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Initiation Plan / GEF PPG

Project Title: Integrated Urban Development in Bamako **Country: Mali** **Country Programme Outcome:** 3 - By 2024, communities manage natural resources and the environment sustainably and equitably and are more resilient to the adverse effects of climate change. **Gender Marker rating:** *GEN 2:* Gender equality as a significant objective **SES Pre-Screening Categorization:** *Exempt but likely Substantial.*	
Quantum Project ID: Quantum Award ID: PIMS number: 9790 Management Arrangement: *DIM*	**Total budget:** US$150,000 Allocated resources: • GEF US$150,000 • Government US$ 0 • UNDP US$ 0

AGREED BY

Maleye Diop	DocuSigned by: Maleye Diop 733C7B12B2454E9...	*16/08/2024*
UNDP Resident Representative[1]	Signature	Date

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

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I. BRIEF DESCRIPTION OF THE INITIATION PLAN/GEF PPG

Objective & Final Outputs

The objective of the GEF PPG is to develop the project concept into a full project: *Integrated Urban Development in Bamako.*

Sustainable urban development is a major priority for the Government of Mali. Mali has committed to achieving inclusive and sustainable urbanization as part of its commitment to the 2030 Agenda. The "Stratégie de Développement des Villes du Mali" (SDVM), adopted by the Government of Mali in January 2009, is a strategy document for the sustainable development of Mali's cities, based on a participatory approach that empowers local stakeholders (municipalities and residents).

In February 2014, the Government of Mali adopted the National City Policy (PONAV), whose vision is to make Malian cities pleasant, safe and prosperous spaces, driving the country's development and that of its hinterland. The main objectives of the policy include improving the quality of life in cities through a better living environment and improving the management of cities and controlling their sprawl.
Under its revised NDC, Mali committed to reducing greenhouse gas emissions by 31% for energy, 39% for land use and forestry, and 31% for waste sectors by 2030 compared to business-as-usual.

In support of building more sustainable urban development, the Government of Mali has been prioritizing decentralization to cities and municipalities. As part of local initiatives, Bamako District Council organized the 1st Bamako Urban Development Forum in 2010, followed by an urban planning workshop on the city's new central areas in 2011. In 2014, it launched the "Bamako, my city of tomorrow" consultation with young pupils and students, as well as the Bamako 2030 Vision operationalization Strategy.

The project will contribute to fostering transformational change in Bamako city through evidence-based planning linked to prioritized capital investments for climate-smart urban development and biodiversity conservation that will deliver multiple global environmental benefits. Within this overarching goal, the project aims to integrate biodiversity and climate smart investments in the urban planning process, which will be updated to include these elements. The project will be structured around four components:

- **Component 1: Integrated urban planning and policy coherence**

A new operational strategy will be developed that will integrate both climate and nature-based solutions. This component will include developing digitalized maps for land use, transport, and other infrastructure to promote transit-oriented development to reduce the need for individualized motorized travel and encourage the use of public and active modes of transport such as walking and cycling.

- **Component 2: Decarbonizing the transport sector.**

Electric two- and three-wheelers offer a high potential to decarbonize the transport sector in cities such as Bamako. A recent World Bank study shows significant potential for e-mobility development in the city. However, incentives are needed to make the cost of purchasing an electric vehicle affordable. This component will include an e-mobility pilot for mototaxis in the city, with a battery exchange system.

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- **Component 3: Implementing a green belt on the outskirts of Bamako to prevent uncontrolled urban expansion.**

Investments in green infrastructure and nature-based solutions will create more livable neighborhoods and limit urban sprawl. Measures will be implemented to promote conservation and regeneration of green spaces and biodiversity in urban landscapes.

- **Component 4: Scaled up financing and private sector engagement.**

The component involves strengthening municipal finance and engagement with the private sector, for which UNDP will seek to partner with a Regional Development Bank and/or DFI.

- **Component 5: Monitoring and Evaluation and Knowledge Management**

An M&E plan will be established to track project performance and impacts, which will be shared with the global knowledge and coordination platform. Appropriate mechanisms will be set up to facilitate data collection at local level and dissemination of innovative practices / lessons learned for replication of integrated, sustainable urban planning in primary and secondary cities.

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

- Program framework document (PFD) and child project concept note approved by GEF Council
- Comments from GEF Secretariat, Council, STAP
- Annotated UNDP-GEF Project Document Template and associated guidance included therein
- UNDP policies and procedures
- UNDP-GEF guidance notes on GEF project development (which will be provided by the RTA) and
- GEF polices on: Project Cancellation; Fee Policy for GEF Partner Agencies; Project and Program Cycle; and Minimum Fiduciary Standards for GEF Partner Agency (in particular sections dealing with the required separation of oversight and execution support services). All GEF policies are available here.

The final outputs of the GEF PPG are:

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

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

Key Dates for the GEF PPG

Milestone	Date	Notes
Internal submission date for BPPS review and clearance	20 April 2025	FSP: within 10 months of PIF approval MSP: within 6 months of PIF approval PFD or IP child projects: within 8 months before the program commitment deadline included in the PFD
First GEF Submission Deadline for CEO Endorsement	20 June, 2025	FSP must be within 12 months of PIF approval MSP: must be within 8 months of PIF approval

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		PFD or IP child projects: must be within 6 months before the program commitment deadline **Failure to submit a ProDoc and CEO ER to the GEF Sec by this date will lead to the automatic cancellation of the project by the GEF Sec.**
CEO Endorsement Deadline after which the project will be cancelled if not endorsed	20 December 2025	FSP: must be within 18 months of PIF approval MSP: must be within 12 months of PIF approval. PFD or IP child projects: program commitment deadline **If the project has not been CEO endorsed by the deadline, it will be automatically cancelled by the GEF Sec.**

Management Arrangements

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

As appropriate, a Working Group will guide the GEF PPG team, and review and endorse the GEF PPG deliverables. The Working Group comprising of members from UNDP Mali, the GEF OFP, Ministry of Urban Planning and Housing, Bamako District Council, Directorate General of Local Authorities, RTAs, UNDP SES TA, the National Agency of the Great Green Wall will be responsible for ensuring that the deliverables outlined in this GEF PPG are completed on time and in line with UNDP and GEF requirements. The General Director/Directorate of the National Agency of the Great Green Wall will chair the Working Group.

