

## Terms of reference

**Job title:** International Senior Consultant on Sustainable Cities – Team Leader Project Documentation Preparation

**Duty Station for International Consultant:** Home based (with 2 missions of at least 5 working days each in Chisinau, Moldova)

**Contract type:** Individual Contract (IC)

**Expected workload:** approximately 50 working days over the period of July 1, 2015 – June 30, 2016

## Background

Currently, over 50 percent of the world's population lives in urban areas consuming over 70 percent of the global energy supply while being responsible for 70 percent of the world wide carbon dioxide emissions.<sup>1</sup> By 2030, it is expected that 5 billion people worldwide will live in cities. This is mainly caused by people moving from rural to urban areas searching for better economic and employment conditions. Moldova is in line with the global trend of continuously growing urbanization from 47% in 2010 to 60% in 2030. Chisinau, Moldova's capital and also the largest city whose inhabitants make up over 22% of the total country population, is the largest energy user, emitter of GHGs, and consumer of resources in the country.

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

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

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<sup>1</sup> Climate Action, 2013: Sustainable Cities – Building cities for the future available at: [http://www.sustainablecities2013.com/images/uploads/documents/SC\\_2013.pdf](http://www.sustainablecities2013.com/images/uploads/documents/SC_2013.pdf)

5. The replication of the integrated urban planning approach to at least three other cities with special emphasis on outreach and dissemination of best practice including establishing innovation hubs.

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

### **Description of Responsibilities**

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

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

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

- Conduct a detailed report on the baseline situation in the areas of waste and give a detailed overview on the current waste management situation, policies, strategies and other related documents on national level and for the city of Chisinau. A specific focus should lie on identifying where integrated approaches are currently being undertaken. Analysis should be made of the urban development plan for Chisinau and the green urban development plan (currently under development).
- Provide a detailed report on the baseline situation in the area of transport giving a detailed overview on the current transport management situation, policies, strategies and other related documents on national level, for Chisinau as well for three other cities in Moldova to be identified. A specific focus should lie on identifying potential entry points of transport issues to integrated urban planning integrated such as a Sustainable Urban Transport Plan (SUTP), a parking strategy for Chisinau, and an integrated traffic management system (ITMS).
- Provide a detailed report on the baseline situation in the area of energy giving a detailed overview on the current energy situation, policies, strategies and other related documents on national level, for Chisinau as well for three other cities in Moldova to be identified. A specific focus should lie on identifying potential entry points of energy issues to integrated urban management planning such as developing a national database on energy consumption for all public buildings, an Energy Management Information System (EMIS), and detailed and comprehensive trainings on ESCOs all contributing to catalyze additional investment in energy efficiency.

- Using approved GEF methodologies, provide detailed calculations on CO<sub>2</sub> GHG emissions from the baseline situation in the city of Chisinau including detailed data on energy consumption and GHG emissions from the waste, transport, and buildings sectors using the most recent data possible (from years 2013 or 2014). Provide detailed tables on both GHG emissions and energy consumption for the city of Chisinau related to energy, transport, and waste sectors.
- Provide an analysis to address any opportunities/risks identified during an environmental and social screening of the project proposal.
- Identify and suggest specific demonstration projects related to transportation, waste, and or energy efficiency in buildings and include basis information about each investment project including estimated investment cost, payback period, and GHG savings over the project lifetime.
- Identify and propose at least three other cities in Moldova where the project could replicate the integrated urban planning approach of Chisinau and establish innovation hubs.
- Assess the current and former work relationships of various ministries and departments including former initiatives of integrated and inter-disciplinary urban planning between several ministries and departments to identify challenges and opportunities for the establishment of the Urban Sustainability Development Council (IUDC).
- Develop a detailed baseline report encompassing all tasks above in a coherent and consistent manner and ensure the integration with existing development plans, policies, budgets and complementary projects, such as the national waste strategy for Moldova (2013), the National Transport Strategy (2012), the Moldova 2020 and National Program for Energy-Efficiency (2011-2020), the UNDP GEF ESCO Moldova project which has started in 2014 and which aims to support the City of Chisinau to develop a Green Urban Development Plan (GUDP), as well as the Code on Science, Research and Innovation activities in Moldova.
- Mobilize and engage stakeholders during project design such as the City of Chisinau, the Ministry of Environment, the Ministry of Transport, the Ministry of Economy, the Ministry of Regional Development and Construction, egov ([www.egov.md](http://www.egov.md)), the Energy Efficiency Agency, the Energy-Efficiency Fund, World Bank, EBRD, OECD, EU, GIZ, and the Regional Environment Centre (REC). Negotiate partnerships with on-going projects of these stakeholders and align their activities and projects to build synergies for this project. Provide a profound documentation of these consultations including outcomes, recommendations etc.

## **Output 2: Develop a draft and finalized project results framework**

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

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

Task 1: The consultant will be responsible for developing detailed M&E work plan, including clear identification of responsibilities and accountabilities, as well as an appropriate M&E budget. The plan

will be based on the standard template provided in the UNDP-GEF project document template that reflects the mandatory requirements of the GEF M&E Policy

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

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

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

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

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

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

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

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

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

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

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

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

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

### **Arrangements**

The International Consultant will report directly to the Sustainable Development Cluster Lead and to the UNDP Regional Technical Advisor for Climate Change Mitigation for Moldova and will be leading a team of one international and two national consultants.

The key products to be delivered and the timeframe are estimated to be broken down as follows:

<b>No.</b>	<b>Deliverables/milestones</b>	<b>Indicative timeframe</b>
1.	Output 1: Develop a detailed 40-70 page Baseline Report which describes the green urban development baseline situation in the City of Chisinau	July – September 2015
2.	Output 2: Undertake mission 1 to Moldova and develop a draft and finalized project results framework by the end of the mission and early draft of project document (baseline section only)	August – September 2015
3.	Output 3: Develop a detailed M&E work plan, define management arrangements and involve all key stakeholders	September – November 2015
4.	Output 4: Undertake mission 2 to Moldova and develop draft UNDP project document within 2 weeks of the mission dates	October – November 2015
6.	Output 6: Develop draft UNDP GEF tracking tool within 2 weeks of the mission dates	November 2015 – February 2016
7.	Support to secure all written co-financing letters before end of January 2016	By end of January 2016
8.	Complete the submission of UNDP Project Document , GEF RCE, and GEF Tracking Tools and co-financing letters as a complete documentation package to GEF Secretariat on or before 31 January 2016	By end of January 2016
7.	Output 7: Continuously support, guide and lead the other team members in other tasks related to the GEF approval of the UNDP Project Document including responding to comments from UNDP RTA, UNDP New York, and GEF Secretariat, STAP, and other stakeholders, as required with the goal of having the project fully approved by June 30th 2016	February – June 2016

### **Financial Arrangements**

Payments will be disbursed in several installments, upon submission and approval of deliverables, and certification by Sustainable Development Cluster Lead that the services have been satisfactorily performed.

**Competencies:**

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

**Qualifications:**

The Consultant should possess the following qualifications:

**Education**

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

**Experience**

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

**Language**

- Excellent English writing and communication skills