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Project title: Adaptation Plan for the Havana Coastal Zone		
Country: Republic of Cuba	Implementing Partner: UNDP	Execution Modality: Direct Implementation Modality (DIM)
UNDAF/Country Programme Outcome: <i>Outcome 3.2: Key Stakeholders capacity for the comprehensive management of disaster risk reduction and adaptation to climate change have been strengthened, at the national and territorial level, incorporating the gender and population perspective.</i>		
UNDP Strategic Plan Output: <i>2.3.1 Data and risk-informed development policies, plans, systems, and financing incorporate integrated and gender-responsive solutions to reduce disaster risks, enable climate change adaptation and mitigation, and prevent risk of conflict</i>		
UNDP Social and Environmental Screening Category: LOW	UNDP Gender Marker: 2	
Atlas Project ID: 00110401	Atlas Output ID: 00109348	
UNDP- PIMS ID number: 6216	GCF ID number: CUB-RS-003	
Planned start date: December 2, 2021	Expected Duration of the R&P Support: <i>Expected Duration: 54 months</i> Planned end date of the Implementation Period: 1 December 2026 (with additional grace period of 3 months until 28 February 2027)	
PAC meeting date: 10 June 2022		
Brief project description: <p>The Havana Coastal Zone, located in the capital city of Cuba, is a 47 km-long coastline with significant natural, aesthetic, cultural, and social heritage, and economic assets for the sustainable development of both Havana and Cuba.</p> <p>The area hosts 37% of the population of Havana within 208 km², the highest population density in the country. The degree of exposure and sensitivity of this area to climate change impacts makes it highly vulnerable - in particular to sea level rise and to extreme meteorological events.</p>		


The objective of the project is to formulate an Adaptation Plan for the Havana Coastal Zone, which considers the medium- and long-term climate risks and specific vulnerabilities and integrates adaptation measures and investment decisions into the development planning process with the involvement of key national and local stakeholders.

The achievement of this objective will benefit directly to a) the decision-makers of Havana Government and its six municipalities, b) the decision-makers of the six priority sectors at provincial and municipal level and c) HCZ residents, prioritizing women, and vulnerable groups.

Key gaps and barriers have been identified that currently inhibit development of comprehensive climate change risks and vulnerability analysis and corresponding formulation of viable proactive solutions that can be coherently integrated into existing development plans. Some of these barriers are associated with stakeholders' coordination mechanisms and to institutional, technological, and technical capacities. The project will contribute towards bridging those gaps and create a favorable environment to eliminate existing barriers and further adaptation planning.

The proposed project seeks to achieve the following outcomes:

- i. *The technical capacities of key stakeholders are built, and the information is updated to formulate the Adaptation Plan for HCZ.*
- ii. *Medium (2030) and long term (2050) adaptation measures are prioritized and aligned to the national, local, and sectorial development planning.*
- iii. *The Adaptation Plan for HCZ is formulated and disseminated, considering the outcomes of the previous phase.*

FINANCING PLAN		
GCF grant	USD 2,764,976.54 (without DP fee)	
(1) Total Budget administered by UNDP	USD 2,764,976.54 (without DP fee)	
SIGNATURES		
Signature: 	Agreed by UNDP	Date/Month/Year: <i>8/08/2022</i>
Maribel Gutiérrez Resident Representative UNDP CO Cuba		

Disbursement: The UNDP CO is aware of the conditions of disbursement ascribed to the first and subsequent tranches of the GCF funding as specified in the FWA (and in particular Clause 4 of the FWA). To the extent that these obligations reflect actions of UNDP, UNDP must ensure that the conditions are met and there is continuing compliance, as well as understanding that availability of GCF funding is contingent on meeting all conditions listed in the FA.

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II. DEVELOPMENT CHALLENGE

The Republic of Cuba is located in the Caribbean Basin. The Cuban Archipelago has a surface of 109,884.01 km². Havana, the capital city of the country, occupies an area of 728.26 km² and has a population¹ of 2,125,320. Havana has 15 municipalities, out of which six (Playa, Plaza de la Revolución, Centro Habana, Habana Vieja, Regla, and Habana del Este) are located in its coastal zone, an area of vital importance for the sustainable and strategic development of the country.

The Havana Coastal Zone (HCZ) is a highly important zone for tourism, that is characterized by sandy beaches, three coastal lagoons, mangrove areas, and coral reef crests. In addition, it includes two protected natural areas. It also includes the Havana Malecon (sea drive), a Cuban landmark, particularly the portion located in the historic center of the city, that has been declared by UNESCO as a World Heritage Site. The Bay of Havana is another significant site given its economic and social importance because of its harboring, industrial and touristic activity. **The HCZ is located in the region of Cuba most frequently hit by hurricanes of different categories and cold fronts of varying intensities. Studies undertaken² show that this region is one of the most vulnerable areas in terms of extreme meteorological events and climate change impacts.**

Since the 1990s, the Government of Cuba (GoC) has recognized the risks associated with climate change and has engaged in efforts to address these risks in its environmental and development agenda. Several projects related to climate change impacts and adaptation that include the HCZ have been implemented^{3,4,5,6,7}. Examples of these projects include: the Hazard, Vulnerability and Disaster Risk (HVR) studies conducted⁸ under Directive No. 1⁹ of the President of the National Defense Council for Disaster Risk Reduction; the project entitled “Hazard and vulnerability scenarios of the Cuban coastal zone associated with mean sea level rise for the years 2050 and 2100 (Macroproject)” (2017); and the studies conducted under the framework of the Second National Communication submitted to the United Nations Framework Convention on Climate Change (2015).

The HCZ experienced significant impacts during the duration of Hurricane Irma (September 2017)¹⁰, which exposed key vulnerabilities and ratified the need to:

- Complete climate change adaptation (CCA)-related studies, specifically to understand coastal flooding behavior, since the actual level of sea water intrusion has not always coincided with those forecasted. For instance, in the low-lying coastal zones of the Municipalities of Playa and Habana del Este, floods reached some hundred meters beyond the level forecasted by studies.
- Design more effective adaptation measures to increase resilience in some HCZ sections that experience significant impacts. For instance, during Irma in the Malecon, combined effects of the direct wave impact against the wall, storm surge and height of the waves, caused serious damages to road infrastructure, housing, housing gas service, potable water distribution networks, and the power grid.

It is important to note that the damages caused by hydro-meteorological events to date, are not to be considered as the worst-case scenario, but rather as a baseline that can be surpassed by events of an extraordinary magnitude, mainly because of climate change.

¹ Anuario Estadístico de Cuba 2015. Oficina Nacional de Estadística e Información. La Habana, Cuba. ISBN: 978-959-7119-62-3. ISSN: 0574-6132.

² Hazard, Vulnerability and Risk in the Havana coastline; current status and projections associated with mean sea level rise for the years 2050 and 2100. Report submitted by the Delegation of the Ministry of Science, Technology and Environment in Havana. May 18, 2017.

³ Second National Communication submitted to the United Nations Convention on Climate Change by the Republic of Cuba, 2015.

⁴ Report submitted by the Risk Assessment Group of the Environment Agency, August, 2018.

⁵ El Malecón Tradicional de La Habana. Sistematización de una experiencia. OHCH-COSUDE, 2013. ISBN 978-959-294-029-1.

⁶ Climate Change Impact and Adaptation Measures in Cuba. Institute of Meteorology, Environment Agency, Ministry of Science, Technology and Environment. Havana, Cuba, 2013. AMA Publishing House. ISBN: 978-959-300-039-0.

⁷ La transferencia de tecnología y el cambio climático. Un enfoque metodológico (Technology Transfer and Climate Change: A Methodological Approach). Instituto Superior de Tecnología y Ciencias Aplicadas and CUBAENERGÍA. Havana, 2013. AMA Publishing House ISBN: 978-959-300-041-3.

⁸ Since 2007, six HVR studies have been conducted according to Directive

⁹ Directive No.1 of the President of the National Defense Council for Disaster Risk Reduction, 2018.

¹⁰ *Assessment of the Environmental Impact of the damages caused by Hurricane Irma in Havana. Ministry of Science, Technology and Environment, Havana Provincial Delegation, November, 2017.*

Cuba ratified the Paris Agreement on December 28, 2016 and submitted its Nationally Determined Contribution (NDC)¹¹ on November 23, 2015. In the NDC, adaptation is considered the main priority and specific emphasis is placed on human health, reducing coastal zone vulnerability, recovering the mangrove areas, integrated water management, territorial planning, and sustainable food production, as well as incorporating adaptation in all programs, plans and projects moving forward. In fact, the project will focus on six priority sectors (Health, Water Resources, Agriculture, Tourism, Coastal Marine Biodiversity and Land Use Planning), which have been included in the Cuban NDC, as well as in the State Plan to Cope Climate Change, called "Life Task" ("Tarea Vida" in Spanish). The National Focal Point for the UNFCCC and the NDA for the GCF is the Ministry of Science, Technology and Environment (CITMA). CITMA is in charge of managing, implementing, and monitoring the science, technology and environment policy of the State and the Government, promoting its integration in the sustainable development of the country.

Policies, strategies and plans for addressing climate change

The Cuba's Constitution of 2019 promotes the protection and conservation of the environment as well as responding to climate change, which threatens the survival of the human's species, through the recognition of common, yet differential, responsibilities; the establishment of a more just and equitable international economic order as well as the eradication of irrational patterns of production and consumption¹². The Environment Law¹³ contains several Articles that can be referred to in the context of climate change adaptation and mitigation. One of them is Article 4 on principles, which states that the adoption of scientifically based measures and the corresponding technical and socioeconomic studies are a priority for prevention of climate change impacts. Besides, the law mentions the institutions that due to their roles implementing policy tools and specific protection areas are essential for climate change adaptation¹⁴.

The documents discussed during the 6th and 7th Congresses of the Communist Party of Cuba in 2011 and 2016, included analysis and statements on climate change topics. Accordingly, the Economic and Social Policy Guidelines of the Party and the Revolution for the period 2016-2021¹⁵ (Articles 107 and 239) makes explicit reference to climate change, adaptation measures and their inclusion in sustainable development plans. Article 107 states: "Speed up the implementation of science, technology and environment directives and programs aimed at addressing climate change impacts, by all bodies and agencies, integrating all this to sectoral and territorial policies, prioritizing the agricultural, water, and health sectors. Increase information and training that will contribute to increase risk perception in the society as a whole."

Likewise, the 2030 National Plan for Economic and Social Development: Strategic economic axes and sectors¹⁶, ratifies the political will and strategic vision to address climate change, while designing a pathway towards sustainable development. This plan highlights the implementation of policies for effective risk management and climate change adaptation in the country as well as the need to effectively implement programs and actions to address climate change impacts, focusing on adaptation measures, vulnerability reduction, mitigation, and the introduction of systemic and cross-sectoral strategies. It also states the need to improve the Civil Defense System for risk reduction on the basis of comprehensive risk management with the active involvement of the communities and local governments in order to improve the resilience of human and ecological systems, all of which is in line with the Sustainable Development Goals (SDG) and the 2015-2030 Sendai Framework for Disaster Risk Reduction.

The 2016-2020 National Environment Strategy (NES)¹⁷ acknowledges climate change as one of the main environmental problems, thus the following strategic objective is formulated: "Effective implementation of actions to address climate change impacts, prioritizing adaptation measures". The NES acknowledges that the environmental problem is an important issue of political agendas worldwide, that it is one of the goals to be achieved within the Sustainable Development Goals, and that there are new obligations arising from Cuba's participation in Multilateral Environment Agreements and the adoption of new

¹¹ Nationally Determined Contribution submitted to the United Nations Convention on Climate Change by the Republic of Cuba, 2015.

¹² Cuba's Constitution of 2019.

¹³ Law 81, July 11, 1997.

¹⁴ El marco legal para la adaptación al cambio climático en Cuba (The Legal Framework for Climate Change Adaptation in Cuba). Orlando Rey Santos. Document drafted for the Third National Communication to the UNFCCC, 2018.

¹⁵ ECONOMIC AND SOCIAL POLICY GUIDELINES OF THE PARTY AND THE REVOLUTION FOR THE PERIOD 2016-2021, July, 2017.

¹⁶ Plan Nacional de Desarrollo Económico y Social hasta 2030 (PNDES-30): ejes y sectores económicos estratégicos

¹⁷ 2016-2020 National Environment Strategy (EAN). CITMA.

international instruments. In addition to the above, there are other legal norms in Cuba that directly or indirectly include adaptation actions¹⁸ in the country and, more specifically, in the HCZ.

In April 2017, the GoC adopted a State Plan to Cope Climate Change, called "Tarea Vida". This State Plan is in line with the Economic and Social Policy Guidelines of the Party and the Revolution for the period 2016-2021 and with the 2030 National Plan for Economic and Social Development. The priorities established in Tarea Vida are reflected in its NDC. Tarea Vida includes strategic actions and specific tasks and defines 15 priority areas, including the HCZ and establishes the following five strategic actions:

- not to allow the construction of new houses in highly vulnerable coastal settlements or those threatened by permanent flooding.
- to reduce population density in low-lying coastal zones.
- to develop infrastructure construction designs adapted to flooding for the low-lying areas.
- to adapt agricultural activities, especially those with a greater impact on the country's food security, to new practices (such as diversification or improved use of the soil in areas prone to sea level rise and drought) and to reduce crop areas near the coast or in those areas affected by sea water infiltration.
- and to plan -within the time limits stipulated- the urban restructuring of threaten settlements and in accordance with the economic conditions of the country.

It emphasizes the need for updated knowledge to address climate change impacts, manage risks and build sustainable resilience. In general, each province, municipality, sector, and public institution have set aside budgets for the implementation of Tarea Vida in their annual economic plan. The GoC is structuring a mechanism for supervising this State Plan. It has a territorial dimension and requires the design and execution of a program for short, medium, and long-term gradual investments. All this is currently being implemented. This project constitutes an enabling framework for the implementation of Tarea Vida in Havana, contributing with methodological tools for climate risk assessment and land use planning considering adaptation requirements. Particularly, the characterization of HCZ and the identification of adaptation measures will reflect all diversity and complexity of the coastal area of Cuba, which will allow its replication at the national level under Tarea Vida. It will contribute with financial, human, technical resources to strengthen the Havana Group on Climate Change (HGCC) that operates under the Provincial Government. Likewise, it will support the work of the Technical Advisory Council of the HGCC and the subordinate municipal groups to monitor the adaptation actions identified in the priority sectors of the province.

¹⁹²⁰**Formulating the Adaptation Plan for the HCZ is an opportunity to materialize the priorities contained in Tarea Vida and to complement the analysis and results of the Third National Communication.** It will also be in line with the initiative financed by the GCF Readiness and Preparatory Support in Cuba. In particular, it will benefit from similar institutional arrangements created by the Readiness project such as the GCF Inter-Ministerial Coordination Committee. The network of key actors envisioned in the creation and implementation of the Plan will be able to coordinate with others involved in readiness, climate finance and adaptation initiatives through the web site and dialogue platforms expected to be established under the Readiness initiative. For the NDA, the Adaptation Plan will represent an opportunity to apply the deliverables related to decision-making under the Readiness initiative as well.

The Adaptation Plan for the HCZ project will contribute towards closing information and knowledge gaps, strengthening technical and technological capacities, designing adequate and effective adaptation measures that are fully incorporated into the development plans, and training and sensitizing relevant actors on climate adaptation. Together, these actions will increase climate resilience in the HCZ.

¹⁸ Decree on the "Protection, Use and Conservation of Soils and its Contraventions" (D 179/1993); Decree Law "Fishing Regulations". (DL 164/1996); Decree Law "Civil Defense Measure System" (DL 170/1997); "Forest" Law (L 85/1998); Decree Law on the "National System for Protected Areas" (DL 201/1999); Decree Law "Gestión de la zona costera"(Coastal Area Management)(DL 212/2000); Decree Law "Zonas con regulaciones especiales" (Zones with Special Regulations) (DL 331/2015) and Law on Ley "De las Aguas Terrestres" (Inland Waters) (L 124/2017).

¹⁹ GEF/UNDP Project Inception Workshop, Third National Communication and First Biennial Update Report submitted to the United Nations Framework Convention on Climate Change, Adaptation. Tomas Gutiérrez, INSMET, February, 2018.

²⁰ GEF/UNDP Project Inception Workshop, Third National Communication and First Biennial Update Report submitted to the United Nations Framework Convention on Climate Change: Climate Change and Evolution of Climate Change Knowledge in Cuba. Luis Paz Castro, INSMET, February, 2018.

III. STRATEGY

The Havana coastal zone (HCZ) is a coastline with significant natural, aesthetic, cultural heritage, social, and economic assets. The area is already suffering the impacts of climate change, particularly those associated with sea level rise and extreme weather events, with serious social, economic, and environmental consequences, reason why it was included in the Tarea Vida as a prioritized area. Tarea Vida highlights the need to implement adaptation measures with lower cost like nature-based solutions (beach recovery and reforestation, among others). This State Plan establishes the obligation of ministries, provincial and municipal governments as well as other entities to take into consideration the CCA priorities when planning and executing investments and in seeking financial sources, as well as the means and mechanisms for implementing adaptation measures. It gives CITMA the role of conciliating on a permanent basis with all of them in accordance with the cycles of the Economy Plan, and to review and adjust methodological aspects and annual figures with the Ministry of Economy and Planning (MEP) and the Ministry of Finance and Prices (MFP). With the Tarea Vida, Cuba has a public policy instrument with the express mandate to strengthen the general legal framework related to climate change and, in particular, coastal zones. In the case of Havana, despite the achievements, the effectiveness of actions and studies conducted has been limited by the insufficient information available and its quality due, in some cases, to the lack of a systemic approach and technical and economic assessments to formulate adaptation measures, as well as poor integration of such measures to territorial, sectoral, and national development plans.

In addition, the debate about integrating DRR and CCA is relatively new in Cuba. The national government recognizes that natural disasters will be exacerbated by climate change. These natural disasters hinder social and economic progress in developing island countries, particularly in sectors that are vulnerable to climate change impacts. In this sense, the Havana Government has identified the following prioritized sectors, aligned to NDC: Health, Water Resources, Agriculture, Tourism, Biodiversity (coastal marine ecosystems) and Land Use Planning. Currently, each sector reports the actions for facing climate change but with a partial point of view. The project will contribute to develop a holistic vision, reinforcing the technical and managerial dialogue between the mentioned sectors over the priority zones of HCZ. Local decision makers in Cuba have multiple planning tools, such as territorial development plans, comprehensive plan for municipal development, DRR plans for province, municipality, sector and institution levels, action plan on Tarea Vida, and annual economic plans, among others.

A comprehensive CCA and DRR approach provides a holistic assessment of the current and future risks to identify and prioritize measures for reducing current vulnerabilities without create new ones for the future, including strategic exercises for provincial and municipal development planning and operative exercises for annual economic planning of municipalities and priority sectors. This would be a great opportunity to use efficiently the human, material, technological and financial resources, focused on aforementioned sectors, prioritized in the National Plan for Economic and Social Development for 2030.

Barriers To establish the barriers hindering adaptation planning in the HCZ, consideration was given to those identified by the Provincial Group for the Tarea Vida implementation in Havana and by the National Group for Risk Assessment of the Environment Agency (AMA). Likewise, some of the barriers included in the National and Provincial Environment Strategy were included, as well as those derived from the consultations with relevant actors during the formulation of this project.

The barriers are as follows:

Barrier 1. Lack of databases with geo-references at detailed scale, adequate methods, and suitable indicators to assess risks in HCZ with higher certainty.

The spatial and temporal scales of the climate change impact analysis model and the tools to assess disaster and climate risks are not the most appropriate for the analysis of the sub-zones of the HCZ. It is necessary to increase the resolution of the current working scale (1: 25000 or higher) to identify specific vulnerabilities for each municipality and their suburbs (popular councils). Models used for the identification of significant potential climate change impacts for each specific area in the HCZ must be improved. The mathematical modelling for nature-based solutions in Cuba are developing. Otherwise, the physical modelling for engineering solutions must be running on the international institutions due to technology.

The current methodology for disaster risk assessment does not consider the uncertainty associated with the data quality to assess natural hazards. Hazard probability is based on matrixes instead of mathematical functions.

Besides, the increase in air and water temperature; the decrease of precipitation; the increase of sea salinity as a result of decreased freshwater runoff to the shelf; and retreat of the coastline, shall negatively affect various species of flora and fauna, some of which could be at risk of extinction. Adaptation measures for biodiversity should take as a starting point to identify the impact of climate change on all biological groups and ecosystems and incorporating this knowledge to manage the National System of Protected Areas. In addition, available indicators, and tools for an adequate characterization of adaptation sensibility and capacity in the HCZ are insufficient. For instance, the National Risk Evaluation Group of Cuba has stated that the morphology and health status of coastal-marine ecosystems are indicators of adaptation sensibility and capacity, but in general terms. Projects like "Manglar Vivo" have developed and validated specific indicators for sensibility and adaptation capacity of ecosystems, but they do not constitute standards yet. In regards with social dimensions, there are not enough documented the indicators to correlate the CC impacts and human diseases. In addition, there are limited technological capacities for the management of big data and its use in advanced mathematical models. A current project INFOGEO is working for improving the infrastructure for the reliable storage, processing, and exchange of the reserved and public information.

Barrier 2. Lack of systems to effectively manage and communicate relevant data, information, and knowledge on CCA in HCZ. There are no updated mechanisms to produce climate scenarios for 2050 and 2100. The hazard, vulnerabilities and risk are treated independently by different institutions and the results are not shared efficiently across institutions. For instance, the SLR hazards are determined by the Institute of Meteorology, the vulnerabilities of coastal communities are assessed by the Provincial Physical Planning Direction (DPPF) of Havana, and finally the climate risk is estimated by National Group for Risk Assessment of Environment Agency. The non-existence of an automatic system for data exchange implies transfer delays, impreciseness and other difficulties associated to the handy manage of information. The project INFOGEO, in process, are updating the technological infrastructure for an effective management of environment information. Perhaps this initiative there are another management hurdles to jump for sharing social and economic information of HCZ municipalities and their popular councils. The GIS software used are heterogeneous but does not exist a protocol to interchange their databases between the different key actors. The integration process of the available information on CCA and DRR is incipient, and it involves multiple stakeholders, some ones with vertical structures such as Risk Reduction Management Centers (RRMC), Civil Defense (DC), National Statistics and Information Office (ONEI), Institute of Meteorology (INSMET), National Institute of Hydraulic Resources (INRH), Institute of Physical Planning (IPF), and Physical Planning directions of the provincial and municipal governments. The current connectivity is not sufficient for the effective access to Open Street Map, SATPLANET, or to the websites Copernicus and Alaska Edu for downloading the SENTINEL images, among others free tools.

Barrier 3. Limited capacity of the key actors to assess and prioritize CCA solutions, considering gender and other social issues. Key actors responsible for the territorial and local development planning do not have the full capacities to evaluate the technical, economic, social, and environmental feasibility of adaptation measures. The Tarea Vida Plan for Havana have a high technical and economic value but divided by sectors. These plan, approved by Provincial Government in October 2017, has been developed with a sectoral approach. The current actions are limited. There is a low integration across ecosystem-based adaptation, community-based adaptation, and engineering solutions. Also, there are no standardized methodologies to determine the cost and benefits of CCA actions. Furthermore, there are no technical guidelines for the selection and/or evaluation of the appropriate adaptation measures. The information about successful solutions that can be implemented under specific conditions are limited. There is partial knowledge about international opportunities for transferring and financing of the more appropriated technology. The few studies mentioned above have not been disseminated to decision-makers. Overall, there are gaps in the planning and prioritization of available resources and financing shortages. There is a limited use of some economic instruments, such as the incentives. The involvement of private actors in CCA is a need for sustainability of any adaptation plan, but this process will impose a challenge in term of selection, consulting, and awareness. Firstly, this is an emergent sector in Cuba, recognized in the new Constitution as a relevant actor of the national economy.

