

Initiation Plan / GEF PPG

Project Title: Green Production and Sustainable Development in Secondary Aluminum, Lead, Zinc and Lithium Sectors in China

Country: China

Country Programme Outcome: UN Development Assistance Framework China (2016-2020): More people enjoy a cleaner, healthier and safer environment as a result of improved environmental protection and sustainable green growth (Outcome 2).

Gender Marker rating: GEN2

SESP Pre-Screening Categorization: High

ATLAS Award ID: 00132010	Total budget:	US\$ 300,000
ATLAS Project/Output ID: 00124745	Allocated resources:	LISÉ 200 000
PIMS number: 6492	• GEF	US\$ 300,000
Management Arrangement: NIM		

AGREED BY

Beate Trankmann
UNDP Resident Representative
UNDP China

Signature

A3/0/12 2/

Signature

Date: [DD/MM/YYYY]

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Signature

Date: [DD/MM/YYYY]

Foreign Environmental Cooperation
Center, Ministry of Ecology and
Environment

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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-Size Project: Green Production and Sustainable Development in Secondary Aluminum, Lead, Zinc and Lithium Sectors in China.. As described in the project concept (PIF), this project not only focuses on the secondary non-ferrous metal industry's green production model, but also focuses on recycling, collection, demonstration, raw material recovery and economic incentives. This will significantly reduce the generation and release of UP-POPs such as dioxins, BFRs containing plastics, heavy metals, greenhouse gas and other pollutants from the source. Through the promotion of advanced technology and management experience of the demonstration project, the dioxin pollution prevention technology and equipment upgrade of the recycled secondary non-ferrous metal enterprise can be promoted.

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

- PIF cleared for WP inclusion or GEF Council approved PIF (PFD and child project concept note for projects that are part of a program)
- SESP pre-screening (of PIF)
- · Comments from GEF Secretariat, Council, STAP
- Annotated UNDP-GEF Project Document Template and associated guidance included therein
- UNDP policies and procedures
- UNDP-GEF guidance notes on GEF project development (which will be provided by the RTA) and
- GEF 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 listed in the <u>Annotated UNDP-GEF Project Document Template</u>.
- 3. GEF CEO Endorsement Request and all mandatory annexes; and
- 4. Validation Workshop report (required for projects with a high SESP categorization; as appropriate for all others).

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

Key Dates for the GEF PPG

Milestone	Date	Notes
Internal clearance for full SESP with advanced draft of the ProDoc	8 August 2021	Full SESP shall be made available for internal clearance 8 months after PIF approval for FSPs and 4 months for MSPs.
Internal submission date for UNDP-GEF review and clearance	8 October 2021	10 months of PIF approval for FSPs and 6 months for MSPs.
First GEF Submission Deadline	8 December 2021	First submission must be within 12 months of

for CEO Endorsement	5.507 33593	PIF approval for FSPs and 8 months for MSPs. Failure to submit a ProDoc and CEO ER to the GEF Sec by this date will lead to the automatic cancellation of the project by the GEF Sec.
CEO Endorsement Deadline after which the project will be cancelled if not endorsed	8 June 2022	Endorsement must be within 18 months of PIF approval for FSPs and 12 months for MSPs. If the project has not been CEO endorsed by this date, then it will be automatically cancelled by the GEF Sec.

Management Arrangements

The UNDP China Country Office will lead the project development process and manage the GEF PPG budget in full consultation with the UNDP-GEF Regional Technical Adviser. The GEF PPG Atlas 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 RR, EFP or Implementing Partner: Government Implementing Partner (FECO) will chair the Working Group. Working Group members will include: UNDP China, MEE, FECO, and key stakeholders like companies; China Non-ferrous Metals Industry Association Recycling Metal Branch (CMRA).

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

II. STAKEHOLDER ENGAGEMENT, PUBLIC DISCLOSURE AND OTHER REQUIREMENTS

To ensure strong country ownership, and in line with the stakeholder engagement requirements outlined in UNDP's <u>Social and Environmental Standards</u> (SES), the <u>SES Guidance Note of Stakeholder Engagement</u>, the GEF's <u>Guidelines on the Implementation of the Policy on Stakeholder Engagement and the GEF Policy on Gender Equality</u>, 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-d below).

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

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

See the <u>SES Supplemental Guidance on Disclosure</u> for more information.

III. GEF PPG ACTIVITIES

Component A: Preparatory Technical Studies & Reviews

The following technical studies and reviews will be conducted.

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:

- 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

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 guidance available here.

Social and Environmental Standards: Screening and Assessments

The social and environmental safeguards pre-screening (pre-SESP) prepared during the PIF design phase has initially determined the overall risk categorization of this project as **High** and highlighted potential safeguard risks to be further assessed during the PPG phase.

An Environmental and Social Management Framework (ESMF) will be prepared, to ensure that the required assessments are carried out during the first phase of project implementation. A standard template for an environmental and social management <u>framework</u> is available here: ESMF outline. The

ESMF and ProDoc must clearly state that none of the associated project activities will commence until: the assessment(s) have been completed; the required management plan(s) have been prepared; and the plan(s) have been disclosed and approved by the Project Board.

