



# Initiation Plan / GEF PPG

Empowered lives.  
Resilient nations.

**Project Title:** A Sustainable, Green, Blue, and Digital Havana

**Country:** Cuba

**Country Programme Outcome:** Institutions, production and service sectors, territorial governments and communities improve the protection and rational use of natural resources and ecosystems, resilience to climate change, and comprehensive disaster risk reduction management.

**Gender Marker rating:** *GEN2*

**SES Pre-Screening Categorization:** *Moderate*

Quantum Project ID: 01003171	<b>Total budget:</b>	<b>US\$ 199,999</b>
Quantum Award ID : 1285908	Allocated resources:	
PIMS number: 9539	• GEF	US\$ 199,999
Management Arrangement: <i>DIM</i>	• Government	US\$ 0
	• UNDP	US\$ 0

AGREED BY

Fernando Hiraldo

UNDP Resident Representative<sup>1</sup>

DocuSigned by:

*Fernando Hiraldo*

Signature

24-oct-2024

*Day/Month/Year*

Date



<sup>1</sup> 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: *A Sustainable, Green, Blue, and Digital Havana*. As described in the project concept (/child project concept note), this project aims to contribute to the integrated urban and territorial planning of the City of Havana through innovative sustainable solutions for resilient, low carbon, nature positive, and development with social equity. The project has 5 components. Component 1 will contribute to a governance framework for participatory multistakeholder and intersectoral coordination. This component will support the development of an Urban Regeneration strategy, the establishment of a Geospatial information management platform, capacity development and will incentivize behavioral change. Component 2 will be focused on decarbonizing the built environment and will have two outcomes: Net-zero mobility solutions to enhance interoperability and access to transport; and renewable and efficient energy solutions for resilience and decarbonization of built environment. Component 3 will work on circular economy approaches for innovation on solid waste management, engaging key new economic partners of the private sector. Component 4 will mainstream nature-positive elements into urban and territorial planning by promoting ecosystem connectivity and experimenting with new approaches for Sustainable Local Food Systems. Component 5 will focus on city peer exchanges and he engagement with Global Policy Sustainable Cities (GPSC), knowledge generation & management. .

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

- Concept Note cleared for WP inclusion or GEF Council approved PIF (PFD and child project concept note for projects that are part of a program)
- Comments from GEF Secretariat, Council, STAP
- [Annotated UNDP-GEF Project Document Template](#) and associated guidance included therein
- [UNDP policies and procedures](#)
- UNDP SES Policy and procedures
- UNDP-GEF guidance notes on GEF project development (which will be provided by the RTA) and
- GEF policies, in particular, 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.

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	June 30, 2024	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
<b>First GEF Submission Deadline</b> for CEO Endorsement	<i>June 20, 2025</i>	FSP must be within 12 months of PIF approval MSP: must be within 8 months of PIF approval PFD or IP child projects: must be within 6 months before the program commitment deadline <b>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.</b>
<b>CEO Endorsement Deadline</b> after which the project will be cancelled if not endorsed	<i>December 20, 2025</i>	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 <b>If the project has not been CEO endorsed by the deadline, it will be automatically cancelled by the GEF Sec.</b>

**Management Arrangements**

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

As appropriate, a Working Group will guide the GEF PPG team and review and endorse the GEF PPG deliverables. The Working Group is responsible for ensuring that the deliverables outlined in this GEF PPG are completed on time and in line with UNDP and GEF requirements. The **EFP** will chair the Working Group. Working Group members will include:

- Environmental Focal Point
- Program Analyst NCE
- Program Associate
- City Directorate of Integral Development Representative
- City Ministry of Science, Technology and Environment Delegation Representative
- City General Transport Direction Representative
- Agriculture Specialist, Government of La Habana Province
- Biodiversity Specialist, Government of La Habana Province
- Energy Specialist, Government of La Habana Province
- Finance Specialist, Government of La Habana Province

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

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**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 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. The report will include summary and proof of 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 all 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](http://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.

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### III. GEF PPG ACTIVITIES

#### Component A: Preparatory Technical Studies & Reviews

The following technical studies and reviews will be conducted.