A key figure in the design of the adaptation plan is women groups. In this sense, the Cuban constitutional principle of equity, reinforced in the new Magna Carta, considers gender and vulnerable groups in all development initiatives. The 3rd National Communication to UNFCCC recognizes the need to analyze population capacities according to gender and age groups for further inclusion on Climate Change policies. Although Cuban women are highly represented in the GoC (53,2%) and in Education and Science (81,9%), their contributions to the adaptation process and through the disaster management cycle is not well documented. The studies of women's needs related to CC are in progress. Despite the fact that they constitute an important force of the highest qualification (67,2% of technicians and professionals), they have diverse experiences in the management of natural resources at home and in the community among other social activities that equip them with unique

skills that benefit the adaptation efforts across scales and sectors. Precisely, this situation underlies one of the greatest challenges for our society. The latest gender survey of the National Office of Statistics and Information (2016) showed that Cuban women work weekly 14 hours more than men for domestic tasks, without additional remuneration. These contradictions imply a great challenge for the social group of the project.

Barrier 4. Low integration and effectiveness of the existing mechanisms and regulations for systematic incorporation of climate change adaptation measures to planning in the HCZ, while monitoring the implementation, continuous update, and effective communication of the Adaptation Plan.

Horizontal and vertical mainstreaming of adaptation measures in development plans (sectoral and territorial) is still not guaranteed because instructions for and control of CCA actions and the strengthening of the legal framework related to climate change is still in the process of being finalized. There are no mechanisms for the inclusion of new social actors emerging from new forms of economic organization as well as for strengthening the responsibility and performance capability of the citizens. No mechanism has been designed for permanent consultation and dialogue with the donors and there is no agreed financing strategy for the formulation of the adaptation plan. The communication strategies designed have not translated into a change of behavior, increased climate change knowledge and risk perception nor have they succeeded in promoting gender and generational equality. In order to overcome these barriers, the project aims at working in 3 interconnected outcomes, made up by sub-outcomes and logically structured activities, delivered either simultaneously or in a sequence that ensures the objective proposed (see figure 1).

To solve this problem, the approach of the Project is to transform the level of knowledge and performance of the Havana provincial government and other local authorities regarding CCA (including climate risk reduction) in the coastal zone of the city. The ambition is that the provincial government will move from analyzing the impact of isolated phenomena, announcing measures mainly focused on the damages caused to the infrastructure and poorly integrating such measures in the development plans to a leadership role supported by an Adaptation Plan for the HCZ and with the authority and responsibilities granted by the Tarea Vida. Government's interaction with the social actors and the community leaders will be strengthened through the existing public consultation mechanisms, for which social science experts would have a significant role.

The Project will aim at creating the conditions to ensure the quality of the information collected and generated for the CCA in order to produce reliable results at the required scale and within the time limits established. The information and knowledge management platform for the CCA of the HCZ, integrated to the Government Information System (SIGOB), will be essential for this purpose. It will create the conditions to be used in the decision-making process for the design and implementation of timely, feasible and comprehensive adaptation measures in line with the development of the municipalities. It will strengthen the CCA and DRR Monitoring System and foster citizen participation, particularly of women -- given their role in society and in the family.

The Project will ensure the Havana Government has the capacity to formulate, continuously improve and control the systematic implementation of the Adaptation Plan. The Plan will consider alternatives for medium (2030) and long term (2050) adaptation measures and investments and will be aimed at building and continuously improving capacities to integrate climate change adaptation measures in the planning, budget, and financial follow-up processes for the sustainable development of this territory.

For all of this, the proposal makes the following assumptions based on consultations with government and non-government stakeholders:

- The documentation and lessons learned from other climatic projects in Cuba will be made available.
- The project executive branch of provincial government will support the establishment of a provincial platform for CCA policy, which will mandate all territorial agencies to participate in this adaptation planning process.
- Priority sectors and other key actors will participate in the project activities.
- Key national scientific institutes related to climate change will participate in project activities,
- National Office for Statistics and Information (ONEI) will participate in project activities.

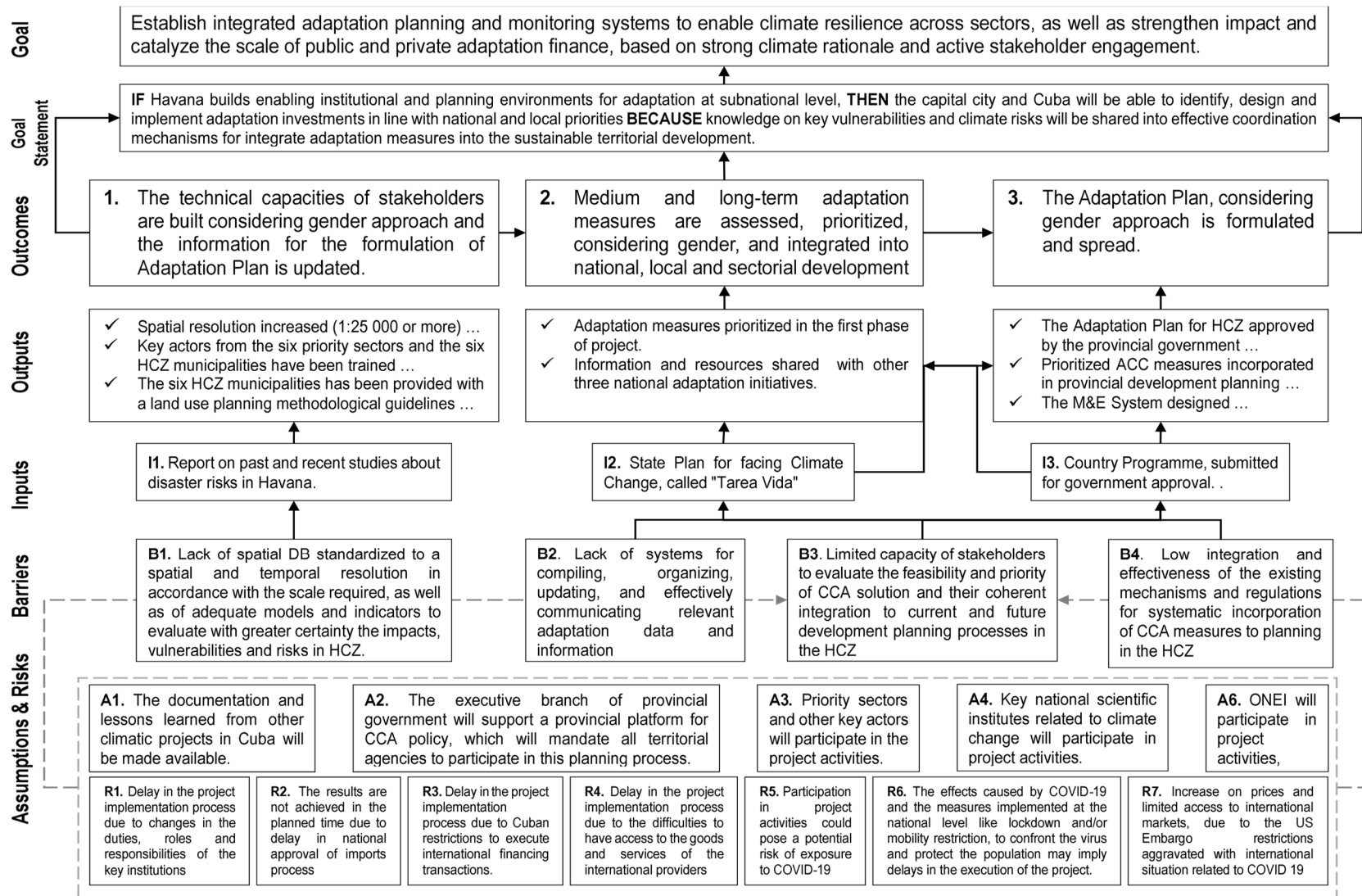


Figure 1. Theory of change diagram

IV. RESULTS AND PARTNERSHIPS

The Project, with an expected duration of 54 months proposes to formulate an Adaptation Plan for the Coastal Zone of Havana, which considers the medium- and long-term climate risks and specific vulnerabilities and integrates adaptation measures and investment decisions into the development planning process with the involvement of key national and local stakeholders. To achieve the proposed goal, the following specific outcomes are expected:

- iv. *The technical capacities of key stakeholders are built, and the information is updated to formulate the Adaptation Plan for HCZ.*
- v. *Medium (2030) and long term (2050) adaptation measures are prioritized and aligned to the national, local, and sectorial development planning.*
- vi. *The Adaptation Plan for HCZ is formulated and disseminated, considering the outcomes of the previous phase.*

The Outcome 1 - *The technical capacities of key stakeholders are built, and the information is updated to formulate the Adaptation Plan for HCZ, has the following three strike areas:*

- **Sub-outcome 1.1.** *HCZ risk assessment has been updated and spread.*
 - o **Activity 1.1.1.** *Commission the Environment Agency to systematize the information on CCA and DRR in the HCZ in an online digital repository and database*
 - o **Activity 1.1.2.** *Enhance the hydro-meteorological and SLR surveillance system and related technical capacities, by increasing the geospatial and temporal resolution of its related databases and building technical capacity of staff and decision-makers.*
 - o **Activity 1.1.3.** *Reassess the risks of HCZ using a new methodology for multi-hazard risk assessment, approved by Technical Advisory Council for Risk Studies, coordinated by Environment Agency.*
- **Sub-outcome 1.2.** *Key stakeholders from the 6 priority sectors and 6 coastal municipalities are trained and skilled in CCA and DRR nexus as well as gender- responsive planning to inform a robust and comprehensive adaptation plan*
 - o **Activity 1.2.1.** *Develop a gender-inclusive capacity-building program on CCA and DRR for government and sector leads / decision-makers and community representatives, using and gathering the socio-economic data.*
 - o **Activity 1.2.2.** *Develop a gender-inclusive communication strategy of the Adaptation Plan for government and sector leads / decision-makers and community representatives, using and gathering the socio-economic data.*
- **Sub-outcome 1.3.** *CCA-DRR approach is incorporated in the land use planning methodological framework.*
 - o **Activity 1.3.1.** *Commission the Havana Physical Planning Direction to define the methodological guidelines of land use/urban planning for HCZ, with a comprehensive CCA-DRR approach and a gender-inclusive approach.*

The four activities of **sub-outcome 1.1** seek to fill information gaps, ensuring its quality and management, thus allowing a more accurate assessment of the impacts, vulnerabilities, and risks of specific HCZ areas. During the implementation of mentioned actions, the existing CCA and DRR information collection and systematization and surveillance mechanisms shall be improved, and new ones will be included, if necessary. There are several adaptation projects with relevant information for this project. An important contribution is the "Technology Needs Assessment for Climate Change Adaptation". The assessment was carried out for the coastal areas in Cuba, resulting in the selection of best available technologies for adaptation, in the following sectors: agriculture, water resource and coastal zone. Environment Agency leads Hazard, Vulnerability and Risks (HVR) studies, which analyses natural, sanitary, and technological drivers. During the last two decades, all Cuban provinces have been applying HVR methodologies for eleven types of risk (floods due to heavy rains, coastal floods due to seawater intrusion, strong winds, intense droughts, landslides, earthquakes, epiphytes, epizootics, epidemics, and major technological accidents). The HVR studies performed in Havana will contribute to identify the elements exposed considering six

vulnerability dimensions (social, ecological, economic, structural, non-structural, and functional). In practical sense, they will provide maps, databases, and reports at different territorial scales. Updating of detailed scale HCZ risk assessment using a new multi-hazard methodology will be a synergetic point. This new multi-hazard methodology will be developed considering the UNDP Social and Environmental Standards (https://info.undp.org/sites/bpps/SES_Toolkit/SES%20Document%20Library/Uploaded%20October%202016/UND%20Social%20and%20Environmental%20Standards_2019%20UPDATE.pdf). The ongoing "Macro-project", coordinated by CITMA and carried out by Environment Agency and other national institutes will contribute with relevant information on Sea Level Rise. It will provide a warning map of SLR (1: 500 000), map compendium of prioritized sub-zones (1: 250 000), geomorphological analysis of the coast, databases, and reports, useful to the HCZ risk assessment. UNDP/GEF Project for Third National Communication of Cuba will compile national and sectorial information on: a) climate variations, change and trends, b) future climate projections, c) Climate Change vulnerabilities and impacts, d) adaptation measures in ecosystems and key sectors, e) risk of future impacts. This information will be fed into the Adaptation Plan, as appropriate. This will serve as a case study for determining CC impacts and adaptation measures in a highly vulnerable area, considering six key sectors. Information, results, indicators and analyses from these projects and studies will be systematized in the first phase of the project. Institutional arrangements will be established for using, sharing, and updating the official information. These activities will strongly contribute to mitigate one of the identified barriers by enhancing the spatial and temporal resolutions of geospatial databases, using a multi-hazard risk assessment methodology and improving the impact assessment model. To reduce the uncertainty of the outcome and respond to events involving multiple hazards, it is necessary to work with multiple hazard risk assessment methodologies. As part of the project implementation, the National Risk Assessment Group will evaluate three existing methodologies used by the Technology University of Delft (Netherlands), the University of Cantabria (Spain) and the National University of Colombia at Manizales to its corresponding analysis. adopt and / or adapt them to Cuban conditions. The Technical Advisory Council for Risk Studies was established in Cuba in 2007, integrated by ministries and national institutions. This council analyses and officially approves the submitted methodologies, as well as the results of HVR studies nationwide. The assumption of the multi-hazard methodology by the provincial and municipal multidisciplinary groups responsible for its application will be carried out under the capacity building activities of the project. The target audience will be the members of these groups, made up of provincial delegations of the ministries, universities, research centers, environmental studies and service centers, centers for risk reduction management, among others. Work will be carried out to select different indicators to characterize the adaptation sensitivity and capacity. That selection process will be participatory to ensure the selected indicators are scientifically credible, politically acceptable, responsive to change, easy to understand and interpret and capable of showing long term vulnerability trends. The Environmental Agency (AMA) and the National Group for Risk Assessment will also play a leading role.

Sub-outcome 1.2, seeks to make key stakeholders become proactively involved in the Adaptation Plan for the HCZ formulation and follow up processes. That is why activities 1.2.1 and 1.2.2 will be interconnected. Given their crosscutting nature, they have a bearing on the four (4) barriers that limit the achievement of the projects target (ToC). At the outset, stakeholders' information, knowledge, skill, and resource needs are identified, as well as their motivations, expectations, and roles. Based on that, a Training Program and a Sensitization and Info-communication Strategy are then devised with a Comprehensive CCA and DRR approach, which may be adjusted along the Project's implementation. Upon the Project's conclusion, the Havana Government will have well-structured training, awareness, and communication tools of proven effectiveness. The quality in the preparation and execution of the workshops, technical meetings, formal presentations, and conferences, requires audio-visual aids for a better understanding and dialogue among the different actors. Also, the project aims to safeguard the audio-visual memory of all the activities in order to have a graphic comparison between the baseline and the reached goals. The audio-visual material will serve to create didactic materials for the diffusion of the experiences. The Training Program will be divided into lectures, seminars, workshops and training and its design will include aspects like mainstreaming CCA and DRR in current and future HCZ development planning; skills necessary to develop the (technical, economic, social, and environmental) feasibility assessment of adaptation measures, as well as climate change and sustainable development-related national and international policies and regulations. The communication strategy targets all of the project's beneficiaries: government officers, sector decision- makers, academia, community actors and community workers. The strategy will be designed and implemented by the Information and Communication Group of the Environment Agency, in close collaboration with the Faculty of Social Communication of the University of

Havana and the Higher Institute of Industrial Design, according to the current National Information Policy and Strategy. Other actors based in Havana will also be involved in the communication strategy, including the Cuban Association of Social Communicators, the Circle of Scientific Journalism, the National Aquarium of Cuba, and the National Museum of Natural History of Cuba. The communication strategy, once approved by the Havana Climate Change Group, will be disseminated through the local TV, radio and newspapers combined with mobile apps and social networks. The objectives of the strategy are a) make the target audience aware of current risks as well as the feasible adaptation measures in the plan, b) inform all beneficiaries in a timely and relevant manner about the hazards and vulnerabilities associated with disaster and climate risks, taking advantage of established mechanisms and procedures for the National Civil Defense System; c) and encourage to incorporate them into the formal processes of consultation and training that allow them to assimilate tools and methods for the identification and development of endogenous potentials based on knowledge, context and local culture as strengths of adaptation based on communities. These actions will contribute to increase the adaptation capacity in the HCZ and other prioritized zones of the country.

The CCA and DRR sensitization, information and communication strategy will bring on Steering Committee journalists and communicators and relevant information and socialization materials will be produced for schools, communities, and vulnerable groups. Gender will be mainstreamed in its design. Therefore, the gender gaps associated with CCA and DRR will be identified with the support of community institutions and non-governmental organizations. This information will be used in the design of training, awareness, and communication strategies. These two activities will significantly contribute to improve the risk perception and increase HCZ resilience capacity. It is expected to influence other coastal zones of the country. In addition, this project is conceived as an initiative to improve the planning mechanisms of the government, its sectors and community. In this way the beneficiaries of the project are a) Decision makers at provincial level and municipal level; b) Decision makers of priority sectors; c) Representatives of Havana coastal communities. The local decision makers, integrated in each of the Municipal Administration councils of HCZ, are represented in the project by their highest authority. The provincial decision makers are represented by the City Intendent.

The **sub-outcome 1.3** will directly use the results of the previous ones. Activity 1.3.1 is essential, from the methodological viewpoint and entails a comprehensive risk reduction and climate change adaptation approach in HCZ land management and urban developments. The Provincial Physical Planning Direction of the Havana Government is an important actor for the execution and implementation of the project. At present, it has methodologies for land use planning in the province. Given the high costs incurred during climate - induced disasters, it is imperative that this Institute and relevant authorities understand climate change implications in land use and urban planning. The project budgets four studies that include the results of analysis of future scenarios previous the development of land use/urban methodology. The studies budgeted are coastal vulnerabilities in coastal floods for scenarios 2050-2100, coastal vulnerabilities before the erosive processes by SLR, risks associated to SLR - Coastal wetlands, risk associated to SLR – Reefs, Beaches, and Dunes. Those studies will use the results of climatic modelling given by the Institute of Meteorology of the Environmental Agency of CITMA. These activities shall be joined in by several institutions which will take on their methodological, scientific, decision-making and implementation roles, namely: Risk Reduction Management Centers; the Civil Defense; the National Bureau of Statistics; the Institute of Physical Planning; the Institute of Meteorology; the National Institute of Hydraulic Resources, and the Latin American Faculty of Social Sciences (FLACSO) and the School of Economy, both of Havana University. Municipal and provincial government, the Cuban Women’s Federation and environmental NGOs will also join in.

The Outcome 2 " Medium (2030) and long term (2050) adaptation measures are prioritized and aligned to the national, local, and sectorial development planning."

- **Sub-outcome 2.1. Medium (2030) and long term (2050) adaptation measures for HCZ are identified, characterized, and prioritized.**
 - o **Activity 2.1.1. Commission the Havana Physical Planning Direction in conjunction with the Institute of Tropical Geography to improve the six Havana coastal urban land-use plans, using the guidebook delivered under activity 1.3.1.**

- **Activity 2.1.2.** Commission the Havana Delegation of CITMA to identify and prioritize medium (2030) and long-term (2050) adaptation measures for HCZ, aligned with Tarea Vida.
- **Sub-outcome 2.2.** Synergies across adaptation initiatives in Cuba identified and operationalized for enhanced collaboration in prioritized measures
- **Activity 2.2.1.** Commission the Havana Delegation of CITMA to identify successful projects across the Cuban coastal zone and technical cooperation opportunities to enhance efficiency in implementing the HCZ prioritized adaptation measures.
- **Activity 2.2.2.** Conduct participative exercises to share the HCZ prioritized adaptation measures with other national and foreign actors, synthesizing the gathered information, including the social and economic data.

These sub-outcomes and their corresponding activities are focused on formulating; evaluating and prioritizing adaptation measures, considering the land use and sustainable development planning at local level. Given the importance of land use plans for CCA and Sustainable Development they are listed as an independent activity.

In addition, the project will identify success stories in Cuba and abroad, as well as synergy opportunities with other initiatives, to be considered in the formulation of the Adaptation Plan for the HCZ. This outcome is informed by the advances made in the processes undertaken to overcome or minimize barriers 1 and 2 and is constantly getting feedback from them. The outcome design, with its activities, strengthens key stakeholder coordination and integration spaces, thus it directly impacts on barriers 3 and 4. The Delegation of the Ministry of Science, Technology and Environment in Havana is responsible for this outcome coordination. The activities of the sub-outcome 2.1 are supported by the training of key stakeholders provided during outcome 1. Activity 2.1.2 has been designed to ensure the appropriate characterization (it is including information gathered and estimated cost) of adaptation measures. To that end, a series of criteria will be selected to prevent a “maladaptation” and optimize adaptation assets seeking synergetic and complementary actions. Sectoral consultations will be held with national and local authorities to validate and adjust the criteria and to ensure the successful prioritization of the measures per the identified vulnerabilities, development plans at those levels and international commitments. The awareness of subnational and national actors aims to inform in an orderly and coherent manner the adaptation needs of the HCZ. In the context of international actors (listed below) Cuba considers important to make use of North- South and South-South collaboration to better inform its own processes and keep other countries abreast of Cuban initiatives which may be replicated elsewhere. Further, sensitization outside of the country is also needed to explore funding, data and technology transfer opportunities, since it is likely that many of the prioritized measures will exceed national and sub-national budgets and available human and technological capacities. International actors refer to organizations that can provide advisory services, technical and/ or technology support, and capital or finance to support the formulation and implementation of climate adaptation investments.

In this context knowledge products, such as bulletins, toolbox and infographics will be developed to bring out the lessons and experiences gained through the adaptation planning process and present them in a user-friendly manner (translated to English for wider outreach) to international and national audiences. To the extent possible, these products will be digital and dynamic (allowing for periodic updates), however given the national context, printed material will be used to reach a larger domestic audience. The University of Havana, the Technological University of Havana, the University of Computer Sciences, the Higher Institute of Industrial Design and the Group of Information and Communication of the Agency of Environment of the Ministry of Science, Technology and Environment will contribute to these products. Progress made in sub-outcome 1.1 activities will inform this activity.

Through activities of the sub-outcome 2.2, the Project offers opportunities for cross-learning with several initiatives, in particular with the following three:

- UNDP/GCF “Coastal Resilience to Climate Change in Cuba through Ecosystem Based Adaptation. **Mi Costa**”, which is currently at inception stage. The project responds to the coastal adaptation needs of Cuba due to the increase of extreme climate events as well as rising sea levels. Therefore, the southern coast has been selected due to its high climate change vulnerability. The proposal focuses on working together with the communities to enhance comprehensive ecosystem rehabilitation and coastal resilience. It will introduce innovative concepts in Cuba leading to a paradigm shift at a national scale enhancing local participation into

natural resource management and general planning through i) training; ii) creating a platform of knowledge management which integrates and manages local and national climate products and information; iii) ensuring mainstreaming of the EBA by strengthening regulatory frameworks.

