on the enabling environment at site level and the removal or attenuation of biodiversity threat drivers. 3.5 Assess project risk, develop its strategy, budget and consolidation of the project documentation for submission.
Local	Nat. Economist and Finance Expert	\$900	4	<p><u>Contribute primarily to the following PPG sub-activities:</u></p> <ul style="list-style-type: none"> 1.5 Identify drivers of change and the key barriers to an effective investment in PA management, and propose solutions. 3.1 Define PA management needs at the system's and site levels. 3.3 Establish the feasibility of PA support activities – i.e. those that focus on the enabling environment at site level and the removal

Type of Consultant	Position / Titles	\$/ Person Week ¹	Estimated PWs ²	Tasks to be Performed
				<p>or attenuation of biodiversity threat drivers.</p> <p>3.5 Assess project risk, develop its strategy, budget and consolidation of the project documentation for submission.</p> <p><u>Lead</u> in implementation following PPG sub-activities and in the production of associated deliverables, working in close collaboration with the Int. Economist (with specialisation in biodiversity conservation):</p> <p>1.1 Collect detailed data on the government's investments in the environment sector in general and relating to biodiversity and PA management more specifically.</p> <p>1.2 Confirm data on donor-funded, non-governmental, community-based and private sector investments in the environment sector in general and relating to biodiversity and PA management more specifically.</p> <p><u>Play a pivotal role</u> in the implementation following sub-activities and in the production of associated deliverables, also working in close collaboration with the Int. Economist (with specialisation in biodiversity conservation):</p> <p>1.3 Establish the financial baseline investments for the project.</p> <p>1.4 Complete the UNDP Financial Sustainability Scorecard for Comoros' PA system</p> <p>3.2 Detailed feasibility assessment on different mechanism for improving PA financial sustainability, including – and in particular -- revenue generation for conservation from nature-based tourism and the viability of trust-fund mechanisms.</p>
Local	<p>Nat. Stakeholder Engagement Expert (local team leader)</p> <p><i>co-financed by UNDP with core funds</i></p>	\$800	10	<p><u>Contribute primarily to the following PPG sub-activities:</u></p> <p>1.1 Collect detailed data on the government's investments in the environment sector in general and relating to biodiversity and PA management more specifically.</p> <p>1.2 Confirm data on donor-funded, non-governmental, community-based and private sector investments in the environment sector in general and relating to biodiversity and PA management more specifically.</p> <p>1.3 Establish the financial baseline investments for the project.</p> <p>1.4 Complete the UNDP Financial Sustainability Scorecard for Comoros' PA system</p> <p>1.5 Identify drivers of change and the key barriers to an effective investment in PA management, and propose solutions.</p> <p>3.1 Define PA management needs at the system's and site levels.</p> <p>3.2 Detailed feasibility assessment on different mechanism for improving PA financial sustainability, including – and in particular -- revenue generation for conservation from nature-based tourism and the viability of trust-fund mechanisms.</p> <p>3.3 Establish the feasibility of PA support activities – i.e. those that focus on the enabling environment at site level and the removal or attenuation of biodiversity threat drivers.</p> <p>3.5 Assess project risk, develop its strategy, budget and consolidation of the project documentation for submission</p> <p><u>playing a pivotal role</u> in this sub-activity together with the Int. Lead PA Specialist.</p> <p><u>Lead</u> in implementation of sub-activity 3.4 (<i>Establish a strategy for engaging stakeholders at different levels in the implementation of conservation activities foreseen in the FSP</i>) and in the production of associated deliverables, working in close collaboration with the Int. Lead PA Specialist.</p> <p><u>Lead</u> the provision of support at the national level in terms of</p>