The GEF PPG Team will be composed of the following consultants:

1. International Project Development Specialist (PPG Team Leader) with climate change mitigation and sustainable city background and experience in e-mobility
2. International SES Specialist with solid gender background
3. National coordinator of Urban Planning Specialist with strong GIS experience with renewable energy
4. National ecosystems and biodiversity background
5. Private Sector Engagement and Finance Expert
6. National Gender Specialist

The GEF PPG team will be composed of the consultancies described in the draft Terms of Reference (TORs) in Annex 2.

II. STAKEHOLDER ENGAGEMENT, PUBLIC DISCLOSURE, AND OTHER REQUIREMENTS

To ensure strong country ownership and in line with the stakeholder engagement requirements outlined in UNDP's Social and Environmental Standards (SES), the SES Guidance Note of Stakeholder Engagement, the GEF's Guidelines on the Implementation of the Policy on Stakeholder Engagement and the GEF Policy on Gender Equality, the development of the project to be undertaken during this GEF PPG phase will be done in full consultation and close engagement with government, CSO and other relevant stakeholders – in particular those who will benefit from and be directly involved in the implementation of the project (i.e., direct project beneficiaries) and those who may be impacted (positively or negatively) by the project. Stakeholder Engagement and analysis must be conducted in an inclusive and gender-responsive manner so that the rights of women and men and the different

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structural barriers, knowledge, needs, roles, and interests of women and men are recognized and addressed.

Careful and complete documentation of stakeholder engagement is vital. Detailed evidence of all consultations will be prepared and submitted to UNDP. A list of the consulted stakeholders and details of the associated meetings will be included in the Stakeholder Engagement Plan (see section B-a below).

If the fully designed project has an overall Social and Environment Screening Procedure (SESP) categorization of moderate, substantial, or high, then the following disclosure requirements apply:

1. A final validation workshop report will be prepared summarizing the outcomes of the validation workshop and other consultations undertaken during the PPG phase. This report will become a key reference document should an environmental and social complaint/grievance be filed during project implementation. This is mandatory for high and substantial risk projects and recommended for moderate risk projects.
2. The UNDP-GEF project document, SESP and related draft management plans and frameworks, and other relevant information/documents will be made available to the public on the UNDP Country Office website or open.undp.org. These documents should be available 30 days before the LPAC meeting for moderate risk projects, 60 days in advance for substantial risk projects, and 120 days in advance for high-risk projects.

See the SES Supplemental Guidance on Disclosure for more information.

III. GEF PPG Activities

Component A: Preparatory Technical Studies & Reviews

The following technical studies and reviews will be conducted building on the Concept Note comments received from GEF Council and STAP and will be fully integrated into the design/PPG process, and the relevant sections of the CEO Endorsement Request will outline how these were addressed.

a. Desktop and field-based studies and data collection

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

- Development challenge and strategy (including threats, problems, and barrier assessment);
- Review of national policy and legislative frameworks;
- Problem and solution trees, assumptions and risks, developed in consultation with project stakeholders for a robust Theory of Change, Results Framework, and solid M&E plan;
- Review of relevant past and ongoing projects for lessons, including project evaluations; and
- Any other analyses required to address all comments on the PIF received from GEF Secretariat, GEF Council members, and STAP.

b. Gender Analysis

A gender analysis will be prepared to fully consider the different needs, roles, benefits, impacts, risks, differential access to and control over resources of women and men (including considerations of intersecting categories of identity such as age, social status, ethnicity, marital status, etc.) and to identify appropriate measures to address these and promote gender equality and women's empowerment. See the guidance available here.

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c. Social and Environmental Standards: Screening and Assessments

A pre-SESP was not required or completed during Concept Note submission. However, the project categorization is anticipated to fall within the **Substantial risk** categorization. The SESP will be applied early and iteratively in the PPG stage to ensure potential risks are considered and inform project design.

The project design and SESP will be further informed by a preliminary social and environmental assessment conducted during the PPG. This assessment will be integral to the field-based studies and data collection activities listed in the 5 components above. For example, the preliminary assessment would include a review of national policy and legislative framework to identify relevant environmental and social safeguards per UNDP's SES policy. The preliminary assessment would also inform the project's development challenge and strategy ensuring relevant environmental and social contextual risks and issues are considered, including climate change and Biodiversity Protection related risks. The assessment will include early consideration of environmental and social risks related to all project components, including and particularly the pilot projects. The preliminary environmental and social assessment will therefore directly inform the project design, including budget, and will be initiated early in the PPG phase. The assessment will identify ways to integrate environmental and social sustainability and avoid negative impacts through the project's design, where possible. If risk avoidance is not possible, mitigation and management measures shall be identified and incorporated into the project. The preliminary assessment will also clarify the scope of further environmental and social assessments and management plans that may be necessary during the project design phase (to inform the project's Environmental and Social Management Plan or Framework).

An Environmental and Social Management Framework (ESMF) will be prepared if the project is confirmed to be in the Substantial risk category or if further assessments and management plans may be needed during implementation to ensure that the required assessments and plans, particularly for the pilot projects, are carried out during the first phase of project implementation. A standard template for an environmental and social management framework is available here: ESMF outline. The standard templates are available in the UNDP SES Toolkit. The ESMF and ProDoc must clearly state that none of the associated project activities will commence until: the assessment(s) have been completed; the required management plan(s) have been prepared; and the plan(s) have been disclosed and approved by the Project Board.

d. Identification of project sites

Based on the above reviews and through consultation with stakeholders, the targeted project sites will be identified and the geographic coordinates, maps and shapefiles will be included in the ProDoc. Each of these sites should be fully characterized during PPG in terms of applicable social and environmental issues, SES risks and impacts, relevant information on socio-cultural issues, social composition (including presence of indigenous peoples) vulnerability to conflict, and other risks which may not be triggered directly by the project but which the project will need to be aware of and able to mitigate.