##### 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](#).

**c. Social and Environmental Standards: Screening and Assessments**

As the project is an IP, no PIF was required. This project contains a Concept Note, and no pre-screening based on the SESP was required during concept note development. Hence, the PPG will screen the project for social and environmental risks during the design phase. Based on findings the project category will be determined. Based on the nature of the project activities and the variety of focal areas covered by this project, the Project will develop an ESMF to ensure that the Project Team (during implementation) has sufficient guidance to implement the SES requirements as per the SES risks and mitigation measures identified during screening.

**d. Identification of project sites**

Based on the above reviews and through consultation with stakeholders, the targeted project *pilot* sites will be identified. This should include providing geographic coordinates, maps, and shapefiles for inclusion in the ProDoc.

**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).

**f. Stakeholder analysis**

Building on the initial identification of stakeholders, 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 OFF.

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<sup>2</sup>.
- 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.
- 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.

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<sup>2</sup> Including mandatory procurement assessment and construction assessment when applicable

- 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**

Greenhouse Gas Emission Mitigated valuation updated.

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

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

#### **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 design. Further analysis and planning may be conducted during implementation based on findings and identification of project sites. The review of the GAAP based on the latter should be conducted by the Project Team. 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 included 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 applied to the project. 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.

The project will develop an ESMF in line with the risks identified. This document will guide the Project Team in implementing the SES mitigation measures and activities aligned with national normative frameworks, and/or based on identified gaps in the latter, by conducting Assessments and management plans by the Project. The management measures (activities) will be integrated within the Project Logframe and multi-year/annual work plans to facilitate sequencing and implementation of the activities. The SESP/ESMF will contain a budget to enable implementation of these activities, that will be integrated within the main PRODOC budget.

The PPG team will develop the SESP, following the requirements of the ONLINE SESP. The latter will include developing the Roadmap template (currently under development) with support from SES TA and the SESP Template (specifically the annex 1).

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 PIF-stage data and the CEO endorsement-stage data—will be annexed to the ProDoc. LDCF/SCCF projects will use the [CCA Results Framework worksheet](#).

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

**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 PIF/PFD submission.

Updated GEF OFP endorsements letters are also required if the requested GEF grant amount has changed since PIF/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
- SESP, SEP, GAAP

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 the project.

#### IV. TOTAL BUDGET AND WORK PLAN FOR GEF PPG

<b>Quantum Project ID:</b>	01002790	<b>Project Title:</b>	PIMS 9539 PPG A Sustainable, Green, Blue, and Digital Havana
<b>Quantum Award ID:</b>	1285908	<b>Award Title:</b>	PIMS 9539 PPG A Sustainable, Green, Blue, and Digital Havana
<b>Business Unit :</b>	UNDP-CUB		
<b>PIMS number:</b>	9591		
<b>Implementing Partner:</b>	UNDP Cuba		

GEF Outcome/Quantum Activity	Responsible Party	Fund ID	Donor Name	Quantum Budgetary Account Code	Quantum Budget Description	2024	2025	Amount US\$	Budget Notes
Project preparation grant to finalize the UNDP-GEF project document for project {name of the project}	UNDP	62000	GEF TRUSTEE	71200	International Consultants	19,292	83,292	102,584	A
				71300	Local Consultants	5,400	59,400	64,800	B
				72100	Contractual services	1,324	1,792	3,116	C
				72400	Communication and Audiovisual Equipment	900	4,500	5,400	D
				74200	Audio-visual and prinst production Costs	-	3,999	3,999	E
				75700	Trainings, workshops	8,700	11,400	20,100	F
<b>PROJECT TOTAL</b>						<b>35,616</b>	<b>164,383</b>	<b>199,999</b>	

Budget Note No.	Budget Note
A	International Project Development Specialist (60 days * 800 = USD 48 000 + USD 1500 ATKT + USD 1792 DSA ). Kindly Refer to terms of reference in Annex 2 for international consultants
	International Consultant Sustainable City Knowledge (60 days * 800 = USD 48000 + USD 1500 ATKT + USD 1792 DSA). Kindly Refer to terms of reference in Annex 2 for international consultants
B	National Consultant on Environmental and Social Safeguard (30 days * 540 = USD 16200). Kindly Refer to terms of reference in Annex 2 for local consultants
	National Consultant on Gender (30 days * 540 = USD 16200) Kindly Refer to terms of reference in Annex 2 for local consultants
	National Consultant on low carbon development (60 days * 540 = USD 32400) Kindly Refer to terms of reference in Annex 2 for local consultants
C	Transport services. PPG Team mobility to project intervention sites, interviewing stakeholders and other field visits. (USD 3116)
D	Communication cost to support Working Group activities (10 PAX * 18 Month * USD 30 = USD 5400)
E	Translation Services (USD 3,999)
F	Logistical support to meetings of the Working Group (10 pax * 30 days * USD15 =USD 4500)
	PPG Inception Workshop (40 pax * 3 days * USD65 = USD 7800)
	PPG Validation workshop (40 pax * 3 days * USD65 = USD 7800)

