



# GEF-7 REQUEST FOR PROJECT ENDORSEMENT/APPROVAL

PROJECT TYPE: Full-sized Project

TYPE OF TRUST FUND: GEFTF

## PART I: PROJECT INFORMATION

Project Title: Sustainable Cities Impact Program Global Platform (SCIP-GP)			
Country(ies):	Global	GEF Project ID:	10452
GEF Agency(ies):	UNEP	GEF Agency Project ID:	01795
Project Executing Entity(s):	WRI, C40, ICLEI, UNEP Cities unit	Submission Date:	May 7, 2020
GEF Focal Area (s):	Climate Change Mitigation	Expected Implementation Start:	June 1, 2020
		Expected Completion Date:	June 1, 2025
Name of Parent Program	IP SC	Parent Program ID:	10391

### A. FOCAL/NON-FOCAL AREA ELEMENTS

Programming Directions	Focal Area Outcomes	Trust Fund	(in \$)	
			GEF Project Financing	Confirmed Co-financing
IP SC	Transforming cities through integrated urban planning and investments in innovative sustainability solutions	GEF TF	16,213,761	24,320,834
<b>Total project costs</b>			<b>16,213,761</b>	<b>24,320,834</b>

### B. PROJECT DESCRIPTION SUMMARY

**Project Objective:** cities pursue integrated urban planning and implementation and increase their ambitions, to deliver impactful sustainable development outcomes with global environmental benefits (GEBs)

Project Components/ Programs	Component Type	Project Outcomes	Project Outputs	Trust Fund	(in \$)	
					GEF Project Financing	Confirmed Co-financing
Component 1. Support to sustainable integrated urban planning, policy reform, investments; and innovative financing and scaling-up	TA	1. Key urban actors <sup>1</sup> demonstrate improved capacity to undertake sustainable integrated planning and investments	1.1. Child project teams receive strategic support to design and implement the national projects  1.2. Key urban actors are trained through regional city academies group around identified topics, regions and languages	GEF TF	9,129,466	8,257,261

<sup>1</sup> National level government authorities (relevant Ministries), regional level government authorities (for metropolitan areas), city level decision makers and leaders, and municipal staff (heads of departments and technical staff)

Project Components/ Programs	Component Type	Project Outcomes	Project Outputs	Trust Fund	<i>(in \$)</i>	
					<i>GEF Project Financing</i>	<i>Confirmed Co-financing</i>
			<p>1.3. City officials receive technical assistance on integrated urban solutions</p> <p>1.4. Key urban actors participate in peer exchanges, matching cities by interest, with knowledge providers from City-Based Organizations (CBO's) network opportunities and extended partners</p> <p>1.5. Cities receive support to access finance opportunities through existing project preparation facilities, Regional Development Banks (RDB) and International Financial Institutions (IFIs) cities initiatives, and SCIP Global Platform sponsored matchmaking opportunities</p> <p>1.6. National governments and cities receive support to take policy and political leadership to unlock action on sustainable and integrated urban planning</p>			
Component 2. Global Platform for knowledge management, exchange and program coordination	TA	2. Key urban actors and experts, in addition to those targeted in outcome 1, are using cutting edge knowledge and best practices on sustainable integrated urban planning and investments from a global sustainable cities platform	<p>2.1. Existing knowledge is curated, and a menu of sustainable urban development and integrated planning solutions is available to key urban actors and experts</p> <p>2.2. New knowledge is generated and made available to key urban actors and experts responding to local demands and identified gaps, including case studies, training materials, reports, training modules</p> <p>2.3. Global convening space with website is created and made available for cities to exchange knowledge</p>	GEF TF	2,251,751	10,861,331

