



**INITIATION PLAN
FOR A GEF PROJECT PREPARATION GRANT (PPG)**

Project Title: Moldova Sustainable Green Cities – Catalyzing investment in sustainable green cities in the Republic of Moldova using a holistic integrated urban planning approach

Objective: To create and define an integrated urban planning approach (IUPA) and launch innovation hubs that help catalyze at least \$30 million USD in new and additional investment in sustainable green cities in Moldova as well as leading to direct GHG emission reductions of at least 200,000 tonnes of CO2 by the end of the project.

Country: Republic of Moldova

Initiation Plan Start Date: 1st July 2015

Duration: 11 months

Initiation Plan End Date: 1st June 2016

UNPF: UNPF Action Plan, Outcome 3.2 ATLAS Project Award: 00081244 ATLAS Project ID: 00090590 PIMS Project ID: 5492 Management Arrangement: DEX	<table> <tr> <td>Total budget:</td> <td>US\$ 100,000</td> </tr> <tr> <td>Allocated resources:</td> <td></td> </tr> <tr> <td>• GEF</td> <td>US\$ 100,000</td> </tr> <tr> <td>• LDCF</td> <td>US\$</td> </tr> <tr> <td>• SCCF</td> <td>US\$</td> </tr> <tr> <td>• NPIF</td> <td>US\$</td> </tr> <tr> <td>• Government</td> <td>US\$</td> </tr> <tr> <td>• UNDP</td> <td>US\$</td> </tr> </table>	Total budget:	US\$ 100,000	Allocated resources:		• GEF	US\$ 100,000	• LDCF	US\$	• SCCF	US\$	• NPIF	US\$	• Government	US\$	• UNDP	US\$
Total budget:	US\$ 100,000																
Allocated resources:																	
• GEF	US\$ 100,000																
• LDCF	US\$																
• SCCF	US\$																
• NPIF	US\$																
• Government	US\$																
• UNDP	US\$																

AGREED BY UNDP RESIDENT REPRESENTATIVE

Resident Representative

Signature

Date: day/month/year

01 / 06 / 2015

A. Brief Description of Initiation Plan and Background:

Currently, over 50 percent of the world's population lives in urban areas consuming over 70 percent of the global energy supply while being responsible for 70 percent of the world wide carbon dioxide emissions.¹ By 2030, it is expected that 5 billion people worldwide will live in cities. This is mainly caused by people moving from rural to urban areas searching for better economic and employment conditions. Moldova is in line with the global trend of continuously growing urbanization from 47% in 2010 to 60% in 2030 (UN Habitat). Chisinau, Moldova's capital and also the largest city whose inhabitants make up over 22% of the total country population, is the largest energy user, emitter of GHGs, and consumer of resources in the country. The municipality of Chisinau has the greatest impact on the air quality and is responsible for almost 50% of the total air pollution in Moldova. Mobile sources and in particular motor vehicles remain the main source of air pollution in city, as well as the age of the vehicle fleet (more than 76% of all cars registered in 2009 are 10 years old or older), low quality and high sulphur content fuel and declining public transport.

The goal of this new GEF project is to create a model for sustainable green cities in Moldova by supporting a shift towards low-emission and resilient urban development and implementing mitigation policies in the most efficient and cost effective manner starting with the capital city of Chisinau including through the analysis of financing mechanisms to support green urban development. This project places specific attention on finding integrated solutions for increasing the involvement of the private sector and promoting the green economy, addressing the private sector as supplier of urban services, provider of innovative technologies and management practices, and implementer of low-emission policies. The project will be developed in such a way to be consistent with and complementary to the GEF Integrated Approach Pilot (IAP) for Green Cities.

The five components of the project consist of the following:

1. The establishment of an innovation hub in Chisinau which identifies, develops, and secures financing for innovate green urban development proposals, thus providing support to the following three components.
2. Support for integrated urban planning in the area of waste with a focus on developing an integrated waste management strategy for the City of Chisinau including the development, scoping, financing, implementation and operation of a waste-to-energy project.
3. Support for integrated urban planning in the area of sustainable transport with a focus on developing and adopting a Sustainable Urban Transport Plan (SUTP), a parking strategy for Chisinau, and an integrated traffic management system (ITMS).
4. Support for the energy sector with a focus on developing a national database on energy consumption for all public buildings, an Energy Management Information System (EMIS), and detailed and comprehensive trainings on ESCOs all contributing to catalyze additional investment in energy efficiency.
5. The replication of the integrated urban planning approach to at least three other cities with special emphasis on outreach and dissemination of best practice including establishing innovation hubs.

In summary, the project will address the modernization of urban policies, develop integrated urban development plans and methodological guidance by using innovation hubs as the key mechanisms to drive investment and develop innovative approaches for broader citizen engagement through incentive schemes, awareness raising and capacity development targeting the urban population. Priority sectors for technology transfer and accelerated uptake of low-emission technologies, approaches and mitigation options are energy efficiency, transport, and waste management. The private sector will be systematically engaged as a partner since private sector investment mobilized is a key indicator of project success. In addition, dissemination of best practices will be replicated from Chisinau to other towns and cities.

During the initiation plan period, a number of studies and stakeholder consultations will be undertaken with the view to further develop the approved project concept (see GEF PIF attached in Annex 1) into a fully formulated project document. The final output of the initiation plan will be a UNDP-GEF project document and GEF CEO

¹ Climate Action, 2013: Sustainable Cities – Building cities for the future. Available at: http://www.sustainablecities2013.com/images/uploads/documents/SC_2013.pdf

endorsement template ready for submission to UNDP and GEF including GEF tracking tools, and all co-financing letters.

B. Project preparation activities:

Following tendering to hire the team of consultants, project preparation activities should start from 1st June 2015 and be fully completed no later than 1st June 2016. The work will include two missions to Moldova by the two international consultants, the first one within two months of the start of the assignment and the second one within four to five months of the start of the assignment. As part of the second mission to Moldova there will be a stakeholder validation workshop to present, discuss and validate the final draft project documents. The overall aim is to complete all work and submit all documents to the GEF Secretariat by early 2016 with the aim of having the project fully approved by the GEF on or before 1st June 2016.

The project preparation activities can be divided into four components as follows:

A. Component A: Baseline Report on Green Urban Development in Moldova – strengthening and further specifying the baseline situation including identification of opportunities/risks, specific technologies and sites for intervention

Component A will focus on strengthening and specifying the baseline situation of sustainable urban planning in Chisinau as well as at least three other cities in Moldova where the low-emission and resilient urban development approach will be replicated. Activities of this component include:

- I. Provide a detailed report on the baseline situation in the areas of waste and give a detailed overview on the current waste management situation, policies, strategies and other related documents on national level and for the city of Chisinau. A specific focus should lie on identifying where integrated approaches are currently being undertaken. Analysis should be made of the urban development plan for Chisinau and the green urban development plan (currently under development)
- II. Provide a detailed report on the baseline situation in the area of transport giving a detailed overview on the current transport management situation, policies, strategies and other related documents on national level, for Chisinau as well for three other cities in Moldova to be identified. A specific focus should lie on identifying potential entry points of transport issues to integrated urban planning integrated such as a Sustainable Urban Transport Plan (SUTP), a parking strategy for Chisinau, and an integrated traffic management system (ITMS).
- III. Provide a detailed report on the baseline situation in the area of energy giving a detailed overview on the current energy situation, policies, strategies and other related documents on national level, for Chisinau as well for three other cities in Moldova to be identified. A specific focus should lie on identifying potential entry points of energy issues to integrated urban management planning such as developing a national database on energy consumption for all public buildings, an Energy Management Information System (EMIS), and detailed and comprehensive trainings on ESCOs all contributing to catalyze additional investment in energy efficiency.
- IV. Using approved GEF methodologies, calculate detailed CO₂ GHG emissions from the baseline situation in the City of Chisinau including detailed data on energy consumption and GHG emissions from the waste, transport, and buildings sectors using the most recent data possible (from years 2013 or 2014). Provide detailed tables on both GHG emissions and energy consumption for the City of Chisinau related to energy, transport, and waste sectors.