- UNDP/EU "*Building Coastal Resilience in Cuba through Natural Solutions for Climate Change Adaptation*" (**Coastal Resilience**), funded by the Global Climate Change Alliance (GCCA) of the European Union. This project, under implementation since January 2020, aims to strengthen the capacities for disaster risk reduction and to avoid new vulnerabilities into the socio-economic development and the post-disaster rebuilding, increase coastal ecosystems and communities' resilience to Climate Change impacts, mainly due to sea level rise and extreme hydro-meteorological events. Its intervention sites are located in Sabana-Camagüey ecosystem.
- **Adapt'Action Facility** project aims for local and/or sectorial adaptation plans in Cuba, funded by the Agence Française pour Développement (AFD). AFD and UNDP support the development of adaptation plans for cities Pinar del Río and Cienfuegos in the eastern side of the country, and Santa Lucía, province Camagüey in the central one.

The HCZ Adaptation Plan to be developed under this proposal and its methodological approach will provide conceptual inputs for the three preceding initiatives, which at certain points of their implementation must undertake similar planning processes. In fact, this project should help inform about the development of other territorial and sectorial adaptation plans, which nowadays are not necessarily supported by Projects; however, they are a priority in the implementation of the Tarea Vida. On the other hand, all the mentioned projects and, in general, the national adaptation actions will provide lessons to the HCZ Adaptation Plan development. They will enable spaces to share these experiences and lessons learned. It is expected that these initiatives jointly conduct workshops and other face-to-face activities to exchange knowledge. Furthermore, the aforementioned UNDP projects include activities related to the on-line platform setup of the Coastal Climate Change Information Network widespread on 20 municipalities of nine Cuban provinces. The UNDP project Infogeo, under implementation, will significantly contribute to design and setup the on-line platform.

Activities 2.1.2 and 2.2.2 will be implemented simultaneously. Activity 2.2.1 seeks to identify national and international CCA initiatives and projects. to identify adaptation actions that can be adjusted to HCZ and include them in the set of alternatives, activity 2.1.2, which will then undergo a prioritization process.

During the drafting process of Tarea Vida, a list of prioritized broad- encompassing, nation-wide actions was put forward. However, this prioritization process is not at the level that is needed to outline specific, time-bound, costed adaptation interventions in every one of the six priority sectors. The prioritization criteria and methodology expected with this proposed project, although centered on the zones prioritized in the Tarea Vida, will be based on costs, benefits, adaptation potential, bankability potential, and rigorous stakeholder participation. This process will necessarily require the consultation of governmental and sectorial officers, as well as the coastal community. Activity 2.1.2 is aimed at selecting adaptation measures among the different options and alternatives presented in the existing climate change action programs from the priority sectors, as part of the implementation process of Tarea Vida in Havana.

The objectives of the prioritization process are:

- a) establish criteria for selecting measures appropriate to the reality of the municipalities.
- b) identify appropriate methods for prioritizing adaptation alternatives.
- c) select the most efficient and timely measures to respond to the adaptation needs and priorities of the municipalities, considering the restrictions imposed by the planning process of each of the six HCZ municipalities.

Prioritization criteria will be related to the cost-benefit ratio, complexity and need for international technical and financial support, municipal competencies, the link and synergies with current policies and plans, the availability of human and financial resources, the multi-functionality, and co-benefits of the intervention. Among the internationally tested methods of prioritization are Cost-Benefit Analysis (CBA), Cost-Effectiveness Analysis (CEA), Multi-Criteria Analysis (MCA), which has a greater capacity to incorporate non-economic aspects in the analysis and others oriented to the management of uncertainty such as Robust Decision Making (RDM) or the Adaptive Management approach. As anticipated for this project, this activity requires international expertise to identify the

most feasible method, aggregate methods and/or adjust and apply such methods to the specific conditions of the country to select the most robust, efficient, and effective measures from the economic, environmental, social, and economic points of view. This will be done through a consensual and participatory decision-making process with government officials at different levels, delegates from the priority sectors and HCZ local organization representatives. The list of potential HCZ adaptation measures, which is part of deliverable 2.1.2, shall be considered when reviewing and recommending cooperation, complementarity, and synergy opportunities to step up the implementation of Adaptation Plan for the HCZ, which is part of deliverable 2.2.1. The socialization process, activity 2.2.2, begins before activity 2.1.2 concludes. As the information resulting from that activity becomes available, the deliverable of a package of structured actions is produced, which consists of a package of knowledge management products, including the prioritized measures and the key determinants for its implementation and systematization. The experience gained in the planning process for HCZ will be replicated and applied by the government to other climate planning processes, particularly the NDC which prioritizes adaptation action. In fact, the adaptation plan expected under this project will be a key input for updating Cuba's NDC. The GoC would implement the financing strategy designed in this project to use domestic funding and international opportunities for scaling up the results and methodologies achieved. Activity 1.3.1 is the basis for activity 2.1.1. The first begins with the project and the latter when there has substantial progress has been achieved in activity 1.3.1 whose result is a guidebook for land use/urban planning with a comprehensive CCA and DRR approach. The Institute of Tropical Geography, the Physical Planning Institute and the Provincial Physical Planning Direction of Havana will use this guidebook for updating the urban land use plans (ULUP) corresponding to the six HCZ municipalities. In addition, the enhancement of ULUP of the six HCZ municipalities will contribute to make the necessary adjustments to the guidelines and produce a well-structured methodological document that contributes to the coastal management of other of the Cuban coastal zones.

The Outcome 3 " The Adaptation Plan for HCZ is formulated and disseminated, considering the outcomes of the previous phase

- **Sub-Outcome 3.1. The Adaptation Plan is comprehensively formulated.**
 - o **Activity 3.1.1.** Develop the Adaptation Roadmap (ARM) for HCZ, considering local government and sectors as well as women and vulnerable groups through participatory exercises.
 - o **Activity 3.1.2.** Coordinate with the Havana Delegation of CITMA the development of the Adaptation Plan, based on the ARM built under activity 3.1.1, its stakeholders' validation and the submission to government for approval.
 - o **Activity 3.1.3.** Conduct consultations with local governments and priority sectors' leaders to identify and prioritize programmatic ideas for projects that will serve to implement the Adaptation Plan, considering gender and vulnerable groups.
- **Sub-Outcome 3.2. Mechanisms and tools to implement the Adaptation Plan are designed.**
 - o **Activity 3.2.1.** Articulate the actors involved in the Adaptation Plan process through the online platform of Havana Coastal Network on Climate Change, considering women and vulnerable groups, as well as the lessons learned at local level from successful projects listed in activity 2.2.1/projects listed in activity 2.2.1
 - o **Activity 3.2.2.** Commission national and international consultants to develop the legal due diligence report and the funding strategy for the sustainability of the Adaptation Plan.
 - o **Activity 3.2.3.** Commission universities with high telematics capabilities (namely UH, CUJAE and/or UCI) to develop the Information and Knowledge Management System (IKMS) for the Adaptation Plan's sustainability, including socio-economic dimensions.
- **Sub-outcome 3.3. The M&E System for the Adaptation Plan is designed.**
 - o **Activity 3.3.1.** Commission national and international consultants to design the M&E System for the Adaptation Plan, considering social and economic indicators.
 - o **Activity 3.3.2.** Conduct participative training sessions to governmental and sectorial stakeholders on the M&E System implementation, considering gender and vulnerable groups.

These three sub-outcomes are fundamental. Their corresponding activities would not only seek to draw up the Adaptation Plan as a document but to set up the strategic process. mechanisms, tools, and systems will be created

for the effective management of the Adaptation Plan and its sustainability. The Environment Agency and the Havana Government will coordinate this outcome. The Adaptation Road Map (ARM), activity 3.1.1, includes an implementation schedule of the prioritized measures, the responsible entities, as well as the participants and beneficiaries. The ARM will be designed considering the results (technical, economic, social, and environmental) of the evaluations of the adaptation measures carried out in the framework of the new scenarios. The ARM will factor in elements that could condition the implementation process of the prioritized measures, which is part of the adaptive management and flexibility allowance of each measure, on the basis of new evidence and results of CCA and DRR studies. Activity 3.1.2: to draw up a draft of the Adaptation Plan for governmental approval implies the following structural elements: a) Diagnosis, assessment results and analysis, including outcome 1; b) Baseline climate and vulnerability scenarios, resulting from activities of sub-outcome 1.1; c) Prioritized adaptation alternatives on the basis of outcome 2; d) Alternative planning processes drawn up from activity 3.1.1; e) Potential implementation mechanisms and instruments resulting from activity 3.2.1; f) Funding strategy resulting from activity 3.2.2; g) Gender-sensitive socialization strategy of the Adaptation Plan from activity 3.2.1; and h) Adaptation Plan for the HCZ M&E System. An important input to the funding strategy is the Project Ideas Portfolio, whose implementation will involve several decision-makers in a learning process to design comprehensive adaptation actions for all HCZ municipalities. This process will foster the capacity building for the adaptation project development in the near future.

The Project Ideas Portfolio meant to frame the technical and financial needs to construct projects around the adaptation options identified in the Plan. This portfolio comes as a result of knowledge management process that articulate key actors from the six priority sectors, the six local governments and the community representatives. This exercise will allow a re-affirmation and fine-tuning of the articulation mechanisms designed during phase 1 and speed up the inclusion of adaptation actions in the local planning as a basis for the future implementation of the Adaptation Plan. In principle and subordinated to the Project implementation, is the project is expected to develop at least six project ideas, one for each HCZ municipality, for a combination of prioritized measures from one or more priority sectors. Taking stock of the existing mechanisms and instruments to promote an effective coordination among national, sectoral, and local levels and the incorporation of adaptation measures into development plans is of strategic importance to the project (activity 3.2.1). This will contribute to the identification process of gaps and barriers and subsequently propose the required changes for the Adaptation Plan implementation. To create mechanisms and products for the socialization of the Adaptation Plan also will result in the socialization of techniques, lessons learned, approaches and challenges catalogued throughout the project. One of these mechanisms will be the HCNCC. The target audiences are decision-makers, technicians, professionals, academicians, productive and service sectors, the civil society and specially the most vulnerable population, which should see the advantages of taking part in an adaptation plan. Those mechanisms and products will be designed to promote the continuous improvement of the Adaptation Plan. The research and management institutions of CITMA play a relevant role in the knowledge management aspect of the project. These institutions have the mandate and the capacity to coordinate the generation and transmission of new knowledge about DRR and CCA. However, this process cannot be possible without the participation of another group of important institutions belonging to other ministries, at national and subnational level. For instance, the project promotes an active participation of the Ministry of Higher Education, as well as important universities such as the University of Havana (particularly involved are the Faculties of Geography, Tourism, Economy, Communication and the Latin American Faculty of Social Sciences) and the Technological University of Havana, (particularly the faculties of Civil Engineering and Hydraulic Engineering), as well as the University of Computer Science, with an important role in the online platform implementation. These universities have Municipal University Centers (MUC) which, together with the Risk Reduction Management Centers (RRMC) of provincial and municipal governments, the National Aquarium of Cuba (ANC), the National Museum of Natural History of Cuba (MNHNC), the Municipal Museum of Eastern Havana (MMHE) and the municipal specialists of CITMA constitute the nuclei of the Havana Coastal Network on Climate Change. CRDAC of the Environment Agency works closely with the universities, RRMC and museums. It will act as coordinating body for the national and sub-national training actions budgeted for in the project, and other regional ones, financed by other initiatives such as programs with CARICOM, UNESCO-MOST, CELAC.

In the design of the funding strategy (activity 3.2.2) the following aspects should be considered: identifying both national and international funding sources that will allow for implementation of adaptation measures and identifying

funding alternatives and mechanisms to promote investment by various funding stakeholders (including international collaboration and foreign investors).

Activity 3.2.3 focuses on the creation of a CCA information and knowledge management platform for HCZ, integrated into the Government Information System. The Information System of the Government (established by the Decree-law 281 in 2011), is a unified group of the information systems of the country that work to satisfy the information needs concerning the objectives and plans of the Government at any level and in the economic, social, demographic, geographical, and environmental issues, as well as others of relevance. It includes in their composition the information systems of the Central Government, the Organizations of the Central State Administration, the Local Organs of the Popular Power and of the rest of the budgeted and managerial entities of the country. The National System of Environmental Information (NSEI), information system of CITMA for the environmental topic, is in development process by the UNDP/GEF project INFOGEO. In this direction, the information on DRR and CCA is limited, both about the definition of specific indicators and the construction of chronological series of data. The Platform of Information and Knowledge Management will be developed in synergy with the INFOGEO project, and through the NEIS it will contribute with databases, indicators and/or relative indexes to CCA and DRR. As part of the development of the platform it is also conceived the design and the implementation of the Index of Coastal Resilience, in synergy with the projects of Coastal Adaptation (Mi Costa) of the UNDP/GCF and Coastal Resilience of UNDP/EU. The design of this index, whose conceptual idea has been presented to the CELAC and supported by this instance, it is in study process. It will constitute a significant contribution to the efforts that the Technical Committee of the SIGOB does. So, the work with the indicators for the volume of dispersed data on CCA and DRR will be easier. This index will be validated by the Environment Directorate of CITMA, which will be the coordinator of this Technical Committee for its application in the 6 municipalities of the HZC.

Activity 3.2.3, jointly with 1.2.1, 1.2.2, 2.2.2 and 3.3.1 constitute the overall framework for collecting and managing the HCZ information, disaggregated into social and economic variables, but not limited to them. Under activities 1.2.1, 1.2.2 and 2.2.2, specific frameworks will initially be developed for producing and using social, economic, and environmental information for HCZ adaptation planning. However, activities 3.2.3 and 3.3.1 will aggregate at a higher level the methods for gathering, organizing, and updating relevant data, information, and knowledge on HCZ adaptation at the appropriate scale, timeframe, and format for successful communication with key private and public sectors, including women and vulnerable groups, during and after project implementation.

The IKM platform will contain information produced by activities 1.1.1 and 1.1.3. It will include training modules download sites (1.2.1) and communication products (1.2.2). It will be possible to access the list of potential adaptation measures (2.1.2), the HCZ land use plans (2.1.1), and other national and regional initiatives derived from activity 2.2.1 and to the funding strategy (3.2.2), the latter is crucial for decision-making when assessing potential adaptation measure financiers taking the road map into consideration (3.1.1). The Adaptation Plan for the HCZ document and its updated versions will be published through the online platform. In addition, there will be links to other information systems like NEIS (infogeo.cu) and the M&E System of the Adaptation Plan for the HCZ, developed under 3.3.

Sub-outcome 3.3 and its activities have been designed to address the M&E System of the Adaptation Plan in a comprehensive manner. The bases for the M&E system are laid out, its indicators are defined, and capacities are built for its implementation. Activity 3.3.1 considers how to evaluate the implementation level and the achievement of the objectives of the Adaptation Plan for the HCZ, as well as the schedule and warning mechanisms. The designed indicators will be very important as they will monitor the main entries for the plan formulation, implementation, outputs, and impacts, allow tracking CCA investment over time, as well as the level of integration of adaptation in HCZ development planning. The indicators will likewise allow passing judgment on the increase of resilience and/or the reduction of vulnerabilities, considering gender issues.

The M&E System of the Adaptation Plan for the HCZ is conceived as a participatory and regular consultation process with several stakeholders, including the productive and service sectors and vulnerable groups that are key for the implementation of the measures and their benefits. This sub-outcome is not limited to the design of the M&E

System, it also foresees undertaking actions in order to implement the System, creating capacities to fill knowledge gaps as well as organizational, technical and resource limitations, which will be developed in activity 3.3.2.

Partnerships:

Cuba has gained experience in EBA/CBA implementation on the coastal zone as a cost-effective strategy for climate change adaptation. Relevant initiatives either in preparation, under implementation, or recently concluded are:

- **"UNDP/AF Reduction of Vulnerability to Coastal Flooding through Ecosystem-Based Adaptation in the South of Artemisa and Mayabeque Provinces" (Manglar Vivo)**, funded by Adaptation Fund, has produced, and validated since 2014 the methodologies for the rehabilitation of coastal ecosystems, as well as the lessons learned that allow their implementation in other territories. This project has recently concluded (September 2020).
- **"UNDP/EU Environmental Bases for the Local Food Sustainability" (BASAL)**, funded by Europe Union and COSUDE has contributed with significant adaptation measures in the agricultural and livestock sectors, developing the Model of Environmental Planning that is considered as part of Land Use Planning with a comprehensive approach on DRR and CCA. This project has recently concluded.
- **"UNDP/GCF Coastal Resilience to Climate Change in Cuba through Ecosystem Based Adaptation" (Mi Costa)**, which is currently at proposal stage in the UNDP pipeline to the Green Climate Fund (GCF). The project responds to the coastal adaptation needs of Cuba due to the increase of extreme climate events as well as rising sea levels. Therefore, the southern coast has been selected due to its high climate change vulnerability. The proposal focuses on working together with the communities to enhance comprehensive ecosystem rehabilitation and coastal resilience. It will introduce innovative concepts in Cuba leading to a paradigm shift at a national scale enhancing local participation into natural resource management and general planning through i) training; ii) creating a platform of knowledge management which integrates and manages local and national climate products and information; iii) ensuring mainstreaming of the EBA by strengthening regulatory frameworks.
- UNDP/EU **"Building Coastal Resilience in Cuba through Natural Solutions for Climate Change Adaptation" (Coastal Resilience)**, funded by the Global Climate Change Alliance (GCCA) of the European Union. This project, under implementation since January 2020, aims to strengthen the capacities for disaster risk reduction and to avoid new vulnerabilities into the socio-economic development and the post-disaster rebuilding, increase coastal ecosystems and communities' resilience to Climate Change impacts, mainly due to sea level rise and extreme hydro-meteorological events. Its intervention sites are in Sabana-Camagüey ecosystem.
- UNDP/AFD Adapt'Action Facility project aims for local and/or sectorial adaptation plans in Cuba, funded the Agence Française de Développement (AFD). AFD and UNDP support the development of adaptation plans for cities Pinar del Río and Cienfuegos in the eastern side of the country, and Santa Lucía, province Camagüey in the central one.

The HCZ Adaptation Plan to be developed under this proposal and its methodological approach will provide conceptual inputs for the three preceding initiatives, which at certain points of their implementation must undertake similar planning processes. In fact, this project should help inform about the development of other territorial and sectorial adaptation plans, which nowadays are not necessarily supported by Projects; however, they are a priority in the implementation of the *Tarea Vida*.

All the above-mentioned projects and, in general, the national adaptation actions will provide lessons to the HCZ Adaptation Plan development. They will enable spaces to share these experiences and lessons learned.

It is expected that these initiatives jointly conduct workshops and other face-to-face activities to exchange knowledge and experiences. Furthermore, the projects include activities related to the on-line platform setup of the Coastal Climate Change Information Network, widespread on 20 municipalities of nine Cuban provinces. The UNDP/GEF project **Infogeo**, under implementation, will significantly contribute to design and setup the on-line platform.

Other relevant adaptation proposals, whose results could contribute to HCZ adaptation plan, were approved to be funded by Government of Italy:

- "Strengthening of the Cuban Meteorological-Marine System" (Marine Surveillance);
- "Strengthening of the National Capacities for the Construction of Maps of Habitat of the Coastal-Marine Ecosystems and Maps of Potential of Ocean Currents as renewable sources of energy" (Ecoatlas) and;
- "Feasibility study for the Coastal Protection of the Seawall of Havana before the Climate Change Impacts (Malecon Engineering Solutions)". These initiatives will contribute to Adaptation Plan process. They will generate a knowledge base for improving the national meteorological prognostic and the health state of coastal-marine ecosystems. This will allow the formulation and updating of adaptation plan at subnational level.

For all that was mentioned above, the formulation process of the Adaptation Plan has considered the Cuban experience and the alliances of similar national projects in formulation and implementation. At the same time, experts and successful experiences developed in countries of the region have been identified, this is considered necessary to know for the future work in Cuba.

During the drafting process of *Tarea Vida*, a list of prioritized broad- encompassing, nation-wide actions was put forward. However, this prioritization process is not at the level that is needed to outline specific, time-bound, costed adaptation interventions in every one of the six priority sectors. The prioritization criteria and methodology expected with this proposed project, although centered on the zones prioritized in the *Tarea Vida*, will be based on costs, benefits, adaptation potential, bankability potential, and rigorous stakeholder participation. This process will necessarily require the consultation of governmental and sectorial officers, as well as the coastal community.

Risks:

Eleven risks have been identified during project (8 implementation risks and 3 associated with SESP) design that in turn have incorporated relevant mitigation mechanisms as specified in the project's risk log. Risk factors associated with the project implementation are categorized as financial and operational. All risks are considered to have a low to moderate impact and mitigation measures have been identified to minimize effects. Please see Risk Log in Annex F and SESP in Annex E for full details on risk management.

As per standard UNDP requirements, the Project Manager will monitor risks quarterly and report on the status of risks to the UNDP Country Office. The UNDP Country Office will record progress in the UNDP ATLAS risk log. Risks will be reported as critical when the impact and probability are high (i.e., when impact is rated as 5 and probability is 1,2,3,4, 5 or when impact is rated as 4 and probability is rated at 3 or higher). Management responses prepared by PMU, reviewed, vetted, and cleared by UNDP; critical risks will also be reported in the Annual Project Report (APR). The detailed risk management strategy for the project is included in Annex F: UNDP Risk Log. Three risks (2 operational risks and 1 financial risk) contemplate the possible impacts of the national and international situation of COVID 19 on the activity's implementation delay and the increase in expected costs, and management measures are defined to mitigate them. Additionally, the UNDP corporate guidance for "Managing programmes and projects in the age of Covid-19" will be considered for management response to these risks. These management response to COVID 19 will be presented at Inception Workshop along with the main health safeguards that will be implemented during the implementation to protect people and environment and prevent the virus spread (i.e., use of masks, social distancing, remote meetings whenever possible; remote field monitoring as much as possible). This project has completed the UNDP social and environmental screening procedure. This screening was undertaken to ensure this project complies with UNDP's Social and Environmental Standards. The overall social and environmental risk category for this project is: **LOW**. UNDP will be responsible for the supervision and update of the SESP. The PMU will ensure timely remediation actions are taken, as necessary. The project activities include close engagement with relevant specialists of the Government agencies, ministries, representatives of local authorities and communities. Therefore, upon inception, the project will develop clear procedures and safeguards to prevent the spread of COVID-19. These can include use of remote methods, when possible, protective equipment, maintaining social distancing, and other measures recommended by WHO and national authorities. These safeguards will be conveyed to all partners, third parties and contractors. In case of potential reinstatement of COVID 19 restrictions and if such

safeguards cannot be put in place, the project will suspend the local activities until a time when appropriate safeguards can be implemented.

Gender equality and Women's Empowerment:

Gender considerations and vulnerable group approaches are indelible when providing differentiated responses to CCA based on the characteristics of the individuals and groups, the roles they play, the responsibilities they take on, and their needs. The population structure of Havana is 52% women, 9.3% children under 10 years of age and 20.7% elders over 60 years of age. There are 43,280 social welfare beneficiaries, 25% of which are elders; 33.5% are people with disabilities and 1.76% mothers of children with severe disabilities. Those aspects should be factored in the detailed analysis of the specific vulnerabilities and in adaptation measures proposals for HCZ. Thus, the project has taken those elements into consideration to incorporate these approaches in an active and equitable manner, specifically in information capture and assessment activities, training and awareness-building processes, adaptation measures prioritization and monitoring. Gender shall be mainstreamed in the drawing up of the deliverables of the expected activities. Existing spaces will be used, namely Women's Houses established by the Cuban Women's Federation at municipal level, the Elders' Homes under the Ministry of Public Health, and municipal Governments City and District Councils. Gender considerations are included in activities like workshops, conference and other training activities which will design taking in account the genre equity. The mainstream activities will have specific actions to capture and show the women needs for adaptation. The results of these actions will be recorded on regular project reports.