e. Financial planning, co-financing, and investment mobilized

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

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f. Stakeholder analysis

Building on the initial identification of stakeholders in the Concept Note, an appropriately scaled analysis of project stakeholders will be undertaken. This stakeholder analysis will provide the foundation for developing the project's Stakeholder Engagement Plan and facilitate the prioritization of engagement activities with particular stakeholder groups and individuals. Projects with pre-screening categorizations of Substantial or High will prepare a **comprehensive** stakeholder analysis. See the UNDP SES Guidance Note on Stakeholder Engagement.

g. Appraise and formulate the most appropriate project implementation and execution modality

The design of the project will comply with the UNDP's Program and Operations Policy and Procedures (POPP), Financial Regulations, Programme and Project Management and Quality Standards, and UNDP-GEF guidance (which will be provided by the RTA). A full assessment of the most appropriate project implementation and management arrangements will be conducted in full consultation with the RTA, UNDP Country Office, Resident Representative (or their Deputy), the relevant government coordinating agency, and the GEF OFP.

UNDP should in general not have a role in project execution as project execution is the primary responsibility of the selected Implementing Partner (see UNDP-GEF Guidance Note for further information). Therefore, an assessment and the selection of the most appropriate Implementing Partner and/or third parties (Responsible Parties) with full capacity to execute the project must be carried out.

Project management arrangements must be discussed and agreed upon early in the PPG phase and an assessment and selection of the most appropriate Implementing Partner and/or third parties (Responsible Parties) with full capacity to execute the project must be carried out.

During the first two months of the PPG phase:

- For all potential Implementing Partners, carry out capacity assessments to assess their capacity to implement the project and assess all related risks. This must include HACT and PCAT assessments[2].
- Discuss the level of co-financing the Government and Implementing Partner can commit to this project. As per GEF Policy, the GEF is seeking high co-financing to GEF grant ratios and expects the Government to significantly support the costs associated with project execution (i.e., PMC) for this project.
- Based on these assessments, select and confirm the Implementing Partner for the project in consultation with all relevant stakeholders. The selected Implementing Partner must express willingness to serve as the Implementing Partner for the Project, and the concerned government must agree to use the selected Implementing Partner for the Project. (Please see UNDP's Policy on Selecting Implementing Partners).
- If the Implementing Partner does not have full capacity to execute the project, and execution support is likely needed, discuss with the UNDP Resident Representative whether Implementing Partner is the correct choice. If not, select another Implementing Partner, if possible. If that is not an option, explore alternative options for providing execution support via Responsible Parties (see UNDP Policy on Selecting Responsible Parties). Discuss with the Implementing Partner the role of the responsible parties in project execution and the execution support these parties could provide.

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

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- The GEF Policies on Minimum Fiduciary Standards require a separation of functions between project implementation (i.e., oversight) and project execution (which generally includes managing and administrating the day-to-day activities of projects in accordance with the legal agreements with the GEF). Oversight activities are the primary responsibility of the GEF Agency (i.e., UNDP). In contrast, the execution activities are the responsibility of the Executing Entity (i.e., the Implementing Partner and/or Responsible Party in UNDP terminology). While UNDP policy offers the possibility for UNDP to provide execution support to NIM or execute the project under a DIM modality in case there is a government request for such support, GEF policy only allows GEF Agencies to step into an execution role in 'exceptional circumstances', which are assessed on a case-by-case basis. Hence, whenever a project involves GEF funding, the exceptional circumstances where there is a clear and well-founded rationale for UNDP to perform certain execution functions **should always be well documented and transparently disclosed, discussed, and agreed upon with the GEF Secretariat at the project concept (PIF) stage before CEO Endorsement, regardless of whether the execution services are intended to be funded from the GEF grant or non-GEF resources.** See the UNDP-GEF ProDoc template guidance for further information.
- Consult with the RTA on the latest guidance regarding UNDP providing support services to the Implementing Partner. If the costs for UNDP to provide support services are to be charged to the GEF project budget, the UNDP support services must be approved by the GEF Secretariat before CEO endorsement.
- Consult with CO Head of Procurement Unit/Operations Manager and Regional Procurement Advisors on envisaged procurement/contracting project procurement requirements, identified risks, development of optimal procurement strategies, development of project procurement plans and opportunities to incorporate sustainable procurement considerations and indicators to the project.

h. Other required studies

Pre-feasibility studies for the downstream investments under Components 2 and 3.

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

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

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

a. Stakeholder Engagement Plan:

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

- Stakeholders who have been and will be engaged (based on stakeholder analysis), including potentially marginalized or disadvantaged groups/individuals and stakeholders that will be involved in particular project outputs/activities (the 'who');
- Key stakeholder objectives and interests (the 'why');
- Steps and actions to achieve meaningful consultation and inclusive participation, including information dissemination and any special measures required to ensure inclusive participation of marginalized disadvantaged groups/individuals the dissemination of information (the 'how');
- Breadth and depth of stakeholder engagement throughout the project cycle and decisions that need to be made through stakeholder engagement (the 'what');

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- Timeline for engagement activities and how they will be sequenced, including information disclosure (the 'when');
- Indicators of stakeholder engagement and monitoring plan on progress and issues that arise;
- Roles and responsibilities for ensuring effective stakeholder engagement through the implementation of the Plan, including the role of stakeholder representatives and whether stakeholder engagement facilitators are required; and
- Resource requirements and associated budget.

For fully designed projects with a SESP categorization of Moderate, Substantial, and High:

- A project-level Grievance Redress Mechanism (GRM) will be described in the Stakeholder Engagement Plan and established in the first year of project implementation. See the UNDP guidance on GRM and sample TOR.

For fully designed projects with a SESP rating of Substantial and High:

- A **comprehensive** Stakeholder Engagement Plan is required (based on comprehensive stakeholder analysis).