- V. Provide an analysis to address any opportunities/risks identified during an environmental and social screening of the project proposal.
- VI. Development of GHG Abatement Cost Curve Analysis which includes the Identification and suggestion of specific demonstration projects related to transportation, waste, and or energy efficiency in buildings and include basis information about each investment project including estimated investment cost, payback period, and GHG savings over the project lifetime. This work will include a ranking of various investment opportunities by abatement cost in terms of \$\$ spent per tonnes of CO2 reduced.
- VII. Identify and propose at least three other cities in Moldova where the project could replicate the integrated urban planning approach of Chisinau and establish innovation hubs.
- VIII. Assess the current and former work relationships of various ministries and departments including former initiatives of integrated and inter-disciplinary urban planning between several ministries and departments to identify challenges and opportunities related to the establishment of the Urban Sustainability Development Council (IUDC).
- IX. Develop a detailed baseline report encompassing activities I-VII and ensure the integration with existing development plans, policies, budgets and complementary projects, such as the national waste strategy for Moldova (2013), the National Transport Strategy (2012), the Moldova 2020 and National Program for Energy-Efficiency (2011-2020), the UNDP GEF ESCO Moldova project which has started in 2014 and which aims to support the City of Chisinau to develop a Green Urban Development Plan (GUDP), as well as the Code on Science, Research and Innovation activities in Moldova.
- X. Mobilize and engage stakeholders during project design such as the City of Chisinau, the Ministry of Environment, the Ministry of Transport, the Ministry of Economy, and the Ministry of Regional Development and Construction which all will be members of the Project Board. In addition, other project stakeholders include inter alia egov (www.egov.md), the Energy Efficiency Agency, the Energy-Efficiency Fund, World Bank, EBRD, OECD, EU, GIZ, and the Regional Environment Centre (REC). Negotiate partnerships with on-going projects of these stakeholders and align their activities and projects to build synergies for this project. Provide a profound documentation of these consultations including outcomes, recommendations etc.

OUTPUT 1: Detailed 40-70 page Baseline Report which describes in detail the baseline situation in the City of Chisinau with regards to green urban development with particular emphasis on (i) waste (ii) transport (iii) energy consumption in public buildings and (iv) green spaces/urban planning related issues as well as providing detailed energy consumption and GHG emissions related data (for the City of Chisinau) and proposing specific demonstration projects.

- B. Component B: Development of business plans for the innovation hubs including detailed activities, management structures, financing opportunities that are ensuring the post-project sustainability as well as opportunities to catalyze climate finance through green (municipality) bonds

Component B will focus on developing a business plan for the innovation hub which is going to be based in Chisinau as well as the innovation hubs which will be replicated in other Moldovan cities during the project. Financial viable and sustainable innovation hubs will be the creative force behind supporting cities in Moldova for a shift towards low-emission and resilient urban development as well as implementing mitigation policies in the most efficient and cost effective manner. Thus, the innovation hubs will identify, develop, and secure financing for innovate green urban development proposals and provide support to integrated urban planning in the areas of waste, sustainable transport and energy (see Component A).

In addition, under Component B the opportunities of using debt capital markets to finance integrated urban planning interventions, such as green bonds, will be explored. The market for green bonds has tripled from 2013 (\$11bn) to \$36 bn in 2014 and is expected to continue to grow in the future. Bonds and other securities have the advantage that they represent relatively cheap and highly liquid debt financing, thus offering the benefit of refinancing at the secondary market. Component B will explore the financial, legal, political and technical barriers and opportunities of financing integrated urban planning in Moldova through green bond debt with a particular focus on green municipal bonds issued by the City of Chisinau.

OUTPUT 2: Detailed business plans for the innovation hubs in Chisinau and the other cities developed, reviewing international best practices and all approaches for innovation hubs tried out in other countries.

OUTPUT 3: Detailed exit strategy developed including a comprehensive list of activities, projects and financing opportunities that ensure the self-sustainability of innovation hubs after project support ends.

OUTPUT 4: Develop a detailed report elaborating the financial, legal, political and technical barriers and opportunities of catalyzing finance for integrated urban planning through green bonds with a particular focus on green bonds issued by the City of Chisinau and proposing specific strategies and solutions.

C. Component C: Institutional arrangements, monitoring and evaluation

- I. Finalization of project results framework: Further define the results framework with appropriate objective-level and outcome-level quantitative and qualitative SMARTError! Bookmark not defined. indicators, and end-of-project targets. Special attention will be made to include socio-economic and sex disaggregated indicators. A draft project results framework will be prepared after mission 1 of the lead international consultant and will be finalized following the consultations of the validation workshop.
- II. Definition of monitoring and evaluation (M&E): A detailed M&E work plan will be developed, including clear identification of responsibilities and accountabilities, as well as an appropriate M&E budget. The plan will be based on the standard template provided in the UNDP-GEF project document template that reflects the mandatory requirements of the GEF M&E Policy.
- III. Define sustainability plan: The sustainability plan will outline the principles and guidelines for ensuring the long-term sustainability of project achievements. It will also outline an exit strategy, seeking the continuation of key activities/achievements without the need of long-term international financing. Use technical input from Output 3 of Component B to formulate an exit strategy for the innovation hubs ensuring their sustainability after project support ends.
- IV. Definition of management arrangements: The organisational structure governing the project will be decided. This will include identification of the project board and the selection of project memberships as well as the executing modality and a detailed framework how the project will work with the innovation hubs in Chisinau and the other cities as well as the Urban Sustainability Development Council.
- V. Involve key ministries and departments in the development of the project strategy to ensure a strong national ownership. In close collaboration with key government representatives, such as the Ministry of Environment, the Ministry of Transport, the Ministry of Energy, the Ministry of Regional Development and Construction and the City of Chisinau, and other stakeholders ensure full participation in the development of the project results framework and ensure agreement on the project objectives and outcomes. Undertake consultations to secure agreement(s) on project

implementation arrangements including roles, responsibilities, and accountabilities of lead and partner agencies. Document these consultations.

OUTPUT 5: Draft and finalized project results framework developed.

OUTPUT 6: Detailed M&E work plan developed.

OUTPUT 7: Sustainability plan and exit strategy for project activities developed.

D. **Component D:** Project Documentation – Financial planning, co-financing investments, UNDP Project Document, GEF CEO Endorsement Document and GEF CC Mitigation Tracking Tool:

- I. Explore multilateral and bilateral co-financing opportunities: Undertake series of consultations with partners to ensure a coherent and sustainable financing package for the project including post- GEF grant phase. Support and assist UNDP in obtaining the co-financing letters from all participating government institutions, bilateral development partners, multilateral development partners and NGOs who will support the project by providing cash or in kind contributions to the project.
- II. Ensure completion of required official endorsement letters: An official endorsement letter will be prepared by the GEF OFP which is the Ministry of Environment.
- III. Develop a draft UNDP Project Document (following mission 1 of the lead international consultant) and finalized UNDP Project document (following the consultations of the validation workshop during mission 2 of the lead international consultant). The UNDP project document should include a detailed multi-year budget following the standard template provided in the GEF project document template that reflects the mandatory requirements of the GEF M&E Policy.
- IV. Develop draft GEF Request for CEO endorsement (following mission 1 of the lead international consultant) and finalized GEF Request for CEO Endorsement (following the consultations of the validation workshop during mission 2 of the lead international consultant)
- V. Completion of GEF CC Mitigation Tracking Tool including the lifetime direct GHG avoided through the project, the lifetime direct post-project GHG emissions avoided through the project and lifetime indirectly GHG emissions avoided through the project.
- VI. Validation workshop where all relevant stakeholders will gather to present, discuss and validate the final draft project document.

OUTPUT 8: Draft and Finalized UNDP Project Document

OUTPUT 9: Draft and Finalized GEF Request for CEO Endorsement

OUTPUT 10: Draft and Finalized GEF CC Mitigation Tracking Tool

C. Project preparation activities work plan, timeframe, responsibilities and budget:

PPG Activity	Timeframe (in months) ²												Responsibility	Budget US\$			
	1	2	3	4	5	6	7	8	9	10	11	12					
Component A	X	X	X	X	X												\$20,000
Component B		X	X	X	X												\$25,000
Component C			X	X	X	X	X	X									\$15,000
Component D		X	X	X	X	X	X	X	X	X	X	X	X				\$40,000

The work is envisaged to start in June 2015 with the first mission to take place within 2 months of the start of the assignment and the second mission to take place within 4-5 months of the start of the assignment (before the end of the year). The aim is to submit all documentation to GEF Secretariat by end of 2015 or early 2016 and to have the project fully approved by the GEF mid-2016, no later than June 30th 2016.

