



Initiation Plan / GEF PPG

Empowered lives.
Resilient nations.

Project Title: Strengthening Marrakech’s sustainable development through innovative planning and financing

Country: Morocco

Country Programme Outcome: Public policies and national strategies related to industrial development, environment and spatial planning incorporate the principles of sustainable development and inclusive economic growth

Gender Marker rating: *GEN 2*

SESP Pre-Screening Categorization: *High*

ATLAS Project ID: 00125656

ATLAS Output ID: 00119948

PIMS ID: 6411

Management Arrangement: DIM

Initiation Plan Start Date: 06/04/2020

Initiation Plan End Date: 30/09/2021

Total budget: US\$ 150,000

Allocated resources:

• **GEF** US\$ 150,000

AGREED BY

Dr. Edward A. Christow

03/04/2020

UNDP Resident Representative¹

Signature

Date

¹ Edit as necessary. Include other Agency as necessary.

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I. BRIEF DESCRIPTION OF THE INITIATION PLAN/GEF PPG

This PPG Initiation Plan, developed by the UNDP Morocco Country Office with support from the Istanbul regional hub, describes how the project preparation grant of US\$150,000 approved by the GEF will be programmed to develop a full project document for the project “*Strengthening Marrakech’s sustainable development through innovative planning and financing*”, with supporting documentation for submission to the GEF for CEO endorsement. The Child Project Concept Note (PIF equivalent), submitted by the Government of Morocco and supported by UNDP as Implementing Agency, was approved by the December 2019 GEF Council as part of a package of child projects under the 6411 Sustainable Cities Impact Program (SC IP), outlined in the Programme Document Framework (PDF) of that name submitted through the UNEP as Lead Agency for the program as a whole.

This document outlines project development activities that need to be undertaken through the Project Preparation Grant to complete mandatory sections of the UNDP-GEF Project Document (e.g. Theory of Change, Gender Analysis, SESP, etc.) as well as additional eligible project development activities specific to the project objective, theory of change, and scope of activity, including development of activities for the contribution of the project to the Sustainable Cities IP platform.

Objective & Final Outputs

The objective of the GEF PPG is to develop the project concept into a full project: *Strengthening Marrakech’s sustainable development through innovative planning and financing* into a child project of the GEF-7 Sustainable Cities Impact Program. As described in the child project concept note, the project objective is to foster integration and innovative urban planning and financing for Marrakech’s sustainable development. It will support the scaling up on the ground of planned and initiated activities to deliver biodiversity conservation, land restoration, GHG reductions, climate resilience, living environment improvement of a large segment of beneficiaries (inhabitants, national and international tourists), reduction of social inclusion amongst other GEBs. To achieve these objectives, the project will implement the following four components:

- Component 1 “Strengthening Marrakech’s sustainable and integrated urban planning”:
- Component 2 “Sustainable integrated low carbon, resilient, conservation and land restoration investments”
- Component 3 “Innovative financing and scaling-up schemes mainstreamed through sustainable urban investments”
- Component 4 “Advocacy, Knowledge Exchange, Capacity Building, and Partnerships”.

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 policies 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 [Annotated UNDP-GEF Project Document Template](#).
3. [GEF CEO Endorsement Request](#) and all mandatory annexes
4. Validation Workshop report (required for projects with a high SESP categorization; as appropriate for all others).

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

Key Dates for the GEF PPG

Milestone	Date	Notes
Internal submission date for UNDP-GEF review and clearance	19 Jan 2021	10 months of PIF approval for FSPs and 6 months for MSPs.
First GEF Submission Deadline for CEO Endorsement	10 March 2021	First submission must be within 12 months of 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	19 Sep 2021	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 CO Morocco will lead the project development process and manage the GEF PPG budget in full consultation with the UNDP-GEF 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 or his delegate will chair the Working Group.