See the UNDP SES Toolkit, which contains guidance on Stakeholder Engagement, the standard SEP template, and the GEF guidelines on stakeholder engagement.

b. Gender Action Plan and Budget

The gender analysis conducted in **Component A,** along with relevant findings from the stakeholder analysis and background studies, will form the basis of a Gender Action Plan to guide gender mainstreaming during project implementation. The Gender Action Plan must include indicators, targets, timeframe, responsible party, and budget, which are linked to the project's components/outputs, outcomes, and activities. As part of preparing the Gender Action Plan, indicators should be proposed for inclusion in the Results Framework to facilitate the monitoring of the proposed gender mainstreaming actions.See the guidance available here.

c. Social and Environmental Standards: Screening and Management Measures

In line with the assessments conducted during **Component A** (above) and UNDP's Social and Environmental Standards (SES) policy and all associated SES Guidance Notes, the SESP will be updated. All risks identified in the SESP will be reflected in the risk table and risk section of the ProDoc, and in the Project's Risk Register.

Based on the results of the SESP and preliminary environmental and social assessment, an Environmental and Social Management Framework will be developed to outline the required safeguards procedures and requirements for the project. This will include relevant thematic frameworks as needed (e.g., Indigenous Peoples Planning Framework).

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

d. GEF and LDCF/SCCF Core Indicators

The CEO endorsement-stage data for the relevant Core Indicators and sub-indicators will be prepared. For GEF Trust Fund projects, the completed GEF-8 Core Indicators Worksheet - with both the original CN-stage data and the CEO endorsement-stage data—will be annexed to the ProDoc.

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The Global Platform for Sustainable Cities, led by the World Bank, may also propose indicators from the Global Coordination Child Project Results Framework (e.g., on policy, restoration finance, M&E, KM, Communications, spatial analysis) that child projects may be asked to report on, as appropriate for each particular country project, for aggregation at Program level.

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

e. Completion of the required official endorsement letters

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

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

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

f. Mandatory Annexes

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

- Project map and Geospatial Coordinates of project sites
- Multi-Year Work Plan
- Monitoring Plan
- UNDP Risk Register
- Overview of Technical Consultancies
- GEF 7 Taxonomy
- Initial Project Procurement Plan and TORs for key Project staff

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

g. Project Management Arrangements

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

Component C: Validation Workshop and Report

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

IV. TOTAL BUDGET AND WORK PLAN FOR GEF PPG

Please note the following:

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Per UNDP policy:

- TORs for key consultants and project personnel should follow UNDP procedures outlined in the POPP[3]. This includes the guidance in the POPP Procurement Chapter/Individual Contract section (please refer to: Individual Contract Policy. No "personnel" or project management costs can be charged to the Initiation Plan using GEF PPG resources; such costs should be borne by the requesting agency or co-financing. In all cases, no project "personnel" will give technical advice; international and national consultants will provide technical advice[4].
- Miscellaneous items should be considered very carefully and explained.

Per GEF Policy, the following expenses are ineligible:

- Costs associated with the work of government staff or regular project/program activities of a GEF Agency or a Project Executing Entity (EA).
- Non-project preparation costs, including: project start-up costs (i.e., costs covered by Agency Fee such as pipeline management, operationalization of the project, internal appraisal, or covered by the project budget); demonstration and pilot projects; implementation of large-scale enabling activities, including detailed country-wide inventories and country studies, training activities other than where they are directly related to project and/or country preparation and major research.
- Capital goods (e.g., computers and engineering equipment) other than those directly required for project preparation.
- Purchase of motorized vehicles (such purchase, if required, should instead be covered by co-financing amounts, not PPG)

Quantum Project ID:		**Project Title:**	GEF-8 Sustainable Cities Integrated Program
Quantum Award ID:		**Award Title:**	GEF-8 Sustainable Cities Integrated Program
Business Unit:	UNDP-MLI		
PIMS number:			
Implementing Partner:	UNDP Mali CO		

GEF Outcome/Quantum Activity	**Responsible Party**	**Fund ID**	**Donor Name**	**Quantum Budgetary Account Code**	**QUANTUM Budget Description**	**Amount US$**	**Budget Notes**
Project preparation grant to finalize the UNDP-GEF project document for project *{* Sustainable Cities Integrated Program *}*	**UNDP**	**62000**	**GEF TRUSTEE**	71200	International Consultants	**60,000**	**1**
				71300	Local Consultants	**49000**	**2**
				71600	Travel	**16,000**	**3**
				72500	Supplies	**3,000**	**4**
				74500	Miscellaneous Expenses	**3000**	**5**
				75700	Trainings, workshops	**11900**	**6**
					PROJECT TOTAL	**150,000**	

[3] See Annex 2 for Draft Terms of Reference (TORs) of Consultants Financed by the Project Preparatory Grant (GEF PPG)

[4] For project non-staff personnel, the IPSA or NPSA contract modality will have to be leveraged which is an HR process, please see in the POPP International Personnel Services Agreement and National Personnel Services Agreement.

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Budget Note No.	**Budget Note** *Budget note should detail the use of the use of the budget. For example, outputs/deliverables of the consultants must be clear. Include cost breakdown and calculation basis (e.g., daily fee and number of days/weeks, unit cost and quantity)*
1	International Project Development Specialist (PPG Team Leader) with climate change mitigation and sustainable background and experience in e-mobility at USD 700-900/day for 40 days; International SES consultant at USD 700/day for 40 days.
2	National coordinator and Urban Planning Specialist with strong GIS experience at USD 375/day for 40 days; National ecosystems and biodiversity background at USD 300/day for 40 days; Private Sector Engagement and Finance Expert at USD 300/day for 40 days; National Gender specialist USD 300/day for 30 days
3	Two international flights to Mali, ten days of DSA for Bamako and 20 days of DSA for other locations in Mali. USD 16,000
4	Supplies for stakeholder consultations at USD 3,000.
5	Miscellaneous unforeseen expenses USD 3,000
6	Stakeholder consultations at USD 19,000. Includes 1) inception workshop, 2) pre-validation stakeholder workshop in Bamako, and 3) validation workshop in Bamako.