Identification of project sites

Based on the above reviews, and through consultation with stakeholders, the targeted project demonstration sites will be identified. At the time of PIF submission, the major provinces involved in the production of secondary aluminum and zinc are Guangdong and Shandong provinces; and the major provinces involved in the collection of lead acid batteries and lithium ion batteries are Beijing, Shanghai, and Henan provinces. As such, these provinces will likely be the locations of the main project sites. However, it is also acknowledged that there are also some enterprises in Jiangsu province, Jiangxi and Zhejiang province which could yield potential locations as well. Project National Implementation partner, FECO, will therefore open the door to all enterprises involved in secondary metal smelters and battery collection to apply for participation in demonstration, with final decision being made during PPG based on application of selection criteria during the PPG, such as:-

- a) has certain treatment capacity and possess stable processing capacity,
- b) willingness to bring investment and other co-finance to the project,
- c) preparedness of the enterprise to dedicate themselves to swift and verifiable transition of operations.

However, overall, there will be careful balance made to end up with demonstrations that not only generate greatest impact, but those that can also generate critical lessons and the like to increase the chances to reduce and eliminate UP-POPs (PCDD/Fs, HCB and PCNs) and Brominated flame retardants (BFRs) releases at large and small enterprises alike.

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).

Stakeholder analysis

Building on the initial identification of stakeholders in the PIF, an appropriately-scaled analysis of project stakeholders will be undertaken. This stakeholder analysis will provide the foundation for development of the project's Stakeholder Engagement Plan and will facilitate prioritization of engagement activities with particular stakeholder groups and individuals. See the UNDP SES Guidance Note on Stakeholder Engagement.

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, and 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 carried out in full consultation with the RTA, UNDP Country Office, Resident Representative (or their Deputy), the relevant government coordinating agency, and the GEF OFP.

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

Project management arrangements need to be discussed and agreed early in the PPG phase. 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.
- Discuss the level of co-financing the Government and Implementing Partner are able to 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 consultations 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 <u>UNDP's Policy on Selecting Implementing Partners</u>).
- If the Implementing Partner does not have full capacity to execute the project, and execution support is likely to be needed, discuss with the UNDP Resident Representative whether the choice of Implementing Partner is the correct choice. If not, select another Implementing Partner, if possible. If that is not an option, explore alternative options for the provision of 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.
- 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 is to be charged to the GEF project budget, the UNDP support services must be approved by the GEF Secretariat before CEO endorsement.

Other required studies

As detailed in the consultant TOR listing in Annex 2, and as further specified in the PPG work plan, and subsequent direction from the PPG Team Leader during the course of the PPG period.

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 (following the annotated UNDP-GEF Project Document available here), and the GEF CEO Endorsement Request (available here) will be prepared. See additional guidance notes below.

The GEF PPG Team Leader will be responsible for the consolidation and finalization of all required materials.

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 (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;
- Roles and responsibilities for ensuring effective stakeholder engagement through implementation of the Plan; 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.
- A comprehensive Stakeholder Engagement Plan is required.

See the <u>UNDP SES guidance on Stakeholder Engagement</u>, the <u>standard SEP template</u>, and the <u>GEF</u> guidelines on stakeholder engagement.

Gender Action Plan and Budget

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

See guidance available <u>here</u>.

Social and Environmental Standards: Screening and Management Measures
In line with the assessments conducted during **Component A** (above) and <u>UNDP's Social and Environmental Standards (SES) policy and all associated SES Guidance Notes</u>, the SESP will be updated and all risks identified in the SESP will be reflected in the risk table and risk section of the ProDoc.

The ESMF will identify the required management plans that will be prepared during project implementation.

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

GEF and LDCF/SCCF Core Indicators

The CEO endorsement-stage data for the relevant Core Indicators and sub-indicators will be prepared. The completed Core Indicators worksheet—with both the original PIF-stage data and the CEO endorsement-stage data—will be annexed to the ProDoc.

As part of the GEF Core Indicators requirement, the required METTs will be prepared in the GEF-7 Excel template; the relevant details will be included in the Core Indicators template; and the final Excel METT file will be submitted to UNDP (not be annexed to the ProDoc).

The Core Indicators will be used in the project's Results Framework, at the Objective level, where appropriate. See the <u>GEF policy and guidance</u>.

Completion of the required official endorsement letters

These letters include the official letters on co-financing guarantee(s) from participating government institutions, bilateral development partners, multilateral development partners, NGOs, 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 that was not included with the PIF/PFD submission.

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

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 Team Procurement Plan and TORs for key Project Team staff

Upon a request from the UNDP Regional Technical Adviser during the PPG implementation, the PPG team may be required to prepare additional annexes.

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-7 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 if possible. A validation workshop report will be prepared for projects with an overall safeguards risk rating of moderate or high.

IV. TOTAL BUDGET AND WORK PLAN FOR GEF PPG

Please note the following:

Per UNDP policy:

- TORs for key consultants and project personnel should follow UNDP procedures as outlined in the POPP. No
 "personnel" or project management costs can be charged to the Initiation Plan using GEF PPG resources; such
 costs should be borne by the requesting agency or co-financing. In all cases, no project "personnel" will give
 technical advice; international and national consultants will provide technical advice.
- Miscellaneous items should be considered very carefully and explained.