South-South and Triangular Cooperation (SSTrC):

The project intends to support SSTrC through missions planned to enhance the expertise of Cuban practitioners and to share the Cuban experiences and expertise through knowledge exchange on EBA and CBA. A mission in Colombia is planned, for visiting research centres and project sites where successful measures of EBA are applied, besides seeing in situ the application of the multi-hazard and risk methodology for the risks assessment. In the case of the mission to Belize, the interest is to visit the Institute of Coastal Zone Management. Also, it is useful to visit coastal areas with experience in the implementation of measures of CBA such as cleaning up and restoration of sea grasses and corals carried out by the own community. These experiences could be applied in Cuba as well.

An exchange of experience on adaptation planning process, involvement of relevant government agencies, challenges, issues, and lessons learned will be sought by the project through the organization online meetings and calls with other NAP GCF readiness projects in UNDP.

The awareness of subnational and national actors aims to inform in an orderly and coherent manner the adaptation needs of the HCZ. In the context of international actors Cuba considers important to make use of North- South and South- South collaboration to better inform its own processes and keep other countries abreast of Cuban initiatives which may be replicated elsewhere. Further, sensitization outside of the country is also needed to explore funding, data, and technology transfer opportunities, since it is likely that many of the prioritized measures will exceed national and sub-national budgets and available human and technological capacities. International actors refer to organizations that can provide advisory services, technical and/ or technology support, and capital or finance to support the formulation and implementation of climate adaptation investments.

Innovativeness, Sustainability and Potential for Scaling Up: The project's comprehensive approach is very innovative - not only for the HCZ, but for all of Cuba. The project will have a positive impact in the implementation of the State Plan to cope Climate Change, "*Tarea Vida.*" Its outcomes might be considered in adaptation planning for different spatial and sectorial scales. The project will have medium and long term impacts as it will create the basis to: strengthen and develop adaptation and resilience capabilities of HCZ's ecosystems, sectors and communities; mainstream CCA and DRR in current and future development planning processes; significantly build institutional, technological and technical capacities to implement feasible adaptation measures; interconnect national and international projects and develop new ones and transfer knowledge, technologies and know-how to other coastal zones of the country and the region. The Project outcomes will also contribute to the achievement of SDG targets and Cuba's commitments under the Paris Agreement, laid out in their NDC. The request of GCF funds is based on the proved need of an adaptation plan for the HCZ, which is of the utmost priority for the GoC, as this is one of the most vulnerable areas to the impacts of a changing climate with considerable environmental, social, and economic

consequences on Cuban sustainable development. Methodologically, the project has been divided into two phases. Phase 1 is a preparatory phase to obtain the necessary inputs for the adaptation plan formulation. It will be focused on installing the technical capacities and gathering the necessary data for an effective articulation of the Adaptation Plan. In this sense, during this phase, the technical capacities of key stakeholders will be strengthened, and the medium/long-term adaptation measures will be identified, prioritized, and aligned to the national, local, and sectorial development planning. Phase 1 must be completed to start Phase 2. Phase 2 will focus on the formulation of the Adaptation Plan, including the articulation of previous sub-outcomes and key actors from government, priority sectors, and HCZ local organization representatives and other related adaptation initiatives. In addition, during this second phase, the project's activities will enable the creation and/or upgrading of tools for the further adaptation plan implementation, taking advantage of the iterative nature of this process. A key output of this phase is the Projects Ideas' Portfolio for prioritized subzones and priority sectors, the funding strategy, and the M&E System. All these mechanisms and instruments built and/or fine-tuned in this phase will ensure the Adaptation Plan's sustainability. Standards and procedures shall be drawn up to consolidate the coordination among stakeholders throughout the entire process of Adaptation Plan formulation, update, continuous improvement, socialization and follow up. There is a group of activities and deliverables that ensure the geo-referenced database with CCA-related information, an enhanced Surveillance System with better features, and performance and the methodological guidelines for environmental management all will be developed - thus contributing to the long-term, continuous, improvement of the Adaptation Plan of the HCZ. The training of key stakeholders and a relevant awareness strategy shall ensure that the decision-makers, professionals, and vulnerable area populations have the necessary information and commitment to counter CC-related challenges in the medium- and long-term. Finally, the funding strategy seeking to find alternatives to implement selected adaptation measures is crucial. This strategy seeks to create the required conditions to ensure that adaptation measures are harmoniously mainstreamed in coastal municipalities' investment and development plans and are funded for the long-term. The Havana Coastal Network on Climate Change shall play a role in the sustained engagement of stakeholders and the periodic monitoring of the implementation process of the Plan. The Havana Coastal Network on Climate Change is the mechanism of vertical and horizontal articulation for the integration of actors in the municipalities. As such, the nodes that make up this network require a minimum of furniture and of equipment for the implementation of the project and the sustainability of the Adaptation Plan. These nodes coordinated by the specialists of the CITMA in the six municipalities of HZC- will also work as Capacity-Building Centres and Knowledge Management Centres at local level. The connectivity of these nodes will allow the integration with other Capacity-Building Centres that the country has built with support of international funding.

V. PROJECT RESULTS FRAMEWORK

This project will contribute to the following Sustainable Development Goal (s): *SDG 11. Sustainable cities and communities. y SDG 13. Climate Action.*

This project will contribute to the following country outcome included in the UNDAF/Country Programme Document: *Outcome 3.2: Key Stakeholders capacity for the comprehensive management of disaster risk reduction and adaptation to climate change have been strengthened, at the national and territorial level, incorporating the gender and population perspective*

CDP UNDP priority. UNDP Strategic Plan Output: 2.3.1 Data and risk-informed development policies, plans, systems, and financing incorporate integrated and gender-responsive solutions to reduce disaster risks, enable climate change adaptation and mitigation, and prevent risk of conflict

This project will be linked to the following output of the UNDP Strategic Plan:

2.3.1 Data and risk-informed development policies, plans, systems, and financing incorporate integrated and gender-responsive solutions to reduce disaster risks, enable climate change adaptation and mitigation, and prevent risk of conflict

Outcomes		Baseline	Targets	Activities (brief description and c	Anticipated duration: 54 months																	
																		Phase 2: 18 months				
					Monthly implementation plan of activities																	
					01-03	04-06	07-09	10-12	13-15	16-18	19-21	22-24	25-27	28-30	31-32	33-36	37-39	40-42	43-45	46-48	49-51	52-54
Outcome 1 The technical capacities of key stakeholders are built and the information is updated to	Sub-Outcome 1.1 Climate and climate-induced hazards data is updated and spatial resolution improved for proper risk assessment in HCZ	Inadequate spatial and temporal resolution and scale required for sound vulnerability and risk assessments	Spatial resolution increased (1: 25000 or more) for a higher precision of risks assessed in the first project phase.	Activity 1.1.1 Commission the Environment Agency to systematize the information on CCA and DRR in the HCZ in an online digital repository and database Deliverable 1.1.1 On-line repository of updated information on CCA and DRR for HCZ, indexed per priority sector, sub-zone and social category.				x														

formulate the Adaptation Plan for HCZ.		Lack of centralized databases or digital platforms with climate and hazards data available to local decision-makers	One-stop digital platform for climate and hazards data, accessible to local decision-makers	<p>Activity 1.1.2</p> <p>Enhance the hydro-meteorological and SLR surveillance system and related technical capacities, by increasing the geospatial and temporal resolution of its related databases and building technical capacity of staff and decision-makers. Deliverable 1.1.2</p> <p>a. Database on CCA and DRR, indexed by socio-statistical, geospatial, and temporal variables pertinent for decision-making.</p> <p>b. At least 4 training sessions (or webinar series) for technical staff of the Disaster Risk Reduction Centers, Water resources provincial delegation, Technical Council for Risk Assessments, CITMA Havana Delegation to develop technical capacities and optimize the surveillance system.</p> <p>c. At least 2 information dissemination workshops (or webinar series) with municipal decision-makers to facilitate understanding of data and its use in decision-making</p>																						
				<p>Activity 1.1.3</p> <p>Reassess the risks of HCZ using a new methodology for multi-hazard risk assessment, approved by Technical Advisory Council for Risk Studies, coordinated by Environment Agency.</p> <p>Deliverable 1.1.3</p> <p>Updated HCZ multi-hazard risk assessment and its methodology for local governments and Risk Reduction Management Centers.</p>																						

	<p>Sub-Outcome 2.2 Synergies across adaptation initiatives in Cuba identified and operationalized for enhanced collaboration in prioritized measures</p>	<p>Limited information on successful adaptation measures and cooperation opportunities in the country.</p>	<p>Information shared and collaboration operationalized with other three national adaptation initiatives (namely Mi Costa; Coastal Resilience; Adapt'Action Facility to develop urban adaptation plans)</p>	<p>Activity 2.2.1 Commission the Havana Delegation of CITMA to identify successful projects across the Cuban coastal zone and technical cooperation opportunities to enhance efficiency in implementing the HCZ prioritized adaptation measures.</p> <p>Deliverable 2.2.1 Report on feasible adaptation options, lessons learned and technical capacities to improve the implementation of for HCZ prioritized adaptation measures.</p>																						
				<p>Activity 2.2.2 Conduct participative exercises to share the HCZ prioritized adaptation measures with other national and foreign actors, synthesizing the gathered information, including the social and economic data.</p> <p>Deliverable 2.2.2 Reports on 8 workshops (or webinars) with at least 20 participants per activity for the dissemination of knowledge products, highlighting the level of outreach achieved, disaggregated by gender, sector, and type of user, including vulnerable groups.</p>																						
<p>Outcome 3 The Adaptation Plan for HCZ is formulated and disseminated, considering the outcomes of</p>	<p>Sub-Outcome 3.1 The Adaptation Plan is comprehensively formulated.</p>	<p>There is no any Adaptation Plan at sub-national level</p>	<p>The Adaptation Plan for HCZ approved by the provincial government.</p>	<p>Activity 3.1.1 Develop the Adaptation Roadmap (ARM) for HCZ, taking into account local government and sectors as well as women and vulnerable groups through participatory exercises.</p> <p>Deliverable 3.1.1 An ARM for HCZ, validated by the local government and the Havana delegation of CITMA in 3 workshops (or webinars) with at least 15 participants per activity.</p>																						

the previous phase.			<p>Activity 3.1.2 Coordinate with the Havana Delegation of CITMA the development of the Adaptation Plan, based on the ARM built under activity 3.1.1, its stakeholders' validation and the submission to government for approval.</p> <p>Deliverable 3.1.2 Adaptation Plan for HCZ reviewed by Technical Council for Risk Assessments and submitted to government for approval.</p>																								
			<p>Activity 3.1.3 Conduct consultations with local governments and priority sectors' leaders to identify and prioritize programmatic ideas for projects that will serve to implement the Adaptation Plan, considering gender and vulnerable groups.</p> <p>Deliverable 3.1.3 Portfolio with identification of project ideas for the implementation of adaptation measures selected from the HCZ Adaptation Plan.</p>																								
	<p>Sub-Outcome 3.2 Mechanisms and tools to implement the Adaptation Plan are designed.</p>	<p>No institutional mechanisms and regulations to effectively integrate CCA measures in the local development planning.</p>	<p>Prioritized adaptation measures incorporated in provincial development planning, supported on the annual budget of sectors and municipalities.</p> <p>Activity 3.2.1 Articulate the actors involved in the Adaptation Plan process through the online platform of Havana Coastal Network on Climate Change, taking into account women and vulnerable groups, as well as the lessons learned at local level from successful projects listed in activity 2.2.1</p> <p>Deliverable 3.2.1 a. Report on the validated institutional mechanism for sharing information, updating and continuous improving of the Adaptation Plan. b. On-line platform of Havana Coastal Network on Climate Change.</p>																								

		adaptation measures.	<p>Activity 3.3.2 Conduct participative training sessions to governmental and sectorial stakeholders on the M&E System implementation, considering gender and vulnerable groups.</p> <p>Deliverable 3.3.2 Report on capacity-building events to implement the M&E System to government and sectorial stakeholders, considering gender and vulnerable groups.</p>																					x
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VI. MONITORING AND EVALUATION (M&E) PLAN

The project results as outlined in the project results framework will be monitored and reported bi-annually and evaluated periodically during project implementation to ensure the project effectively achieves these results.

Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the [UNDP POPP](#) and [UNDP Evaluation Policy](#). The UNDP Country Office is responsible for ensuring full compliance with all UNDP project monitoring, quality assurance, risk management, and evaluation requirements. Additional M&E requirements will be undertaken in accordance with the [GCF initial approach to monitoring and evaluation policy and other relevant GCF policies](#).

In addition to these mandatory UNDP and GCF M&E requirements, other M&E activities deemed necessary to support project-level adaptive management will be agreed during the Project Inception Workshop and will be detailed in the Inception Report.

M&E oversight and monitoring responsibilities:

Project Manager: The Project Manager is responsible for day-to-day project management and regular monitoring of project results and risks, including social and environmental risks. The Project Manager will ensure that all project staff maintain a high level of transparency, responsibility and accountability in M&E and reporting of project results. The Project Manager will inform the Project Board, the UNDP Country Office and the UNDP-NCE Regional Technical Advisor of any delays or difficulties as they arise during implementation so that appropriate support and corrective measures can be adopted. The Project Manager will develop annual work plans to support the efficient implementation of the project. The Project Manager will ensure that the standard UNDP and GCF M&E requirements are fulfilled to the highest quality. This includes, but is not limited to, ensuring the results framework indicators are monitored annually in time for evidence-based reporting in the Bi-Annual Project Report, and that the monitoring of risks occur on a regular basis.

Project Board/steering committee: The Project Board will take corrective action as needed to ensure the project achieves the desired results. The Project Board will hold project reviews to assess the performance of the project and appraise the Annual Work Plan for the following year. In the project's final year, the Project Board will hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to highlight project results and lessons learned with relevant audiences. This final review meeting will also discuss the findings outlined in the project terminal evaluation report and the management response.

Project Implementing Partner: The UNDP CO, as the Implementing Partner for the project, is responsible for providing all required information and data necessary for timely, comprehensive, and evidence-based project reporting, including results and financial data, as necessary and appropriate. Where activities are implemented by Responsible Parties (GCF Implementing Entities), the UNDP Country Office shall ensure that reporting by the Responsible Parties complies with the requirements of the legal agreements between UNDP Country Office and the Responsible Party (LOA/RP Agreement), as well as with the requirements set out in the second amended and restated FWA and the R&P Support Proposal. The UNDP CO will strive to ensure project-level M&E is undertaken effectively and is aligned with national systems so that the data used by and generated by the project supports national systems. Country Office will ensure internal separation between oversight and implementation functions including two different teams of staff members.

UNDP Country Office: The UNDP Country Office will support the Project Manager as needed, including through annual supervision missions. The annual supervision missions will take place according to the schedule outlined in the annual work plan. Supervision mission reports will be circulated to the project team and Project Board within one month of the mission. The UNDP Country Office will initiate and organize key M&E activities including the Annual Project Report, the independent terminal evaluation. The UNDP Country Office will also ensure that the standard UNDP and GCF M&E requirements are fulfilled to the highest quality.

The UNDP Country Office is responsible for complying with all UNDP project-level M&E requirements as outlined in the [UNDP POPP](#). This includes ensuring the UNDP Quality Assurance Assessment during implementation is undertaken annually; the regular updating of the ATLAS risk log; and the updating of the UNDP gender marker on an

annual basis based on gender mainstreaming progress reported in the Bi-Annual Project Report and the UNDP ROAR. Any quality concerns flagged during these M&E activities (e.g. Annual Project Report quality assessment ratings) must be addressed by the UNDP Country Office and the Project Manager. The UNDP Country Office will support GCF staff (or their designate) during any missions undertaken in the country and support any ad-hoc checks or ex post evaluations that may be required by the GCF. The UNDP Country Office will retain all project records for this project for up to seven years after project financial closure in order to support any ex-post reviews and evaluations undertaken by the UNDP Independent Evaluation Office (IEO) and/or the GCF.

UNDP - Nature, Climate and Energy Unit (UNDP-NCE): Additional M&E and implementation oversight, quality assurance and troubleshooting support will be provided by the UNDP-NCE Regional Technical Advisor and the UNDP-NCE Directorate as needed.

Additional GCF monitoring and reporting requirements:

Inception Workshop and Report: A project inception workshop will:

- a) Re-orient project stakeholders to the project strategy and discuss any changes in the overall context that influence project strategy and implementation.
- b) Discuss the roles and responsibilities of the project team, including reporting and communication lines and conflict resolution mechanisms;
- c) Review the results framework and finalize the indicators, means of verification and monitoring plan;
- d) Discuss reporting, monitoring and evaluation roles and responsibilities and finalize the M&E budget; identify national/regional institutes to be involved in project-level M&E;
- e) Identify how project M&E can support national monitoring of SDG indicators as relevant;
- f) Update and review responsibilities for monitoring the various project plans and strategies, including the risk log;
- g) Review financial reporting procedures and mandatory requirements, and agree on the arrangements for the periodic audit; and
- h) Plan and schedule Project Board meetings and finalize the first-year annual work plan.

The Project Manager will prepare the inception workshop report no later than 2 weeks after the inception workshop. The inception report will be cleared by the UNDP Country Office and the UNDP-NCE Regional Technical Adviser and approved by the Project Board.

GCF Bi-Annual Project Report (due no later than 60 days following respectively 30 June (in relation to the period of 1 January to 30 June) and 31 December (in relation to the period from 1 July to 31 December) for each year of project implementation): The Project Manager, the UNDP Country Office, and the UNDP-NCE Regional Technical Advisor will provide objective input to the bi-annual project reports covering the 6 months in the calendar year for each year of project implementation. The Project Manager will ensure that the indicators included in the project results framework are monitored annually in advance so that progress can be included in the report.

The Bi-Annual Project Report will also be shared with the Project Board. The UNDP Country Office will coordinate the inputs of other stakeholders to the report as appropriate. The quality rating of the previous year's report will be used to inform the preparation of the subsequent report.

Lessons learned and knowledge generation: Results from the project will be disseminated within and beyond the project intervention area through existing information sharing networks and forums. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to the project. The project will identify, analyse, and share lessons learned that might be beneficial to the design and implementation of similar projects and disseminate these lessons widely. There will be continuous information exchange between this project and other projects of similar focus in the same country, region and globally.

Final Independent Evaluation Report: A final independent evaluation report will be completed by 1 December 2026. The final evaluation will take place upon completion of all major project outputs and activities. The final evaluation process will begin at least three months before operational closure of the project allowing the evaluation mission to

proceed while the project team is still in place, yet ensuring the project is close enough to completion for the evaluation team to reach conclusions on key aspects such as project sustainability.

The Project Manager will remain on contract until the final evaluation report and management response have been finalized. The terms of reference, the evaluation process and the final evaluation report will follow the standard templates and guidance prepared by the UNDP IEO available on the [UNDP Evaluation Resource Center](#). As noted in this guidance, the evaluation will be ‘independent, impartial, and rigorous. The consultants that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing, or advising on the project to be evaluated. Additional quality assurance support is available from the UNDP-NCE Directorate. The final evaluation report will be cleared by the UNDP Country Office and the UNDP-NCE Regional Technical Adviser and will be approved by the Project Board. The final evaluation report will be publicly available in English on the UNDP ERC. The UNDP Country Office will include the planned project evaluations in the UNDP Country Office evaluation plan and will upload the evaluation reports in English and the corresponding management response to the UNDP Evaluation Resource Centre (ERC).

Final Report: The project’s final Bi-Annual Project Report along with the final independent evaluation report and corresponding management response will serve as the final project report package. The final project report package shall be discussed with the Project Board during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.

Agreement on Intellectual Property Rights and use of logo on the project’s deliverables and disclosure of information:

To accord proper acknowledgement to the GCF for providing grant funding, the GCF logo will appear together with the UNDP logo on all promotional materials, other written materials like publications developed by the project, and project hardware. Any citation on publications regarding projects funded by the GCF will also accord proper acknowledgement to the GCF. Information will be disclosed in accordance with relevant policies notably the UNDP Disclosure Policy²¹ and the relevant GCF policy. See also [GCF Branding Guidelines](#).

Disclosure of information: Information will be disclosed in accordance with relevant policies notably the UNDP Disclosure Policy^[2] and the GCF Disclosure Policy.

Mandatory GCF M&E Requirements and M&E Budget:

GCF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget ²² (US\$)		Time frame
		GCF grant	Co-financing	
Inception Workshop	UNDP Country Office	USD 12,000	<i>None</i>	<i>X</i>
Inception Report and baseline assessments	Project Manager	<i>None</i>	None	<i>Within 30 days of conducting the Inception Workshop</i>
Standard UNDP monitoring and reporting requirements as outlined in the UNDP POPP	UNDP Country Office	None	None	Annually

²¹ See http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/

²² Excluding project team staff time and UNDP staff time and travel expenses.

GCF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget ²² (US\$)		Time frame
		GCF grant	Co-financing	
Risk management (including Atlas Risk logs)	Project Manager Country Office	None	None	Quarterly, annually
Monitoring of indicators in project results framework (including hiring of external experts, project surveys, data analysis etc...)	Project Manager	Total USD 5,000	<i>add</i>	Annually
GCF Bi-Annual Project Report	Project Manager and UNDP Country Office and UNDP-NCE Unit	None	None	Bi-Annually as per FA
Audit of Project as per UNDP audit policies	UNDP Country Office	Total USD 6,000	<i>add</i>	As per UNDP Audit policies Estimated: 2 audits in total
Lessons learned, case studies, and knowledge generation	Project Manager	<i>None</i>	<i>None</i>	Annually
Project Board meetings	Project Board UNDP Country Office Project Manager	None	<i>None</i>	At minimum annually
Supervision missions	UNDP Country Office	None ²³	<i>add</i>	Two per year
Oversight missions	UNDP-NCE Unit	None ²³	<i>add</i>	Troubleshooting as needed
GCF learning missions/site visits	UNDP Country Office and Project Manager and UNDP-NCE Unit		<i>add</i>	To be determined.
Final independent evaluation and management response	UNDP Country Office and Project team and UNDP-NCE Unit	USD 25,000	<i>add</i>	Add date (Year 2025)
Translation of evaluation reports into English	UNDP Country Office	USD 2,500	<i>add</i>	As required. GCF will only accept reports in English.
TOTAL indicative COST Excluding project team staff time, and UNDP staff and travel expenses		<i>USD 50,500</i>	<i>add</i>	

²³ The costs of UNDP Country Office and UNDP-NCE Unit's participation and time are charged to the GCF Agency Fee.