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V. GEF PPG ACTIVITIES TIMEFRAME AND BUDGET

This section is optional

PPG Activity	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10
Component A: Technical studies, etc.										
Component B: Inception workshop, Formulation of ProDoc, etc.										
Component C: Validation Workshop										
Delivery of final outputs										

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VI. MANDATORY ANNEXES

Annex 1: GEF CEO PIF/PPG Approval Letter

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

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

If appropriate and helpful, please use this guidance to support the preparation of PPG TORs. The cost per consultancy week and number of weeks provided below are indicative only and should be revised.

Position, Type, and Cost	Role, Deliverables and Qualifications
Consultant 1: International Project Development Specialist (GEF PPG Team Leader) **Type:** IC **Cost per person day:** USD 700-900 **Number of person day needed:** 40 days	**Role, responsibilities and deliverables** 1) Management of the GEF PPG Team a. Define and submit a detailed methodology and work plan in consultation with the other consultants with clear delegation of responsibilities for the International Consultant (IC) and National Consultants (NCs); b. Ensure that project development is participatory, gender-responsive and based on extensive stakeholder engagements; and c. Verify and ensure that all project components are technically sound and cost effective. 2) Preparatory Technical Studies and Reviews (Component A): With inputs from the national consultants, as detailed in their respective TORs: a. Compile baseline/situational analysis for the full-size project (FSP). This will include a precise definition of baseline projects, activities, budgets, goals, and co-financial links to GEF outcomes; a definition of GEF incremental value per outcome and output; and a presentation of results of the incremental cost-analysis in matrices as appropriate; b. Lead and oversee the stakeholder analysis and consultations, with support from national consultants, and ensure that they are complete and comprehensive, including consultations with the private sector and tourism associations and bodies; c. Ensure the preparation of the gender analysis and ensure its findings are meaningfully integrated into the project's strategy, theory of change, and results framework; d. Ensure action points, including risk assessments, from the SES pre-screening (prepared at the concept stage) are fully implemented during the PPG, and update that screening in an iterative process throughout the PPG, and as appropriate; e. Oversee the identification of the project sites, with documentation of selection criteria and making sure that geo-referenced data and maps are clearly presented both for targeted protected areas and broader landscapes, as applicable; f. Ensure the design of appropriate project knowledge management processes and platforms, ensuring appropriate linkages to existing mechanisms and knowledge sharing in project landscapes; g. Lead and oversee the identification of opportunities for private sector engagement and co-financing; h. Ensure the preparation of partner capacity assessments and discussions on management arrangements early in the PPG process; i. Oversee the consultations with partners regarding financial planning; and j. Ensure completion of any additional studies that are determined to be needed for the preparation of the ProDoc and all other final outputs.

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	3) Formulation of the ProDoc, CEO Endorsement Request and Mandatory and Project Specific Annexes (Component B): With inputs from the national consultants, as detailed in their respective TORs, and based on international best practice: a. Develop, present, and articulate the project's theory of change; b. Develop the Results Framework in line with UNDP-GEF policy; c. Develop a detailed Monitoring and Evaluation Plan and Budget; d. Oversee and ensure the preparation of a comprehensive Stakeholder Engagement Plan; e. Oversee and ensure the preparation of a Gender Action Plan and Budget; f. Oversee and ensure the updating of the SESP based on assessments undertaken during Component A, and ensure the development of required environmental and/or social management plan(s) as required; g. Oversee the preparation of the required GEF tracking tools (if required) and GEF Core Indicators and ensure these are supported by robust and validated data; h. Secure all co-financing letters; i. Prepare the indicative procurement plan; j. Secure and present agreements on project execution and management arrangements and ensure that the project aligns to UNDP-GEF guidance on UNDP execution support; k. Ensure the completion of the required official endorsement letters; and l. Synthesize all analyses, studies, etc. that are prepared under Components A and B to produce the draft UNDP-GEF ProDoc, GEF CEO Endorsement, and all mandatory and project specific Annexes, using the templates.[5] 4) Validation Workshop (Component C): a. Lead the validation workshop to present, discuss and validate the final draft ProDoc and mandatory and project specific annexes, with a special focus on the SESP and any management plans; b. Oversee all necessary revisions that arise during the workshop; and c. Ensure completion of Validation Workshop Report. 5) Final Deliverables: a. Consolidation of all technical and consultation inputs and comments including from national stakeholders, UNDP, GEF Secretariat, STAP and GEF Council, into a well written and concise UNDP ProDoc with all required sections and Annexes, in line with the standard UNDP-GEF ProDoc template and annotated guidance; b. Completion of the GEF CEO Endorsement Request; c. Finalized SESP (and SES management plans as required); d. All documentation from GEF PPG (including technical reports, meeting minutes, etc.); and e. Validation Workshop Report. **Qualifications** ▪ Master's degree or higher in a relevant field, such as climate mitigation, sustainable city an experience in e-mobility. ▪ Minimum 15 years of demonstrable experience in the technical area of climate mitigation and sustainable city and in preparing high quality project documents, particularly for UNDP and GEF projects; ▪ Excellent written and oral communication skills in French and English;