Per GEF Policy, the following expenses are ineligible:

- Costs associated with the work of government staff or regular project/program activities of a GEF Agency or a Project Executing Entity (EA).
- Non-project preparation costs including: project start-up costs; demonstration and pilot projects; implementation of large-scale enabling activities, including detailed country-wide inventories and country studies, training activities other than where they are directly related to project and/or country preparation and major research.
- Capital goods other than those directly required for project preparation, such as computers and engineering equipment.
- o Goods and services that can be procured through funding channels other than the GEF.

Atlas Award ID:	00132010		
Atlas Project/Output ID:	00124745		
Award Title:	Green Production and Sustainable Development in Secondary Aluminium, Lead, Zinc and Lithium Sectors in China		
Project ID	00124745		
Business Unit:	CHN10		
Project Title:	Green Production and Sustainable Development in Secondary Aluminium, Lead, Zinc and Lithium Sectors in China		
PIMS number:	6492		
Implementing Partner:	Foreign Environmental Cooperation Center, Ministry of Ecology and Environment		

GEF Outcome/Atlas Activity	Responsible Party	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount US\$	Budget Notes	
					71300	Local Consultants	155,000	B1/B2/B3/B4/B5
				71600	Travel	13,300	С	
			CFF	72500	Supplies	6,500	D	
Project preparation grant to	FECO	62000	GEF TRUSTEE	74500	Miscellaneous Expenses	2,000	E	
finalize the UNDP-GEF project document for project <i>Green</i>				75700	Trainings, workshops	10,000	F	
Production and Sustainable Development in Secondary					sub-total	186,800		
Aluminum, Lead, Zinc and Lithium Sectors in China	UNDP	62000	00 GEF TRUSTEE	71200	International Consultants	67,450	A1/A2	
				74500	Miscellaneous Expenses	500	E	
	ONDF			75700	Workshops	2,000	F	
				71600	Travel	43,250	С	
					sub-total		113,200	
					PROJECT TOTAL	300,000		

Budget Note	Total Items estimated person week		Budget (USD)	Budget Note	
A1	International Specialist for Project Development (GEF PPG Team Leader/Lead consultant)	14	51,450		
A2	SESP Specialist	8	16,000		
B1	National technical consultant /Lead National Consultant	24	42,000		
B2	National Industry Information, Policy and Technology Organization/Agency	25	43,750	Please see Annex 2 for key responsibilities.	
В3	National Waste Battery Handling and Management Organization/Agency	25	43,750		
B4	National Gender and Stakeholder Specialist	15	15,000		
B5	National Financial Mechanism Specialist	7	10,500		
С	Travel		56,550	International consultant missions to China plus domestic travel; National consultants travel to demonstration sites	
D	Supplies		6,500	Supplies for PPG	
E	Miscellaneous Expenses		2,500	Expenses such as translation costs etc	
F	Workshops		12,000	PPG inception and validation workshop in Beijing; consultation workshops at provincial demonstration sites	

V. GEF PPG ACTIVITIES TIMEFRAME AND BUDGET

PPG Activity	Month 1 January 2021	Month 2 February 2021	Month 3 March 2021	Month 4 April 2021	Month 5 May 2021	Month 6 June 2021	Month 7 July 2021	Month 8 August 2021	Month 9 September 2021	Month 10 October 2021	Budget (US\$)
PPG Team Recruitment											222,450
PPG Inception (including workshop)											4,000
Component A: Technical studies (including field visit)											56,550
Component B: Formulation of ProDoc, etc.											12,000
Component C: Validation Workshop											5,000
Internal clearance for full SESP								8 th August			
Delivery of final outputs to RTA											
UNDP-GEF clearance processes										8 th October	
GEF Secretariat submission deadline											
GEF Secretariat review (indicative)											

VI. MANDATORY ANNEXES

Annex 1: GEF CEO PIF/PPG Approval Letter



M.Sc. Carlos Manuel Rodríguez CEO and Chairperson

November 9, 2020

Mr. Pradeep Kurukulasuriya GEF Executive Coordinator United Nations Development Programme (UNDP) New York City, USA

Dear Mr. Kurukulasuriya:

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 Approval
GEFSEC ID:	10673
Agency:	UNDP
Agency ID:	6492
Focal Area:	Chemicals and Waste
Project Type:	Full-sized Project
Country:	China
Name of Project:	Green Production and Sustainable Development in Secondary Aluminum, Lead, Zinc and Lithium Sectors in China
Indicative GEF Project Financing:	\$15,750,000
Indicative Agency Fee:	\$1,417,500
PPG:	\$300,000
PPG Fee:	\$27,000
Funding Source:	GEF Trust Fund

Agency	Trust Fund	20% to be committed at Council approval (US\$)	50% to be committed at first disbursement (US\$)	30% to be committed at mid-term review (USS)	Total (USS)
UNDP	GEFTF	283,500	708,750	425,250	1,417,500
Total	Transus as	283,500	708,750	425,250	1.417.500

1818 H Street, NW • Washington, DC 20433 • USA Tel: +1 (202) 473 3202 - Fax: +1 (202) 522 3240 E-mail: gefcco@thegef.org www.thegef.org Mr. Pradeep Kurukulasuriya

.2.