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Roles and responsibilities of the project’s governance mechanism:

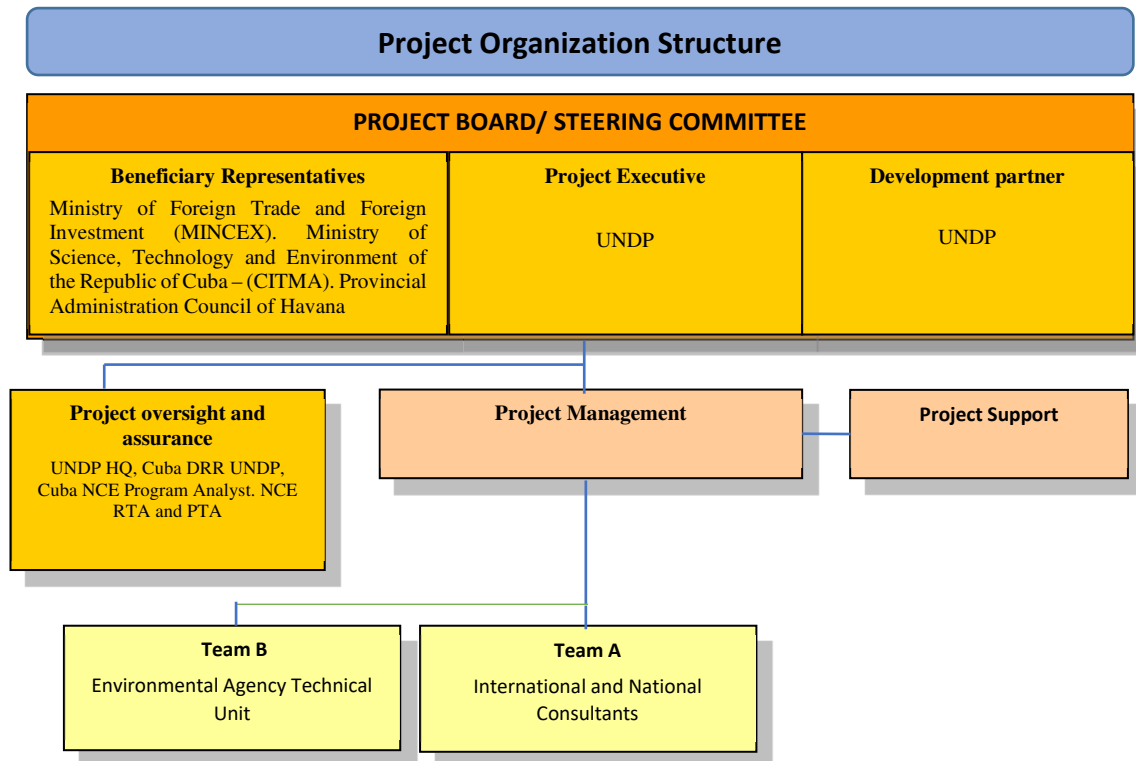
The project will be implemented following UNDP’s direct implementation modality (DIM), in accordance with the terms of conditions set forth in the Second Amended Readiness and Preparatory Support Grant Framework agreement between UNDP and the GCF.

Implementing Partner: The Implementing Partner for this project is UNDP. UNDP, through the CO, is therefore responsible and accountable for managing this project, including the monitoring and evaluation of project interventions, achieving project outcomes, and for the effective use of UNDP resources. UNDP is responsible for:

- Approving and signing the multiyear workplan.
- Approving and signing the combined delivery report at the end of the year; and,
- Signing the financial report or the funding authorization and certificate of expenditures.

Strict firewall must be maintained between project UNDP oversight services funded by GCF DP Fee and execution services provided by personnel and implementation of the project costs and personnel funded by GCF project budget.

Responsible Parties (referred to as Implementing Partners under the FWA): No RPs have been identified in advance. Note that a change of a Responsible Party (Implementing Entity in GCF terms) or, an adverse change in the legal status of a Responsible Party (GCF Implementing Entity) involved in the implementation of the approved proposal that materially and adversely affects the achievement of intended outcomes will constitute a major change that would require prior approval from GCF. The management arrangements for this project are summarized in the chart below:



Project Board: The Project Board will provide overall guidance and quality assurance for the project, ensure adherence to the DIM guidelines and ensure compliance with GCF and UNDP policies and procedures. The Project Board is responsible for making, by consensus, management decisions when guidance is required by the Project Manager. Project Board decisions will be made in accordance with standards that shall ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition. This accountability only extends to the execution of approved activities and budget resources under the project (as approved by the NDA). The Project Board will meet at least once a year. Representatives of local governments and independent third parties, such as international or national NGOs, can attend the augmented Project Board meetings as observers. In case consensus cannot be reached within the Board, the UNDP Resident Representative (or their designate) will mediate to find consensus and, if this cannot be found, will take the final decision to ensure project implementation is not unduly delayed

Specific responsibilities of the Project Board include:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints.
- Address project issues as raised by the project manager;
- Provide guidance on new project risks, and agree on possible countermeasures and management actions to address specific risks;
- Agree on project manager's tolerances as required;
- Review the project progress, and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Appraise the annual project implementation report, including the quality assessment rating report; make recommendations for the workplan;
- Provide ad hoc direction and advice for exceptional situations when the project manager's tolerances are exceeded; and
- Assess and decide to proceed on project changes through appropriate revisions.

The composition of the Project Board must include the following roles:

Project Executive: The Project Executive is an individual who represents ownership of the project who will chair the Project Board. The Project Executive for this project is UNDP.

The Project Executive is ultimately responsible for the project, supported by the beneficiary representatives and Development partner. The Project Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Project Executive has to ensure that the project gives value for money, ensuring cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

Specific Responsibilities: (as part of the above responsibilities for the Project Board)

- Ensure that there is a coherent project organization structure and logical set of plans;
- Set tolerances in the AWP and other plans as required for the Project Manager;
- Monitor and control the progress of the project at a strategic level;
- Ensure that risks are being tracked and mitigated as effectively as possible;
- Brief relevant stakeholders about project progress;
- Organize and chair Project Board meetings.

Development Partner: UNDP will serve as Development Partner representing the interests of the parties concerned which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Development Partner's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Development Partner role must have the authority to commit or acquire supplier resources required. If necessary, more than one person may be required for this role. Typically, the implementing partner, UNDP and/or donor(s) would be represented under this role.

Specific Responsibilities (as part of the above responsibilities for the Project Board).

- Make sure that progress towards the outputs remains consistent from the supplier perspective;
- Promote and maintain focus on the expected project output(s) from the point of view of supplier management;
- Ensure that the supplier resources required for the project are made available.
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes.
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts.

During implementation, UNDP will provide oversight and quality assurance in accordance with its policies and procedures, and any specific requirements in the Readiness Framework Agreement with GCF. This may include, but is not limited to, monitoring missions, spot checks, facilitation, and participation in project board meetings, quarterly progress and annual implementation reviews, and audits at project level or at implementing partner level on the resources received from UNDP.

Beneficiary representatives: The Beneficiary representatives is an individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Beneficiary representatives' primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. The Beneficiary representative's role is held by a representative of the government or civil society. The Beneficiary representatives will be a representative from the Ministry of Foreign Trade and Foreign Investment (MINCEX), Ministry of Science Technology and Environment (CITMA) and from the Provincial Administration Council of Havana.

The Beneficiary representatives is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The Beneficiary representative's role monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness, the role should not be split between too many people.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Prioritize and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes.
- Specification of the Beneficiary's needs is accurate, complete, and unambiguous.
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target.
- Impact of potential changes is evaluated from the beneficiary point of view.
- Risks to the beneficiaries are frequently monitored.

Project Management Unit (PMU): The PMU will carry out project implementation. This will consist of a Project Manager, and a Project Assistant. The management arrangements for this project are summarised in the chart above.

Project Manager: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

UNDP, in its capacity of Implementing Partner (GCF Delivery Partner) appoints the Project Manager, who should be different from the Implementing Partner's representative in the Project Board. Specific responsibilities include:

- Provide direction and guidance to project team(s)/ responsible party (ies);
- Liaise with the Project Board to assure the overall direction and integrity of the project.
- Identify and obtain any support and advice required for the management, planning and control of the project.
- Responsible for project administration.

- Plan the activities of the project and monitor progress against the project results framework and the approved annual workplan.
- Mobilize personnel, goods and services, training, and micro-capital grants to initiative activities, including drafting terms of reference and work specifications, and overseeing all contractors' work.
- Monitor events as determined in the project monitoring schedule plan/timetable, and update the plan as required.
- Manage requests for the provision of financial resources by UNDP.
- Monitor financial resources and accounting to ensure the accuracy and reliability of financial reports.
- Be responsible for preparing and submitting financial reports to UNDP on a quarterly basis.
- Manage and monitor the project risks initially identified and submit new risks to the project board for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log;
- Capture lessons learned during project implementation.
- Prepare the annual workplan for the following year; and update the Atlas Project Management module if access is made available.
- Prepare the Bi-Annual Project Report and submit the final report to the Project Board.
- Based on the Bi-Annual Project Report and the Project Board review, prepare the AWP for the following year.
- Identify follow-on actions and submit them for consideration to the Project Board.
- Ensure the final evaluation process is undertaken as per the UNDP guidance and submit the final evaluation report to the Project Board.

Consultants and Firms hired as per the budget and procurement plan in Section 5 will be hired according to UNDP's procurement policies and procedures. All consultants and firms will formally report to the UNDP Country Office Senior Environment Specialist and Climate Change Adaptation Specialist. However, day to day supervision of consultant tasks and deliverables will be managed by the Project Manager, assisted where needed by the Project Technical Officer and advised by the Project Board and Project Steering Committee. Where necessary, the Technical Advisory Group may work directly with consultants to advise on certain tasks. Specific activities that will be supported by each consultant are detailed in the project procurement plan.

Project Assurance: UNDP provides a three – tier supervision, oversight, and quality assurance role – funded by the agency delivery partner fee – involving UNDP staff in Country Offices and at regional and headquarters levels. Project Assurance must be totally independent of the Project Management function. The quality assurance role supports the Project Board and Project Management Unit by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Project Board cannot delegate any of its quality assurance responsibilities to the Project Manager. This project oversight and quality assurance role is covered by the delivery partner fee provided by the GCF.

Changes to the Approved R&P Support Proposal: Any modification or proposed changes to the approved readiness proposal which could reasonably constitute a major change shall require prior approval of the GCF. Prior to a final Project Board decision to approve and effect such modifications or proposed changes, UNDP will inform the GCF in writing and seek the GCF's instructions on the necessary steps to effect such changes. Upon GCF approval, these changes would be signed by the Delivery Partner, the GCF and the NDA.

Project Extensions: The UNDP-NCE Project Executive Director must approve all project extension requests. Note that all extensions incur costs and the GCF project budget cannot be increased. A single extension may be granted on an exceptional basis and only if the following conditions are met: one extension only for a project for a maximum of six months; the project management costs during the extension period must remain within the originally approved amount, and any increase in PMC costs will need to be covered by non-GCF resources; the UNDP Country Office oversight costs during the extension period must be covered by non-GCF resources.

As a Delivery Partner to the GCF, UNDP delivers the following GCF-specific oversight and quality assurance services: (i) day to day project oversight supervision covering the start-up and implementation; (ii) oversight of project completion; and (iii) oversight of project reporting. A detailed list of the services is presented in the table below.

Function	Detailed description of activity	Typical GCF fee breakdown
Day-to-day oversight supervision	<p>1. Project start-up:</p> <ul style="list-style-type: none"> • In the case of readiness proposals, if needed assist the NDA and/or government partners prepare all the necessary documentation for approval of a readiness grant proposal • Prepare the Project Document with the government counterparts • Technical and financial clearance for the Project Document • Organize Local Project Appraisal Committee • Project document signature • Ensure quick project start and first disbursement • Hire project management unit staff • Coordinate/prepare the project inception workshop • Oversee finalization of the project inception workshop report <p>2. Project implementation:</p> <ul style="list-style-type: none"> • <u>Project Board</u>: Coordinate/prepare/attend annual Project Board Meetings • <u>Annual work plans</u>: Quality assurance of annual work plans prepared by the project team; issue UNDP annual work plan; strict monitoring of the implementation of the work plan and the project timetable according to the approved readiness proposal • <u>Prepare GCF/UNDP bi-annual project report</u>: review input provided by Project Manager/team; provide specialized technical support and complete required sections • <u>Portfolio Report (readiness)</u>: Prepare and review a Portfolio Report of all readiness activities done by UNDP in line with Clause 9.02 of the FWA. • <u>Procurement plan</u>: Monitor the implementation of the project procurement plan • <u>Supervision missions</u>: Participate in and support in-country GCF visits/learning mission/site visits; conduct annual supervision/oversight site missions • <u>Risk management and troubleshooting</u>: Ensure that risks are properly managed, and that the risk log in Atlas (UNDP financial management system) is regularly updated; Troubleshooting project missions from the regional technical advisors or management and programme support unit staff as and when necessary (i.e. high risk, slow performing projects) • <u>Project budget</u>: Provide quality assurance of project budget and financial transactions according to UNDP and GCF policies • <u>Performance management of staff</u>: where UNDP supervises or co-supervises project staff • <u>Corporate level policy functions</u>: Overall fiduciary and financial policies, accountability and oversight; Treasury Functions including banking information and arrangements and cash management; Travel services, asset management, and procurement policies and support; Management and oversight of the audit exercise for all GCF projects; Information Systems and Technology provision, maintenance and support; Legal advice and contracting/procurement support policy advice; Strategic Human Resources Management and related entitlement administration; Office of Audit and Investigations oversight/investigations into allegations of misconduct, corruption, wrongdoing and fraud; and social and environmental compliance unit and grievance mechanism. 	70%

Function	Detailed description of activity	Typical GCF fee breakdown
Oversight of project completion	<ul style="list-style-type: none"> • Initiate, coordinate, finalize the Project Completion Report, Final Independent Evaluation Report and management response • Quality assurance of final evaluation report and management response • Independent Evaluation Office assessment of final evaluation reports; evaluation guidance and standard setting • Quality assurance of final cumulative budget implementation and reporting to the GCF • Return of any un-spent GCF resources to the GCF 	10%
Oversight of project reporting	<ul style="list-style-type: none"> • Technical review of project reports: quality assurance and technical inputs in relevant project reports • Quality assurance of the GCF bi-annual project interim progress reports and portfolio reports • Preparation and certification of UNDP annual financial statements and donor reports • Prepare and submit fund specific financial reports 	20%
	TOTAL	100%

Governance role for project target groups:

Project target groups will be formally represented in decision-making and project planning structures through the project organization structure and various organizations.

- Provincial Administration Council of Havana
- Municipal Governments
- Provincial and municipal representations of
 - CITMA,
 - Water Resources,
 - Tourism,
 - Agriculture,
 - Health,
 - Land Planning,
- Institute of Marine Sciences, ICIMAR
- State Work Group of Havana Bay
- Environment Agency National Institutes: INSMET, IES, IPF, among others,

A representative of the Provincial Administration Council of Havana in representation of the government and the communities will be part of the Project Steering Committee (PSC) and will be directly engaged in decision making, planning, and contributing with their experience and lessons learned.

At the provincial and municipal level, ministries, sectors, and institutions such as: CITMA, Water Resources, Tourism, Agriculture, Health, Land Planning, Institute of Marine Sciences and State Work Group of Havana Bay key stakeholders like ICIMAR, INSMET, IES, IPF, among others, will be represented in decision making and planning by through The government groups on Climate Change.

The secretariat of these groups is headed by the Havana Delegation of CITMA. The provincial group, among its functions, will analyse and approve the Adaptation Plan of HCZ, and at the same time, it constitutes a dialogue mechanism to conciliate the different sectorial requirements and functions in the process of design and prioritization of the measures in the Adaptation Plan. The provincial group on Climate Change will report to the National Group on Climate Change headed by the President of Cuba.

VIII. FINANCIAL PLANNING AND MANAGEMENT

The total cost of the project is USD 2,764,976.54. This is financed through a GCF grant. UNDP, as the GCF Delivery Partner, is responsible for the oversight and quality assurance of the execution of GCF resources.

GCF Disbursement schedule: GCF grant funds will be disbursed in accordance with the terms and conditions set out in the Second Amended and Restated Framework Readiness and Preparatory Support Grant Agreement. The Country Office will submit an annual work plan to the UNDP-NCE Unit and comply with the GCF milestones in order for the next tranche of project funds to be released. All efforts must be made to achieve 80% delivery annually.

Disbursement requests will be managed at portfolio level by UNDP-NCE Unit in NY, as agreed in the Second Amended and Restated Framework Readiness and Preparatory Support Grant Agreement” between GCF and UNDP. Under Clause 4 of said Second Amended and Restated Framework Readiness and Preparatory Support Grant Agreement, the Delivery Partner shall be required, when submitting Requests for Disbursement, to provide confirmation or evidence that at least 70% of the aggregate amounts previously disbursed by GCF have been committed and/or expended for Eligible Expenditures.

An Indicative Disbursement Schedule is provided below for reference.

Month	6 months	12 months	18 months	24 months	30 months	36 months	42 months	48 months	54 months
Amount in USD	311,574 .90	318,061 .25	391,076. 25	287,955. 40	287,037. 62	191,687. 97	372,390. 08	349,701. 11	255,491.9 6
Total Project Outcomes in USD	USD 2,764,976.54								
DP Fee in USD	USD 235,023.01								
Total Project Budget in USD	USD 2,999,999.55								

UNDP Support Service Costs: UNDP will provide operational support services, according to UNDP policies on GCF funded projects. UNDP Support Services are over and above the project cycle management services, and its costs are those incurred by UNDP for the provision of services that are execution driven and can be traced in full to the delivery of project outcomes and activities. Eligible Support Services costs should not be charged as a flat percentage.

As is determined by GCF requirements, operational support service costs are assigned as Project Management Cost and identified in the project budget as UNDP Support Services. They should be calculated based on estimated actual or transaction-based costs and should be charged to the Direct Project Costs account code: “74596-Services to projects - GOE or 64397 – ‘Services to projects - CO staff”

UNDP Support Services costs charges shall not exceed the capped amount approved by the GCF. Any additional UNDP Support Service costs after GCF approval of the proposal needs to be submitted to the GCF Secretariat for re-approval.

Budget Revision and Tolerance: 20% of the total overall projected costs can be reallocated among outcomes. No changes are allowed in the PMC. Any budget reallocation involving a major change in the project's scope, structure, design or objectives or any other change that substantially alters the purpose or benefit of the project requires the GCF's prior written consent.

As outlined in the UNDP POPP, the project board will agree on a budget tolerance level for each plan under the overall annual work plan allowing the project manager to expend up to the tolerance level beyond the approved project budget amount for the year without requiring a revision from the Project Board (within the GCF requirements noted above). Should such deviation occur, the Project Manager and UNDP Country office will seek the approval of the UNDP-NCE Unit.

Any over expenditure incurred beyond the available GCF grant amount will be absorbed by the Country Office using non-GCF resources (e.g., UNDP TRAC or cash co-financing).

Audit: The project will be audited according to UNDP Financial Regulations and Rules and applicable audit policies on DIM implemented projects. Upon request, project audit reports (s) will be shared with the GCF (the donor).

Project Closure: Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP.²⁴ On an exceptional basis only, a no-cost extension beyond the initial duration of the project will be sought from in-country UNDP colleagues and then the UNDP-Global Nature, Climate and Energy Executive Coordinator.

Refund to GCF: Unspent GCF resources must be returned to the GCF. Should a refund of unspent funds to the GCF be necessary, this will be managed directly by the UNDP-NCE Unit in New York.

Project Closure: Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP.²⁵ On an exceptional basis only, a no-cost extension beyond the initial duration of the project will be sought from in-country UNDP colleagues and then the UNDP-Global Nature, Climate and Energy Executive Coordinator.

Operational completion: The project will be operationally completed when the last UNDP-financed inputs have been provided and the related activities have been completed. This includes the final clearance of the Final Independent Evaluation Report (that will be available in English) and the corresponding management response, and the end-of-project review Project Board meeting. The UNDP CO through a Project Board decision will notify the UNDP NCE Unit when operational closure has been completed.

Transfer or disposal of assets: In consultation with the other parties of the project, UNDP programme manager (UNDP Resident Representative) is responsible for deciding on the transfer or other disposal of assets. Transfer or disposal of assets is recommended to be reviewed and endorsed by the project board following UNDP rules and regulations. Assets may be transferred to the government for project activities managed by a national institution at any time during the life of a project. In all cases of transfer, a transfer document must be prepared and kept on file²⁶.

Financial completion: The project will be financially closed when the following conditions have been met a) The project is operationally completed or has been cancelled; b) UNDP CO has closed the accounts for the project; d) UNDP CO has certified a final Combined Delivery Report (which serves as final budget revision).

The project is required to be financially completed within 6 months of operational closure or after the date of cancellation. Between operational and financial closure, the UNDP CO will identify and settle all financial obligations

²⁴ see <https://info.undp.org/global/popp/ppm/Pages/Closing-a-Project.aspx>

²⁵ see <https://info.undp.org/global/popp/ppm/Pages/Closing-a-Project.aspx>

²⁶ See

https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PPM_Project%20Management_Closing.docx&action=default.

and prepare a final expenditure report. The UNDP Country Office will send the final signed closure documents including confirmation of final cumulative expenditure and unspent balance to the UNDP-NCE Unit for confirmation before the project will be financially closed in Atlas by the UNDP Country Office.