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

II. STAKEHOLDER ENGAGEMENT, PUBLIC DISCLOSURE AND OTHER REQUIREMENTS

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

an inclusive and gender-responsive manner, so that the rights of women and men and the different 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 Annex to the project document, in addition to 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 moderate or high, then the following disclosure requirements apply:

1. A final validation workshop report will be prepared summarizing the outcomes of the validation workshop and other consultations undertaken during the PPG phase. This report will become a key reference document should an environmental and social complaint/grievance be filed during project implementation. This is mandatory for high 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 open.undp.org. 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 [SES Supplemental Guidance on Disclosure](#) for more information.

III. GEF PPG ACTIVITIES

Component A: Preparatory Technical Studies & Reviews

The following technical studies and reviews will be conducted.

a. Desktop and field-based studies and data collection

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

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

b. Gender Analysis

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

c. 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.

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 framework 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.

d. Identification of project sites

Based on the above reviews, and through consultation with stakeholders, the targeted project sites will be identified. *The potential project sites are the entire city of Marrakech in Morocco.*

e. Financial planning

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

f. Stakeholder analysis

Building on the initial identification of stakeholders 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](#).

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

The design of the project will comply with the UNDP's Program and Operations Policy and Procedures (POPP), Financial Regulations, 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.

Where possible and feasible, UNDP should 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 [UNDP's Policy on Selecting Implementing Partners](#)).
- If the Implementing Partner does not have full capacity to execute the project, and execution support is likely 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.

UNDP can only provide execution support to the Implementing Partner if the associated costs are covered by non-GEF resources. This support should be confirmed in a separate arrangement between the UNDP CO and the Government and should not be referenced in the UNDP-GEF project document or other documentation that requires GEF approval. This separate arrangement should be confirmed and included in the final UNDP-GEF project document to be signed by UNDP and the Implementing Partner.

h. Other required studies

None.

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.

a. Stakeholder Engagement Plan:

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

- Stakeholders who have been and will be engaged (based on stakeholder analysis), including potentially marginalized or disadvantaged groups/individuals (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.

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

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

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

b. Gender Action Plan

The gender analysis, 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 [here](#).

c. Social and Environmental Standards: Screening and Management Measures

In line with the assessments conducted during **Component A** (above) and [UNDP's Social and Environmental Standards \(SES\) policy and all associated SES Guidance Notes](#), the SESP will be updated 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 [SES Guidance Note on Assessment and Management](#) for further guidance. Please contact UNDP for additional information as needed.

d. GEF and LDCF/SCCF Core Indicators

The CEO endorsement-stage data for the relevant Core Indicators and sub-indicators will be prepared.

The completed [Core Indicators worksheet](#)—with both the original PIF-stage data and the CEO endorsement-stage data—will 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 [GEF policy and guidance](#).

e. 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.

f. Mandatory Annexes:

In addition to the documents listed above, the following Annexes should be prepared by the GEF PPG team: Initial Project Team Procurement Plan and TORs for key Project Team staff; List of people consulted during project development

g. Project Management Arrangements

Based on the stakeholder analysis and consultations undertaken in **Component A** above, agreement(s) on project management and governance arrangements—including roles, responsibilities and accountabilities of lead and partner Agencies—will be secured early in the project development phase and will be fully detailed in the ProDoc. In accordance with UNDP-GEF guidance on UNDP execution support:

- UNDP can only provide execution support if these costs are covered by non-GEF resources. This support should be confirmed in a separate arrangement between the UNDP CO and the Government and would not be referenced in the UNDP-GEF project document or other documentation that requires GEF approval. This separate arrangement should be confirmed and included in the final UNDP-GEF project document to be signed by UNDP and the IP.
- Do not remove standard text from the governance and management arrangement from the GEF-7 template (even if GEF SEC requests this during their review).
- Project PMU staff should not be located in a UNDP Country Office. This will help to avoid the perception that UNDP is executing the project.
- Please note that all PIFs approved as of 1 March 2019 are subject to the new [GEF cancellation policy](#). This means that negotiations with GEF SEC on execution support are best agreed to during the PPG phase and not postponed to CEO endorsement when the project must be endorsed within 12/18 months of PIF approval or the projects risks being automatically cancelled by the GEF.