November 9, 2020

This PIF clearance and PPG approval are based on the understanding that the project is in conformity with GEF Trust Fund focal area strategies and with GEF policies and procedures. Please ensure that your final project document, having fully addressed all Secretariat. STAP, Convention Secretariats and Council comments, will be endorsed within 18 months of Council approval of the work program.

Sincerely,

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

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

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

Position, Type and Cost	Role, Deliverables and Qualifications
Consultant 1: International	Role
Project Development	The International Project Development Specialist will be the GEF PPG Expert Team
Specialist (GEF PPG Expert	Leader and will be responsible for quality assurance and timely preparation of all
Team Leader)	reports and documentation, including the finalized UNDP Project Document
	(ProDoc) and CEO Endorsement Request, with all mandatory and project specific
Type: IC	Annexes and supporting documentation. S/he will be responsible for managing all
	consultants on the GEF PPG Team and coordinating the Team's work.
Cost per person week:	The second and second and coordinating the real is work.
US\$3,675	Responsibilities and Deliverables
	Technical Support for the management of the GEF PPG Expert Team
Number of person weeks	a. Define and submit a detailed methodology and work plan in consultation
needed: 14 (70 days)	with the other consultants with clear delegation of responsibilities for the
	International Consultants (ICs) and National Consultants (NCs);
	b. Ensure that project development is participatory, gender-responsive and
	based on extensive stakeholder engagements; and
	c. Verify and ensure that all project components are technically sound and
	cost effective.
	2) Preparatory Technical Studies and Reviews (Component A): With inputs from
	the national consultants, as detailed in their respective TORs:
	a. Compile baseline/situational analysis for the full-size project (FSP). This
	will include a precise definition of baseline projects, activities, budgets,
	goals and co-financial links to GEF outcomes; definition of GEF
	incremental value per outcome and output; and presentation of results of
	the incremental cost-analysis in matrices as appropriate;
	b. Lead and oversee the stakeholder analysis and consultations, with
	support from national consultants, and ensure that they are complete and
	comprehensive including consultations with the private sector and
	tourism associations and bodies;
	 Ensure the preparation of the gender analysis and ensure its findings are meaningfully integrated into the project's strategy, theory of change and
	results framework;
	d. Ensure action points, including risk assessments, from the UNDP Social
	and Environmental Screening Procedure (SESP) at the PIF stage ("pre-
	screening") are fully implemented during the PPG, and update that
	screening in an iterative process throughout the PPG, and as appropriate;
	e. Oversee the identification of the project sites, with documentation of
	selection criteria and making sure that geo-referenced data and maps are
	clearly presented both for targeted protected areas and broader
	landscapes, as applicable;
	f. Ensure the design of appropriate project knowledge management
	processes and platforms, ensuring appropriate linkages to existing
	mechanisms and knowledge sharing in project landscapes;
	g. Lead and oversee the identification of opportunities for private sector
	engagement and co-financing;
	h. Ensure the preparation of partner capacity assessments and discussions
	on management arrangements early in the PPG process;

- i. Oversee the consultations with partners regarding financial planning; and
- Ensure completion of any additional studies that are determined to be needed for the preparation of the ProDoc and all other final outputs.
- 3) Formulation of the ProDoc, CEO Endorsement Request and Mandatory and Project Specific Annexes (Component B): With inputs from the national consultants, as detailed in their respective TORs, and based on international best practice:
 - a. Develop, present and articulate the project's theory of change;
 - b. Develop the Results Framework in line with UNDP-GEF policy;
 - c. Develop a detailed Monitoring and Evaluation Plan and Budget;
 - d. Oversee and ensure the preparation of a comprehensive Stakeholder Engagement Plan;
 - e. Oversee and ensure the preparation of a Gender Action Plan and Budget;
 - f. Oversee and ensure the updating of the SESP based on assessments undertaken during Component A, and ensure the development of required environmental and/or social management plan(s) as required;
 - g. Oversee the preparation of the required project Monitoring and Evaluation Framework and development of project level indicators to feed into the GEF Core Indicators, and ensure these are supported by robust and validated data;
 - h. Secure all co-financing letters;
 - i. Prepare the indicative procurement plan;
 - j. Secure and present agreements on project execution and management arrangements and ensure that the project aligns to UNDP-GEF guidance on UNDP execution support;
 - k. Ensure the completion of the required official endorsement letters; and
 - I. 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.¹

4) Validation Workshop (Component C):

- a. Lead the validation workshop to present, discuss and validate the final draft ProDoc and mandatory and project specific annexes, with a special focus on the SESP and any management plans;
- b. Oversee all necessary revisions that arise during the workshop; and
- c. Ensure completion of Validation Workshop Report.

5) Final Deliverables:

- a. Consolidation of all technical and consultation inputs and comments including from national stakeholders, UNDP, GEF Secretariat, STAP and GEF Council, into a well written and concise UNDP ProDoc with all required sections and Annexes, in line with the standard UNDP-GEF ProDoc template and annotated guidance;
- b. Completion of the GEF CEO Endorsement Request;
- c. Finalized SESP (and stand-alone management plans as required);
- d. All documentation from GEF PPG (including technical reports, meeting minutes, etc.); and
- e. Validation Workshop Report.

¹ Please verify with the UNDP-GEF team that the correct templates are being used.