Each of the 4 consultants (2 international, 2 national) will be responsible for a different component of the project preparation.

The overall budget is \$100,000 USD.

² If an FSP project please add additional six months noting 18 month deadline between GEF approval of the PIF and GEF CEO endorsement of the project document

D. Total Budget and Work Plan:

Award ID:	00081244
Award Title:	GEF6 Sustainable Green Cities
Business Unit:	MDA 10, Moldova
Project Title:	Moldova Sustainable Green Cities – Catalyzing investment in sustainable green cities in the Republic of Moldova using a holistic integrated urban planning approach
Project ID:	00090590
Implementing Partner (Executing Agency)	UNDP

GEF Outcome/Atlas Activity	Responsible Party/	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount US\$
Project preparation grant to finalize the UNDP-GEF project document for project "Moldova Sustainable Green Cities – Catalyzing investment in sustainable green cities in the Republic of Moldova using a holistic integrated urban planning approach"	UNDP	62000	GEF TRUSTEE	71200	International Consultants ³	\$64,000
				71300	Local Consultants ⁴	\$24,000
				71600	Travel ⁵	\$10,000
				72500	Supplies	
				74500	Miscellaneous Expenses	
				75700	Workshops/Trainings ⁶	\$2,000
PROJECT TOTAL						\$100,000

³ Budget for one Lead International consultant on Green Urban Development – prodoc submission (50 working days @ \$800/day = \$40,000) and one International consultant on Green Urban Development – design of Innovation Hub (30 working days @ \$800/day = \$24,000)

⁴ Budget for two national consultants on baseline activities and stakeholder consultations (150 working days @ \$160/day or estimated cost of \$27,000 each)

⁵ Two missions of the two international consultants for 10 working days per mission including airfare, hotel costs, travel to other cities in Moldova etc at \$2500 per mission budgeted x 4 = \$10,000

⁶ One Validation workshop for stakeholder meetings at the end of 2015/early 2016

Annex I: GEF CEO PIF Approval Letter



Naoko Ishii CEO and Chairperson April 28, 2015

Ms. Adriana Dinu GEF Executive
Coordinator United Nations Development
Programme One United Nations Plaza 304
East 45th St. FF Bldg., 10th floor New
York, NY 10017

Dear Ms. Dinu:

I am pleased to inform you that I have cleared the project concept detailed below for inclusion in the upcoming work program. I have also approved your request for project preparation grant.

Decision Sought: Project Identification Form (PIF) Clearance for Work Program Inclusion
and Project Preparation Grant (PPG) Approval

GEFSEC ID: 9042 Agency(ies): UNDP Agency ID: 5492 (UNDP) Focal Area: Climate Change
Project Type: Full Size Project Country(ies): Moldova Name of Project: Moldova Sustainable
Green Cities a€" Catalyzing Investment in Sustainable Green Cities in the Republic of
Moldova Using a Holistic Integrated Urban Planning
Approach

Indicative GEF Project Grant: \$2,639,726 Indicative

Agency Fee: \$250,774

PPG Grant: \$100,000

PPG Agency Fee: \$9,500

Funding Source: GEF Trust Fund

Break-down of Indicative Agency Fee Trust 40% Fees to be committed Fees to be committed at Agency
Fund at Council Approval CEO Endorsement Total (US\$) UNDP GET \$100,310 \$150,464 \$250,774

This PIF clearance and PPG approval is subject to the comments made by the GEF Secretariat in the attached project review document. It is also based on the understanding that the project is in conformity with

Ms. Adriana Dinu -2 -April 28, 2015

GEF focal areas strategies and in line with GEF policies and procedures. Please ensure that your final project document, with all Secretariat and Council comments fully addressed, is submitted such that CEO endorsement can be provided within 18 months of Council approval of the work program.

Sincerely,

Naoko Ishii Chief Executive Officer and
Chairperson

Attachment: GEFSEC Project Review Document Copy to: Country Operational Focal Point,
GEF Agencies, STAP, Trustee

Annex 2: Summary of Consultants Financed by the Initiation Plan ⁷

Summary Tasks to be Performed

Local Consultants

National Consultant 1 (NC1) – National Consultant (Sustainable Urban Planning Expert for Baseline Report)

National Consultant 1 will take the lead role in preparing the baseline report and in calculating energy consumption and GHG emissions under the baseline scenario. The baseline report will include baseline sections on waste, transport, energy, green spaces/urban planning for the City of Chisinau. NC1 will take a lead role in data collection for data on all outputs and in particular 1, 8, 9, and 10. He/she will work mainly with International Consultant 2. NC 1 is proposed at 50 working days and based in Chisinau, Moldova. Moldavian National.

The main tasks of National Consultant 1 will be as follows:

- Support the team leader in the data collection and other required activities related to the development of a detailed 40-70 page Baseline Report which describes the green urban development baseline situation in the City of Chisinau.
- Assist in providing detailed energy consumption and GHG emissions related data for the City of Chisinau and assist in the identification of specific demonstration projects.
- Assist and support the team leader in assessing the current and former work relationships of various ministries and departments
- Assist and support the team leader in mobilizing and engaging stakeholders during project design
- Assist and support the team leader in developing a detailed 40-70 page Baseline Report encompassing all Outputs in a coherent and inclusive document.
- Support the team leader in other tasks related to the development of the UNDP-GEF project document as required.

Required Skills and Experience Include:

Academic Qualifications/Education:

Advanced University degree in economics, energy, engineering, international relations, environmental science, social sciences or a related field.

Experience:

- At least 5 years of work experience related to sustainable urban planning;
- Experience with integrated urban planning, such as with interventions simultaneously addressing energy and/or waste and/or transport related issues is an advantage;
- Strong technical knowledge and experience of green urban planning preferably in the field of energy, transport, and waste;
- Strong knowledge of laws, strategies, responsibilities etc. of all stakeholders involved in urban planning in Moldova, such the City of Chisinau, the Ministry of Environment, the Ministry of Transport, the Ministry of Economy, and the Ministry of Regional Development and Construction etc.
- Strong knowledge on statistics related to urban management in Chisinau, such as GHG emissions, waste etc.;
- Experience with partnerships/resource mobilization for urban interventions is an advantage;
- Prior experience working with Government bodies related to urban planning is an advantage;
- Knowledge of MS Word, Excel and email communication software;

National Consultant 2 (NC2) – National Consultant (Stakeholder Consultations and Support for Design of the Innovation Hub)

Lead role in data collection for output 2, 3, 4 and 7 but will also support Consultant 1 in data collection for Outputs 1, 8, 9, and 10 if required. Works mainly with International Consultant 1 to support activities related to the establishment of innovation hubs and financing of integrated urban planning interventions. Proposed at 100 working days and based in Chisinau, Moldova. Moldavian National.

The main tasks of National Consultant 2 will be as follows:

- Support the International Consultant in developing detailed business plans for the innovation hubs in Chisinau and the other cities
- Support the International Consultant in developing a detailed sustainability plan and exit strategy including a comprehensive list of activities projects and financing opportunities that ensure the self-sustainability of innovation hubs after project support ends
- Support the International Consultant in exploring opportunities of catalyzing finance for integrated urban planning through green (municipal) bonds
- Support a National Consultant and the team leader in data collection and other required assistance related to the preparation of a detailed 40-70 page Baseline Report
- Assist and support the team leader in mobilizing and engaging stakeholders during project design

⁷ Detailed TOR of Consultants can be found in Annex 3

Summary Tasks to be Performed

- Assist and support the team leader in assessing the current and former work relationships of various ministries and departments
- Support the team leader in other tasks related to the development of the UNDP-GEF project document as required.

Required Skills and Experience Include:

Academic Qualifications/Education:

Advanced University degree in economics, energy, engineering, international relations, environmental science, social sciences or a related field.