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

Award Project ID:	00125656
Atlas Output ID:	00119948
Award Title:	Strengthening Marrakech's sustainable development through innovative planning and financing
Business Unit:	MAR10
Project Title:	Strengthening Marrakech's sustainable development through innovative planning and financing
Project (PIMS) ID:	6411
Implementing Partner:	UNDP Morocco

GEF Outcome/Atlas Activity	Responsible Party	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount US\$	Budget Notes
Project preparation grant to finalize the UNDP-GEF project document for project "Strengthening Marrakech's sustainable development through innovative planning and financing"	UNDP	62000	GEF TRUSTEE	72100	Contractual services-companies	111,000	A
				71600	Travel	20,000	B
				74500	Miscellaneous Expenses	4,000	C
				75700	Meetings and Workshops	15,000	D
					PROJECT TOTAL	150,000	

Budget Note	Total estimated person weeks	Budget	Budget Note
A	International consulting firm, who will provide 7 different profiles: 1 Project development specialist, Team Leader and PPG Coordinator 1 Sustainable Transport Specialist 1 Sustainable Energy Specialist 1 Natural Resources Specialist 1 Financial Modelling Specialist 1 Stakeholder Engagement and Gender Specialist 1 Safeguard / Environment Impact Specialist	111,000	Please see Annex 2 for key responsibilities.
B	Cost of travel to project sites during PPG missions for consultants, including DSAs.	20,000	
C	Miscellaneous Expenses: printing costs or other costs as needed for project preparation.	4,000	
D	Meetings and workshops: cost of catering and venue of the workshops within the PPG	15,000	

V. GEF PPG ACTIVITIES TIMEFRAME AND BUDGET

PPG Activity	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Budget (US\$)
Component A: Technical studies, etc.	X	X	X	X	X	X	X	X	X				\$ 60,000
Component B: Formulation of ProDoc, etc.						X	X	X	X				\$46,500
Component C: Validation Workshop								X					\$18,000
Delivery of final outputs									X	X	X	X	\$25,500

VI. MANDATORY ANNEXES

Annex 1: GEF CEO PIF/PPG Approval Letter



Naoko Ishii
CEO and Chairperson

March 20, 2020

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

Dear Mr. Kurukulasuriya,

I am pleased to inform you that I have approved your request for project preparation grant for the child project concept detailed below:

Decision Sought:	Project Preparation Grant (PPG) Approval for FSP Child Project
GEFSEC ID:	10486
Agency(ies):	UNDP
Agency(ies) ID:	6411
Focal Area:	Multi Focal Area
Project Type:	FSP
Country(ies):	Morocco
Name of Child Project:	Strengthening Marrakech's sustainable development through innovative planning and financing
Name of Program:	Sustainable Cities Impact Program
Program ID:	10391
Indicative Child Project Financing:	\$9,416,167
Indicative Agency Fee:	\$847,455
PPG:	\$150,000
PPG Fee:	\$13,500
Funding Source:	GET

This PPG approval is based on the understanding that it is in conformity with GEF 7 Programming Directions and in line with GEF policies and procedures. Please ensure that: (i) the final child project document incorporates comments from the Secretariat, Council Members, Convention Secretariats and STAP on the PFD that are relevant to the child project; and (ii) the final child project is endorsed/approved by the CEO on or before the program commitment deadline.