**V. GEF PPG ACTIVITIES TIMEFRAME AND BUDGET**

*This section is optional*

PPG Activity	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Budget (US\$)	
<b>Component A:</b> Technical studies, etc.	X	X	X	X	X	X														35,616
<b>Component B:</b> Formulation of ProDoc, etc.						X	X	X	X	X	X	X						X		156,584
<b>Component C:</b> Validation Workshop									X											7,800
<b>Delivery of final outputs</b>								X SES package review and clearance processes		X UNDP GEF technical clearance processes		X GEF Secretariat submission deadline								

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## VI. MANDATORY ANNEXES

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



M. Sc. Carlos Manuel Rodríguez  
CEO and Chairperson

June 25, 2024

Ms. Angela Armstrong  
GEF Executive Coordinator  
The World Bank (WB)  
Washington DC, USA

Ms. Boitumelo Mosako  
CEO  
Development Bank of Southern Africa (DBSA)  
South Africa

Ms. Sangh Lee  
GEF Programme Portfolio Manager  
GEF Coordination Unit  
International Union for Conservation of Nature (IUCN)  
Switzerland

Ms. Victoria Laque  
GEF Executive Coordinator  
United Nations Environment Programme (UNEP)  
Nairobi, Kenya

Ms. Hanoué Dhiou TOE  
GEF Coordinator  
West African Development Bank (BOAD)  
Togo

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

Ms. Graciela Ramirez  
IDB-GEF Executive Coordinator  
Interamerican Development Bank (IADB)  
Washington DC, USA

Mr. Jeffrey Griffin  
GEF Senior Coordinator  
Food and Agriculture Organization of the United Nations (FAO)  
Rome, Italy

Ms. Fatou Haidara  
GEF Coordinator  
United Nations Industrial Development Organization (UNIDO)  
Vienna, Austria

Dear Ms. Armstrong, Ms. Mosako, Ms. Lee, Ms. Laque, Mr. Toe, Ms. Bennet, Ms. Ramirez, Mr. Griffin, Ms. Haidara,

Following Council's approval of the Program entitled *Sustainable Cities Integrated Program* at the 6th GEF Council Meeting, June 17-20, 2024, I am pleased to inform you that I have approved your requests for Project Preparation Grants for child projects as detailed in Annex 1 attached to this letter. With this, Project Preparation Grants can be committed.

1818 H Street, NW • Washington, DC 20433 • USA  
Tel: +1 (202) 473 3202 • Fax: +1 (202) 522 3240  
E-mail: [admin@gef.org](mailto:admin@gef.org)  
[www.gef.org](http://www.gef.org)

Ms. Armstrong, Ms. Mosako, Ms. Lee, Ms. Laque, Mr. Toe, Ms. Bennet, Ms. Ramirez, Mr. Griffin, Ms. Haidara

Decision Sought:	Child Project Preparation Grant Approval
GEF/SEC ID:	11287
Agency(ies):	World Bank, DBSA, IUCN, UNEP, BOAD, UNDP, IADB, FAO, UNIDO
Agency(ies) ID:	N/A
Focal Area:	Multi Focal Area
Project Type:	Program
Country(ies):	Global (Bolivia, Benin, Cabo, Gabon, Guatemala, Kenya, Mongolia, Peru, Philippines, Serbia, South Africa, Sri Lanka, Congo, Chile, Madagascar, China, Malaysia, Mali, Zimbabwe, Algeria)
Name of Program:	Sustainable Cities Integrated Program
Indicative GEF Program Financing:	\$151,840,674
Indicative Agency Fee:	\$13,662,557
PPG:	\$3,051,460
PPG Agency Fee:	\$328,630
Funding Source:	GEF Trust Fund

The approval of these PPGs is based on the understanding that the Program is in conformity with GEF Trust Fund focal area strategies and with GEF policies and procedures. Please ensure that the final child project documents, having fully addressed all Secretariat, STAP, Convention Secretariats, and Council comments, will be endorsed / approved within 18 months of Council approval of the work program or within the Program Commitment Deadline.