Experience:

- At least 5 years of work experience related to the identification, development, and securitization of financing innovative green urban development interventions;
- Technical knowledge and work experience with innovative means of catalyzing financing for integrated urban development, such as green bonds and other securities, is an advantage;
- Knowledge and experience of green urban planning preferably in the field of energy, transport, and waste is an advantage;
- Strong knowledge on statistics related to urban management in Chisinau, such as GHG emissions, waste etc.;
- Experience with partnerships/resource mobilization for urban interventions is an advantage;
- Prior experience working with Government bodies related to urban planning is an advantage;
- Knowledge of MS Word, Excel and email communication software;

International consultants

International Consultant 1 (IC1) – International Consultant on Financing Green Urban Development and Innovation Hubs

Lead role on outputs 2, 3, 4 and 7 while providing continuous support and comments for outputs 1, 5, 6, 7, 8, 9, and 10 as per request. Proposed at 30 working days (10 home based, 20 mission based) and based internationally with 2 missions to Chisinau and the other selected cities in Moldova of approximately 10 working days each.

The main tasks of International Consultant 1 will be as follows:

- Develop detailed business plans for the innovation hubs in Chisinau and the other cities including through innovative financing instruments such as green bonds
- Develop a detailed sustainability plan and exit strategy including a comprehensive list of activities, projects and financing opportunities that ensure the self-sustainability of innovation hubs after project support ends.
- Explore opportunities and develop solutions of catalyzing finance for integrated urban planning through green (municipal) bonds
- Provide comments and support on activities related to the preparation of the UNDP-GEF project document as required.

Required Skills and Experience Include:

Advanced University degree in economics, energy, engineering, international relations, environmental science, social sciences or a related field.

Experience:

- At least 7 years of work experience related to the identification, development, and securitization of financing innovative green urban development interventions in several country settings;
- Strong technical knowledge and work experience with innovative means of catalyzing financing for integrated urban development, such as through green bonds, securities and other financing instruments;
- Strong technical knowledge and experience with the development of business plans, preferably for innovation hubs/ centres in the field of integrated urban planning;
- Knowledge and experience on international best practice of integrated sustainable planning preferably in the fields of energy, transport and waste is an advantage;
- Experience with partnerships/resource mobilization for urban interventions is an advantage;
- Knowledge of MS Word, Excel and email communication software;

Summary Tasks to be Performed

International Consultant 2 (IC2) - International Consultant on Sustainable Cities – Team Leader – Project Documentation Preparation

Team leader of the project and has lead role on outputs 1, 5, 6, 7, 8, 9 and 10, while providing guidance, support and comments for outputs 2, 3, 4 and 7. Proposed at 50 working days and based internationally with 2 x 5 working day missions to Chisinau and the other selected cities in Moldova of approximately 10 working days each. The main tasks of International Consultant 2 will be as follows:

- Develop a detailed 40-70 page Baseline Report which describes the green urban development baseline situation in the City of Chisinau.
- Develop a draft and finalized project results framework
- Develop a detailed M&E work plan, define management arrangements and involve stakeholders
- Develop UNDP Project Document, explore co-financing opportunities and organize Validation Workshop
- Develop Draft and Finalized GEF Request for CEO Endorsement
- Develop Draft and Finalized GEF CC Mitigation Tracking Tool
- Continuously support, guide and lead the other team members in other tasks related to the development of the UNDP Project Document.

Required Skills and Experience Include:**Academic Qualifications/Education:**

Advanced University degree in economics, energy, engineering, international relations, environmental science, social sciences or a related field.

Experience:

- At least 15 years of work experience related to sustainable urban planning and sustainable cities;
- Strong knowledge on international best practice with integrated urban planning, such as with interventions simultaneously addressing energy and/or waste and/or transport related issues;
- Experience with partnerships for urban interventions including successfully developed projects and resource mobilization for climate finance;
- Strong technical knowledge in preparing UNDP-GEF project documents, GEF tracking tools, obtaining all co-financing letters etc.
- Prior experience working with international organisations (including UNDP) related to urban planning and sustainable cities related topics, particularly in a development context, is an advantage;
- Knowledge of MS Word, Excel and email communication software

Summary Tasks to be Performed

OUTPUT 1: Detailed 40-70 page Baseline Report which describes in detail the baseline situation in the City of Chisinau with regards to green urban development with particular emphasis on (i) waste (ii) transport (iii) energy consumption in public buildings and (iv) green spaces/urban planning related issues as well as providing detailed energy consumption and GHG emissions related data (for the City of Chisinau) and proposing specific demonstration projects.

OUTPUT 2: Detailed business plans for the innovation hubs in Chisinau and the other cities developed.

OUTPUT 3: Detailed exit strategy developed including a comprehensive list of activities, projects and financing opportunities that ensure the self-sustainability of innovation hubs after project support ends.

OUTPUT 4: Develop a detailed report elaborating the financial, legal, political and technical barriers and opportunities of catalyzing finance for integrated urban planning through green bonds with a particular focus on green bonds issued by the City of Chisinau and proposing specific strategies and solutions.

OUTPUT 5: Draft and finalized project results framework developed.

OUTPUT 6: Detailed M&E work plan developed.

OUTPUT 7: Sustainability plan and exit strategy for project activities developed.

OUTPUT 8: Draft and Finalized UNDP Project Document.

OUTPUT 9: Draft and Finalized GEF Request for CEO Endorsement.

OUTPUT 10: Draft and Finalized GEF CC Mitigation Tracking Tool.

Annex 3: Consultant TORs

Terms of Reference

National Consultant on Sustainable Urban Planning

Type of Contract:	National Consultant
Languages Required:	Romanian, English
Duration:	approximately 80 working days over the period of July 1 2015 – June 30 th 2016
Location:	Chisinau, Moldova with possible travel in Moldova, as required
Application Deadline:	22 June 2015

Background

Currently, over 50 percent of the world's population lives in urban areas consuming over 70 percent of the global energy supply while being responsible for 70 percent of the world wide carbon dioxide emissions.⁸ By 2030, it is expected that 5 billion people worldwide will live in cities. This is mainly caused by people moving from rural to urban areas searching for better economic and employment conditions. Moldova is in line with the global trend of continuously growing urbanization from 47% in 2010 to 60% in 2030. Chisinau, Moldova's capital and also the largest city whose inhabitants make up over 22% of the total country population, is the largest energy user, emitter of GHGs, and consumer of resources in the country.

Therefore, UNDP and the GEF are currently developing a project which aims to create a model for sustainable green cities in Moldova by supporting a shift towards low-emission and resilient urban development and implementing mitigation policies in the most efficient and cost effective manner. This project places specific attention on finding integrated solutions for increasing the involvement of the private sector and promoting the green economy, addressing the private sector as supplier of urban services, provider of innovative technologies and management practices, and implementer of low-emission policies. The five components of the project consist of:

1. The establishment of an innovation hub in Chisinau which identifies, develops, and secures financing for innovate green urban development proposals, thus providing support to the following three components.
2. Support for integrated urban planning in the area of waste with a focus on developing an integrated waste management strategy for the City of Chisinau including the development, scoping, financing, implementation and operation of a waste-to-energy project.
3. Support for integrated urban planning in the area of sustainable transport with a focus on developing and adopting a Sustainable Urban Transport Plan (SUTP), a parking strategy for Chisinau, and an integrated traffic management system (ITMS).
4. Support for the energy sector with a focus on developing a national database on energy consumption for all public buildings, an Energy Management Information System (EMIS), and detailed and comprehensive trainings on ESCOs all contributing to catalyze additional investment in energy efficiency.
5. The replication of the integrated urban planning approach to at least three other cities with special emphasis on outreach and dissemination of best practice including establishing innovation hubs.

In summary, the project will address the modernization of urban policies, develop integrated urban development plans and methodological guidance by using innovation hubs as the key mechanisms to drive investment and develop innovative approaches for broader citizen engagement through incentive schemes, awareness raising and capacity development targeting the urban population. Priority sectors for technology transfer and accelerated uptake of low-emission technologies, approaches and mitigation options are energy efficiency, transport, and waste management. The private sector will be systematically engaged as a partner since private sector investment mobilized is a key indicator of project success. In addition, dissemination of best practices will be replicated from Chisinau to other towns and cities.