Sincerely,

Naoko Ishii
Chief Executive Officer and Chairperson

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

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

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

Position, Type and Cost	Role, Deliverables and Qualifications
<p>Position: Project Development Specialist (GEF PPG Team Leader)</p> <p>Type: Consulting firm</p> <p>Cost per person day: 600 US\$</p> <p>Number of days needed: 60 weeks</p>	<p>Role The Project Development Specialist will be the GEF PPG Team Leader and will be responsible for quality assurance and timely preparation of all reports and documentation, including the finalized UNDP Project Document (ProDoc) and CEO Endorsement Request, with all mandatory and project specific Annexes and supporting documentation. S/he will be responsible for managing all consultants on the GEF PPG Team, and coordinating the Team’s work.</p> <p>Deliverables</p> <ol style="list-style-type: none"> 1) <u>Management of the GEF PPG Team</u> <ol style="list-style-type: none"> a. Define and submit a detailed methodology and work plan in consultation 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) <u>Preparatory Technical Studies and Reviews (Component A)</u>: With inputs from the other national and international consultants, as detailed in their respective TORs: <ol style="list-style-type: none"> 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. Oversee the stakeholder analysis and consultations and ensure that they are complete and comprehensive; c. Ensure the preparation of the gender analysis and ensure its findings are meaningfully integrated into the project’s strategy, theory of change and results framework; d. Ensure action points, including risk assessments, from the 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 fashion throughout the PPG, as appropriate; e. Conduct/oversee the identification of the project sites, with documentation of selection criteria; f. Ensure the preparation of partner capacity assessments and discussions on management arrangements early in the PPG process; g. Oversee the consultations with partners regarding financial planning; and h. Ensure completion of any additional studies that are determined to be needed for the preparation of the ProDoc and all other final outputs. 3) <u>Formulation of the ProDoc, CEO Endorsement Request and Mandatory and Project Specific Annexes (Component B)</u>: With inputs from the other national and

	<p>international consultants, as detailed in their respective TORs, and based on international best practice:</p> <ol style="list-style-type: none"> 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 Stakeholder Engagement Plan; e. Oversee and ensure the preparation of a Gender Action Plan and Budget; f. Update the SESP based on assessments undertaken during Component A, and ensure the development of required environmental and/or social management plan(s); g. Prepare the required GEF Core Indicators; h. Secure and present agreements on project management arrangements; i. Ensure the completion of the required official endorsement letters; and j. 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 required templates.² k. Secure and present agreements on project execution and management arrangements and ensure that the project aligns to UNDP-GEF guidance on UNDP execution support; <p>4) <u>Validation Workshop (Component C)</u>:</p> <ol style="list-style-type: none"> 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; and b. Oversee all necessary revisions that arise during the workshop. c. Ensure completion of Validation Workshop Report. <p>5) <u>Final Deliverables</u>:</p> <ol style="list-style-type: none"> a. Consolidation of all technical and consultation inputs 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. All documentation from GEF PPG (including technical reports, etc.); and d. Validation Workshop Report. <p>Qualifications</p> <ul style="list-style-type: none"> ▪ Master’s degree or higher in a relevant field, such as <i>Management, Environment, Urban planning, Sustainable transport or equivalent.</i>; ▪ Minimum <i>10</i> years of demonstrable experience in the technical area of <i>Integrated development</i>; ▪ Fluency in written and spoken English and <i>French</i>;
<p>Position Sustainable Transport Specialist</p> <p>Type: Consulting firm</p>	<p>Role The Objective of this consultancy is to carry out the necessary survey work, assessments, consultations, and other data collection, and contribute the development of the full-sized GEF project document.</p> <p>Deliverables 1) <u>Baseline studies and analysis for the sustainable transport related activities</u></p>

² Please verify with the UNDP-GEF team that the correct templates are being used.