Sincerely,

M. Sc. Carlos Manuel Rodríguez  
Chief Executive Officer and Chairperson  
Global Environment Facility

Copy to: Country Operational Focal Points, GEF Agencies, STAP, Trustee

1818 H Street, NW • Washington, DC 20433 • USA  
Tel: +1 (202) 473 3202 • Fax: +1 (202) 522 3240  
E-mail: [admin@gef.org](mailto:admin@gef.org)  
[www.gef.org](http://www.gef.org)

<b>11291</b>	<b>A Sustainable, Green, Blue, and Digital Havana</b>	<b>7,751,070</b>	<b>697,595</b>	<b>139,519</b>	<b>199,999</b>	<b>17,999</b>
<b>UNDP</b>		<b>7,751,070</b>	<b>697,595</b>	<b>139,519</b>	<b>199,999</b>	<b>17,999</b>



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

The cost per consultancy week and number of weeks provided below are indicative only and should be revised.

Position, Type, and Cost	Role, Deliverables and Qualifications
<p><b>Consultant 1:</b> International Project Development Specialist (GEF PPG Team Leader, Urban Biodiversity Planning Specialist)</p> <p><b>Type:</b> IC</p> <p><b>Cost per person week:</b> 4274</p> <p><b>Number of person weeks needed:</b> 12</p>	<p><b>Role</b> The Project Development Specialist will be the GEF PPG Team Leader and will be responsible for quality assurance and timely preparation of all reports and documentation, including the finalized UNDP Project Document (ProDoc) and CEO Endorsement Request, with all mandatory and project specific Annexes and supporting documentation. S/he will be responsible for managing all consultants on the GEF PPG Team and coordinating the Team’s work.</p> <p><b>Responsibilities and Deliverables</b></p> <ol style="list-style-type: none"> <li>1) <u>Management of the GEF PPG Team</u> <ol style="list-style-type: none"> <li>a. Define and submit a 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);</li> <li>b. Ensure that project development is participatory, gender-responsive and based on extensive stakeholder engagements; and</li> <li>c. Verify and ensure that all project components are technically sound and cost effective.</li> </ol> </li> <li>2) <u>Preparatory Technical Studies and Reviews (Component A):</u> With inputs from the national consultants, as detailed in their respective TORs:             <ol style="list-style-type: none"> <li>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;</li> <li>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;</li> <li>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;</li> <li>d. Ensure full screening during PPG, conducted in an iterative process throughout the PPG, to inform the project team on potential SES risks and management measures, while the Project strategy (logframe) is in the process of design, ; oversee the development of the ESMF</li> <li>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;</li> <li>f. Ensure the design of appropriate project knowledge management processes and platforms, ensuring appropriate linkages to existing mechanisms and knowledge sharing in project landscapes;</li> </ol> </li> </ol>