IX. TOTAL BUDGET AND WORK PLAN

TOTAL BUDGET AND WORK PLAN			
Atlas Proposal or Award ID:	110401	Atlas Primary Output Project ID:	109348
Atlas Proposal or Award Title:	Adaptation Plan for the Havana Coastal Zone		
Atlas Business Unit:	CUB10		
Atlas Primary Output Project Title:	NAP Havana Coastal Zone		
UNDP-GEF PIMS No.	6216		
Implementing Partner:	UNDP		

GCF Outcome	GCF Output/Atlas Activity	Responsible Party/11 (Atlas Implementing Agent)	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Total (USD)	See Budget Note:
OUTCOME 1: The technical capacities of key stakeholders are built and the information for the formulation of Adaptation Plan for the Havana	OUTPUT 1.1 <i>HCZ risk assessment updated and spread</i>	1981	66001	12526	71200	International Consultants	16,000.00	0.00	0.00	0.00	0.00	16,000.00	1
					71300	Local Consultants	12,000.00	0.00	0.00	0.00	0.00	12,000.00	2
					71400	Contractual Services - Individ	10,500.00	10,500.00	0.00	0.00	0.00	21,000.00	3
					71600	Travel	3,350.00	0.00	0.00	0.00	0.00	3,350.00	4
					72100	Contractual Services-Companies	165,000.00	67,450.00	0.00	0.00	0.00	232,450.00	5
					72200	Equipment and Furniture	0.00	65,000.00	0.00	0.00	0.00	65,000.00	6
					72300	Materials & Goods	9,000.00	9,000.00	0.00	0.00	0.00	18,000.00	7
					72800	Information Technology Equip	0.00	52,800.00	0.00	0.00	0.00	52,800.00	8
					73400	Rental & Maint of Other Equip	25,311.00	25,311.00	0.00	0.00	0.00	50,622.00	9
					74500	Miscellaneous Expenses	4,967.00	4,967.65	0.00	0.00	0.00	9,934.65	55

Coastal Zone is updated.				75700	Training, Workshops and Confer	116,000.00	120,300.00	0.00	0.00	0.00	236,300	10	
					TOTAL Output 1.1	362,128	355,328.65	0.00	0.00	0.00	717,456.65		
	OUTPUT 1.2 <i>Key stakeholders aware and trained, considering gender and vulnerable groups.</i>	1981	66001	12526	71400	Contractual Services - Individ	0.00	0.00	10,500.00	0.00	0.00	10,500.00	3
					71600	Travel	7,500.00	7,500.00	15,000.00	0.00	0.00	30,000.00	11
					72100	Contractual Services- Companies	38,000.00	36,000.00	36,000.00	36,000.00	18,000.00	164,000.00	12
					72400	Communic & Audio Visual Equip	54,000.00	0.00	0.00	0.00	0.00	54,000.00	13
					72500	Supplies	4,200.00	4,200.00	4,200.00	4,200.00	2,100.00	18,900.00	14
					73400	Rental & Maint of Other Equip	12,655.50	12,655.50	8,411.04	6,853.44	2,570.04	43,145.52	9
					74200	Audio Visual&Print Prod Costs	3,000.00	6,000.00	6,000.00	0.00	0.00	15,000.00	15
					74500	Miscellaneous Expenses	2,207.65	2,208.00	2,208.00	2,208.00	1,103.00	9,934.65	55
75700					Training, Workshops and Confer	68,134.00	47,600.00	37,250.00	3,716.00	0.00	156,700.00	16	
				TOTAL Output 1.2	189,697.15	116,163.50	119,569.04	52,977.44	23,773.04	502,180.17			
OUTPUT 1.3 <i>CCA-DDR approach is inside the land use planning methodological framework</i>	1981	66001	12526	72100	Contractual Services- Companies	15,000.00	20,000.00	0.00	0.00	0.00	35,000.00	17	
				74200	Audio Visual&Print Prod Costs	2,000.00	2,000.00	3,000.00	0.00	0.00	7,000.00	18	
				74500	Miscellaneous Expenses	3,311.00	3,312.00	3,311.65	0.00	0.00	9,934.65	55	
				75700	Training, Workshops and Confer	15,000.00	15,000.00	0.00	0.00	0.00	30,000.00	19	
								TOTAL Output 1.3	35,311	40,312	6,311.65	0	0
OUTCOME 2: <i>OUTPUT 2.1</i>	1981	66001	12526	71200	International Consultants	0.00	16,000.00	0.00	0.00	0.00	16,000.00	20	
				71300	Local Consultants	0.00	7,000.00	19,000.00	0.00	0.00	26,000.00	21	
				71400	Contractual Services - Individ	0.00	10,500.00	21,000.00	0.00	0.00	31,500.00	22	

Medium and long-term adaptation measures are assessed and prioritized and aligned with national, local and sectorial development plans	Medium and long-term adaptation measures for HCZ identified, characterized and prioritized.				71600	Travel	0.00	3,350.00	0.00	0.00	0.00	3,350.00	23
					72100	Contractual Services-Companies	0.00	0.00	48,000.00	0.00	0.00	48,000.00	24
					72200	Equipment and Furniture	0.00	2,000.00	0.00	0.00	0.00	2,000.00	25
					73400	Rental & Maint of Other Equip	0.00	6,327.75	20,248.80	0.00	0.00	26,576.55	26
					74500	Miscellaneous Expenses	0.00	3,311.00	6,623.65	0.00	0.00	9,934.65	55
					75700	Training, Workshops and Confer	0.00	19,100.00	50,100.00	0.00	0.00	69,200.00	27
						TOTAL Output 2.1	0.0	67,588.75	164,972.45	0.0	0.0	232,561.20	
	OUTPUT 2.2 Synergy opportunities for prioritized measures implementation, strengthened.	1981	66001	12526	71200	International Consultants	0.00	0.00	7,000.00	0.00	0.00	7,000.00	28
					71600	Travel	0.00	25,000.00	33,300.00	0.00	0.00	58,300.00	29
					73400	Rental & Maint of Other Equip	0.00	6,327.75	22,248.80	0.00	0.00	28,576.55	26
					74500	Miscellaneous Expenses	0.00	3,311.00	6,623.65	0.00	0.00	9,934.65	55
					75700	Training, Workshops and Confer	0.00	26,000.00	76,700.00	0.00	0.00	102,700.00	30
						TOTAL Output 2.2	0.0	60,638.75	145,872.45	0.0	0.0	206,511.20	
OUTCOME 3: The Adaptation Plan for the Coastal Zone is formulated and disseminated	OUTPUT 3.1 Adaptation Plan comprehensively formulated	1981	66001	12526	71200	International Consultants	0.00	0.00	0.00	19,200.00	0.00	19,200.00	31
					71300	Local Consultants	0.00	0.00	0.00	24,000.00	0.00	24,000.00	32
					71400	Contractual Services - Individ	0.00	0.00	0.00	18,000.00	9,000.00	27,000.00	33
					71600	Travel	0.00	0.00	0.00	3,827.00	0.00	3,827.00	34
					72100	Contractual Services-Companies	0.00	0.00	0.00	80,000.00	40,000.00	120,000.00	35
					73400	Rental & Maint of Other Equip	0.00	0.00	0.00	19,756.64	6,062.20	25,818.84	36
					74200	Audio Visual&Print Prod Costs	0.00	0.00	0.00	5,450.00	0.00	5,450.00	37
					74500	Miscellaneous Expenses	0.00	0.00	0.00	6,622.65	3,312.00	9,934.64	55

				75700	Training, Workshops and Confer	0.00	0.00	0.00	29,750.00	0.00	29,750.00	38	
					TOTAL Output 3.1	0.00	0.00	0.00	206,606.29	58,374.20	264,980.49		
<i>OUTPUT 3.2</i> <i>IMechanisms and tools to implement the Adaptation Plan, designed.</i>	1981	66001	12526	71300	Local Consultants	0.00	0.00	0.00	12,000.00	0.00	12,000.00	39	
				71600	Travel	0.00	0.00	0.00	18,250.00	7,300.00	25,550.00	40	
				72100	Contractual Services- Companies	0.00	0.00	0.00	68,200.00	34,100.00	102,300.00	41	
				72200	Equipment and Furniture	0.00	0.00	0.00	18,000.00	0.00	18,000.00	42	
				72800	Information Technology Equipmt	0.00	0.00	0.00	25,800.00	0.00	25,800.00	43	
				73400	Rental & Maint of Other Equip	0.00	0.00	0.00	12,694.44	4,205.52	16,899.96	36	
				74500	Miscellaneous Expenses	0.00	0.00	0.00	6,622.65	3,312.00	9,934.65	55	
				75700	Training, Workshops and Confer	0.00	0.00	0.00	100,000.00	64,000.00	164,000.00	44	
					TOTAL Output 3.2	0.00	0.00	0.00	261,567.09	112,917.52	374,484.61		
<i>OUTPUT 3.3</i> <i>Adaptation Plan M&E System designed</i>	1981	66001	12526	71200	International Consultants	0.00	0.00	0.00	41,000.00	0.00	41,000.00	45, 48	
				71600	Travel	0.00	0.00	0.00	3,350.00	0.00	3,350.00	46	
				72100	Contractual Services- Companies	0.00	0.00	0.00	13,000.00	0.00	13,000.00	47	
				73400	Rental & Maint of Other Equip	0.00	0.00	0.00	9,267.72	3,115.20	12,383.92	36	
				74500	Miscellaneous Expenses	0.00	0.00	0.00	6,622.65	3,312.00	9,934.65	55	
				75700	Training, Workshops and Confer	0.00	0.00	0.00	85,700.00	30,000.00	115,700.00	49	
					TOTAL Output3.3	0.00	0.00	0.00	158,940.37	36,427.20	195,367.57		
Project Management Cost	<i>Project Management Unit</i>	1981	66001	12526	71400	Contractual Services - Individ	18,000.00	18,000.00	18,000.00	21,000.00	10,500.00	85,500.00	50
					72800	Information Technology Equipmt	3,500.00	0.00	0.00	0.00	0.00	3,500.00	51

(This is not to appear as an Output in the Results Framework)	73100	Rental & Maintenance-Premises	6,000.00	6,000.00	6,000.00	6,000.00	3,000.00	27,000.00	52
	74100	Professional Services	0.00	0.00	3,000.00	0.00	3,000.00	6,000.00	53
	74596	Services to projects - GOE for CO	15,000.00	15,000.00	15,000.00	15,000.00	7,500.00	67,500.00	54
		TOTAL Project Management	42,500.00	39,000.00	42,000.00	42,000.00	24,000.00	189,500.00	
	PROJECT TOTAL		629,636.15	679,031.65	478,725.59	722,091.19	255,491.96	2,764,976.54	

Budget Note	Detailed description	Sub-outcome
1	20 W / Day consultant for multi-hazard methodology: Daily rate: 800 USD x 20 days = 16,000 USD	1.1
2	National consultant 120 W/Day in asset characterization: Daily rate: 100 USD x 120 days= 12,000 USD	1.1
3	Partial salary of a mentioned time to provide technical support to Outcome 1.1. (875 USD x 24 months = 21,000 USD) + Outcome 1.2. (875 USD x 12 months = 10,500 USD)	1.1; 1.2
4	Estimated travel of the international consultant: air ticket (1,602 USD) + DSA 6 nights mission Havana (1,560 USD) + TE (188 USD) = 3,350.00 USD	1.1
5	Company contract for 12 deliverables/ studies (232,450 USD) for: 1. Environmental Diagnosis, which includes socio-demographic characterization (20,000 USD) 2. Evaluation of Climate Change Impacts, which includes climate characterization (27,450 USD) 3. Digital Terrain Modelling (25,000 USD) 4. Installation, monitoring and supervision of tide gauge stations (30,000 USD) 5. Monitoring and evaluation of karst development (50,000 USD) 6. Risk study of coastal flooding by storm surge (10,000 USD) 7. Vulnerability analysis related to coastal flooding by mean SLR for the future scenarios 2050 and 2100 (15,000 USD) 8. Vulnerability analysis related to coastal erosion by mean SLR for the future scenarios 2050 and 2100 (15,000 USD) 9. Risk study related to mean SLR -in the Coastal wetlands (10,000 USD) 10. Risk study related to mean SLR -in Reef, Beaches and Dunes (10,000 USD) 11. Sea acidification evaluation (10,000 USD) 12. Water availability evaluation (10,000 USD)	1.1

6	<p>Technological equipment for the strengthening of the surveillance systems and for the support to the biophysical monitoring that is detailed in the procurement plan:</p> <p>1 station dizziness graphics for surveillance system: 15,000 USD 3 pressure sensors for surveillance system; 40,000 USD 1 Multi-parametric station with CO2 sensor and portable multi-parametric probe: 10,000 USD</p>	1.1
7	<p>Provisions for biophysical monitoring: 18,000 USD in 24 month (Mean cost = 750 USD x month)</p>	1.1
8	<p>a) IT equipment required for analysis and integration of quantitative and semi-qualitative data; validation and synthesis of results; generation of products which includes maps-reports and executive reports for decision makers; as well as the planning, monitoring and evaluation of the scientific and technological information system (7,500 USD):</p> <p>6 Laptops for Technical Coordination Unit (TCU) (Project Director, Technical Director, 3 government- supported coordinators for each outcome, Information Analyst) 1,000 USD each = 6,000 USD 2 Printer for CTU (in 2 different offices): 500 USD each = 1,000 USD 2 HD External x 250 USD each = 500 USD</p> <p>b) IT equipment required for the activities to improve the spatial coverage of the cartographic bases, biophysical monitoring and the surveillance system (24,500 USD):</p> <p>2 PC for gathering information from the communities, collection of tools, methodologies and studies of hazards, vulnerabilities and risks and compilation of all information: 1,800 USD 2 Datashow: 900 USD x 2 = 1,800 USD 2 Professional Servers + 2 Backups + 2 NAS (Network Attached Storage) in CTU: 5,500 USD x 2 = 11,000 USD.</p> <p>Supplies:</p> <ul style="list-style-type: none"> - Toners for printers (5 x 225 USD x 2 printer per year: 2,250 USD x 4 years = 9,000 USD) - 2 Drum (2 printer x 450 USD) = 900 USD <p>c) PC, printer and supplies for digital processing and support to capacity building.</p> <p>4 high-performance PCs for digital image processing and GIS: 2,700 USD each x 4 = 10,800 USD 4. 32 inches high performance display for digital image processing and GIS: 850 USD each x 4 = 3,400 USD 4 Backup: 300 USD each x 4 = 1,200 USD 3 High performance laptop for biophysical monitoring in the entire coastal area of Havana: 1,800 USD each x 3 = 5,400 USD Total: 20,800 USD</p>	1.1
9	<p>Total outcome 1: 93,768 USD (outcome 1.1: 50,622 USD, outcome 1.2: 43,146 USD). Rental of vehicles: See justification for the rent of vehicles in Section 5.2 of the Funding Proposal for more details.</p>	1.1; 1.2

10	<p>Coordination meetings, workshops and advanced courses in GIS, modeling and simulation. Inception Workshop of the project (2 days, 100 participants per day): 12,000 USD 2 Information coordination and validation workshops (2 days, 30 participants per day): 3,750 USD x 2 workshops = 7,500 USD 4 training sessions or webinars for technical staff of the Disaster Risk Reduction Centers, Water resources provincial delegation, Technical Council for Risk Assessments, CITMA Havana Delegation to develop technical capacities to optimize the surveillance system, to develop technical capacities to optimize the surveillance system (3,750 USD x 4 training sessions = 15,000 USD). 2 Information dissemination workshops (or webinar) with municipal decision-makers to facilitate understanding of data and its use in decision-making (2 days x 45 participants: 5,625 USD x 2 workshops = 11,250 USD) 2 Coordination workshop on cartographic bases (1 day, 60 participants per day x 2 workshops = 6,800 USD) 2 Monitoring and evaluation workshops on cartographic bases (2 days, 30 participants per day): 7,500 USD 3 International advanced courses of 5 days: 1 modeling course (2 participants x 3,750 USD = 7,500 USD), 1 GIS course (2 participants x 3,750 USD = 7,500 USD), 1 course of PDI (2 participants x 3,750 USD = 7,500 USD). Total: 22,500 USD. These courses are conceived as in-person. If, COVID-19 -related restrictions were to take place during year one of the project, these activities could be moved to the second year of the Project. However, since for now the start date of the project is unknown, the plan remains to keep the workshops in year 1. 1 workshop to start hydro-meteorological studies (2 days, 60 participants per day): 7,500 USD 3 Monitoring and validation of hazard studies workshops: coastal flooding (2 days x 60 participants per day = 7,500 USD), terrestrial flooding (2 days x 60 participants per day = 7,500 USD) and drought (2 days x 60 participants per day = 7,500 USD). Total: 22,500 USD 6 Vulnerability monitoring and validation workshops: coastal incursions (2 days x 60 participants per day = 7,500 USD), terrestrial flooding (2 days x 60 participants per day = 7,500 USD) and drought (2 days x 60 participants per day = 7,500 USD). Total: 45,000 USD 3 workshops on social aspects associated with DRR and CCA (3 x 2 days x 30 participants): 3,750 USD x 3 workshop = 11,250 USD 9 workshops for estimating climatic and related risks (9 x 2 days x 60 participants) = 7,500 USD x 9 = 67,500 USD</p>	1.1
11	<p>International forums in the region for the identification of methodologies, tools and adaptation measures. 2 international travels (2 people * 5 days/each) x 4 missions: Ex. Air ticket (1,012 USD) + DSA 6 nights mission (2,550 USD) + TE (188 USD) = 3,750.00 USD x 2 pax = 7,500 USD per mission x 4 missions = 30,000 USD</p>	1.2
12	<p>Company contract for info-communication strategy (32,800 USD ea, per deliverable) 1. Development of audio-visual media on CCA and DRR that are paid to the results of the project. 2. Development of audio-visual media on CCA and DRR for the West side of HCZ 3. Preparation of audio-visual media on CCA and DRR for the East side of HCZ 4. Design and reproduction of promotional materials for the project 5. Infographic setting of the Technical Coordination Unit and CRDAC The quality in the preparation and execution of the workshops, technical meetings, formal presentations and conferences, requires audio-visual aids for a better understanding and dialogue among the different actors. Also, the project aims to safeguard the audio-visual memory of all the activities in order to have a graphic comparison between the baseline and the reached goals. The audio-visual material will serve to create didactic materials for the diffusion of the experiences.</p>	1.2

13	<p>1 Professional video camera and accessories for the audiovisual survey of the baseline for the film crew of the hydrometeorological, technological events, extreme weather event, and other events associated with Climate Change that occur in the coastal zone: USD 6,500</p> <p>1 Standard video camera and accessories for the info communication team that will monitor the project processes (trainings, workshops, events, congresses, etc. at the local, territorial or sectoral level): 2,000 USD</p> <p>5 Cellphones with GPS and HD camera for coordination and monitoring team (national director, technical director, 3 technical coordinators): 3,250 USD</p> <p>2 Cellphones medium price range for biophysical monitoring team: 400 USD (information analyst, geomatic expert and member of team)</p> <p>1 photo camera: 750 USD</p> <p>1 audio digital recorder: 250 USD</p> <p>Data mobile, monthly mobile services (calls, text messages, etc.) and connectivity services to Internet: 40,850 USD</p> <p>The quality in the preparation and execution of the workshops, technical meetings, formal presentations and conferences, requires audio-visual aids for a better understanding and dialogue among the different actors.</p> <p>Also, the project aims to safeguard the audio-visual memory of all the activities in order to have a graphic comparison between the baseline and the reached goals. The means of processing and communication are determinant for the biophysical monitoring and the graphic verification of the phenomena associated to climate change impacts and disasters situations in HCZ. The data processing and communication are essential for these activities, including the biophysical monitoring and the graphic verification of the phenomena associated to climate change impacts and disasters situations in HCZ.</p> <p>The cellphones will allow the geo-reference of vulnerabilities and tracking routes of extreme events. These cellphones include apps with geo-magnetic field, speedometer, barometers and altimeters that allow a more exact observation of the weather conditions and altimetry correction to improve the effectiveness in the assessment of disasters risks studies from the improvement of the working scale (1:10000). The connectivity is planned to access the Internet for different free tools such as, the database Open Street Map, the websites Copernicus and Alaska Edu to download images (SENTINEL) of high resolution, and to access to SASTPLANET. It is also important to access to digital models of the land as STRM, DEM ALLOS among others, as well as the database of hurricanes of the WMO and of the NOAA for monitoring the variability of heat degree and anomalies of corals.</p>	1.2
14	Office materials (card stock, paper, pencils, pens, etc.) for the training and training modules and the general operation of the project (9 semesters x 2,100 USD= 18,900 USD).	1.2
15	Printing materials for the training modules. Printing glossaries, manuals and existing methodologies (15,000 USD)	1.2
16	<p>Meetings and workshops to validate the info-communication strategy:</p> <ul style="list-style-type: none"> - 20 courses in CRDAC and it's adjoining classrooms for 10 sectors: 2 for each sector: 5 days x 15 pax = 3,050 USD each x 20 = 61,000 USD - 12 courses for communities (2 for each municipality: Beach, Plaza, C. Havana, H.Vieja, Regla, Gbcoa), 2 for representatives of 9 municipalities (East and West). 5 days x 15 pax = 3,050 USD each x 12 = 36,600 USD - 4 courses for University students (Teaching Unit of the Faculty of Geography of the Univ. Of Havana). (10 days x 15 participants): 6,050 USD x 4=24,200 USD - 1 Validation workshop for the info-communication strategy (3 days x 60 participants): 9,536 USD - 2 Environment Convention in Cuba (8 pax x 5 days): 350 USD x 8 x 2 = 5,600 USD - 1 Science and Technology Convention in Cuba (8 pax x 5 days): 350 USD x 8 = 2,800 USD - 1 Disaster Congress in Cuba (6 pax x 5 days): 350 USD x 6 = 2,100 USD - 4 International or regional Caribbean conferences on governance for DDR and CCA, 2 pax x 5 days, from the second year: Estimated travel: air ticket (800 USD)+DSA 6 nights (870 USD)+TE (188 USD)=1,858.00USD x 2 = 3,716 USD x 4= 14,864 USD. 	1.2
17	Company contract for methodological guidelines for land use planning with a CCA-DRR approach (35,000 USD)	1.3
18	Printing materials for the workshops. Printing maps and land use planning guidelines (7,000 USD)	1.3

19	4 workshops on territorial planning and their urbanizations (2 days x 60 participants = 7,500 USD x 4 = 30,000 USD)	1.3
20	International consultant (20 W / day) for definition of criteria and methods of prioritization of measures: Daily rate: 800 USD x 20 days = 16,000 USD	2.1
21	2 National consultants for the characterization of adaptation measures: Daily rate: 130 USD x 100 days = 13,000 USD x 2 = 26,000 USD	2.1
22	Project manager: Partial salary of a mentioned time to provide technical support to Outcome 2. (1,750 USD x 18 months = 31,500 USD)	2.1
23	Estimated travel of International Consultant: air ticket (1,602 USD) + DSA 6 nights mission Havana (1,560 USD) + TE (188 USD) = 3,350.00 USD	2.1
24	Design and presentation of the methodological bases for the territorial ordering and urbanizations of the HCZ (48,000 USD)	2.1
25	Minimal furniture for regular meeting (4 table, 25 chairs and 1 split): 2,000 USD 4 table x 80 USD = 320 USD 25 chairs x 40 USD = 1,000 USD 1 split = 680 USD	2.1
26	Total outcome 2: 55,153 USD (outcome 2.1: 26,576.55 USD, outcome 2.2: 28,576.55 USD). Rental of vehicles: See justification for the rent of vehicles in Section 5.2 of the Funding Proposal for more details.	2.1; 2.2
27	Meetings and workshops for pre-selection of measures, validation of the characterization and validation of the ordering plans: 2 pre-selection workshops, characterization and methods of prioritization of measures (2 days x 100 participants): 12,000 USD X 2 = 24,000 USD 4 workshops on adaptation measures by sub-areas and sectors (2 day x 20 participants): 2 workshop for the East and 2 Workshop for the West: 2,300USDx4=9,200 USD 2 workshops of ordering plans (3 days x 100 participants): 1 Workshop for the East and 1 Workshop for the West: 18,000 USD X 2 = 36,000 USD	2.1
28	2 International consultants (5 W / day each) in EBA and CBA solutions alternatives: Daily rate: 700 USD x 5 days = 3,500 USD x 2 = 7,000 USD	2.2
29	Mission to Colombia and Belize to scientific experience exchange about EBA and CBA solutions. Estimated air ticket (917 USD) + DSA 5 nights mission to Colombia (745 USD) + TE (188 USD) = 1,850.00 USD x 2 PAX = 3,700 USD Estimated air ticket (782 USD) + DSA 3 nights mission to Belize (780 USD) + TE (188 USD) = 1,750.00 USD x 2 PAX = 3,500 USD Visits to the western (2), central (3) and eastern (2) provinces for the study of territorial cases (7 visits x 5d x 10 PAX (incl. driver) x 146 USD = 51,100 USD) The missions planned to Colombia and Belize are aimed to enhance the expertise of Cuban practitioners through South- South knowledge exchange on EBA and CBA. The mission in Colombia is planned to visit research centers and project sites where successful measures of EBA are applied, besides seeing in situ the application of the multi-hazard and risk methodology for the risks assessment. In the case of the mission to Belize, the interest is to visit the Institute of Coastal Zone Management. Also, it is useful to visit coastal areas with experience in the implementation of measures of CBA such as cleaning up and restoration of sea grasses and corals carried out by the own community, they could be applied in Cuba as well.	2.2
30	Meetings and workshops for the return of EBA / CBA solutions identified and studied. Socialization of adaptation measures: 3 Workshop for regional initiatives (2 days x 100 participants): 12,000 X 3 = 36,000 USD 1 Workshop of initiatives with municipal specialists from different sectors (2 days x 60 participants): 7,500 USD 2 workshops for initiatives developed in the HCZ (2 days x 100 participants). 1 workshop p. East zone and 1 workshop p. West zone: 11,600 USD X 2 = 23,200 USD 3 Workshops for the creation of the Havana Coastal Network on Climate Change (2 days x 100 participants). 1 in the West, 1 in the Center and 1 in the East.: 12,000 USD X 3 = 36,000 USD	2.2