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

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	▪ Demonstrated understanding of the GEF rationale and procedures, and demonstrated experience in formulation of GEF-funded project proposals, using the logical framework and the results-based management approaches; ▪ Knowledge of and experience in private sector engagement ▪ Experience working in on related initiatives highly desired.
<u>Consultant 2:</u> International Safeguard Specialist with strong gender knowledge USD 700/day for 40 days **Type:** IC **Cost per person-day:** USD 700 **Number of person- day needed:** 40 days	**Role** The international Gender and Safeguards Specialist will develop mandatory project Annexes related to application of social and environmental safeguards and support adherence of project development to UNDP's SESP and specific requirements, as appropriate. The consultant will be a gender and social inclusion expert with experience in-depth gender analysis and local community engagement. **Deliverables** 1) <u>Preparatory Technical Studies and Reviews (Component A): Prepare inputs and support the required analyses/studies, as agreed with the GEF PPG Team Leader, including:</u> a. Review the SES pre-screening of the PIF; complete the UNDP Social and Environmental Screening Procedure (SESP), and support the detailed assessment of all project risks including consultations with local stakeholders; b. Assess presence of Indigenous Peoples/ethnic minorities within project landscapes and their interests. If present, assess potential impacts of the project on rights and interests, lands, territories, resources, and traditional livelihoods and determine when FPIC applies in accordance with national contexts and preferences. Conduct consultations with communities at demonstration landscape to assess level of understanding and capacity to give consent and identify community preferences for FPIC process. Based on these assessments, and if relevant, integrate relevant matters as needed including FPIC into project design and into the comprehensive Stakeholder Engagement Plan; c. Prepare the gender analysis and action plan and work closely with the GEF PPG Team Leader to ensure its findings are meaningfully integrated into the project's strategy, theory of change and results framework; d. Advise on gender responsive stakeholder analysis and consultations and ensure that they are complete and comprehensive; and e. Support the completion of any additional studies that are determined to be needed for the preparation of the ProDoc and all other final outputs as guided by the PPG Team Leader. 2) <u>Formulation of the ProDoc, CEO Endorsement Request and Mandatory Annexes as well as project specific annexes (Component B):</u> a. Complete the SESP, based on assessments undertaken during Component A and detailed development of project interventions, and identify management measures to mitigate risks to be incorporated into the ProDoc; b. Prepare the Gender Mainstreaming Plan, with appropriate budget and identification of appropriate project interventions to ensure gender mainstreaming including at project demonstration sites; c. Using the findings from the gender analysis, provide inputs to the project's results framework and theory of change; ensure gender considerations are integrated into the project's theory of change; d. Provide inputs for the development of the Stakeholder Engagement Plan to ensure it is Socially Inclusive and Gender Responsive; e. Prepare the Gender Action Plan and Budget;

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	f. Support the agreements on project management arrangements and ensure that gender and safeguards are adequately incorporated into these arrangements. 3) <u>Validation Workshop (Component C):</u> a. Contribute to the validation workshop; and b. Support all necessary revisions that arise during the workshop, as appropriate. 4) <u>Final Deliverables:</u> a. Finalized Social and Environmental Screening (SESP) b. Gender Analysis and Gender Mainstreaming Plan c. Appropriate inputs to the comprehensive Stakeholder Engagement Plan including on gender-responsive consultation and consultations with local communities and any Indigenous Peoples or Ethnic Minorities present within the demonstration landscape; d. Appropriate inputs to the final UNDP-GEF project document based on guidance from the PPG Team Leader. **Qualifications** ▪ Master's degree or higher in a relevant field, such as gender studies, gender and development, women and environment, or women and sustainable development; ▪ Minimum 7 years of demonstrable experience in the technical area of gender mainstreaming, community development, and social and environmental safeguards risk assessment and mitigation; ▪ Experience carrying out participatory gender analysis; experience collecting and formulating gender responsive indicators and sex-disaggregated data and preparing gender responsive project analysis; developing gender action plans; ▪ Prior experience in the safeguards assessments and processes of international organizations and donors, such as World Bank, UNDP, etc; ▪ Demonstrated understanding of the links between sustainable development, social and gender issues; ▪ Demonstrated experience working on policy and programmatic issues with national and local governments and civil society organizations including community organizations; ▪ Demonstrated experience in carrying out consultations with Indigenous Peoples, FPIC, protection of cultural heritage, and/or community engagement is highly desired; ▪ Experience with project development and results-based management methodologies is highly desired; ▪ Excellent analytical, writing, advocacy, presentation, and communications skills are required; and ▪ Excellent written and oral communication skills in English and fluency in French is desirable.

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Position type and costs	Role, Deliverables and Qualifications
Consultant 3: The Urban Development and GIS Specialist and national coordinator **Type:** IC National **Cost per person day:** USD 375 **Number of person day needed:** 40 days	**Role, responsibilities and deliverables** 1. Analyse Urban Needs ; • Carry out an in-depth analysis of Bamako's urban needs, including infrastructure, public services, priority development areas and environmental challenges; • Collect and analyse socio-economic and environmental data to guide planning; • Observe and reveal good practice and positive uses of the informal in general and those focused on nature-based solutions; 2. Assessment of existing urban policies; • Review existing urban policies, plans and regulations to identify gaps, opportunities and necessary alignments for the project. • Ensure that the project is consistent with national and local strategies, such as the Stratégie de Développement des Villes du Mali, the Politique Nationale de la Ville (PONAV) and the local strategy Bamako horizon 2030; 3. Consultation and Stakeholder Engagement based on eco-construction: • Organise and facilitate consultations with key stakeholders, including local authorities, communities, the private sector, civil society organisations and city sector professional bodies; • Ensure inclusive participation, taking into account vulnerable groups such as women and young people; 4. Co-design of the Integrated Urban Development Strategy: • Develop an integrated urban development strategy with a focus on sustainable, climate-resilient, community-centred solutions; • Integrate aspects such as urban mobility, waste management, access to basic services, housing, and protection of green spaces and watercourses; 5. Drafting the Project Document • Draft the complete project document, including objectives, justification, planned activities, logical framework, budget and performance indicators in collaboration with the consultants; • Define the expected results and impacts of the project in the short, medium and long term; 6. Risk Management: • Identify potential project risks, such as financial, social, political and environmental risks; • Propose mitigation measures to minimise these risks; 7. Implementation Coordination and Monitoring: • Develop a detailed implementation plan, including schedule of activities, responsibilities and resources required; • Design a monitoring and evaluation framework to measure the project's progress and adjust strategies according to the results obtained; 8. Promoting Innovation and Good Practices : • Integrate innovative approaches into urban planning, such as nature-based solutions, the use of smart technologies, and citizen participation; • Document and share good practice and lessons learned to build local capacity; 9. Reporting and Communication:

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	• Prepare regular reports for stakeholders, funding partners and local authorities; • Ensure transparent and continuous communication with all parties involved. **Sample of final deliverables** • Report of urban needs analysis • Risks analysis • Reports of consultations with stakeholders • Integrated Urban Development Strategy • Draft Project Document
Min. Education requirements	University degree (Master's or Doctorate) in Urban Planning, Regional Planning, Architecture, Civil Engineering, Urban Development or a related field. Additional training in project management, sustainable development or resilient urban planning would be an asset.
Min. years of relevant work experience	• At least 10 years professional experience in the field of urban development, urban planning or spatial planning. Experience in the development and implementation and/or planning of cooperation projects with international donors and the private sector is desirable; • Proven experience in the design, drafting and management of complex urban projects, ideally in contexts similar to Bamako or in urban environments in sub-Saharan Africa; • Experience of working with local authorities, communities, NGOs and international partners to implement urban projects.
Required skills	• Urban and Regional Planning: Mastery of urban planning concepts and techniques, including integrated and climate-resilient approaches; • Urban Analysis and Diagnosis: Ability to analyse socio-economic, environmental and demographic data to identify urban development needs and priorities; • Project Management: Project management skills, including planning, budgeting, monitoring and evaluation, and risk management. • Knowledge of Public Policy: In-depth knowledge of urban policies, planning regulations and relevant national and local strategies; • Use of GIS: Mastery of GIS tools for the collection, analysis and visualisation of spatial data. Ability to integrate GIS analysis into urban planning for informed decision-making; • Urban Cartography: Experience in creating thematic maps, managing geospatial databases and analysing urban dynamics using GIS; • Spatial Analysis: Skills in spatial analysis to assess the impact of urban projects on the environment, the distribution of public services and population flows; • Innovative Approaches: Knowledge of the latest innovations in urban development, such as smart technologies, nature-based solutions, and resilient urban planning; • Sustainability: Commitment to the principles of sustainable development and the ability to integrate these principles into the planning and implementation of urban projects; • Consultation and Engagement: Experience in organising public consultations, stakeholder engagement and facilitating multi-stakeholder dialogues.

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	• Teamwork: Ability to work effectively in multidisciplinary and multicultural teams; • Community Engagement: Experience in integrating local communities into the planning process to ensure that projects meet the real needs of local people; • Facilitation Techniques: Skills in facilitating working groups, participatory workshops and co-creation processes to develop inclusive urban solutions; • Local Economic Development: Understanding of urban economic dynamics, including job creation, attracting investment, and promoting local industries; • Circular Economy: Skills in promoting the circular economy in cities, integrating waste reduction, recycling and materials reuse practices; • Adaptation to Climate Change: Ability to integrate climate adaptation strategies into urban planning to reduce the vulnerability of infrastructure and communities; • Decentralisation and Local Governance: Understanding of local governance dynamics, including coordination between different levels of government and decentralised funding mechanisms; • Project Writing: Excellent ability to write project proposals, technical reports, concept notes and other administrative documents; • Communication: Strong interpersonal skills to interact with stakeholders from various backgrounds, including decision-makers, local communities and international partners.
Desired skills and competencies	• Ability to work ethically in a professional environment; • A strong sense of responsibility, initiative and flexibility; • Strong team spirit and collaboration; • Respect for diversity and gender.
Required Language(s)	• French • Knowledge of English is a strong asset.

Position type and costs	**Role, Deliverables and Qualifications**
Consultant 4: Biodiversity and Ecosystem Management Specialist **Type:** IC National **Cost per person day:** USD 300 **Number of person day needed:** 40 days	**Deliverables (Quality review conducted by the Team Leader and CO, and shared for feedback with the BIOFIN Team)** 1. Workplan for the PIR, plan and consultation Workshop(s) report(s), 2. Assessment on: (a) A review of national biodiversity strategies, sustainable development strategies, and economic linkages between them; and (b) A review of the current state of biodiversity finance including existing finance mechanisms in country. 3. Assessment of positive and negative incentives for biodiversity, based on BIOFIN's or other methodological frameworks 4. Draft PIR Report including positive and negative incentives (subsidies) and stock take of financing mechanisms at the PIR phase. 5. Validation Workshop Report. 6. Final validated report. 7. PIR Synthesis to inform BER and BFP.
Min. Education requirements	Advanced Degree (master's or higher) in public policy, economic policy, with an environment, biodiversity, economic focus or an environmental/biodiversity specialist with public policy focus or a related field.

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Min. years of relevant work experience	5 years' experience (master's degree) preferably in environmental finance, economics, management or related field.
Required skills	• Communicate effectively in writing to a varied and broad audience in a simple and concise manner. • Excellent verbal communication skills. • Capable of working in a high-pressure environment with sharp and frequent deadlines, managing many tasks simultaneously; • Excellent analytical and organizational skills. • Exercise the highest level of responsibility and be able to handle confidential and politically sensitive issues in a responsible and mature manner. • Focuses on impact and result for the client and responds positively to critical feedback. • Familiarity with the government, environmental policy and legal framework, environmental financial mechanisms is strongly desired. • Experience in collaborating with international and national experts and institutions. • Knowledge of key software packages (MS Office). • Ability to prepare publications, reports and presentations. • Able to work independently with little or no supervision.
Desired skills and competencies	• Exposure to environmental issues or biodiversity is desirable. • Previous experience with environmental finance would be an asset. • Ability to work with a multidisciplinary and multicultural team. • Demonstrates integrity by modelling the UN's values and ethical standards. • Promotes the vision, mission, and strategic goals of UNDP. • Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability. • Treats all people fairly without favouritism.
Required Language(s)	• French • Knowledge of English is a strong asset.