	<ul style="list-style-type: none"> <li>g. Lead and oversee the identification of opportunities for private sector engagement and co-financing;</li> <li>h. Ensure the preparation of partner capacity assessments and discussions on management arrangements early in the PPG process;</li> <li>i. Oversee the consultations with partners regarding financial planning; and</li> <li>j. Ensure completion of any additional studies that are determined to be needed for the preparation of the ProDoc and all other final outputs.</li> <li>k. Provide all necessary elements for the technical areas of urban biodiversity and agriculture, and planning including.             <ul style="list-style-type: none"> <li>i. Evaluating previous interventions relevant to project component and extract lessons learned and good practices.</li> <li>ii. Preparing inputs for the baseline/situational analysis on the current situation and dynamics of the urban landscape of the target project</li> <li>iii. Identifying other relevant existing and planning initiatives</li> <li>iv. Reviewing national and local policy and legislative framework</li> <li>v. Identifying appropriate results framework indicators and targets</li> <li>vi. Assessing opportunities and priorities to strengthen urban biodiversity, agriculture, and planning.</li> <li>vii. Assessing institutional capacities and weaknesses with respect to the implementation of proposed activities and policies.</li> <li>viii. Contributing to the site selection process for on-the-ground interventions</li> </ul> </li> </ul> <p>3) <u>Formulation of the ProDoc, CEO Endorsement Request and Mandatory and Project Specific Annexes (Component B)</u>: With inputs from the national consultants, as detailed in their respective TORs, and based on international best practice:</p> <ul style="list-style-type: none"> <li>a. Develop, present and articulate the project’s theory of change;</li> <li>b. Develop the Results Framework in line with UNDP-GEF policy;</li> <li>c. Develop a detailed Monitoring and Evaluation Plan and Budget;</li> <li>d. Oversee and ensure the preparation of a comprehensive Stakeholder Engagement Plan;</li> <li>e. Oversee and ensure the preparation of a Gender Action Plan and Budget;</li> <li>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;</li> <li>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;</li> <li>h. Secure all co-financing letters;</li> <li>i. Prepare the indicative procurement plan;</li> <li>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;</li> <li>k. Ensure the completion of the required official endorsement letters; and</li> <li>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.<sup>3</sup></li> </ul>
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<sup>3</sup> Please verify with the UNDP-GEF team that the correct templates are being used.

	<p>4) <u>Validation Workshop (Component C):</u></p> <ol style="list-style-type: none"> <li>a. Lead the validation workshop to present, discuss and validate the final draft ProDoc and mandatory and project specific annexes, with a special focus on the SESP and any management plans;</li> <li>b. Oversee all necessary revisions that arise during the workshop; and</li> <li>c. Ensure completion of Validation Workshop Report.</li> </ol> <p>5) <u>Final Deliverables:</u></p> <ol style="list-style-type: none"> <li>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;</li> <li>b. Completion of the GEF CEO Endorsement Request;</li> <li>c. Finalized SESP (and SES management plans as required);</li> <li>d. All documentation from GEF PPG (including technical reports, meeting minutes, etc.); and</li> <li>e. Validation Workshop Report.</li> </ol> <p><b>Qualifications</b></p> <ul style="list-style-type: none"> <li>▪ Master’s degree or higher in a relevant field, such as <i>ecology, local development, agronomy, or related fields</i>;</li> <li>▪ Minimum 10 years of demonstrable experience in the technical area of <i>biodiversity, environmental services, local development, city planning</i>, and in preparing high quality project documents, particularly for UNDP and GEF projects;</li> <li>▪ Excellent written and oral communication skills in English; and fluency in written and oral Spanish.</li> <li>▪ 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 <i>governance, inter-institutional coordination, regulatory frameworks, knowledge management mechanisms, ecosystem services, environmentally sustainable practices, local development, and city planning</i>. Experience working in <i>Latin American and Caribbean region</i> on related initiatives highly desired.</li> </ul>
<p><b><u>Consultant:</u></b></p> <p><u>International City Development Specialist</u></p> <p><b><u>Type: IC</u></b></p> <p><b><u>Cost per person-week: 4274</u></b></p> <p><b><u>Number of person-weeks needed: 12</u></b></p>	<p><b>Role</b></p> <p>The International City Development Specialist will be responsible for quality assurance and preparation of all reports and documentation of the Project Document (ProDoc) regarding the “<i>governance framework for participatory multistakeholder and intersectoral city coordination, including the development of an Urban Regeneration strategy (circular economy, waste management, etc.), operationalizing a geospatial information management platform and how incentivizing behavioral change</i>”, including all mandatory and project specific Annexes and required supporting documentation regarding this topic.</p> <p>The specialist will provide up-to-date and cutting-edge ideas on Green and Resilient Cities (GRC) drawing upon the experience and best practices of successful cities in the region. S/he will be expected to describe measures needed to put in place investments and create an enabling framework for GRC in the six cities. S/he will conduct site scoping studies and rapid assessments of project sites to establish baseline data and identify potential opportunities, threats, issues, and challenges</p>