31	International consultant (24 W / Day) in costing of adaptation measures and financing strategy too (3.3) Daily rate: 800 USD x 24 days = 19,200 USD	3.1
32	National consultant (240 W / Day) for the integration and edition of the adaptation plan versions: Daily rate: 100 USD x 240 days = 24,000 USD	3.1
33	Project manager: Partial salary of a mentioned time to provide technical support to Outcome 3. (1,500 USD x 18 months = 27,000 USD)	3.1
34	Estimated travel of the international consultant: air ticket (1,559 USD) + DSA 8 nights mission Havana (2,080 USD) + TE (188 USD) = 3,827 USD	3.1
35	Company contract to build the portfolio of project ideas to implement the measures in the Adaptation Plan This contract is the type of flat rate monthly agreement (20,000 USD x project idea (6) = 120,000 USD) for developing and managing the portfolio, which will include a procedure manual, an operative expert group and a functional web information system.	3.1
36	Total outcome 3: 55,102 USD (outcome 3.1: 25,819 USD, outcome 3.2: 16,900 USD, outcome 3.3: 12,383 USD). Rental of vehicles: See justification for the rent of vehicles in Section 5.2 of the Funding Proposal for more details.	3.1; 3.2; 3.3
37	Printing of documents related to the elaboration, validation and approval of the plan.	3.1
38	Meetings and workshops for the presentation, validation and approval of the adaptation plan by levels: Inception workshop Integration of the Plan (2 days x 100 pax): 13,850 USD Workshop of the alpha version of the Plan (5 days x 15 pax): 5,300 USD Workshop beta version of the Plan (5 days x 15 pax): 5,300 USD X 2 = 10,600 USD	3.1
39	National consultant for the preparation of the financing strategy (national context) and integration of the international context with the support of an international consultant: Daily rate: 100 USD x 120 days = 12,000 USD	3.2
40	Visits to the western (2), central (3) and eastern (2) provinces for the study of territorial cases (7 visits x 5d x 5 PAX (incl. driver) x 146 USD estimated DSA = 25,500 USD)	3.2
41	Company for information and knowledge management platform on DRR and CCA (34,100 USD/ service estimated): 1. Hosting of professional server (1 Mpbs, 24x7, 24m): hosting provider 2. Installation and service of leased line at 1 Mpbs (24x7, 24m): access provider 3. Info technological design and implementation of the GIC platform: application provider	3.2

42	<p>6 Modules of furniture for creation of the nodes of the Havana Coastal Network on Climate Change (HCNCC). In Havana are included the 6 municipalities of project intervention (Playa, Plaza, Centro Habana, La Habana Vieja, Regla y La Habana del Este).</p> <p>Each module (3,000 USD) contains: 1 Personal computer table: 150 USD 1 Side table for printer: 100 USD 1 Desk: 150 USD 24 Chairs with board: 100 USD each = 2,400 USD 2 metal shelves: 100 USD each x 2 = 200 USD 1 Module of furniture = 3,000 USD x 6 modules = 18,000 USD</p> <p>The nodes that make up the Havana Coastal Network on Climate Change require a minimum of furniture and of equipment for the implementation of the project and the sustainability of the Adaptation Plan. These nodes coordinated by the specialists of the CITMA in the six municipalities of HZC– will also work as Capacity-Building Centers and Knowledge Management Centers at local level. The connectivity of these nodes will allow the integration with other Capacity-Building Centers that the country has built with support of international funding.</p>	3.2
43	<p>Minimal IT Equipment for Havana Coastal Network on Climate Change supported in 6 Building Capacities Centers. RMC3 includes different coastal municipalities in Cuba. In Havana are included the 6 municipalities of project intervention (Playa, Plaza, Centro Habana, La Habana Vieja, Regla y La Habana del Este)</p> <p>6 IT modules: 4300 USD x 6 = 25,800 USD</p> <p>Each module includes: 1 Laptop (1000 USD), 1 printer (500 USD), 1 PC (1000 USD), 1 datashow (900), 4 toner (4 x 225 = 900 USD) = 4300 USD</p> <p>The nodes that make up the Havana Coastal Network on Climate Change require a minimum of furniture and of equipment for the implementation of the project and the sustainability of the Adaptation Plan. These nodes coordinated by the specialists of the CITMA in the six municipalities of HZC– will also work as Capacity-Building Centers and Knowledge Management Centers at local level. The connectivity of these nodes will allow the integration with other Capacity-Building Centers that the country has built with support of international funding.</p>	3.2
44	<p>Technical meetings and workshops to validate mechanisms and instruments to support the implementation of the Adaptation Plan:</p> <p>1 Alignment workshop with Readiness and National Communication on Climate Change (3 days x 100 pax): 18,000 USD 3 Seminars of knowledge networks facing the Climate Change (2 days x 60 pax): 7,500 USD x 3 = 22,500 USD 3 Structuring workshops of the Havana Coastal Network on Climate Change (2 days x 100 pax): 12,000 USD X 3 = 36,000 USD 3 Conceptualization seminars of the Information and Knowledge Management Platform (2 days x 60 pax): 7,500 USD X 3 = 22,500 USD 1 Platform integration workshop with the Government Information System (3 days x 100 pax): 20,000 USD 6 Validation workshops of alpha, beta and 1.0 versions of the Platform (1 biannual workshop of 2 days x 60 pax): 7,500 USD X 6 = 45,000 USD</p>	3.3
45	<p>International consultant (20 W / Day) for M & E bases and indicators Daily rate: 800 USD x 20 days = 16,000 USD</p>	3.3
46	<p>Estimated air ticket International Consultant (1,602 USD) + DSA 6 nights mission Havana (1,560 USD) + TE (188 USD) = 3,350.00 USD</p>	3.3
47	<p>2 contracts for the establishment of indicators in the National Statistics and Information System (6,500 USD ea. estimated):</p> <ol style="list-style-type: none"> 1. Bases and indicators of the M&E system 2. Establishment of the indicators in the NSIS 	3.3
48	<p>Final evaluation: 25,000 USD</p>	3.3

49	<p>Workshops for the design of the M&E System and the creation of capacities for its implementation:</p> <p>3 Workshop for design of the M&E training strategy (2 days x 60 pax): 22,500 USD</p> <p>6 Courses-workshops of M&E (2 days x 60 pax): 7,500 USD X 6 = 45,000 USD</p> <p>4 Workshop of lessons learned (2 days x 60 pax): 7,500 USD X 4 = 30,000 USD</p> <p>1 Workshop final project (3 days x 100 pax): 18,200 USD</p>	3.3
50	<p>Services contracts for Project management unit (2 pax):</p> <p>1. Project manager:</p> <p>Estimate total salary: \$2,000/month for 54 months = 108,000 USD:</p> <ul style="list-style-type: none"> - Approximately 83% of his/her time to provide technical support split between the outcomes. (90,000 USD) - Approx. 17% of his/her time to support project management. (18,000 USD) <p>2. Project assistant:</p> <p>Estimate total salary: \$1,250/month for 54 months = 67,500 USD.</p> <p>100% of time his/her time to provide administrative support (1,250 USD x 54 months = 67,500 USD to be budgeted under PMC).</p>	PMU
51	<p>3 Laptops and 1 printer for the project management unit:</p> <p>3 Laptops (3,000 USD): 1,000 USD each</p> <p>1 printer: 500 USD</p>	PMU
52	<p>To facilitate the management of the project (infrastructure and services), an office will be provided to the Coordinator and the Project Assistant at the UNDP Cuba. The estimated cost for a physical area in the UNDP premises in Cuba is \$ 6,000 for 1 year (\$ 500 x month) . Includes electricity, water, internet, landline, security, etc.(\$500 x 54 month = 27,000 USD)</p>	PMU
53	<p>2 audits: 3,000 USD each = 6,000 USD. Project audit will be conducted by an external audit firm hired competitively. First audit is conducted on the year 3 of implementation and second on the first semester of the year 5.</p>	PMU
54	<p>Costs related to support services to the Project based on UNDP UPL (Universal Price List) / LPL (Local Price List) prices:</p> <p>HR and ICT services: 17,309 USD,</p> <p>Procurement: 18,579 USD,</p> <p>Transportation services, travel logistics: 19,268 USD,</p> <p>Issuance of vouchers and checks, etc.: 12,344 USD</p>	PMU
55	<p>Unforeseen programme cost, such as FX gain and loss, courier service etc., which is unrelated to implementation/service fee.</p>	1.1; 1.2; 1.3; 2.1; 2.2; 3.1; 3.2; 3.3

X. LEGAL CONTEXT

Option a. Where the country has signed the [Standard Basic Assistance Agreement \(SBAA\)](#)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Cuba and UNDP, signed on May 17th, 1975 . All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by UNDP (“Implementing Partner”) in accordance with its Financial Regulations and Rules, practices, procedures, and financial governance to ensure best value for money, fairness, integrity, transparency, and effective international competition.

The designations employed and the presentation of material on this map do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations or UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

XI. RISK MANAGEMENT

UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]²⁷ [UNDP funds received pursuant to the Project Document]²⁸ are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/qa_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies, and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

27 To be used where UNDP is the Implementing Partner

28 To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
- a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
 - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
 - c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.
 - d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
 - e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
 - f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
 - g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform

UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- h. UNDP will be entitled to a refund from the responsible party, subcontractor, or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible parties, subcontractor's, or sub-recipient's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors, and sub-recipients.

- i. Each contract issued by the responsible party, subcontractor, or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- j. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- k. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XII. MANDATORY ANNEXES

Annex A: GCF approved Readiness and Preparatory Support Proposal

GCF NAP CUBA proposal approved:

<https://pims.undp.org/attachments/6216/216712/1722837/1792417/GCF%20Readiness%20Proposal%20-%20Cuba%2C%20UNDP.pdf>

Annex B: GCF notification of approval letter



Dr. José Fidel Santana Núñez
Deputy Minister
Ministry of Science, Technology and Environment
Linea No 8 / N and O. Vedado
Plaza de la Revolución, Havana
Republic of Cuba

COUNTRY PROGRAMMING

Date : 2 December 2021
Reference : DCP/2021/414
Page : 1 of 1

Subject: Notification of Approval of Readiness and Preparatory Support Programme Proposal to the Green Climate Fund - [Grant Reference Number CUB-RS-003]

Dear Dr. Núñez,

I am pleased to inform you that the Green Climate Fund (GCF) Secretariat has approved the Readiness Proposal from the Republic of Cuba for "Adaptation Plan for the Havana Coastal Zone," in accordance with the terms of the Framework Readiness and Preparatory Support Grant Agreement (Framework Agreement) between the GCF and the United Nations Development Programme (UNDP), dated 2 September 2016, as amended by the Amended and Restated Framework Agreement dated 6 March 2018, as amended by the Second Amended and Restated Framework Agreement dated 22 July 2020.

The above-mentioned proposal was approved on 22 November 2021 for the amount of USD 3,000,000, including eight-point five percent (8.5%) Delivery Partner Fee budget. The aggregate Delivery Partner Fee received and retained by the Delivery Partner, in relation to the Grant for the Readiness Support, shall not exceed eight-point five percent (8.5%) of the total Grant used to finance the Eligible Expenditures. A copy of the proposal is attached for your reference.

Kindly note that UNDP will send a request for disbursement to the Secretariat so you will be able to begin the implementation.

Please contact us if you have any questions about your approved proposal or next steps.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Pa Ousman Jarju".

Mr. Pa Ousman Jarju
Director

Enclosure: Readiness Proposal of the Republic of Cuba

cc: Mr. Pradeep Kurukulasuriya, Executive Coordinator and Director, Global Environmental Finance, Bureau for Policy and Program Support, UNDP

Green Climate Fund
Songdo International Business District
G-Tower, 175 Art Center-daero
Yeonsu-gu, Incheon 22004
Republic of Korea

Annex C: Procurement plan

Item	Item Description	Estimated Cost (US\$)	Procurement Method	Thresholds (Min-Max monetary value for which indicated procurement method must be used)	Estimated Start Date	Projected Contracting Date
Goods and Non-Consulting Services						
Audio visual & Print	Printing: glossaries, manuals and existing methodologies; related to the elaboration, validation and approval of the plan. The quality in the preparation and execution of the workshops, technical meetings, formal presentations and conferences, requires audio-visual aids for a better understanding and dialogue among the different actors. Also, the project aims to safeguard the audio-visual memory of all the activities in order to have a graphic comparison between the baseline and the reached goals. The audio-visual material will serve to create didactic materials for the diffusion of the experiences.	27,450	Competitive process. Written request for quotation.	US\$5000 to 149999	Y2S1	Y1S2
Materials and Goods	Provisions for biophysical monitoring	18,000	Competitive process. Written request for quotation.	US\$5000 to 149999	Y1S1	Y1S1
Supplies	Office materials (card stock, paper, pencils, pens, etc.) for the training and training modules and the general operation of the project.	18,900	Competitive process. Written request for quotation.	US\$5000 to 149999	Y1S1	Y1S1
Rental & Maint of Other Equip	Rental of vehicles.	204,022	Competitive process. Written request for quotation.	US\$5000 to 149999	Y1S1	Y1S1
Training, Workshops and Conferences	Workshops, courses and conferences for designing, implementing and using of the SLR early warning system, assimilating the new methodology for multi-hazard risk assessment and communicating them to the stakeholders from the local to the national level, using an effective info-communication strategy. (Various trainings less than 150,000 USD each)	423,000	Competitive process. Written request for quotation.	US\$5000 to 149999	Y1S1	Y1S1..Y4S1

Training, Workshops and Conferences	Workshops, courses and conferences for identifying, debating, costing and prioritizing the adaption measures at local level.	171,900	Competitive process. Written request for quotation.	US\$5000 to 149999	Y1S1	Y1S1..Y4S1
Training, Workshops and Conferences	Workshops, courses and conferences for the collaborative writing of the adaptation plan, the formulation of the finance strategy and the design of the M&E system.	309,450	Competitive process. Written request for quotation.	US\$5000 to 149999	Y4S1	Y3S2
Travel	International missions	127,727	Competitive process. Written request for quotation.	US\$5000 to 149999	Y1S1	Y1S1
Equipment for monitoring	Mareograph station, multiparameter station, portable probe, 4 pressure sensors, 4 diving equipment	85,000	Competitive process. Advertisement in international media	US\$5000 to 149999	Y2S1	Y1S2
IT equipment	12 PC (w/ Display & Backup), 9 Printer, 19 Laptop, 8 Datashow, 2 professional servers (w/ NAS & Backup) The nodes that make up the Havana Coastal Network on Climate Change require a minimum of furniture and of equipment for the implementation of the project and the sustainability of the Adaptation Plan. These nodes coordinated by the specialists of the CITMA in the six municipalities of HZC– will also work as Capacity-Building Centers and Knowledge Management Centers at local level. The connectivity of these nodes will allow the integration with other Capacity-Building Centers that the country has built with support of international funding.	82,100	Competitive process. Written request for quotation.	US\$5000 to 149999	Y1S2	Y1S1

C&AV equipment	<p>7 cellphones & services, 1 Photo Camera, 2 Video Camera, 1 Digital Audio Recorder.</p> <p>The quality in the preparation and execution of the workshops, technical meetings, formal presentations and conferences, requires audio-visual aids for a better understanding and dialogue among the different actors. Also, the project aims to safeguard the audio-visual memory of all the activities in order to have a graphic comparison between the baseline and the reached goals.</p> <p>The means of processing and communication are determinant for the biophysical monitoring and the graphic verification of the phenomena associated to climate change impacts and disasters situations in HCZ. The data processing and communication are essential for these activities, including the biophysical monitoring and the graphic verification of the phenomena associated to climate change impacts and disasters situations in HCZ.</p> <p>The cellphones will allow the geo-reference of vulnerabilities and tracking routes of extreme events. These cellphones include apps with geo-magnetic field, speedometer, barometers and altimeters that allow a more exact observation of the weather conditions and altimetry correction to improve the effectiveness in the assessment of disasters risks studies from the improvement of the working scale (1:10000). The connectivity is planned to access the Internet for different free tools such as, the database Open Street Map, the websites Copernicus and Alaska Edu to download images (SENTINEL) of high resolution, and to access to SASTPLANET. It is also important to access to digital models of the land as STRM, DEM ALLOS among others, as well as the database of hurricanes of the WMO and of the NOAA for monitoring the variability of heat degree and anomalies of corals.</p>	54,000	Competitive process. Written request for quotation.	US\$5000 to 149999	Y1S2	Y1S1
Professional services	Project Audit	6,000	Competitive process. Desk review.	US\$5000 to 149999	Y3S1 Y5S1	Y3S1 Y5S1
Sub-Total (US\$)		1,527,549				
Consultancy Services						
Contractual company services for technical studies	Company contract to perform studies on the Havana coastal zone (Various contracts less than 150,000 USD each)	232,450	Competitive process. Written request for quotation.	US\$5000 to 149999	Y1S1	Y1S1

Contractual company services for communication strategy	Company contract for info-communication strategy The quality in the preparation and execution of the workshops, technical meetings, formal presentations, and conferences, requires audio-visual aids for a better understanding and dialogue among the different actors. Also, the project aims to safeguard the audio-visual memory of all the activities in order to have a graphic comparison between the baseline and the reached goals. The audio-visual material will serve to create didactic materials for the diffusion of the experiences. (Various contracts less than 150,000 USD each)	164,000	Competitive process. Written request for quotation.	US\$5000 to 149999	Y1S1	Y1S1
Land planning	Design and development of municipal and special land planning.	83,000	Competitive process. Written request for quotation.	US\$5000 to 149999	Y1S1	Y1S1
Project ideas portfolio	Design, implementation and management of project ideas portfolio.	120,000	Competitive process. Advertisement in international media	US\$5000 to 149999	Y4S1	Y3S2
Platform for Information and Knowledge Management	1 company to do modeling, design, development of the GIC platform and access and hosting services.	102,300	Competitive process. Advertisement in international media	US\$5000 to 149999	Y4S1	Y3S2
M&E System	1 company to develop bases and indicators of the M&E System	13,000	Competitive process. Written request for quotation.	US\$5000 to 149999	Y4S2	Y4S1
International Consultants	Development of multi-hazard methodology	16,000	Competitive process. Desk review.	US\$5000 to 149999	Y1S1	Y1S1
International Consultants	Criteria and methods for prioritizing measures	16,000	Competitive process. Desk review.	US\$5000 to 149999	Y2S1	Y1S2
International Consultants	ABE / ABC solutions in coastal areas	7,000	Competitive process. Desk review.	US\$5000 to 149999	Y3S1	Y2S2
International Consultants	Costing of adaptation measures (20 W / Day)	19,200	Competitive process. Desk review.	US\$5000 to 149999	Y4S1	Y3S2
International Consultants	Consultancy on indicators for the M&E system	16,000	Competitive process. Desk review.	US\$5000 to 149999	Y4S1	Y3S2
International Consultants	Terminal Evaluation	25,000	Competitive process. Desk review.	US\$5000 to 149999	Y4S2	Y4S1

Local Consultants	Characterization of assets for adaptation	12,000	Competitive process. Desk review.	US\$5000 to 149999	Y1S2	Y1S2
Local Consultants	Characterization of adaptation measures	26,000	Competitive process. Desk review.	US\$5000 to 149999	Y2S2	Y2S2
Local Consultants	Integration and edition of the plan alpha, beta and 1.0 versions	24,000	Competitive process. Desk review.	US\$5000 to 149999	Y4S1	Y4S1
Local Consultants	Design of the financing strategy	12,000	Competitive process. Desk review.	US\$5000 to 149999	Y4S1	Y4S1
Sub-Total (US\$)		887,950				

Annex D: Terms of Reference for Project Board, Project Team and UNDP Staff

Terms of Reference for Key Project Staff

Project Manager

Background

The Project Manager (PM) will be appointed by the project implementing partner. The PM will be responsible for the overall management of the Project, including the mobilisation of all project inputs, supervision over project staff, consultants and sub-contractors.

Duties and Responsibilities

- Manage the overall conduct of the project.
- Plan the activities of the project and monitor progress against the approved workplan.
- Execute activities by managing personnel, goods and services, training and low-value grants, including drafting terms of reference and work specifications, and overseeing all contractors' work.
- Monitor events as determined in the project monitoring plan, and update the plan as required.
- Provide support for completion of assessments required by UNDP, spot checks and audits.
- Monitor financial resources and accounting to ensure the accuracy and reliability of financial reports.
- Monitor progress, watch for plan deviations and make course corrections when needed within project board-agreed tolerances to achieve results.
- Ensure that changes are controlled, and problems addressed.
- Perform regular progress reporting to the project board as agreed with the board, including measures to address challenges and opportunities.
- Prepare and submit financial reports to UNDP on a quarterly basis.
- Manage and monitor the project risks – including social and environmental risks - initially identified and submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log;
- Capture lessons learned during project implementation.
- Prepare revisions to the multi-year workplan, as needed, as well as annual and quarterly plans if required.
- Prepare the inception report no later than one month after the inception workshop.
- Ensure that the indicators included in the project results framework are monitored annually in advance of the GCF bi-annual report submission deadline so that progress can be reported in the GCF Interim Progress Reports and portfolio reports.
- Prepare the GCF bi-annual report;
- Assess major and minor amendments to the project within the parameters set by UNDP-NCE;
- Monitor implementation plans including the gender action plan, stakeholder engagement plan, and any environmental and social management plans;
- Support the Terminal Evaluation process.

Required skills and expertise

- A university degree (MSc or PhD) in a subject related to natural resource management or environmental sciences.
- At least 5 years of demonstrable project/programme management experience.
- At least 5 years of experience working with ministries, national or provincial institutions that are concerned with natural resource and/or environmental management.

Competencies

- Strong leadership, managerial and coordination skills, with a demonstrated ability to effectively coordinate the implementation of large multi-stakeholder projects, including financial and technical aspects.
- Ability to effectively manage technical and administrative teams, work with a wide range of stakeholders across various sectors and at all levels, to develop durable partnerships with collaborating agencies.

- Ability to administer budgets, train and work effectively with counterpart staff at all levels and with all groups involved in the project.
- Ability to coordinate and supervise multiple Project Implementation Units in their implementation of technical activities in partnership with a variety of subnational stakeholder groups, including community and government.
- Strong drafting, presentation and reporting skills.
- Strong communication skills, especially in timely and accurate responses to emails.
- Strong computer skills, in particular mastery of all applications of the MS Office package and internet search.
- Strong knowledge about the political and socio-economic context related to the Indonesian protected area system, biodiversity conservation and law enforcement at national and subnational levels.
- Excellent command of English and local languages.
-

Project Assistant

Under the guidance and supervision of the Project Manager, the Project Accountant will have the following specific responsibilities:

- Assist the Project Manager in day-to-day management and oversight of project activities;
- Assist the Project Manager officer in matters related to M&E and knowledge resources management;
- Prepare annual project budget, in accordance with the Annual Work Plan. Reconcile the procurement plan and the implementation plan into the project budget. Process budget revisions in UNDP's system.
- Keep records of project funds and expenditures, and ensure all project-related financial documentation are well maintained and readily available when required by the Project Manager;
- Review project expenditures and ensure that project funds are used in compliance with the Project Document and Gol financial rules and procedures;
- Validate and certify FACE forms before submission to UNDP;
- Provide necessary financial information as and when required for project management decisions;
- Provide necessary financial information during project audit(s);
- Review annual budgets and project expenditure reports, and notify the Project Manager if there are any discrepancies or issues;
- Consolidate financial progress reports submitted by the responsible parties for implementation of project activities;
- Liaise and follow up with the responsible parties for implementation of project activities in matters related to project funds and financial progress reports.
- Ensure all project documentation (progress reports, consulting and other technical reports, minutes of meetings, etc.) are properly maintained in hard and electronic copies in an efficient and readily accessible filing system, for when required by PB, TAC, UNDP, project consultants and other PMU staff;
- Provide PMU-related administrative and logistical

The Project Accountant will be recruited based on the following qualifications:

- A Bachelor's degree or an advanced diploma in accounting/ financial management;
- At least five years of relevant work experience preferably in a project management setting involving multi-lateral/ international funding agency. Previous experience with UNDP or UN project will be a definite asset;
- Proficiency in the use of computer software applications particularly MS Excel;
- Excellent language skills in English (writing, speaking, and reading) and in local languages.