⁸ Climate Action. 2013: Sustainable Cities – Building cities for the future. Available at: http://www.sustainablecities2013.com/images/uploads/documents/SC_2013.pdf

Description of Responsibilities

The Consultant will be part of a team of consultants which will conduct a number of studies and stakeholder consultations with the view to further develop the approved project concept into a fully formulated project document. The final output of the initiation plan will be a UNDP-GEF project document and GEF CEO endorsement template ready for submission to UNDP and GEF including GEF tracking tools, and all co-financing letters. The consultant will report to a Senior International Consultant who will be the team leader and he/she will mainly focus on strengthening and specifying the baseline situation of sustainable urban planning in Chisinau as well as identifying at least three other cities in Moldova where the low-emission and resilient urban development approach will be replicated. The Consultant's responsibilities include the following:

OUTPUT 1: Support the team leader in the data collection and other required activities related to the development of a detailed 40-70 page Baseline Report which describes the green urban development baseline situation in the City of Chisinau.

Task 1: The consultant will be responsible for supporting the team leader in the development of a detailed report describing the baseline situation of green urban development and with particular emphasis on (i) waste (ii) transport (iii) energy consumption in public buildings and (iv) green spaces/urban planning related issues. Specific tasks include, inter alia:

- Support the team leader in conducting a detailed report on the baseline situation in the areas of waste and give a detailed overview on the current waste management situation, policies, strategies and other related documents on national level and for the City of Chisinau.
- Support the team leader in analyzing and identifying already existing integrated approaches including analyzing the urban development plan for Chisinau and the green urban development plan (currently under development).
- Support the team leader in conducting a detailed report on the baseline situation in the area of transport giving a detailed overview on the current transport management situation, policies, strategies and other related documents on national level, for Chisinau as well for three other cities in Moldova to be identified.
- Support the team leader in analyzing and identifying potential entry points of transport issues to integrated urban planning integrated such as a Sustainable Urban Transport Plan (SUTP), a parking strategy for Chisinau, and an integrated traffic management system (ITMS).
- Support the team leader in conducting a detailed report on the baseline situation in the area of energy giving a detailed overview on the current energy situation, policies, strategies and other related documents on national level, for Chisinau as well for three other cities in Moldova to be identified.
- Support the team leader in analyzing and identifying potential entry points of energy issues to integrated urban management planning such as developing a national database on energy consumption for all public buildings, an Energy Management Information System (EMIS), and detailed and comprehensive trainings on ESCOs all contributing to catalyze additional investment in energy efficiency.

OUTPUT 2: Assist in providing detailed energy consumption and GHG emissions related data for the City of Chisinau and assist in the identification of specific demonstration projects.

Task 1: The consultant will be responsible for supporting the team leader in providing detailed calculations using approved GEF methodologies on CO₂ GHG emissions from the baseline situation in the City of Chisinau including detailed data on energy consumption and GHG emissions from the waste, transport, and buildings sectors using the most recent data possible (from years 2013 or 2014). Detailed tables on both GHG emissions and energy consumption for the city of Chisinau related to energy, transport, and waste sectors should be provided.

Task 2: Assist and support the team leader in the identification and suggestion of specific demonstration projects related to transportation, waste, and or energy efficiency in buildings and include basis information about each investment project including estimated investment cost, payback period, and GHG savings over the project lifetime.

Task 3: Assist and support the team leader in identifying and proposing at least three other cities in Moldova where the project could replicate the integrated urban planning approach of Chisinau and establish innovation hubs.

OUTPUT 3: Assist and support the team leader in assessing the current and former work relationships of various ministries and departments

Task 1: The consultant will be responsible for assisting and supporting the team leader in assessing the current and former work relationships of various ministries and departments including former initiatives of integrated and inter-disciplinary urban planning between several ministries and departments to identify challenges and opportunities for the establishment of the Urban Sustainability Development Council (IUDC).

OUTPUT 4: Assist and support the team leader in mobilizing and engaging stakeholders during project design

Task 1: The consultant will be responsible for assisting and supporting the team leader in mobilizing and engaging stakeholders during project design such as the City of Chisinau, the Ministry of Environment, the Ministry of Transport, the Ministry of Economy, the Ministry of Regional Development and Construction, egov (www.egov.md), the Energy Efficiency Agency, the Energy-Efficiency Fund, World Bank, EBRD, OECD, EU, GIZ, and the Regional Environment Centre (REC).

Task2: The consultant will be responsible for assisting and supporting the team leader in negotiating partnerships with on-going projects of these stakeholders and aligning their activities and projects to build synergies for this project. The consultant will also assist the team leader in providing a profound documentation of these consultations including outcomes, recommendations etc.

OUTPUT 5: Assist and support the team leader in developing a detailed 40-70 page Baseline Report encompassing all Outputs in a coherent and inclusive document.

Task 1: The consultant will be responsible for assisting and supporting the team leader in developing a detailed 40-70 page Baseline Report encompassing all Outputs in a coherent and inclusive document. The baseline report will describe in detail the baseline situation in the City of Chisinau with regards to green urban development with particular emphasis on (i) waste (ii) transport (iii) energy consumption in public buildings and (iv) green spaces/urban planning related issues as well as providing detailed energy consumption and GHG emissions related data (for city of Chisinau) and proposing specific demonstration projects.

OUTPUT 6: Support the team leader in other tasks related to the development of the UNDP-GEF project document as required.

Competencies

Required competencies:

- Strong interpersonal skills, communication skills and ability to work in a team
- Ability to plan and organize his/her work, efficient in meeting commitments, observing deadlines and achieving results
- Openness to change and ability to receive/integrate feedback
- Ability to work under pressure and stressful situations
- Strong analytical, reporting and writing abilities

Qualifications

The Consultant should possess the following qualifications:

Academic Qualifications/Education:

Advanced University degree in economics, energy, engineering, international relations, environmental science, social sciences or a related field.

Experience:

- At least 5 years of work experience related to sustainable urban planning;
- Experience with integrated urban planning, such as with interventions simultaneously addressing energy and/or waste and/or transport related issues is an advantage;
- Strong technical knowledge and experience of green urban planning preferably in the field of energy, transport, and waste;
- Strong knowledge of laws, strategies, responsibilities etc. of all stakeholders involved in urban planning in Moldova, such the City of Chisinau, the Ministry of Environment, the Ministry of Transport, the Ministry of Economy, and the Ministry of Regional Development and Construction etc.
- Strong knowledge on statistics related to urban management in Chisinau, such as GHG emissions, waste etc.;
- Experience with partnerships/resource mobilization for urban interventions is an advantage;
- Prior experience working with Government bodies related to urban planning is an advantage;
- Knowledge of MS Word, Excel and email communication software;

Language skills:

- Excellent English and Romanian writing and communication skills

Terms of Reference

National Consultant on Stakeholder Consultations and Support for Design of an Innovation Hub

Type of Contract:	National Consultant
Languages Required:	Romanian, English
Duration:	Approximately 70 working days over the period of July 1 2015 – June 30 th 2016
Location:	Chisinau, Moldova (with possible travel in Moldova, as required)
Application Deadline:	22 June 2015

Background

Currently, over 50 percent of the world's population lives in urban areas consuming over 70 percent of the global energy supply while being responsible for 70 percent of the world wide carbon dioxide emissions.⁹ By 2030, it is expected that 5 billion people worldwide will live in cities. This is mainly caused by people moving from rural to urban areas searching for better economic and employment conditions. Moldova is in line with the global trend of continuously growing urbanization from 47% in 2010 to 60% in 2030. Chisinau, Moldova's capital and also the largest city whose inhabitants make up over 22% of the total country population, is the largest energy user, emitter of GHGs, and consumer of resources in the country.

Therefore, UNDP and GEF are currently developing a project which aims to create a model for sustainable green cities in Moldova by supporting a shift towards low-emission and resilient urban development and implementing mitigation policies in the most efficient and cost effective manner. This project places specific attention on finding integrated solutions for increasing the involvement of the private sector and promoting the green economy, addressing the private sector as supplier of urban services, provider of innovative technologies and management practices, and implementer of low-emission policies. The five components of the project consist of:

6. The establishment of an innovation hub in Chisinau which identifies, develops, and secures financing for innovate green urban development proposals, thus providing support to the following three components.
7. Support for integrated urban planning in the area of waste with a focus on developing an integrated waste management strategy for the City of Chisinau including the development, scoping, financing, implementation and operation of a waste-to-energy project.
8. Support for integrated urban planning in the area of sustainable transport with a focus on developing and adopting a Sustainable Urban Transport Plan (SUTP), a parking strategy for Chisinau, and an integrated traffic management system (ITMS).
9. Support for the energy sector with a focus on developing a national database on energy consumption for all public buildings, an Energy Management Information System (EMIS), and detailed and comprehensive trainings on ESCOs all contributing to catalyze additional investment in energy efficiency.
10. The replication of the integrated urban planning approach to at least three other cities with special emphasis on outreach and dissemination of best practice including establishing innovation hubs.