Type of Consultant	Position / Titles	\$/ Person Week ¹	Estimated PWs ²	Tasks to be Performed
				<p>planning and executing PPG activities, leveraging co-financing and keeping track of deliverables, reporting to the UNDP Country Office on any problems encountered.</p> <p><i>Play a leading role</i> in the leveraging of co-financing, with the assistance of other team members, the UNDP Country office and the UNDP-GEF Regional Technical Adviser.</p> <p><i>Play a pivotal role</i> in preparing and reviewing all key products resulting from PPG Activities and as listed in Section B, and assisting the remainder PPG consultants, both national and international, with any challenges they may face.</p>
Local	Nat. Mapping Expert	\$500	3	<p><i>Lead</i> in implementation of sub-activity 2.3 (<i>Produce maps of the existing and nascent PAs, generating the first spatially-based and publicly available database on PAs in Comoros</i>) and in the production of associated deliverables, working in close collaboration with the Int. Lead PA Specialist.</p> <p><i>Contribute to PPG sub-activity 2.1</i> (<i>Assess the status of ecosystems, physical infrastructures and management in targeted PAs</i>), working in close collaboration with the Nat. PA Management / Biodiversity Expert and Int. Lead PA Specialist on the representation of spatial data in maps and in the build-up of a pilot database on PAs.</p>
International	Int. Lead PA Specialist (technical team leader) (12 weeks financed by GEF and 3 by UNDP)	\$3,000	15	<p><i>Contribute primarily to the following PPG sub-activities:</i></p> <ol style="list-style-type: none"> 1.1 Collect detailed data on the government's investments in the environment sector in general and relating to biodiversity and PA management more specifically. 1.2 Confirm data on donor-funded, non-governmental, community-based and private sector investments in the environment sector in general and relating to biodiversity and PA management more specifically. 1.4 Complete the UNDP Financial Sustainability Scorecard for Comoros' PA system 2.1 Assess the status of ecosystems, physical infrastructures and management in targeted PAs. 3.1 Define PA management needs at the system's and site levels. 3.2 Detailed feasibility assessment on different mechanism for improving PA financial sustainability, including – and in particular -- revenue generation for conservation from nature-based tourism and the viability of trust-fund mechanisms. 3.3 Establish the feasibility of PA support activities – i.e. those that focus on the enabling environment at site level and the removal or attenuation of biodiversity threat drivers. 3.4 Establish a strategy for engaging stakeholders at different levels in the implementation of conservation activities foreseen in the FSP. <p><i>Guide</i> the Nat. Mapping Expert in implementation of sub-activity 2.3 (<i>Produce maps of the existing and nascent PAs, generating the first spatially-based and publicly available database on PAs in Comoros</i>) with respect to expected products.</p> <p><i>Lead</i> in implementation following PPG sub-activities and in the production of associated deliverables, working in close collaboration with PPG team members:</p> <ol style="list-style-type: none"> 1.3 Establish the financial baseline investments for the project. 1.5 Identify drivers of change the key barriers to an effective investment in PA management and propose solutions. 2.2 Application of the PA Management Effectiveness Tracking

Type of Consultant	Position / Titles	\$/ Person Week ¹	Estimated PWs ²	Tasks to be Performed
				<p>Tools (or METT) for each of the sites.</p> <p>3.5 Assess project risk, develop its strategy, budget and consolidation of the project documentation for submission.</p> <p><i>Lead</i> the team from a technical point of view, being primarily responsible for all key products resulting from PPG Activities and as listed in Section B.</p> <p><i>Play a pivotal role</i> in the leveraging of co-financing, with the assistance of the National Team Leader, the UNDP Country office and the UNDP-GEF Regional Technical Adviser.</p>
International	Int. Economist / PA Finance Specialist (3 weeks financed by GEF and 5 by UNDP)	\$3,000	8	<p><i>Contribute primarily to the following PPG sub-activities:</i></p> <p>1.5 Identify drivers of change the key barriers to an effective investment in PA management and propose solutions.</p> <p>3.1 Define PA management needs at the system's and site levels.</p> <p>3.3 Establish the feasibility of PA support activities – i.e. those that focus on the enabling environment at site level and the removal or attenuation of biodiversity threat drivers.</p> <p>3.5 Assess project risk, develop its strategy, budget and consolidation of the project documentation for submission.</p> <p><i>Play a pivotal role</i> in implementation of PPG sub-activity 1.3 (<i>Establish the financial baseline investments for the project</i>) working in close collaboration with the Int. Lead PA Specialist and the Nat. Economist and Finance Expert.</p> <p><i>Lead</i> in implementation following PPG sub-activities and in the production of associated deliverables, working in close collaboration with PPG team members:</p> <p>1.1 Collect detailed data on the government's investments in the environment sector in general and relating to biodiversity and PA management more specifically.</p> <p>1.2 Confirm data on donor-funded, non-governmental, community-based and private sector investments in the environment sector in general and relating to biodiversity and PA management more specifically.</p> <p>1.4 Complete the UNDP Financial Sustainability Scorecard for Comoros' PA system</p> <p>3.2 Detailed feasibility assessment on different mechanism for improving PA financial sustainability, including – and in particular -- revenue generation for conservation from nature-based tourism and the viability of trust-fund mechanisms.</p>

¹ Provide dollar amount per person week.

² Provide person weeks needed to carry out the task

Note: Split between local and international consultants is indicative and subject to procurement guidelines of agencies and governments. Consultants and service providers will be hired in line with UNDP rules and procedures and actual contractual rates will be in line with the successful candidate's qualification, as well as the complexity and duration of the tasks.