Qualifications

- Minimum 10 years of working experience in the area of environmental protection or related areas, such as Persistent Organic Pollutants (POPs) management
- Good knowledge of the Stockholm Convention;
- At least Bachelor's degree in Environment protection, Chemistryeconomics or related area.
- Understanding GEF's strategic plan and priority areas in GEF VII;
- Familiarization with UNDP procedures is highly desirable;
- Previous experience with donor-funded development projects in China is highly desirable;
- Good team-work spirit.

<u>Consultant 2:</u> International Safeguard Specialist

Type: IC

Cost per person-week: US\$2,000

Number of person-weeks needed: 8 (40 days)

Role

The International 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.

- Contributions to the Formulation of the ProDoc, CEO Endorsement Request and Mandatory and Project Specific Annexes (Component B): Prepare inputs and support the required analyses/studies, as agreed with the PPG Team Leader, and with the support of the National consultants including:
 - a. Review the pre-screening (SESP) of the PIF; agree to a project-specific safeguards approach, workplan and mission schedule (as needed) with the UNDP Country Office, UNDP-GEF Regional Technical Advisor and the PPG Team Leader; Familiarize other PPG team members with UNDP's SES and specific requirements, as appropriate.
 - b. Update the SESP and prepare an Environmental and Social Management Framework (ESMF) or stand-alone management plan for the project; conduct initial assessments of all Moderate and High risks, including one field mission to China; develop the draft ESMF (or stand-alone management plan), with support from the national consultant, in line with UNDP's Guidance Note on Assessment and Management; finalize the ESMF (or stand-alone management plan) in coordination with the PPG Team Leader, based on stakeholder consultations and close engagement.
 - c. Update and finalize the SESP, based on the ESMF;
 - d. Provide inputs, advice and/or feedback on relevant sections of the ProDoc to ensure alignment with and consideration of safeguards, including but not limited to: Stakeholder Engagement Plan; Gender Analysis and Action Plan; Risk Table and "Risks and Assumptions" section; Relevant project Outcomes and/or Outputs; Terms of Reference for the project management unit.
- 2) Validation Workshop (Component C):
 - a. Contribute to the validation workshop (remote inputs); and
 - b. Support all necessary revisions that arise during the workshop, as appropriate.
- 3) Final Deliverables:
 - a. Finalized SESP

- b. Finalized ESMF (or stand-alone management plan)
- c. Appropriate inputs to the final UNDP-GEF project document and GEF CEO ER based on guidance from the PPG Team Leader.

Qualifications

- Master's degree in field related to international development, with specific academic background related to social and environmental sustainability.
- At least 5 years of experience related to social and environmental standards and impact assessment in an international development context.
- Fluency in English.
- Familiarity with the UN System, in particular UNDP.
- Specific technical expertise in the SES thematic area of Social and Environmental Screening and Assessment, with prior experience in displacement and resettlement, an asset.
- Prior experience in application of safeguard standards in China is an asset.

<u>Consultant 3:</u> National Technical Specialist / Lead National Consultant

Type: NC

Cost per person-week: US\$1,750

Number of person-weeks needed: 24 (120 days)

Role

The National Technical Specialist will be the lead national consultant and will be responsible for coordinating with other consultants and compiling their inputs to support the development of the UNDP Project Document (ProDoc) and draft CEO Endorsement Request, with all mandatory and project specific Annexes and supporting documentation. The consultant will be critical to validate the indicators of stakeholder engagement, monitoring and evaluation of the project. The consultant will also play an important role and be responsible for stakeholder engagement through implementation of the plan, and to validate resource requirements and associated budget.

- 3) Support the Management of the PPG Expert team:
 - a. Support the GEF PPG Expert Team Leader with Technical Support for the management of the PPG Team;
 - b. Ensuring coordination between individual national consultants and stakeholder groups to facilitate analysis and other stakeholder inputs;
- 2) <u>Preparatory Technical Studies and Reviews (Component A)</u>: Prepare inputs and support the required analyses/studies, as agreed with the GEF PPG Expert Team Leader, including:
 - a. Analyzing the baseline for the sectors and sub sectors, and collect the data with POPs baseline for the would-be demonstration projects;
 - b. Verify the battery recycling mode with the support of National Industry Information, Policy and Technology Specialist;
 - c. Visit the demo projects, discuss about BAT/BEP for POPs reduction in the companies;
 - d. Identify barriers, risks, and solutions for the projects, and support and validate the theory of change of the project;
 - e. Identify appropriate Results Framework indicators and targets related to POPs reduction and policy/planning; collect baseline data for the relevant indicators (including the GEF Core Indicators); choose the means of measurement; and define targets, key risks, and assumptions linked to these indicators;

- f. Prepare monitoring plans on POPs status in secondary metal smelters to promote the BAT/BEP application;
- g. Support to put forward the National Replication Programme for BAT/BEP for POPs reduction and life cycle recycling in the collection and conditioning of waste batteries.
- h. Identifying stakeholders who have been and will be engaged (based on stakeholder analysis by National Gender and Stakeholder Specialist), including potentially marginalized or disadvantaged groups/individuals, and discern key stakeholder objectives and interests;
- i. Support the stakeholder analysis, consultations and co-financing contributions, particularly with national-level stakeholders and private sector, and ensure that they are complete and comprehensive;
- J. Validate the timeline for engagement activities and how they will be sequenced (based on the inputs of ICs and other NCs), including information disclosure
- k. validate resource requirements and associated budget;
- 3) <u>Formulation of the ProDoc, CEO Endorsement Request and Mandatory and Project Specific Annexes (Component B)</u>:
 - a. Provide relevant quality text sections for the ProDoc package (including annexes) on the aspects mentioned above;
 - b. Prepare draft CEO Endorsement Request with all mandatory and project specific Annexes and supporting documentation with the inputs from ICs and NCs;
 - c. Support the completion of any additional studies that are determined to be needed for the preparation of the ProDoc and all other final outputs as guided by the PPG Team Leader.