In summary, the project will address the modernization of urban policies, develop integrated urban development plans and methodological guidance by using innovation hubs as the key mechanisms to drive investment and develop innovative approaches for broader citizen engagement through incentive schemes, awareness raising and capacity development targeting the urban population. Priority sectors for technology transfer and accelerated uptake of low-emission technologies, approaches and mitigation options are energy efficiency, transport, and waste management. The private sector will be systematically engaged as a partner since private sector investment mobilized is a key indicator of project success. In addition, dissemination of best practices will be replicated from Chisinau to other towns and cities.

⁹ Climate Action. 2013: Sustainable Cities – Building cities for the future. Available at: http://www.sustainablecities2013.com/images/uploads/documents/SC_2013.pdf

Description of Responsibilities

The Consultant will be part of a team of consultants which will conduct a number of studies and stakeholder consultations with the view to further develop the approved project concept into a fully formulated project document. The final output of the initiation plan will be a UNDP-GEF project document and GEF CEO endorsement template ready for submission to UNDP and GEF including GEF tracking tools, and all co-financing letters. The consultant will mainly be involved in supporting an International Consultant in the development of a business plan for the innovation hubs including detailed activities, management structures, financing opportunities that are ensuring the post-project sustainability of these hubs. The Consultant's responsibilities include the following:

OUTPUT 1: Support the International Consultant in developing detailed business plans for the innovation hubs in Chisinau and the other cities

Task 1: The consultant will be responsible for supporting an International Consultant in developing business plans for financial viable and sustainable innovation hubs which will be the creative force behind supporting cities in Moldova for a shift towards low-emission and resilient urban development and will be responsible for implementing mitigation policies in the most efficient and cost effective manner.

Task2: The consultant will be responsible for supporting an International Consultant in developing business plans for the innovation hubs in a way that these hubs will identify, develop, and secure financing for innovate green urban development proposals and provide support to integrated urban planning in the areas of waste, sustainable transport and energy.

OUTPUT 2: Support the International Consultant in developing a detailed sustainability plan and exit strategy including a comprehensive list of activities, projects and financing opportunities that ensure the self-sustainability of innovation hubs after project support ends.

Task 1: The consultant will be responsible for supporting an International Consultant to define a sustainability plan that will outline the principles and guidelines for ensuring the long-term sustainability of project achievements as well as ensuring self-sustainability of the innovation hubs after project support ends. The sustainability plan will also outline an exit strategy, seeking the continuation of key activities/achievements without the need of long-term international financing.

OUTPUT 3: Support the International Consultant in exploring opportunities of catalyzing finance for integrated urban planning through green (municipal) bonds

Task 1: The consultant will be responsible for supporting an International Consultant to develop a detailed report elaborating the financial, legal, political and technical barriers and opportunities of financing integrated urban planning through green bonds with a particular focus on green municipal bonds issued by the City of Chisinau.

OUTPUT 4: Support a National Consultant and the team leader in data collection and other required assistance related to the preparation of a detailed 40-70 page Baseline Report

Task 1: The consultant will be responsible for supporting a National Consultant and the team leader in data collection and other required assistance related to the preparation of a detailed 40-70 page Baseline Report which will describe in detail the baseline situation in the City of Chisinau with regards to green urban development and with particular emphasis on (i) waste (ii) transport (iii) energy consumption in public buildings and (iv) green spaces/urban planning related issues as well as providing detailed energy consumption and GHG emissions related data for the City of Chisinau.

OUTPUT 5: Assist and support the team leader in mobilizing and engaging stakeholders during project design

Task 1: The consultant will be responsible for assisting and supporting the team leader in mobilizing and engaging stakeholders during project design such as the City of Chisinau, the Ministry of Environment, the Ministry of Transport, the Ministry of Economy, and the Ministry of Regional Development and Construction, egov

(www.egov.md), the Energy Efficiency Agency, the Energy-Efficiency Fund, World Bank, EBRD, OECD, EU, GIZ, and the Regional Environment Centre (REC).

Task2: The consultant will be responsible for assisting and supporting the team leader in negotiating partnerships with on-going projects of these stakeholders and align their activities and projects to build synergies for this project. The consultant will also assist the team leader in providing a profound documentation of these consultations including outcomes, recommendations etc.

OUTPUT 6: Assist and support the team leader in assessing the current and former work relationships of various ministries and departments

Task 1: The consultant will be responsible for assisting and supporting the national consultant and the team leader in assessing the current and former work relationships of various ministries and departments including former initiatives of integrated and inter-disciplinary urban planning between several ministries and departments to identify challenges and opportunities for the establishment of the Urban Sustainability Development Council (IUDC).

OUTPUT 7: Support the team leader in other tasks related to the development of the UNDP-GEF project document as required.

Competencies

Required competencies:

- Strong interpersonal skills, communication skills and ability to work in a team
- Ability to plan and organize his/her work, efficient in meeting commitments, observing deadlines and achieving results
- Openness to change and ability to receive/integrate feedback
- Ability to work under pressure and stressful situations
- Strong analytical, reporting and writing abilities

Qualifications

The Consultant should possess the following qualifications:

Academic Qualifications/Education:

Advanced University degree in economics, energy, engineering, international relations, environmental science, social sciences or a related field.

Experience:

- At least 5 years of work experience related to the identification, development, and securitization of financing innovative green urban development interventions;
- Technical knowledge and work experience with innovative means of catalyzing financing for integrated urban development, such as green bonds and other securities, is an advantage;
- Knowledge and experience of green urban planning preferably in the field of energy, transport, and waste is an advantage;
- Strong knowledge on statistics related to urban management in Chisinau, such as GHG emissions, waste etc.;
- Experience with partnerships/resource mobilization for urban interventions is an advantage;
- Prior experience working with Government bodies related to urban planning is an advantage;
- Knowledge of MS Word, Excel and email communication software;

Terms of Reference

Consultant on Financing Green Urban Development and Innovation Hubs

Type of Contract:	International Consultant (IC)
Languages Required:	English
Duration:	approximately 30 working days over the period of July 1 2015 – June 30 2016
Location:	home based (with 2 missions to Chisinau, Moldova of at least 5 working days each)
Application Deadline:	22 June 2015

Background

Currently, over 50 percent of the world's population lives in urban areas consuming over 70 percent of the global energy supply while being responsible for 70 percent of the world wide carbon dioxide emissions.¹⁰ By 2030, it is expected that 5 billion people worldwide will live in cities. This is mainly caused by people moving from rural to urban areas searching for better economic and employment conditions. Moldova is in line with the global trend of continuously growing urbanization from 47% in 2010 to 60% in 2030. Chisinau, Moldova's capital and also the largest city whose inhabitants make up over 22% of the total country population, is the largest energy user, emitter of GHGs, and consumer of resources in the country.

Therefore, UNDP and GEF are currently developing a project which aims to create a model for sustainable green cities in Moldova by supporting a shift towards low-emission and resilient urban development and implementing mitigation policies in the most efficient and cost effective manner. This project places specific attention on finding integrated solutions for increasing the involvement of the private sector and promoting the green economy, addressing the private sector as supplier of urban services, provider of innovative technologies and management practices, and implementer of low-emission policies. The five components of the project consist of:

11. The establishment of an innovation hub in Chisinau which identifies, develops, and secures financing for innovate green urban development proposals, thus providing support to the following three components.
12. Support for integrated urban planning in the area of waste with a focus on developing an integrated waste management strategy for the City of Chisinau including the development, scoping, financing, implementation and operation of a waste-to-energy project.
13. Support for integrated urban planning in the area of sustainable transport with a focus on developing and adopting a Sustainable Urban Transport Plan (SUTP), a parking strategy for Chisinau, and an integrated traffic management system (ITMS).
14. Support for the energy sector with a focus on developing a national database on energy consumption for all public buildings, an Energy Management Information System (EMIS), and detailed and comprehensive trainings on ESCOs all contributing to catalyze additional investment in energy efficiency.
15. The replication of the integrated urban planning approach to at least three other cities with special emphasis on outreach and dissemination of best practice including establishing innovation hubs.