<p>Cost per person day: 400 US\$</p> <p>Number of days needed: 40 days</p>	<ul style="list-style-type: none"> a. Starting from the information provided in the PIF, collecting all background information on policies, related regulations, strategies, planning documents on transport in general. b. Collecting all baseline information on the ongoing and past projects related to transport. c. Comprehensive baseline analysis including CO2 emission calculations of the scenario without GEF intervention for each of the sustainable transport <u>related activities</u>, as well as an analysis of the scenario involving GEF intervention (including CO2 emissions analysis); d. Detailed barrier analysis for each of the sustainable transport investments to be addressed in the project; e. Assessment of various types of low emission vehicles and technologies, considering the national context and international best practices; f. Survey potential stakeholders and beneficiaries (especially community leaders) at the local level and assess their level of interest and willingness to engage with the project; g. Identify pilot sites for project implementation in discussion with the Team Leader and UNDP team. h. Assessment of the options available for the investment component of the project taking into consideration the stakeholders and pilot locations and projects i. Assessment of environment, social, economic and financial benefits and disadvantages of each alternative; j. Quick financial analysis and costing of different investment options (pilot project) and alternatives in discussion with the Financial modelling specialist; k. Recommendations on best business models/legal structure for the implementation of the pilot project (including PPPs) <p>2) <u>Project Design and Preparation of the full-sized project document</u></p> <ul style="list-style-type: none"> a. Participate fully in the formulation of the project Objective, Outcomes, Outputs and Activities as well as Baselines, Targets and Indicators; contribute to sustainability and replication plans, stakeholder participation plans, and budgets; b. Detailed incremental cost analysis to justify GEF intervention in the sustainable transport related activities; c. Costing of expected project outcomes, outputs and activities; d. Identify co-financing potential from the stakeholders interviewed during the preparation of the project document and from a review of the sector in the country. e. Presenting the proposed interventions on sustainable transport at the project validation workshop; f. Providing inputs to revise the draft project document to address the comments/suggestions made by UNDP/GEF RTA and HQ, GEF Sec, and other reviewers (related to sustainable transport); g. Support in obtaining co-financing letters related to the sustainable transport investments; <p>1) <u>Final Deliverables:</u></p> <ul style="list-style-type: none"> a. UNDP ProDoc information and details with all required sections and Annexes, in line with the standard UNDP-GEF ProDoc template and annotated guidance; <p>Qualifications</p>
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	<ul style="list-style-type: none"> ▪ Master's degree or higher in a relevant field, such as transport engineering, civil engineering, electric or energy engineer, environmental engineering or policy or a related field. ▪ Minimum 7 years of demonstrable experience in the technical area of transport; ▪ Fluency in written and spoken in 2 or the 3 languages: English, French or Arabic
<p>Position Sustainable Energy Specialist</p> <p>Type: Consulting firm</p> <p>Cost per person day: 400 US\$</p> <p>Number of days needed: 40 days</p>	<p>Role The Objective of this consultancy is to carry out the necessary survey work, assessments, consultations, and other data collection, and contribute the development of the full-sized GEF project document.</p> <p>Deliverables</p> <p>3) <u>Baseline studies and analysis for the renewable energy and energy efficiency related activities</u></p> <ul style="list-style-type: none"> l. Starting from the information provided in the PIF, collecting all background information on policies, related regulations, strategies, planning documents on energy in general. m. Collecting all baseline information on the ongoing and past projects related to <u>renewable energy and energy efficiency</u>. n. Comprehensive baseline analysis including CO2 emission calculations of the scenario without GEF intervention for each of the <u>renewable energy and energy efficiency related activities</u>, as well as an analysis of the scenario involving GEF intervention (including CO2 emissions analysis); o. Detailed barrier analysis for each of the <u>renewable energy and energy efficiency</u> investments to be addressed in the project; p. Survey potential stakeholders and beneficiaries (especially community leaders) at the local level and assess their level of interest and willingness to engage with the project; q. Identify pilot sites for project implementation in discussion with the Team Leader and UNDP team. r. Assessment of the options available for the investment component of the project taking into consideration the stakeholders and pilot locations and projects s. Assessment of environment, social, economic and financial benefits and disadvantages of each alternative; t. Quick financial analysis and costing of different investment options (pilot project) and alternatives in discussion with the Financial modelling specialist; u. Recommendations on best business models/legal structure for the implementation of the pilot project (including PPPs) <p>4) <u>Project Design and Preparation of the full-sized project document</u></p> <ul style="list-style-type: none"> h. Participate fully in the formulation of the project Objective, Outcomes, Outputs and Activities as well as Baselines, Targets and Indicators; contribute to sustainability and replication plans, stakeholder participation plans, and budgets; i. Detailed incremental cost analysis to justify GEF intervention in the <u>renewable energy and energy efficiency related activities</u>; j. Costing of expected project outcomes, outputs and activities; k. Identify co-financing potential from the stakeholders interviewed during the preparation of the project document and from a review of the sector in the country. l. Presenting the proposed interventions on sustainable energy at the project validation workshop;