	<p>with regards to the implementation of GRC in the six cities and provide preliminary recommendations on best approaches.</p> <p>She/he will work under the supervision of the GEF PPG Team Leader and in close coordination with the national counterpart defined to Climate Change Mitigation.</p> <p><b>Deliverables</b></p> <ol style="list-style-type: none"> <li>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> <ol style="list-style-type: none"> <li>a. Evaluate the project sites based on its readiness to implement the GRC measures taking into consideration existing development plans and policies;</li> <li>b. Gather baseline information on emerging trends on urban development, including but not limited to sustainable urban transport, green buildings, green spaces, nature-based solutions, low carbon development, solid and plastic waste management and circular economy;</li> <li>c. Review the lessons learned from previous and existing sustainable cities initiatives and draft preliminary recommendations to be considered for the design of a financial sustainability strategy during implementation;</li> <li>d. Analyse experience on green and resilient cities (GRC) approaches and their implementing arrangements, management units and an assessment of their operations and successes. This will cover, among others, applicable integrated GRC strategies, urban regeneration companies, local development corporations, and national and local development incentives;</li> <li>e. Outline the key components, macro and micro, of GRC to include policies and strategies for improving productivity, business development and infrastructure, and direct links between financing and development;</li> <li>f. Define processes required in order to put in place inclusive policies and procedure to achieve external benefits of investment in GRC public goods and create an enabling framework for business and support innovation;</li> <li>g. Work with the International Consultant and the Stakeholder Engagement and ESS Specialist in the identification and description of baselines of co-financing initiatives (from local governments, private sectors and civil society organizations);</li> <li>h. 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; and</li> <li>i. Provide support to the National Gender and Stakeholder Engagement and Environmental and Social Safeguards Specialist on the SESP/ESMF formulation;</li> <li>j. Other related tasks as suggested by the PPG team.</li> </ol> </li> <li>2. <u>Formulation of the ProDoc, CEO Endorsement Request and Mandatory Annexes as well as project specific annexes (Component B):</u> <ol style="list-style-type: none"> <li>a. Review and verify proposed Outputs and Indicators based on the information gathered during the PPG-Phase and, where appropriate, propose new ones for each Outcome, and establish baselines and targets to be monitored and tracked during implementation, for inclusion in the Results Framework, as appropriate;</li> </ol> </li> </ol>
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	<p>b. Participate in consultations, workshops, meetings etc. and provide inputs to management arrangements;</p> <p>c. Work with the GEF PPG Team Leader to ensure relevant findings on GRC and stakeholder needs are meaningfully integrated into the project strategy, theory of change and results framework, and its implementation are monitored as appropriate</p> <p>3. <u>Validation Workshop (Component C):</u></p> <p>a. Contribute to the validation workshop; and</p> <p>b. Support all necessary revisions that arise during the workshop, as appropriate.</p> <p><b>Qualifications</b></p> <ul style="list-style-type: none"> <li>▪ Master’s degree or higher in a relevant field such as in urban and regional economic development with specialised skills in local economic development and environment;</li> <li>▪ Minimum 7 years of demonstrable experience in the technical areas of urban development planning, waste management, circular economy.</li> <li>▪ Experience working with national and regional government institutions as well as civil society/private organizations is a must.</li> <li>▪ Experience with project development and results-based management methodologies is highly desired;</li> <li>▪ Excellent analytical, writing, advocacy, presentation, and communications skills are required; and</li> <li>▪ Excellent written and oral communication skills in English, and fluency in written and speaking in Spanish</li> </ul>
<p><b>Consultant:</b> <i>National Safeguard Specialist</i></p> <p><b>Type:</b> NC</p> <p><b>Cost per person-week:</b> 2250</p> <p><b>Number of person-weeks needed:</b> 12</p>	<p><b>Role</b></p> <p>The National 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 SES and specific requirements, as appropriate. The consultant will be a gender and social inclusion expert with experience in in-depth gender analysis and local community engagement.</p> <p><b>Deliverables</b></p> <p>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></p> <p>a. ; Complete the UNDP Social and Environmental Screening Procedure (SESP), and support the detailed assessment of all project SES risks including consultations with local stakeholders;</p> <p>b. Develop Stakeholder consultations</p> <p>c. Prepare the ESMF</p> <p>d. . Based on these assessments, and if relevant, integrate relevant matters as needed into project design and into the comprehensive Stakeholder Engagement Plan;</p> <p>e. 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;</p>