In summary, the project will address the modernization of urban policies, develop integrated urban development plans and methodological guidance by using innovation hubs as the key mechanisms to drive investment and develop innovative approaches for broader citizen engagement through incentive schemes, awareness raising and capacity development targeting the urban population. Priority sectors for technology transfer and accelerated uptake of low-emission technologies, approaches and mitigation options are energy efficiency, transport, and waste management. The private sector will be systematically engaged as a partner since private sector investment mobilized is a key indicator of project success. In addition, dissemination of best practices will be replicated from Chisinau to other towns and cities.

¹⁰ Climate Action, 2013: Sustainable Cities – Building cities for the future. Available at: http://www.sustainablecities2013.com/images/uploads/documents/SC_2013.pdf

Description of Responsibilities

The Consultant will be part of a team of consultants which will conduct a number of studies and stakeholder consultations with the view to further develop the approved project concept into a fully formulated project document. The final output of the initiation plan will be a UNDP-GEF project document and GEF CEO endorsement template ready for submission to UNDP and GEF including GEF tracking tools, and all co-financing letters. The consultant will mainly be involved in developing a business plan for the innovation hubs including detailed activities, management structures, financing opportunities that are ensuring the post-project sustainability of these hubs. The Consultant's responsibilities include the following:

OUTPUT 1: Develop detailed business plans for the innovation hubs in Chisinau and the other cities

Task 1: With support of a National Consultant, the International Consultant will be responsible for developing business plans for financial viable and sustainable innovation hubs which will be the creative force behind supporting cities in Moldova for a shift towards low-emission and resilient urban development as well as implementing mitigation policies in the most efficient and cost effective manner.

Task2: The consultant will develop business plans for the innovation hubs in a way that these hubs will identify, develop, and secure financing for innovate green urban development proposals and provide support to integrated urban planning in the areas of waste, sustainable transport and energy.

OUTPUT 2: Develop a detailed sustainability plan and exit strategy including a comprehensive list of activities, projects and financing opportunities that ensure the self-sustainability of innovation hubs after project support ends.

Task 1: With support of a National Consultant, the International Consultant will be responsible for defining a detailed sustainability plan that will outline the principles and guidelines for ensuring the long-term sustainability of project achievements as well as ensuring self-sustainability of innovation hubs after project support ends. The sustainability plan will also outline an exit strategy, seeking the continuation of key activities/achievements without the need of long-term international financing.

OUTPUT 3: Explore opportunities and develop solutions of catalyzing finance for integrated urban planning through green (municipal) bonds

Task 1: The consultant will be responsible to develop a detailed report elaborating the financial, legal, political and technical barriers and opportunities of catalyzing finance for integrated urban planning through green bonds with a particular focus on green municipal bonds issued by the City of Chisinau.

Task 2: Derive suggestions on how integrated urban planning interventions can be financed through innovative financing instruments including green bonds.

OUTPUT 4: Provide comments and support on activities related to the preparation of the UNDP-GEF project document as required.

Task 1: The consultant will be responsible for providing comments and support on activities related to the preparation of the UNDP-GEF project document such as to the preparation of a detailed 40-70 page Baseline Report which will describe in detail the baseline situation in the City of Chisinau with regards to green urban development as well as other activities as required.

Competencies

Required competencies:

- Strong interpersonal skills, communication skills and ability to work in a team
- Ability to plan and organize his/her work, efficient in meeting commitments, observing deadlines and achieving results
- Openness to change and ability to receive/integrate feedback
- Ability to work under pressure and stressful situations
- Strong analytical, reporting and writing abilities

Qualifications

The Consultant should possess the following qualifications:

Academic Qualifications/Education:

Advanced University degree in economics, energy, engineering, international relations, environmental science, social sciences or a related field.

Experience:

- At least 7 years of work experience related to the identification, development, and securitization of financing innovative green urban development interventions in several country settings;
- Strong technical knowledge and work experience with innovative means of catalyzing financing for integrated urban development, such as through green bonds and other financing instruments;
- Strong technical knowledge and experience with the development of business plans, preferably for innovation hubs/ centres in the field of integrated urban planning;
- Knowledge and experience on international best practice of integrated sustainable planning preferably in the fields of energy, transport, and waste is an advantage;
- Experience with partnerships/resource mobilization for urban interventions is an advantage;
- Knowledge of MS Word, Excel and email communication software;

Language skills:

- Excellent English writing and communication skills

Terms of Reference

Senior Consultant on Sustainable Cities – Team Leader Project Documentation Preparation

Type of Contract:	International Consultant (IC)
Languages Required:	English
Duration:	approximately 50 working days over the period of July 1 2015 – June 30 th 2016
Location:	Home based (with 2 mission/s of at least 5 working days each (not including travel to Chisinau, Moldova)
Application Deadline:	22 June 2015

Background

Currently, over 50 percent of the world's population lives in urban areas consuming over 70 percent of the global energy supply while being responsible for 70 percent of the world wide carbon dioxide emissions.¹¹ By 2030, it is expected that 5 billion people worldwide will live in cities. This is mainly caused by people moving from rural to urban areas searching for better economic and employment conditions. Moldova is in line with the global trend of continuously growing urbanization from 47% in 2010 to 60% in 2030. Chisinau, Moldova's capital and also the largest city whose inhabitants make up over 22% of the total country population, is the largest energy user, emitter of GHGs, and consumer of resources in the country.

Therefore, UNDP and GEF are currently developing a project which aims to create a model for sustainable green cities in Moldova by supporting a shift towards low-emission and resilient urban development and implementing mitigation policies in the most efficient and cost effective manner. This project places specific attention on finding integrated solutions for increasing the involvement of the private sector and promoting the green economy, addressing the private sector as supplier of urban services, provider of innovative technologies and management practices, and implementer of low-emission policies. The five components of the project consist of:

16. The establishment of an innovation hub in Chisinau which identifies, develops, and secures financing for innovate green urban development proposals, thus providing support to the following three components.
17. Support for integrated urban planning in the area of waste with a focus on developing an integrated waste management strategy for the City of Chisinau including the development, scoping, financing, implementation and operation of a waste-to-energy project.
18. Support for integrated urban planning in the area of sustainable transport with a focus on developing and adopting a Sustainable Urban Transport Plan (SUTP), a parking strategy for Chisinau, and an integrated traffic management system (ITMS).
19. Support for the energy sector with a focus on developing a national database on energy consumption for all public buildings, an Energy Management Information System (EMIS), and detailed and comprehensive trainings on ESCOs all contributing to catalyze additional investment in energy efficiency.
20. The replication of the integrated urban planning approach to at least three other cities with special emphasis on outreach and dissemination of best practice including establishing innovation hubs.

In summary, the project will address the modernization of urban policies, develop integrated urban development plans and methodological guidance by using innovation hubs as the key mechanisms to drive investment and develop innovative approaches for broader citizen engagement through incentive schemes, awareness raising and capacity development targeting the urban population. Priority sectors for technology transfer and accelerated uptake of low-emission technologies, approaches and mitigation options are energy efficiency, transport, and waste management. The private sector will be systematically engaged as a partner since private sector investment mobilized is a key indicator of project success. In addition, dissemination of best practices will be replicated from Chisinau to other towns and cities.

¹¹ Climate Action, 2013: Sustainable Cities – Building cities for the future. Available at: http://www.sustainablecities2013.com/images/uploads/documents/SC_2013.pdf

Description of Responsibilities

The Consultant will be leading a team of one international and two national consultants and, together with his/her team, he/she will conduct a number of studies and stakeholder consultations with the view to further develop the approved project concept into a fully formulated project document. The final output of this activity will be a UNDP-GEF project document and GEF CEO endorsement template ready for submission to UNDP and GEF including GEF tracking tools, and all co-financing letters. The Consultant's responsibilities include the following:

OUTPUT 1: Develop a detailed 40-70 page Baseline Report which describes the green urban development baseline situation in the City of Chisinau.