4) <u>Validation Workshop (Component C)</u>:

- a. Contribute to the validation workshop and the validation workshop report;
- b. Support all necessary revisions that arise during the workshop, as appropriate.

5) Final Deliverables:

- a. A draft CEO Endorsement Request, with all mandatory and project specific Annexes and supporting documentation with the inputs from ICs and NCs;
- b. Draft of the underlying activities needed for achieving project outputs under the project components, as well as draft budget and suggested list of needed project consultants and sub-contractors;
- c. Monitoring plans on POPs status in secondary non-ferrous industry; and
- d. Appropriate inputs provided to the Project Document and Annexes, as agreed with PPG Team Leader.

Qualifications

- Doctor's 's degree in a relevant field, such as Environmental science;
 Chemistry and environmental chemistry; Environmental policy and management or related field;
- Demonstrated understanding of Stockholm Convention and relevant knowledge;
- Minimum 5 years of demonstrable experience in the technical area of mercury like POPs monitoring and assessment, and technical

development, etc;

- Experience working on GEF and other international projects including project development and execution;
- Excellent written and oral communication skills in English
- Knowledge in the field of policy and planning, technical transfer and investment, POPs monitoring, BAT/BEP and current POPs status in Chinese secondary non-ferrous metal industry

Consultant 4:

National Industrial Information, Policy and Technology Specialist

Type: NC

Cost per week: US\$ 1,750

Number of weeks needed: 25 (125 days)

Role

National Industrial Information, Policy and Technology Specialist will provide advice on industrial baseline, policy gap analysis and demonstration plan in UPPOPs and BFRs reduction in secondary non-ferrous industry in China to support the development of the UNDP Project Document (ProDoc). The consultant will be a specialist in POPs related works, with comprehensive understanding of UP-POPs and BFRs reduction in secondary non-ferrous industry and its quality standards in China and its related policies.

- Preparatory Technical Studies and Reviews (Component A): Prepare inputs and support the required analyses/studies, as agreed with the GEF PPG Team Leader, including:
 - a. Prepare inputs for the baseline/situational analysis on enterprise information which produce secondary non-ferrous metal in China;
 - b. Analysis on policy, regulatory framework, quality standards, fiscal tools in technological transfer and investment in secondary non-ferrous industry;
 - c. Analysis on UP-POPs and BFRs release on the secondary non-ferrous industry:
 - d. Develop an identification plan and selection criteria for the demonstration enterprises for technology transfer and investment of BAT/BEP for UP-POPs and BFRs reduction;
 - e. Prepare a promotion and scale up plans for enterprises after demonstration in dedicated enterprises;
 - f. Compile a project implementation manual to detailed describe project execution process for enterprises, timeline and list the best available resources person or organization.
- 2) <u>Contributions to the Formulation of the ProDoc, CEO Endorsement Request and Mandatory and Project Specific Annexes (Component B):</u>
 - a. Overall contribution to strengthening the theory of change, project baseline, projections for impact and transformation through the project, and embedding post-project replication and long-term sustainability modalities in the design of component activities,
 - Flagging barriers, risks (SESP and non-SESP risks such as institutional, financial, political, climate risks etc) and solutions in this particular area of PPG consultancy
 - c. Contribution to stakeholder identification to contribute to stakeholder and gender plan development as required
 - d. Contribution to relevant areas of indicator development and the overall M&E framework, and
 - e. Any other foundational activities that are required to validate baseline and ultimately the approaches developed for the relevant component activities of the project.

- 3) Validation Workshop (Component C):
 - a. Participate in and contribute to the validation workshop, if necessary;
 - b. Support necessary revisions that arise during the workshop, as appropriate.

4) Final Deliverables:

- a. Report on the analysis on enterprise information of secondary non-ferrous industry in China;
- b. Gap analysis report(s) on policy, regulatory framework in management of UP-POPs and BFRs reduction in secondary non-ferrous industry.
- c. Gap analysis report on regarding the UP-POPs and BFRs reduction in secondary non-ferrous industry;
- d. A demonstration plan and selection criteria on enterprises for technology transfer and investment of UP-POPs and BFRs reduction in secondary nonferrous industry;
- A promotion and scale up plans after demonstration in dedicated enterprises;
- f. A project implementation manual to detailed describe project execution process for enterprises, timeline and list the best available resources person or organization.

Qualifications

- Master's degree or higher in a relevant field, such as Environmental science; Chemistry and environmental chemistry; Environmental policy and management or related field;
- Minimum of 5 years of demonstrated relevant professional experience in policy analysis regarding management of secondary non-ferrous industry in China;
- Demonstrated understanding of political, legal, and institutional context for secondary non-ferrous industry in China;
- Familiar with the baseline information on enterprises of secondary nonferrous industry;
- Demonstrated professional experience in providing demonstration plan in related areas.
- Professional experience in systemic analysis, design and transformation of organizations;
- Show evidence of having successfully completed two similar assignments;
- Experience working with international agencies/organizations is preferred.