	<p>f. <i>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.</i></p> <p>2) <u><i>Formulation of the ProDoc, CEO Endorsement Request and Mandatory Annexes as well as project specific annexes (Component B):</i></u></p> <p>a. <i>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;</i></p> <p>b. <i>Develop the ESMF</i></p> <p>c. <i>Develop the Stakeholder Engagement Plan</i></p> <p>d. <i>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 SESP, ESMF;</i></p> <p>e. <i>Support the agreements on project management arrangements and ensure that gender and safeguards are adequately incorporated into these arrangements.</i></p> <p>3) <u><i>Validation Workshop (Component C):</i></u></p> <p>a. <i>Contribute to the validation workshop; and</i></p> <p>b. <i>Support all necessary revisions that arise during the workshop, as appropriate.</i></p> <p>4) <u><i>Final Deliverables:</i></u></p> <p>a. <i>Finalized Social and Environmental Screening (SESP)</i></p> <p>b. <i>Finalized ESMF</i></p> <p>c. <i>Finalized Stakeholder Engagement Plan</i></p> <p>d. <i>Appropriate inputs to the final UNDP-GEF project document based on guidance from the PPG Team Leader.</i></p> <p><b>Qualifications</b></p> <ul style="list-style-type: none"> <li>▪ <i>Master's degree or higher in a relevant field, such as social and or environmental science, community development, project development, or sustainable development, sociology, anthropology or related field; Minimum 7 years of demonstrable experience in the technical area of social and or environmental science, community development, project development, or sustainable development, sociology, anthropology or related field;</i></li> <li>▪ <i>Demonstrated experience in carrying out consultations with local communities, FPIC (Free, Prior and Informed Consent), community engagement is highly desired;</i></li> <li>▪ <i>Prior experience in the safeguards assessments and processes of international organizations and donors, such as, UNDP, UNICEF etc;</i></li> <li>▪ <i>Demonstrated understanding of the links between sustainable development, environment, social and gender issues;</i></li> <li>▪ <i>Demonstrated experience working on policy and programmatic issues with national and local governments and civil society organizations including community organizations;</i></li> <li>▪ <i>Experience with project development and results-based management methodologies is highly desired;</i></li> <li>▪ <i>Excellent analytical, writing, advocacy, presentation, and communications skills are required; and</i></li> <li>▪ <i>Excellent written and oral communication skills in English and fluency in Spanish.</i></li> </ul>
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<p><b>Consultant:</b> <i>National Gender Specialist</i></p> <p><b>Type:</b> NC</p> <p><b>Cost per person-week:</b> 2250</p> <p><b>Number of person-weeks needed:</b> 12</p>	<p><b>Role</b></p> <p>The National Gender Specialist will develop mandatory project Annexes related to GAAP and support adherence of project development to UNDP’s SES and specific requirements, as appropriate. The consultant will be a gender and social inclusion expert with experience in in-depth gender analysis and local community engagement.</p> <p><b>Deliverables</b></p> <p>5) <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></p> <ol style="list-style-type: none"> <li>a. Complete 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;</li> <li>b. Support the completeness of the UNDP Social and Environmental Screening Procedure (SESP), and support the detailed assessment of all project gender risks including consultations with local stakeholders;</li> <li>c. Advise on gender responsive stakeholder analysis and consultations and ensure that they are complete and comprehensive;</li> <li>d. Based on these assessments, and if relevant, integrate relevant matters as needed into project design; and</li> <li>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.</li> </ol> <p>6) <u>Formulation of the ProDoc, CEO Endorsement Request and Mandatory Annexes as well as project specific annexes (Component B):</u></p> <ol style="list-style-type: none"> <li>a. Support the completeness of 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;</li> <li>b. Prepare the Gender Mainstreaming Plan, with appropriate budget and identification of appropriate project interventions to ensure gender mainstreaming including at project demonstration sites;</li> <li>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;</li> <li>d. Provide inputs for the development of the Stakeholder Engagement Plan to ensure it is Socially Inclusive and Gender Responsive;</li> <li>e. Prepare the Gender Action Plan and Budget;</li> <li>f. Support the agreements on project management arrangements and ensure that gender and safeguards are adequately incorporated into these arrangements.</li> </ol> <p>7) <u>Validation Workshop (Component C):</u></p> <ol style="list-style-type: none"> <li>c. Contribute to the validation workshop; and</li> <li>d. Support all necessary revisions that arise during the workshop, as appropriate.</li> </ol> <p>8) <u>Final Deliverables:</u></p> <ol style="list-style-type: none"> <li>e. Gender Analysis and Action Plan</li> <li>f. Appropriate inputs to the comprehensive Stakeholder Engagement Plan including on gender-responsive consultation and consultations with local communities present within the demonstration landscape;</li> </ol>
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	<p><i>g. Appropriate inputs to the final UNDP-GEF project document based on guidance from the PPG Team Leader.</i></p> <p><b>Qualifications</b></p> <ul style="list-style-type: none"> <li>▪ <i>Master’s degree or higher in a relevant field, such as gender studies, gender and development, women and environment, or women and sustainable development;</i></li> <li>▪ <i>Minimum 7 years of demonstrable experience in the technical area of gender mainstreaming and stakeholder engagement;</i></li> <li>▪ <i>Experience in 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;</i></li> <li>▪ <i>Experience in carrying out consultations with local communities, people’s organizations, IP groups, and other civil society organizations to assess capacity and understanding to integrate environment and gender concerns;</i></li> <li>▪ <i>Demonstrated understanding of the links between sustainable development, social and gender issues;</i></li> <li>▪ <i>Experience with project development and results-based management methodologies is highly desired;</i></li> <li>▪ <i>Excellent analytical, writing, advocacy, presentation, and communications skills are required; and</i></li> <li>▪ <i>Excellent written and oral communication skills in English</i></li> </ul>
<p><b>Consultant:</b> <i>National Low carbon development specialist</i></p> <p><b>Type:</b> NC</p> <p><b>Cost per person-week:</b> USD 2250</p> <p><b>Number of person-weeks needed:</b> 12</p>	<p><b>Role</b></p> <p>The National Consultant on low carbon development with emphasis in the energy and transportation sector, will be responsible for quality assurance and preparation of all reports and documentation of the Project Document (ProDoc) regarding the decarbonization of the built environment, including all mandatory and project specific Annexes and required supporting documentation regarding this topic. She/he will work under the supervision of the GEF PPG Team Leader and in close coordination with the national counterpart defined to Climate Change Mitigation.</p> <p><b>Deliverables</b></p> <ul style="list-style-type: none"> <li>• Review the necessary information for the project pilot intervention sites design, defined by the national counterparts.</li> <li>• Review the proposal of baseline, defined by the national counterparts.</li> <li>• Confirm a detailed design of demonstration activities despite the proposal defined by the national counterparts.</li> <li>• Develop, together with the International Consultant (team leader), UNDP and the identified national counterparts, a proposal for the project pilot intervention sites on climate change mitigation.</li> <li>• Calculation of Global Environmental Benefits and emissions reductions that will come from demonstrative activities.</li> <li>• Define the technical specifications on specialized equipment that will be acquire by the project to the pilot intervention site on climate change mitigation.</li> <li>• Oversees the preparation of the climate change risk assessment (refer to STAP guidance on climate risk screening) and updates the GHG emission reduction estimates.</li> </ul>