Task 1: With the support of the other consultants, the Consultant will be responsible for developing a report describing in detail the baseline situation of green urban development and with particular emphasis on (i) waste (ii) transport (iii) energy consumption in public buildings and (iv) green spaces/urban planning related issues as well as providing detailed energy consumption and GHG emissions related data (for City of Chisinau) and proposing specific demonstration projects. Specific tasks include, inter alia:

- Conduct a detailed report on the baseline situation in the areas of waste and give a detailed overview on the current waste management situation, policies, strategies and other related documents on national level and for the city of Chisinau. A specific focus should lie on identifying where integrated approaches are currently being undertaken. Analysis should be made of the urban development plan for Chisinau and the green urban development plan (currently under development).
- Provide a detailed report on the baseline situation in the area of transport giving a detailed overview on the current transport management situation, policies, strategies and other related documents on national level, for Chisinau as well for three other cities in Moldova to be identified. A specific focus should lie on identifying potential entry points of transport issues to integrated urban planning integrated such as a Sustainable Urban Transport Plan (SUTP), a parking strategy for Chisinau, and an integrated traffic management system (ITMS).
- Provide a detailed report on the baseline situation in the area of energy giving a detailed overview on the current energy situation, policies, strategies and other related documents on national level, for Chisinau as well for three other cities in Moldova to be identified. A specific focus should lie on identifying potential entry points of energy issues to integrated urban management planning such as developing a national database on energy consumption for all public buildings, an Energy Management Information System (EMIS), and detailed and comprehensive trainings on ESCOs all contributing to catalyze additional investment in energy efficiency.
- Using approved GEF methodologies, provide detailed calculations on CO2 GHG emissions from the baseline situation in the city of Chisinau including detailed data on energy consumption and GHG emissions from the waste, transport, and buildings sectors using the most recent data possible (from years 2013 or 2014). Provide detailed tables on both GHG emissions and energy consumption for the city of Chisinau related to energy, transport, and waste sectors.
- Provide an analysis to address any opportunities/risks identified during an environmental and social screening of the project proposal.
- Identify and suggest specific demonstration projects related to transportation, waste, and or energy efficiency in buildings and include basis information about each investment project including estimated investment cost, payback period, and GHG savings over the project lifetime.

- Identify and propose at least three other cities in Moldova where the project could replicate the integrated urban planning approach of Chisinau and establish innovation hubs.
- Assess the current and former work relationships of various ministries and departments including former initiatives of integrated and inter-disciplinary urban planning between several ministries and departments to identify challenges and opportunities for the establishment of the Urban Sustainability Development Council (IUDC).
- Develop a detailed baseline report encompassing all tasks above in a coherent and consistent manner and ensure the integration with existing development plans, policies, budgets and complementary projects, such as the national waste strategy for Moldova (2013), the National Transport Strategy (2012), the Moldova 2020 and National Program for Energy-Efficiency (2011-2020), the UNDP GEF ESCO Moldova project which has started in 2014 and which aims to support the City of Chisinau to develop a Green Urban Development Plan (GUDP), as well as the Code on Science, Research and Innovation activities in Moldova.
- Mobilize and engage stakeholders during project design such as the City of Chisinau, the Ministry of Environment, the Ministry of Transport, the Ministry of Economy, the Ministry of Regional Development and Construction, egov (www.egov.md), the Energy Efficiency Agency, the Energy-Efficiency Fund, World Bank, EBRD, OECD, EU, GIZ, and the Regional Environment Centre (REC). Negotiate partnerships with on-going projects of these stakeholders and align their activities and projects to build synergies for this project. Provide a profound documentation of these consultations including outcomes, recommendations etc.

Output 2: Develop a draft and finalized project results framework

Task 1: The consultant will be responsible for finalizing the project results framework with appropriate objective-level and outcome-level quantitative and qualitative SMARTError! Bookmark not defined. indicators, and end-of-project targets. Special attention should be made to include socio-economic and sex disaggregated indicators. A draft project results framework will be prepared after mission 1 of the lead international consultant and will be finalized following the consultations of the validation workshop.

Output 3: Develop a detailed M&E work plan, define management arrangements and involve stakeholders

Task 1: The consultant will be responsible for developing detailed M&E work plan, including clear identification of responsibilities and accountabilities, as well as an appropriate M&E budget. The plan will be based on the standard template provided in the UNDP-GEF project document template that reflects the mandatory requirements of the GEF M&E Policy

Task 2: The consultant will be responsible for defining management arrangements such as the organisational structure governing the project. This will also include identification of the project board and the selection of project memberships as well as the executing modality and a detailed framework how the project will work with the innovation hubs in Chisinau and the other cities as well as the Urban Sustainability Development Council.

Task 3: The consultant will be responsible for involving key ministries and departments in the development of the project strategy to ensure a strong national ownership. In close collaboration with key government representatives, such as the Ministry of Environment, the Ministry of Transport, the Ministry of Energy, the Ministry of Regional Development and Construction and the City of Chisinau, and other stakeholders, the consultant will ensure full participation in the development of the project results framework and ensure agreement on the project objectives and outcomes. He/she will undertake consultations to secure agreement(s) on project implementation arrangements including roles, responsibilities, and accountabilities of lead and partner agencies. All stakeholder consultations should be documented.

OUTPUT 4: Develop UNDP Project Document, explore co-financing opportunities and organize Validation Workshop

Task 1: The consultant will be responsible for developing a draft UNDP Project Document (following mission 1 of the lead international consultant) and a finalized UNDP Project document (following the consultations of the validation workshop during mission 2 of the lead international consultant). The UNDP project document should include a detailed multi-year budget following the standard template provided in the GEF project document template that reflects the mandatory requirements of the GEF M&E Policy.

Task 2: The consultant will be responsible for exploring multilateral and bilateral co-financing opportunities and undertaking a series of consultations with partners to ensure a coherent and sustainable financing package for the project including post- GEF grant phase.

Task 3: The consultant will be responsible for supporting and assisting UNDP in obtaining the co-financing letters from all participating government institutions, bilateral development partners, multilateral development partners and NGOs who will support the project by providing cash or in kind contributions to the project.

Task 4: The consultant will be responsible for organizing a validation workshop where all relevant stakeholders will gather to present, discuss and validate the final draft project document.

Output 5: Develop Draft and Finalized GEF Request for CEO Endorsement

Task 1: The consultant will be responsible for developing a draft GEF Request for CEO endorsement (following mission 1 of the lead international consultant) and a finalized GEF Request for CEO Endorsement (following the consultations of the validation workshop during mission 2 of the lead international consultant).

Task 2: The consultant will be responsible for ensuring completion of required official endorsement letters. An official endorsement letter will be prepared by the GEF OFP which is the Ministry of Environment

Output 6: Develop Draft and Finalized GEF CC Mitigation Tracking Tool

Task 1: The consultant will be responsible for completing the GEF CC Mitigation Tracking Tool including the lifetime direct GHG avoided through the project, the lifetime direct post-project GHG emissions avoided through the project and lifetime indirectly GHG emissions avoided through the project.

Output 7: Continuously support, guide and lead the other team members in other tasks related to the development of the UNDP Project Document.

Competencies

Required competencies:

- Strong interpersonal skills, communication skills and ability to work in a team
- Ability to plan and organize his/her work, efficient in meeting commitments, observing deadlines and achieving results
- Openness to change and ability to receive/integrate feedback
- Ability to work under pressure and stressful situations
- Strong analytical, reporting and writing abilities

Qualifications

The Consultant should possess the following qualifications:

Academic Qualifications/Education:

Advanced University degree in economics, energy, engineering, international relations, environmental science, social sciences or a related field.

Experience:

- At least 15 years of work experience related to sustainable urban planning and sustainable cities;
- Strong knowledge on international best practice with integrated urban planning, such as with interventions simultaneously addressing energy and/or waste and/or transport related issues;
- Experience with partnerships for urban interventions including successfully developed projects and resource mobilization for climate finance;
- Strong technical knowledge in preparing UNDP-GEF project documents, GEF tracking tools, obtaining all co-financing letters etc.
- Prior experience working with international organisations (including UNDP) related to urban planning and sustainable cities related topics, particularly in a development context, is an advantage;
- Knowledge of MS Word, Excel and email communication software

Language skills:

- Excellent English writing and communication skills