Consultant 5:

National Waste Battery Handling and Management Specialist

Type: NC

Cost per week: US\$1,750

Number of weeks needed: 25 (125 days)

Role

The National Waste Battery Handling and Management Specialist will provide advice on BFRs baseline and management information, policy gap analysis and demonstration plan of secondary metal smelters in China together with knowledge on BAT/BEP to support the development of the UNDP Project Document (ProDoc). The consultant will be a specialist in POPs related works, with comprehensive understanding of sound waste battery recycling.

- 1) <u>Preparatory Technical Studies and Reviews (Component A):</u> Prepare inputs and support the required analyses/studies, as agreed with the GEF PPG Team Leader, including:
 - a. Prepare inputs for the baseline/situational analysis on waste battery

- (mainly lead acid batteries and lithium ion batteries) recycling information in China;
- b. Analysis on policy, regulatory framework, operating guidance, fiscal tools in waste battery recycling;
- c. Analysis on procedure and barriers on waste battery recycling in Chinese battery recycling enterprises;
- d. Develop an identification plan and selection criteria for the demonstration battery recycling enterprises for application of sound waste battery recycle;
- e. Develop an appropriate replication modality, including an embedded national green finance scheme, to provide long-term incentivization and access to finance to enable battery recycling enterprises to scale up the project's results for the long term, so that sound battery recycling can be achieved post project and the success of the project's catalytic role proven;
- f. Prepare a promotion and scale up plans for battery recycling enterprises after demonstration in dedicated battery recycling enterprises.
- g. Knowledge sharing plan about application of sound battery recycling mode in battery recycling enterprises in China after demonstration.
- Compile a project implementation manual to detail describe project execution process for medical institutions, timeline and list the best available resources person or organization.
- 2) <u>Contributions to the Formulation of the ProDoc, CEO Endorsement Request and Mandatory and Project Specific Annexes (Component B):</u>
 - a. Overall contribution to strengthening the theory of change, project baseline, projections for impact and transformation through the project, and embedding post-project replication and long-term sustainability modalities in the design of component activities,
 - Flagging barriers, risks (SESP and non-SESP risks such as institutional, financial, political, climate risks etc) and solutions in this particular area of PPG consultancy,
 - c. Contribution to stakeholder identification to contribute to stakeholder and gender plan development as required
 - d. Contribution to relevant areas of indicator development and the overall M&E framework, and
 - e. Any other foundational activities that are required to validate baseline and ultimately the approaches developed for the relevant component activities of the project.

3) Validation Workshop (Component C):

- a. Participate in and contribute to the validation workshop, if necessary;
- b. Support necessary revisions that arise during the workshop, as appropriate.

4) Final Deliverables:

- Report on the analysis on current situation information about the application of battery recycling mode in Chinese battery recycling enterprises;
- Gap analysis report on the application of sound battery recycling mode in battery recycling enterprises;
- c. A demonstration plan and selection criteria on battery recycling

- enterprises for application of sound battery recycling mode;
- d. Articulation of an appropriate replication modality, including an embedded national green finance scheme, to provide long-term incentivization and access to finance to enable medical facilities to scale up the project's results for the long term, so that sound battery recycling mode can be achieved post project and the success of the project's catalytic role proven;
- e. A promotion and scale up plans for sound battery recycling mode in battery recycling enterprises;
- f. A project implementation manual to detailed describe project execution process for Chinese battery recycling enterprises, timeline and list the best available resources person or organization

Qualifications

- Master's degree or higher in a relevant field, such as Environmental science; Chemistry and environmental chemistry; Environmental policy and management or related field;
- Demonstrated understanding of political, legal, and institutional context for waste battery (mainly lead acid batteries and lithium ion batteries) recycling information in China;
- Familiar with the baseline information on Chinese battery recycling enterprises;
- Minimum of 6 years of demonstrated relevant professional experience in policy analysis regarding battery recycling enterprises in China;
- Professional experience in systemic analysis, design and transformation of organizations;
- Show evidence of having successfully completed two similar assignments;
- Experience working with international agencies/organizations is preferred.

<u>Consultant 6:</u> National Gender and Stakeholder Specialist

Type: NC

Cost per person-week: US\$ 1,000

Number of person-weeks needed: 15 (75 days)

Role

The National Gender and Stakeholder Specialist will work with the PPG team to ensure that stakeholder consultations are gender responsive, to integrate the gender analysis results into the Prodoc and to use the results to identify opportunities and gaps to help better understand and address gender concerns within the project context. The Specialist may assist with other capacity building and other aspects of project preparation to ensure gender considerations are mainstreamed into the development of the project.