ANNEX E: UNDP Risk Log

Guidance to project developer: Complete the table below. Please refer to the [UNDP Enterprise Risk Management guide](#) for further information.

#	Description	Date Identified	Risk Category	Impact & Probability	Risk Treatment / Management Measures	Risk Owner	Status
1	The results are not achieved in the planned time due to delay in national approval of imports process.	November 2020	Operational	Results are delayed because the necessary information needed to develop the adaptation plan could not be recorded because the monitoring equipment, ICT equipment, etc. needed will arrive late. P = 2 I = 3	The UNDP CO (the Project Management Unit and the procurement unit) together with MINCEX, CITMA (EMIDICT), and AMA (the Project Technical Unit) shall draw up a detailed plan to follow up the import process step by step. The UNDP CO will hold regular meetings with the main stakeholders (MINCEX, CITMA, AMA, EMIDICT) to assess the progress of the import process and take the necessary measurements to prevent any delays	UNDP CO	Not Started
2	Delay in the project implementation process due to changes in the duties, roles and responsibilities of the key institutions involve, as a result of the ongoing updating process of the economic and social model of Cuba.	November 2020	Operational	Reorganization process could lead to change in roles and responsibilities of key institutions for the project causing that new stakeholder and institutions needs to be updated and could leads in delays of the project implementation. P = 1 I = 2	The UNDP CO (the Project Management Unit) together with MINCEX, CITMA and AMA (the Project Technical Unit) will create an information flow and follow up mechanism to ensure that any changes in the duties of key stakeholders are early notified. If any institutional change that could affect the implementation of the project is identified, the Project Steering Committee will immediately [propose remedial actions to be adopted jointly with the Technical Unit.	UNDP CO	Not Started
3	Delay in the project implementation process due to Cuban restrictions to execute international financing transactions.	November 2020	Operational	Due to de US Blockade against Cuba, the project could confront restrictions to execute financial transaction during the procurement process, leading to delays in the project implementation P = 2 I = 3	A procurement plan will be developed - by UNDP (the Project Management Unit and the Procurement Unit), CITMA (Economy and Planning Directorate, EMIDICT), AMA (Technical Coordination Unit) - for its entire implementation cycle, prioritizing the purchase in the national market (when possible). This plan will consider the management of different scenarios related to: the payment currency, prices change and diversity of suppliers. Start procurement processes as early as possible. Identify and perform active search for suppliers. Request support from UNDP Headquarters in financial matters.	UNDP CO	Not Started
4	Delay in the project implementation process due to the difficulties to have access to the goods and services of international providers.	November 2020	Operational	The US embargo provokes a decrease in the potential pool of international services providers that can work with Cuba, this is a problem during procurement process because could lead to delayed procurement process with higher prices than the market and	The UNDP CO (the Project Management Unit and the procurement unit) together with MINCEX, CITMA (EMIDICT), and AMA (the Project Technical Unit) shall draw up a detailed plan to follow up the import process step by step. Ensure the acquisition of the technical equipment is carried out in the initial stage of project implementation to safeguard compliance with the activities/deliveries in the planned time.	UNDP CO	Not Started

				not always is possible to find the best technical/price offer P =2 I = 3			
5	Participation in project activities could pose a potential risk of exposure to COVID-19.	November 2020	Operational	Participation in project activities such as capacity building activities, community activities, awareness activities, could pose a potential risk of exposure to COVID 19. P = 1 I = 2	This is considered a low risk due to strong national policies to protect government staff and working population's health and safety. Cuba is gradually returning to the new normal, for which it has designed and implements rigorous sanitary and hygienic protocols. The implementation of the project will consider the specific measures necessary to mitigate any potential risk of exposure during implementation. Additionally, the UNDP corporate guidance for "Managing programmes and projects in the age of Covid-19" will be considered for management response to these risks. In accordance with current health restrictions associated with the COVID-19 pandemic, project implementation will employ videoconferencing equipment for virtual meetings and workshops, when necessary, adjust the workplan so that some activities in the field or related to consultations take place later, as necessary; and/or provide personal protective equipment (PPE) to prevent exposure among project stakeholders and participants	UNDP CO	Not Started
6	The effects caused by COVID 19 and the measures implemented at the national level like lockdown and/or mobility restriction, to confront the virus and protect the population may imply delays in the execution of the project.	November 2020	Operational	Epidemiological hygienic measures, social isolation, and quarantine measures to control and prevent the spread of COVID 19 can provoke delays in the implementation of the project activities and a change in priorities of project stakeholders P = 3 I = 3	Since March 2020, Cuba has applied epidemiological hygienic measures to control and prevent the spread of COVID 19. Considering that this scenario can extend over time, mitigation measures have been incorporated, which are reflected in the adjustments made to the budget. Among the measures are: Avoid unnecessary staff gatherings. For this, the number of face-to-face activities in years 1 and 2 (workshops, technical meetings, etc.) have been reduced; Also, the number of visits outside Havana have been adjusted to the necessary minimum. <ul style="list-style-type: none"> • Enhance the remote work modality to guarantee the execution of the project in social isolation conditions. In this sense, it is planned to guarantee the connectivity and ICT access to key personnel at all levels. • Permanent monitoring of the behavior of this epidemiological situation and of the measures implemented in the country will be conducted, to apply the necessary adaptive management measures. Additionally, the UNDP corporate guidance for "Managing programmes and projects in the age of Covid-19" will be considered for management response to these risks. 	UNDP CO	Not Started

7	Increase on prices and limited access to international markets, due to the US Embargo restrictions aggravated with international situation related to COVID 19 with direct impact in implementation costs, diminishing the financial capacity of the project to undertake the planned activities	November 2020	Financial	<p>The global crisis caused by the COVID 19 has led to prices increase in international markets. This could affect the importing of goods and services needed for the project.</p> <p>P = 2 I = 3</p>	<p>A procurement plan will be developed in the short and medium term by UNDP with the support of the Technical Coordination Unit to mitigate financial risks, considering UNDP's vast experience in the negotiation of contracts (fixed pricing, block purchasing, diversified vendors, etc.). UNDP will facilitate access to LTAs and procurement support from the Global and Regional Support Units to minimize as far as possible the impact of costs in the project budget and resources.</p> <p>Additionally, the UNDP corporate guidance for "Managing programmes and projects in the age of Covid-19" will be considered for management response to these risks.</p>	UNDP CO	Not Started
8	Potential price increases related to the economic ordinance ("Tarea Ordenamiento") approved in January 1, 2021 with direct impact in implementation costs, diminishing the financial capacity of the project to undertake the planned activities	November 2020	Financial	<p>The implementation of the "<i>Tarea Ordenamiento</i>" in Cuba has caused prices increased in national market, this could affect the capacity of the project to procure national services and goods planned during formulation process.</p> <p>P = 4 I = 3</p>	<p>UNDP has developed an initial analysis²⁹ in consultation with the national authorities to identify estimated prices increases as they relate to purchases at the local level. As a result of this analysis, it is concluded that it will be possible to manage this risk with the following mitigation measures:</p> <ol style="list-style-type: none"> 1. To include a contingency of approximately 1% of the outcomes budget to cope with potential price increases. 2. During the implementation, if necessary, the real costs of the services related to printing documents, audiovisuals, promotional, will be adjusted to the amounts planned in the approved budget. <p>Since UNDP is responsible for the implementation in this project, the procurement processes will be subject to the UNDP Financial Regulations and Rules. This will allow that, during the project execution, the real price of the services to be contracted can be accurately determined. In the case that these prices are higher than the planned prices, budget reallocations could be done between categories of costs and / or outputs, in correspondence with what is established by GCF, in the "Readiness and Preparatory Support Program Guidebook". Additionally, and if necessary, in dialogue with the Government of Cuba, other alternatives could be identified to ensure the completion of the studies necessary to achieve the project's objectives.</p>	UNDP CO	Not Started

Annex F: UNDP Project Quality Assurance Report: [Annex F. UNDP Project Quality Assurance Report.pdf](#)

²⁹ Impact of the "*Tarea Ordenamiento*" on the GCF proceeds for local purchases in the project "Adaptation Plan for the Havana Coastal Zone".



Annual Work Plan

Cuba - Havana

Project: 00110401
 Project Title: NAP Havana Coastal Zone
 Year: 2022

Report Date: 8/8/2022

Output	Key Activities	Timeframe		Responsible Party	Planned Budget				
		Start	End		Fund	Donor	Budget Descr	Amount US\$	
00109348 NAP Havana Coastal Zone	1.1 HCZ risk assessment up	2/3/2022	2/9/2026	UNDP	66001	GCF	71200	International Consultants	16,000.00
				UNDP	66001	GCF	71300	Local Consultants	12,000.00
				UNDP	66001	GCF	71400	Contractual Services - Individ	10,500.00
				UNDP	66001	GCF	71600	Travel	3,350.00
				UNDP	66001	GCF	72100	Contractual Services-Companies	165,000.00
				UNDP	66001	GCF	72300	Materials & Goods	9,000.00
				UNDP	66001	GCF	73400	Rental & Maint of Other Equip	25,311.00
				UNDP	66001	GCF	74500	Miscellaneous Expenses	4,967.00
	UNDP	66001	GCF	75700	Training, Workshops and Confer	116,000.00			
	1.2 Key stakeholders trained	2/3/2022	2/9/2026	UNDP	66001	GCF	71600	Travel	7,500.00
				UNDP	66001	GCF	72100	Contractual Services-Companies	38,000.00
				UNDP	66001	GCF	72400	Communic & Audio Visual Equip	54,000.00
				UNDP	66001	GCF	72500	Supplies	4,200.00
				UNDP	66001	GCF	73400	Rental & Maint of Other Equip	12,655.50
				UNDP	66001	GCF	74200	Audio Visual&Print Prod Costs	3,000.00
				UNDP	66001	GCF	74500	Miscellaneous Expenses	2,207.65
				UNDP	66001	GCF	75700	Training, Workshops and Confer	68,134.00
	1.3 CCA-DDR approach	2/3/2022	2/9/2026	UNDP	66001	GCF	72100	Contractual Services-Companies	15,000.00
				UNDP	66001	GCF	74200	Audio Visual&Print Prod Costs	2,000.00
				UNDP	66001	GCF	74500	Miscellaneous Expenses	3,311.00
				UNDP	66001	GCF	75700	Training, Workshops and Confer	15,000.00
	4 Project Management Cost	2/3/2022	2/9/2026	UNDP	66001	GCF	71400	Contractual Services - Individ	18,000.00
				UNDP	66001	GCF	72800	Information Technology Equipmt	3,500.00
				UNDP	66001	GCF	73100	Rental & Maintenance-Premises	6,000.00
				UNDP	66001	GCF	74500	Miscellaneous Expenses	15,000.00
	TOTAL								629,636.15
	GRAND TOTAL								629,636.15



Annual Work Plan

Cuba - Havana

Project: 00110401
 Project Title: NAP Havana Coastal Zone
 Year: 2023

Report Date: 8/8/2022

Output	Key Activities	Timeframe		Responsible Party	Planned Budget				
		Start	End		Fund	Donor	Budget Descr	Amount US\$	
00109348 NAP Havana Coastal Zone	1.1 HCZ risk assessment up	2/3/2022	2/9/2026	UNDP	66001	GCF	71400	Contractual Services - Individ	10,500.00
				UNDP	66001	GCF	72100	Contractual Services-Companies	67,450.00
				UNDP	66001	GCF	72200	Equipment and Furniture	65,000.00
				UNDP	66001	GCF	72300	Materials & Goods	9,000.00
				UNDP	66001	GCF	72800	Information Technology Equipmt	52,800.00
				UNDP	66001	GCF	73400	Rental & Maint of Other Equip	25,311.00
				UNDP	66001	GCF	74500	Miscellaneous Expenses	4,967.65
				UNDP	66001	GCF	75700	Training, Workshops and Confer	120,300.00
	1.2 Key stakeholders trained	2/3/2022	2/9/2026	UNDP	66001	GCF	71600	Travel	7,500.00
				UNDP	66001	GCF	72100	Contractual Services-Companies	36,000.00
				UNDP	66001	GCF	72500	Supplies	4,200.00
				UNDP	66001	GCF	73400	Rental & Maint of Other Equip	12,655.50
				UNDP	66001	GCF	74200	Audio Visual&Print Prod Costs	6,000.00
				UNDP	66001	GCF	74500	Miscellaneous Expenses	2,208.00
				UNDP	66001	GCF	75700	Training, Workshops and Confer	47,600.00
	1.3 CCA-DDR approach	2/3/2022	2/9/2026	UNDP	66001	GCF	72100	Contractual Services-Companies	20,000.00
				UNDP	66001	GCF	74200	Audio Visual&Print Prod Costs	2,000.00
				UNDP	66001	GCF	74500	Miscellaneous Expenses	3,312.00
				UNDP	66001	GCF	75700	Training, Workshops and Confer	15,000.00
	2.1 HCZ adaptation measure	2/3/2022	2/9/2026	UNDP	66001	GCF	71200	International Consultants	16,000.00
				UNDP	66001	GCF	71300	Local Consultants	7,000.00
				UNDP	66001	GCF	71400	Contractual Services - Individ	10,500.00
				UNDP	66001	GCF	71600	Travel	3,350.00
				UNDP	66001	GCF	72200	Equipment and Furniture	2,000.00
				UNDP	66001	GCF	73400	Rental & Maint of Other Equip	6,327.75
				UNDP	66001	GCF	74500	Miscellaneous Expenses	3,311.00
				UNDP	66001	GCF	75700	Training, Workshops and Confer	19,100.00



Annual Work Plan

Cuba - Havana

Project: 00110401
Project Title: NAP Havana Coastal Zone
Year: 2023

Report Date: 8/8/2022

Output	Key Activities	Timeframe		Responsible Party	Planned Budget				
		Start	End		Fund	Donor	Budget Descr	Amount US\$	
	2.2 Synergy strengthened	2/3/2022	2/9/2026	UNDP	66001	GCF	71600	Travel	25,000.00
				UNDP	66001	GCF	73400	Rental & Maint of Other Equip	6,327.75
				UNDP	66001	GCF	74500	Miscellaneous Expenses	3,311.00
				UNDP	66001	GCF	75700	Training, Workshops and Confer	26,000.00
	4 Project Management Cost	2/3/2022	2/9/2026	UNDP	66001	GCF	71400	Contractual Services - Individ	18,000.00
				UNDP	66001	GCF	73100	Rental & Maintenance-Premises	6,000.00
				UNDP	66001	GCF	74500	Miscellaneous Expenses	15,000.00
	TOTAL								679,031.65
GRAND TOTAL								679,031.65	



Annual Work Plan

Cuba - Havana

Project: 00110401
 Project Title: NAP Havana Coastal Zone
 Year: 2024

Report Date: 8/8/2022

Output	Key Activities	Timeframe		Responsible Party	Planned Budget				
		Start	End		Fund	Donor	Budget Descr	Amount US\$	
00109348 NAP Havana Coastal Zone	1.2 Key stakeholders trained	2/3/2022	2/9/2026	UNDP	66001	GCF	71400	Contractual Services - Individ	10,500.00
				UNDP	66001	GCF	71600	Travel	15,000.00
				UNDP	66001	GCF	72100	Contractual Services-Companies	36,000.00
				UNDP	66001	GCF	72500	Supplies	4,200.00
				UNDP	66001	GCF	73400	Rental & Maint of Other Equip	8,411.04
				UNDP	66001	GCF	74200	Audio Visual&Print Prod Costs	6,000.00
				UNDP	66001	GCF	74500	Miscellaneous Expenses	2,208.00
				UNDP	66001	GCF	75700	Training, Workshops and Confer	37,250.00
	1.3 CCA-DDR approach	2/3/2022	2/9/2026	UNDP	66001	GCF	74200	Audio Visual&Print Prod Costs	3,000.00
				UNDP	66001	GCF	74500	Miscellaneous Expenses	3,311.65
	2.1 HCZ adaptation measure	2/3/2022	2/9/2026	UNDP	66001	GCF	71300	Local Consultants	19,000.00
				UNDP	66001	GCF	71400	Contractual Services - Individ	21,000.00
				UNDP	66001	GCF	72100	Contractual Services-Companies	48,000.00
				UNDP	66001	GCF	73400	Rental & Maint of Other Equip	20,248.80
				UNDP	66001	GCF	74500	Miscellaneous Expenses	6,623.65
				UNDP	66001	GCF	75700	Training, Workshops and Confer	50,100.00
	2.2 Synergy strengthened	2/3/2022	2/9/2026	UNDP	66001	GCF	71200	International Consultants	7,000.00
				UNDP	66001	GCF	71600	Travel	33,300.00
				UNDP	66001	GCF	73400	Rental & Maint of Other Equip	22,248.80
				UNDP	66001	GCF	74500	Miscellaneous Expenses	6,623.65
				UNDP	66001	GCF	75700	Training, Workshops and Confer	76,700.00
	4 Project Management Cost	2/3/2022	2/9/2026	UNDP	66001	GCF	71400	Contractual Services - Individ	18,000.00
				UNDP	66001	GCF	73100	Rental & Maintenance-Premises	6,000.00
				UNDP	66001	GCF	74100	Professional Services	3,000.00
				UNDP	66001	GCF	74500	Miscellaneous Expenses	15,000.00
	TOTAL								478,725.59
	GRAND TOTAL								478,725.59



Annual Work Plan

Cuba - Havana

Project: 00110401
Project Title: NAP Havana Coastal Zone
Year: 2025

Report Date: 8/8/2022

Output	Key Activities	Timeframe		Responsible Party	Planned Budget				
		Start	End		Fund	Donor	Budget Descr	Amount US\$	
00109348 NAP Havana Coastal Zone	1.2 Key stakeholders trained	2/3/2022	2/9/2026	UNDP	66001	GCF	72100	Contractual Services-Companies	36,000.00
				UNDP	66001	GCF	72500	Supplies	4,200.00
				UNDP	66001	GCF	73400	Rental & Maint of Other Equip	6,853.44
				UNDP	66001	GCF	74500	Miscellaneous Expenses	2,208.00
				UNDP	66001	GCF	75700	Training, Workshops and Confer	3,716.00
	3.1 Adaptation Plan complet	2/3/2022	2/9/2026	UNDP	66001	GCF	71200	International Consultants	19,200.00
				UNDP	66001	GCF	71300	Local Consultants	24,000.00
				UNDP	66001	GCF	71400	Contractual Services - Individ	18,000.00
				UNDP	66001	GCF	71600	Travel	3,827.00
				UNDP	66001	GCF	72100	Contractual Services-Companies	80,000.00
				UNDP	66001	GCF	73400	Rental & Maint of Other Equip	19,756.64
				UNDP	66001	GCF	74200	Audio Visual&Print Prod Costs	5,450.00
				UNDP	66001	GCF	74500	Miscellaneous Expenses	6,622.65
	3.2 Mechanisms &tools desig	2/3/2022	2/9/2026	UNDP	66001	GCF	71300	Local Consultants	12,000.00
				UNDP	66001	GCF	71600	Travel	18,250.00
				UNDP	66001	GCF	72100	Contractual Services-Companies	68,200.00
				UNDP	66001	GCF	72200	Equipment and Furniture	18,000.00
				UNDP	66001	GCF	72800	Information Technology Equipm	25,800.00
				UNDP	66001	GCF	73400	Rental & Maint of Other Equip	12,694.44
				UNDP	66001	GCF	74500	Miscellaneous Expenses	6,622.65
	3.3 M&E System designed	2/3/2022	2/9/2026	UNDP	66001	GCF	71200	International Consultants	41,000.00
				UNDP	66001	GCF	71600	Travel	3,350.00
				UNDP	66001	GCF	72100	Contractual Services-Companies	13,000.00
				UNDP	66001	GCF	73400	Rental & Maint of Other Equip	9,267.72
				UNDP	66001	GCF	74500	Miscellaneous Expenses	6,622.65
				UNDP	66001	GCF	75700	Training, Workshops and Confer	85,700.00



Annual Work Plan

Cuba - Havana

Project: 00110401
Project Title: NAP Havana Coastal Zone
Year: 2025

Report Date: 8/8/2022

Output	Key Activities	Timeframe		Responsible Party	Planned Budget				
		Start	End		Fund	Donor	Budget Descr	Amount US\$	
	4 Project Management Cost	2/3/2022	2/9/2026	UNDP	66001	GCF	71400	Contractual Services - Individ	21,000.00
				UNDP	66001	GCF	73100	Rental & Maintenance-Premises	6,000.00
				UNDP	66001	GCF	74500	Miscellaneous Expenses	15,000.00
TOTAL									722,091.19
GRAND TOTAL									722,091.19



Annual Work Plan

Cuba - Havana

Project: 00110401
 Project Title: NAP Havana Coastal Zone
 Year: 2026

Report Date: 8/8/2022

Output	Key Activities	Timeframe		Responsible Party	Planned Budget				
		Start	End		Fund	Donor	Budget Descr	Amount US\$	
00109348 NAP Havana Coastal Zone	1.2 Key stakeholders trained	2/3/2022	2/9/2026	UNDP	66001	GCF	72100	Contractual Services-Companies	18,000.00
				UNDP	66001	GCF	72500	Supplies	2,100.00
				UNDP	66001	GCF	73400	Rental & Maint of Other Equip	2,570.04
				UNDP	66001	GCF	74500	Miscellaneous Expenses	1,103.00
	3.1 Adaptation Plan complete	2/3/2022	2/9/2026	UNDP	66001	GCF	71400	Contractual Services - Individ	9,000.00
				UNDP	66001	GCF	72100	Contractual Services-Companies	40,000.00
				UNDP	66001	GCF	73400	Rental & Maint of Other Equip	6,062.20
				UNDP	66001	GCF	74500	Miscellaneous Expenses	3,312.00
	3.2 Mechanisms & tools designed	2/3/2022	2/9/2026	UNDP	66001	GCF	71600	Travel	7,300.00
				UNDP	66001	GCF	72100	Contractual Services-Companies	34,100.00
				UNDP	66001	GCF	73400	Rental & Maint of Other Equip	4,205.52
				UNDP	66001	GCF	74500	Miscellaneous Expenses	3,312.00
				UNDP	66001	GCF	75700	Training, Workshops and Confer	64,000.00
	3.3 M&E System designed	2/3/2022	2/9/2026	UNDP	66001	GCF	73400	Rental & Maint of Other Equip	3,115.20
				UNDP	66001	GCF	74500	Miscellaneous Expenses	3,312.00
				UNDP	66001	GCF	75700	Training, Workshops and Confer	30,000.00
	4 Project Management Cost	2/3/2022	2/9/2026	UNDP	66001	GCF	71400	Contractual Services - Individ	10,500.00
				UNDP	66001	GCF	73100	Rental & Maintenance-Premises	3,000.00
				UNDP	66001	GCF	74100	Professional Services	3,000.00
				UNDP	66001	GCF	74500	Miscellaneous Expenses	7,500.00
TOTAL								255,491.96	
GRAND TOTAL								255,491.96	