	<p>m. Providing inputs to revise the draft project document to address the comments/suggestions made by UNDP/GEF RTA and HQ, GEF Sec, and other reviewers (related to sustainable energy);</p> <p>n. Support in obtaining co-financing letters related to the sustainable energy investments;</p> <p>2) <u>Final Deliverables:</u></p> <p>b. UNDP ProDoc information and details with all required sections and Annexes, in line with the standard UNDP-GEF ProDoc template and annotated guidance;</p> <p>Qualifications</p> <ul style="list-style-type: none"> ▪ Master’s degree or higher in a relevant field, such as electric or energy engineering, civil engineering, environmental engineering or policy or a related field. ▪ Minimum 7 years of demonstrable experience in the technical area of energy; ▪ Fluency in written and spoken in 2 or the 3 languages: English, French or Arabic
<p>Position Natural resources specialist</p> <p>Type: Consulting firm</p> <p>Cost per person day: 400 US\$</p> <p>Number of days needed: 40 days</p>	<p>Role The Objective of this consultancy is to carry out the necessary survey work, assessments, consultations, and other data collection, and contribute the development of the full-sized GEF project document.</p> <p>Deliverables</p> <p>5) <u>Baseline studies and analysis for the Natural resources related activities (biodiversity and land degradation)</u></p> <p>v. Starting from the information provided in the PIF, collecting all background information on policies, related regulations, strategies, planning documents on <u>natural resources</u> in general.</p> <p>w. Collecting all baseline information on the ongoing and past projects related to biodiversity conservation, land degradation, and sustainable agriculture practices.</p> <p>x. Comprehensive baseline analysis including CO2 emission calculations of the scenario without GEF intervention for each of the natural resources <u>related activities</u>, as well as an analysis of the scenario involving GEF intervention (including CO2 emissions analysis, biodiversity conservation, land degradation, and sustainable agriculture practices);</p> <p>y. Detailed barrier analysis for each of the natural resources investments to be addressed in the project;</p> <p>z. Survey potential stakeholders and beneficiaries (especially community leaders) at the local level and assess their level of interest and willingness to engage with the project;</p> <p>aa. Identify pilot sites for project implementation in discussion with the Team Leader and UNDP team.</p> <p>bb. Assessment of the options available for the investment component of the project taking into consideration the stakeholders and pilot locations and projects</p> <p>cc. Assessment of environment, social, economic and financial benefits and disadvantages of each alternative;</p> <p>dd. Quick financial analysis and costing of different investment options (pilot project) and alternatives in discussion with the Financial modelling specialist;</p> <p>ee. Recommendations on best business models/legal structure for the implementation of the pilot project.</p>

	<p>6) <u>Project Design and Preparation of the full-sized project document</u></p> <ul style="list-style-type: none"> o. Participate fully in the formulation of the project Objective, Outcomes, Outputs and Activities as well as Baselines, Targets and Indicators; contribute to sustainability and replication plans, stakeholder participation plans, and budgets; p. Detailed incremental cost analysis to justify GEF intervention in the natural resources related activities; q. Costing of expected project outcomes, outputs and activities; r. Identify co-financing potential from the stakeholders interviewed during the preparation of the project document and from a review of the sector in the country. s. Presenting the proposed interventions on natural resources at the project validation workshop; t. Providing inputs to revise the draft project document to address the comments/suggestions made by UNDP/GEF RTA and HQ, GEF Sec, and other reviewers (related to natural resources); u. Support in obtaining co-financing letters related to the natural resources investments; <p>3) <u>Final Deliverables:</u></p> <ul style="list-style-type: none"> c. UNDP ProDoc information and details with all required sections and Annexes, in line with the standard UNDP-GEF ProDoc template and annotated guidance; <p>Qualifications</p> <ul style="list-style-type: none"> ▪ Master’s degree or higher in a relevant field, such as Biodiversity conservation, agricultural engineering, environmental engineering or policy or a related field. ▪ Minimum 7 years of demonstrable experience in the technical area of natural resources; ▪ Fluency in written and spoken in 2 or the 3 languages: English, French or Arabic
<p>Position: Financial modelling specialist</p> <p>Type: Consulting firm</p> <p>Cost per person day: 300 US\$</p> <p>Number of days needed: 30 days</p>	<p>Role The Financial modelling specialist will support the PPG Team Leader and all other technical specialist with the analysis of cost-effectiveness of investments proposed by the project.</p> <p>Deliverables <u>Preparatory Technical Studies and Reviews (Component A):</u></p> <ul style="list-style-type: none"> • Review relevant documents (reports, plans, studies/assessments, academic papers) related to urban planning. • Demonstrate the cost-effectiveness of project investments sustainability but also other factors such as resource availability, technical/engineering factors, the policy enabling environment and institutional considerations. • Meet with key stakeholders from Government, potential project developers, potential donors, local population and other stakeholders to understand how financial instruments should be designed to support Urban planning and sustainable city development. • Discuss the proposed financial instruments with the PPG Team Leader and all other technical specialists and with national stakeholders to seek consensus on recommended instruments. • Based on the desk review, modelling and stakeholder consultations, and taking into account the experience with similar financial mechanisms in other GEF-financed projects, design the financial instruments and incentive scheme that can be best suited for the Marrakech context.