Position type and costs	**Role, Deliverables and Qualifications**
Consultant 5: Private Sector Participation, Innovative Financing and Sustainable Urban Investment Specialist **Type:** IC National	**Role, responsibilities and deliverables** Analyse the current context of the private sector in Bamako and identify the key players; Analyse the current financial framework and identify innovative financing opportunities for sustainable urban projects; Develop a private sector engagement strategy aligned with the project objectives; Organise workshops and meetings with private sector stakeholders to present the strategy and discuss partnership, funding and investment opportunities; Identify and develop prospects for a pilot collaboration project between the city and the private sector, coupled with funding mechanisms;

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Cost per person day: USD 300 **Number of person day needed:** 40 days	Provide recommendations for setting up partnership monitoring and evaluation mechanisms; Provide technical advice to ensure effective implementation of project activities; Contribute actively to taskforces/working groups and technical meetings held as part of the project; Develop an innovative financing strategy aligned with the urban resilience strategy; Identify potential funding partners, including financial institutions, international donors and private investors; Provide recommendations for the implementation and monitoring of financing mechanisms and investments; Build the capacity of the team and local representatives in innovative financing of sustainable projects; Providing technical guidance tailored to the national and local context in the field of financial packages for urban development project. <u>Sample of final deliverables</u> • Report on the analysis by the private sector and key stakeholders of the financial framework and innovative financing opportunities ; • Innovative financing and private sector engagement strategy ; • Documentation of meetings and workshops with stakeholders ; • Proposed prospects for a pilot collaboration project between the city and the private sector, coupled with funding mechanisms ; • Recommendations for the implementation and monitoring of funding mechanisms.
Min. Education requirements	University degree, minimum level Bac+5 in one of the following fields: finance, economics, project management, environmental management, energy engineering, urban planning, sustainable development, or any other relevant discipline related to the project.
Min. years of relevant work experience	At least 7 years professional experience in the management and implementation of development projects (environment, energy, urban planning, climate) At least 3 years experience in innovative financing or sustainable investment or in private sector involvement or public-private partnerships; - Experience in the development and implementation and/or planning of cooperation projects with international donors and the private sector is desirable; Previous experience of working in an African context, preferably in Mali or West Africa.
Required skills	• Good operational knowledge of the Malian institutional and professional stakeholders involved in the project; • Familiarity with the government, environmental policy and legal framework • In-depth knowledge of financing mechanisms for sustainable urban development; • In-depth knowledge of urban resilience and sustainable development issues; • Mastery of project management and monitoring-evaluation methods and tools (results-based management, environmental and social standards, gender analysis, etc.); • Ability to use IT and office automation tools; • Ability to lead and speak in public for workshops, presentations and speeches as part of the project; • Communicate effectively in writing to a varied and broad audience in a simple and concise manner.

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	• Excellent verbal communication skills.
Desired skills and competencies	• Capable of working in a high-pressure environment with sharp and frequent deadlines, managing many tasks simultaneously; • Excellent analytical and organizational skills; • Exercise the highest level of responsibility and be able to handle confidential and politically sensitive issues in a responsible and mature manner. • Focuses on impact and result for the client and responds positively to critical feedback. • , environmental financial mechanisms is strongly desired. • Experience in collaborating with international and national experts and institutions. • Knowledge of key software packages (MS Office) • Ability to prepare publications, reports and presentations. • Able to work independently with little or no supervision.
Required Language(s)	• French • Knowledge of English is a strong asset.

Position type and costs	**Role, Deliverables and Qualifications**
Consultant 6: Gender Specialist **Type:** IC National **Cost per person day:** USD 300 **Number of person day needed:** 30 days	**Role, responsibilities and Deliverables** 1) Preparatory Technical Studies and Reviews (Component A): Prepare inputs and support the required analyses/studies, as agreed with the GEF PPG Team Leader, including: a) Prepare the gender analysis and action plan and work closely with the GEF PPG Team Leader to ensure its findings are meaningfully integrated into the project's strategy, theory of change and results framework; b) Advise on gender responsive stakeholder analysis and consultations and ensure that they are complete and comprehensive; and c) Support the completion of any additional studies that are determined to be needed for the preparation of the ProDoc and all other final outputs as guided by the PPG Team Leader. 2) Formulation of the ProDoc, CEO Endorsement Request and Mandatory Annexes as well as project specific annexes (Component B): a) Prepare the Gender Mainstreaming Plan, with appropriate budget and identification of appropriate project interventions to ensure gender mainstreaming including at project demonstration sites; b) Using the findings from the gender analysis, provide inputs to the project's results framework and theory of change; ensure gender considerations are integrated into the project's theory of change; c) Provide inputs for the development of the Stakeholder Engagement Plan to ensure it is Socially Inclusive and Gender Responsive; d) Prepare the Gender Action Plan and Budget; e) Support the agreements on project management arrangements and ensure that gender and safeguards are adequately incorporated into these arrangements. 3) Validation Workshop (Component C): a) Contribute to the validation workshop; and b) Support all necessary revisions that arise during the workshop, as appropriate.

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	4)Final Deliverables: a) Gender Analysis and Gender Mainstreaming Plan b) Appropriate inputs to the comprehensive Stakeholder Engagement Plan including on gender-responsive consultation and consultations with local communities and any Indigenous Peoples or Ethnic Minorities present within the demonstration landscape; c) Appropriate inputs to the final UNDP-GEF project document based on guidance from the PPG Team Leader. **Qualifications** ▪ Master's degree or higher in a relevant field, such as gender studies, gender and development, women and environment, or women and sustainable development; ▪ Minimum 7 years of demonstrable experience in the technical area of gender mainstreaming, community development, and social and environmental safeguards risk assessment and mitigation; ▪ Experience carrying out participatory gender analysis; experience collecting and formulating gender responsive indicators and sex-disaggregated data and preparing gender responsive project analysis; developing gender action plans; ▪ Prior experience in the safeguards assessments and processes of international organizations and donors, such as World Bank, UNDP, etc; ▪ Demonstrated understanding of the links between sustainable development, social and gender issues; ▪ Demonstrated experience working on policy and programmatic issues with national and local governments and civil society organizations including community organizations; ▪ Demonstrated experience in carrying out consultations with Indigenous Peoples, FPIC, protection of cultural heritage, and/or community engagement is highly desired; ▪ Experience with project development and results-based management methodologies is highly desired; ▪ Excellent analytical, writing, advocacy, presentation, and communications skills are required; and ▪ Excellent written and oral communication skills in English and fluency in French is desirable.

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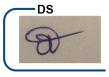
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