	<p><b>Final Deliverables</b></p> <ul style="list-style-type: none"><li>• Design of the Project proposal, including Annexes related to low carbon development.</li><li>• Confirmation of the baseline and the estimated emissions reduction:</li><li>• Review the climate risk assessment (refer to STAP guidance on climate risk screening),</li><li>• Identify the technical specifications of the equipment to be procured related to low carbon development, and elaboration of the Procurement Plan in coordination with the national counterpart.</li><li>• Review the climate change mitigation topics in the environmental and safeguards documents, in coordination with the Local Consultant.</li></ul> <p><b>Qualifications</b></p> <ul style="list-style-type: none"><li>• Master's degree or higher in Physical, Electrical, Mechanical or a relevant field, such as energy or transport related fields.</li><li>• Minimum 10 years of demonstrable experience in the technical area of energy efficiency, renewable energy, low carbon transport development and climate change mitigation.</li><li>• Excellent written and oral communication skills in English and in Spanish.</li><li>• Experience in GEF project design.</li><li>• Experience in FAO Exact calculator and in estimating GHG emission reductions.</li><li>• Knowledge of and experience in governance, inter-institutional coordination, regulatory frameworks, knowledge management mechanisms, climate change mitigation and environmentally sustainable practices in efficiency energetic in the tourism sector.</li><li>• Experience working in Latin American and Caribbean region on related initiatives is highly desired.</li></ul>
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