- 1) Preparatory Technical Studies and Reviews (Component A): Prepare inputs and support the required analyses/studies, as agreed with the GEF PPG Team Leader, including:
 - a. Working closely with the Lead national consultant and collaborating with the other PPG Team specialist areas, act as lead advisor and executor of the gender and stakeholder analysis and consultations and ensure that they are complete and comprehensive;
 - b. Carry out a participatory gender analysis to fully consider the different needs, roles, benefits, impacts, risks and access to/control over resources of women and men (including considerations of intersecting categories of identity such as age, social status, ethnicity, marital status, etc.) given a project's context, and appropriate measures taken to address and these and promote gender equality; collect gender responsive baseline data relevant to project planning and monitoring; identify the share of female

- and male direct beneficiaries.
- c. Prepare the gender analysis and action plan and work closely with the GEF PPG Team Leader to ensure its findings are meaningfully integrated into the project's strategy, theory of change and results framework;
- d. Identify an appropriate design a grievance mechanism for the project based on the existing government and UNDP mechanisms.
- e. Advise on gender responsive stakeholder analysis and consultations and ensure that they are complete and comprehensive;
- f. Support the completion of any additional studies that are determined to be needed for the preparation of the ProDoc and all other final outputs as guided by the PPG Team Leader.

2) <u>Formulation of the ProDoc, CEO Endorsement Request and Mandatory Annexes as well as project specific annexes (Component B):</u>

- a. Prepare the Gender Analysis and Gender Mainstreaming Plan, with appropriate budget and identification of appropriate project interventions to ensure gender mainstreaming including at project demonstration sites;
- Using the findings from the gender analysis, provide inputs to the project's results framework and theory of change; ensure gender considerations are integrated into the project's theory of change;
- c. Prepare the Stakeholder Engagement Plan and ensure it is Socially Inclusive and Gender Responsive;
- d. Outline the project's grievance mechanism based on the existing government and UNDP mechanisms;
- e. Support the agreements on project management arrangements and ensure that gender and safeguards are adequately incorporated into these arrangements;

3) Validation Workshop (Component C):

- a. Contribute to the validation workshop; and
- Support all necessary revisions that arise during the workshop, as appropriate.

4) Final Deliverables:

- a. Gender Analysis and Gender Mainstreaming Plan
- Stakeholder Engagement Plan including on gender-responsive consultation and consultations with local communities and any Indigenous Peoples or Ethnic Minorities present within the demonstration landscape;
- Appropriate inputs to the final UNDP-GEF project document based on guidance from the PPG Team Leader.

Qualifications

- Master's degree or higher in a relevant field, such as gender studies, gender and development, women and environment, women and sustainable development or related field;
- Minimum 5 years of demonstrable experience in the technical area of gender mainstreaming and community development;
- Experience carrying out participatory gender analysis; experience collecting and formulating gender responsive indicators and sexdisaggregated data and preparing gender responsive project analysis;

developing gender action plans;

- Demonstrated experience working on policy and programmatic issues with national and local governments and civil society organizations including community organizations;
- Experience with project development and results-based management methodologies is highly desired;
- Excellent analytical, writing, advocacy, presentation, and communications skills are required; and
- Excellent written and oral communication skills in English

Consultant 7:

National Financial Mechanism Specialist

Type: NC

Cost per person week: US\$ 1,500

Number of person weeks needed: 7 (35 days)

Role

The Financial Mechanism Specialist will be responsible for the conduct of study/analysis of feasible financing schemes for the secondary metals project development and implementation, and for recommending the appropriate financial instruments that will be promoted and implemented in the secondary metals sector.

Responsibilities and Deliverables

- 1) Preparatory Technical Studies and Reviews (Component A): Prepare inputs and support the required analyses/studies, as agreed with the GEF PPG Team Leader, including:
 - a. Assessment of identified market and financing barriers to the implementation of the BAT/BEP technology applications, in general, as well as barriers to current/future opportunities for market transformation and access to financing for the secondary metals industry.
 - Recommendation of potential solutions and how to implement such solutions to the identified market and financial barriers, including budget needed;
 - c. Assessment of current and potential sources of financing for green production and sustainable development projects in China;
 - d. Assessment of potential financing schemes that can be developed and implemented under the project for supporting Secondary Metals projects
 - e. Identify appropriate Results Framework indicators and targets related to alternative financing outputs and outcomes; collect baseline data for the relevant indicators; choose the means of measurement; and define targets, key risks, and assumptions linked to these indicators.
- 2) Contributions to the Formulation of the ProDoc, CEO Endorsement Request and Mandatory and Project Specific Annexes (Component B):
 - a. Provide relevant quality text sections for the ProDoc on the aspects mentioned above.
- 3) Validation Workshop (Component C):
 - a. Participate in and contribute to the validation workshop, if necessary;
 - b. Support necessary revisions that arise during the workshop, as appropriate.
- 4) Final Deliverables:
 - a. A report on the assessment of current and potential sources of financing for secondary metals sectors in China.
 - Report on assessment of identified market and financing barriers to the implementation of green production and sustainable development in Secondary Metals sectors project, including recommendations for potential solutions.

c. Proposed design of project activities leading to the design and development of feasible financing models and schemes to be promoted in the project, which will facilitate financing of green production and sustainable development of Secondary metals technology application projects in the China.

Qualifications

- Advanced university degree in a relevant field, such as Finance, Environmental Economics, Economics, or Environmental Management;
- Minimum of 5 years of demonstrated relevant professional experience in recycling industry financing;
- Fluency in written and spoken English.
- Experience working with UNDP and/or on GEF projects an advantage; and
- .