	<ul style="list-style-type: none"> • In the context of the business-as-usual baseline scenario and the project scenario involving the recommended financial instruments and associated policies and regulations, analyses the financial and economic viability and applicable business models of project sites with a view to facilitating actual investment in these sites. • Review the draft project document and Request for CEO Endorsement in detail in order to fully understand the overall project design and the rationale and expected role of the financial instruments, and ensure both documents accurately describe the structure and rationale of the final recommended instruments <p>Qualifications</p> <ul style="list-style-type: none"> ▪ Master’s degree or higher in a relevant field, such as <i>finance, economics, or related fields</i>. ▪ Minimum 5 years of demonstrable experience in the technical area of <i>climate finance</i>; ▪ Fluency in written and spoken in 2 or the 3 languages: English, French or Arabic
<p>Position: Stakeholder Engagement and Gender Specialist</p> <p>Type: Consulting firm</p> <p>Cost per person day: 300 US\$</p> <p>Number of days needed: 30 days</p>	<p>Role The Stakeholder Engagement and Gender Specialist will prepare the needed gender plan for the full project.</p> <p>Deliverables</p> <ol style="list-style-type: none"> Review the gender indicators and activities that can be undertaken within the proposed structure of the project (as in the Draft Project Document) and advise on possible additional indicators. Comment on the first draft of Section 3.4: Mainstreaming gender and assist with finalising it. Draft the project’s Gender Mainstreaming Plan <u>Validation workshop for the gender mainstreaming plan (could be integrated into the overall validation workshop)</u> <p>1) <u>Final Deliverables:</u></p> <ol style="list-style-type: none"> Gender mainstreaming plan <p>Qualifications</p> <ul style="list-style-type: none"> ▪ Master’s degree or higher in a relevant field, such as gender studies, women studies or closely related field ▪ Minimum 5 years of demonstrable experience in the technical area of [gender analysis]; ▪ Fluency in written and spoken in 2 or the 3 languages: English, French or Arabic
<p>Position: Social and Environment Safeguards specialist</p> <p>Type: Consulting firm</p> <p>Cost per person day: 300 US\$</p>	<p>Role The Social and Environment Safeguards specialist Specialist will...</p> <p>Deliverables</p> <ol style="list-style-type: none"> Lead and advise on the gender responsive stakeholder analysis and consultations and ensure that they are complete and comprehensive; Support 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 fashion throughout the PPG, as appropriate; and Support completion of any additional studies that are determined to be needed for the preparation of the SESP

Number of days needed: 30 days	<ul style="list-style-type: none">d. Support the development of required environmental and/or social management plan(s)e. Contribute to the validation workshop; and support all necessary revisions that arise during the workshop, as appropriate. <p>2) <u>Final Deliverables:</u></p> <ul style="list-style-type: none">a. Social and Environmental Safeguards planb. Environmental and Social Management Framework <p>Qualifications</p> <ul style="list-style-type: none">▪ Master's degree or higher in a relevant field, such as Environmental science, policy, environmental engineering, EHS or closely related field;▪ Minimum 7 years of demonstrable experience in the technical area of environmental assessments;▪ Fluency in written and spoken in 2 or the 3 languages: English, French or Arabic
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