Project Components/ Programs	Component Type	Project Outcomes	Project Outputs	Trust Fund	<i>(in \$)</i>		
					<i>GEF Project Financing</i>	<i>Confirmed Co-financing</i>	
Component 3: Advocacy, Awareness Raising and Partnerships	TA	3. Policy makers and key urban actors promote sustainable integrated urban planning and investments	3.1. Mayors or equivalent in participating and new cities receive support to set science-based targets and prepare climate action plans  3.2. Awareness of policy makers and key urban actors is raised, and action is promoted at a global level on the importance of cities in the achievement of MEA goals  3.3. Private sector networks and cities are mobilized to forge city-business partnerships  3.4. The SCIP Global Platform partnership vision on integrated sustainable urban planning is communicated to policy makers and key urban actors	GEF TF	3,194,369	3,638,703	
Component 4: Governance, monitoring and evaluation	TA	4. The Global Platform is kept on track and coordinated at program and project level in all countries	4.1. Monitoring and evaluation systems and project coordination are applied by the project teams and governance bodies	GEF TF	866,091	579,822	
Subtotal						15,441,677	23,337,117
Project Management Cost (PMC)				GEF TF	772,084	983,717	
<b>Total project costs</b>						<b>16,213,761</b>	<b>24,320,834</b>

For multi-trust fund projects, provide the total amount of PMC in Table B, and indicate the split of PMC among the different trust funds here: **Not applicable.**

**C. CONFIRMED SOURCES OF CO-FINANCING FOR THE PROJECT BY NAME AND BY TYPE**

Please include evidence for co-financing for the project with this form.

Sources of Co-financing	Name of Co-financier	Type of Co-financing	Investment Mobilized	Amount (\$)
Civil Society Organization	WRI	Grant	Investment Mobilized	9,750,000
Civil Society Organization	ICLEI	Grant	Investment Mobilized	6,465,903

Sources of Co-financing	Name of Co-financier	Type of Co-financing	Investment Mobilized	Amount (\$)
Civil Society Organization	C40	Grant	Investment Mobilized	6,766,556
GEF Agency	UNEP	In-kind	Recurrent expenditure	1,338,375
<b>Total Co-financing</b>				<b>24,320,834</b>

Describe how any “Investment Mobilized” was identified: By consulting with other teams in cities programs that implement projects that can present synergies for the SCIP Global Platform.

WRI, ICLEI and C40’s co-finance described below come from other project grants, which according to GEF’s definition are considered investment mobilized. Investment will be mobilized in different ways: by expanding existing activities to SCIP cities; by utilizing existing knowledge and materials produced by other projects run by the CBOs for trainings and capacity building; by inviting technical experts from other teams (funded by other projects) to participate in SCIP activities.

WRI has identified the following contributions as co-finance: (i) development of complementary knowledge products and publications covering topics such as nature-based solutions, electric-mobility, green infrastructure, and energy efficiency; (ii) participation of SCIP urban actors in webinars, workshops, trainings and events not funded by SCIP and (iii) involvement of technical staff, funded through projects (E.g., Africa Urban Water Resilience, Cities4Forests, E-Mobility, Health and Road Safety) in the development of workshops and training materials, events, and webinars.

ICLEI – Local Governments for Sustainability (ICLEI) has identified the following contributions as co-finance: (i) development of complementary knowledge products on topics such as local climate action, resilient development, nature-based solutions, sustainable mobility, and people-centred development; (ii) involvement of technical staff, funded through other projects (e.g., Urban-Low Emission Development Strategies (LEDS) II (in the development of workshops and training materials, events and webinars; (iii) use of ICLEI tools and platforms by the SCIP and non-SCIP cities, such as the Solutions Gateway, reporting platforms and Transformative Actions Program (TAP) project pipeline; and finally (iv) high level consultations with the GEF and SCIP team leadership.

C40 Cities Climate Leadership Group (C40) has identified the following contributions as co-finance: (i) global climate action leadership and engagement with SCIP cities through Deadline2020, C40’s sectoral declarations and C40’s Mayors Summit. Engagement and support to SCIP cities via C40’s Financing Sustainable Cities Initiative and City-Business Climate Alliance; (ii) development of complementary knowledge products on local climate action planning; (iii) Inclusion and promotion of SCIP cities work in C40’s Knowledge Hub as well as city access to features non-funded by SCIP such as forums, webinars and curated resources; (iv) participation of SCIP cities in non-funded by SCIP workshops and events on climate action leadership, finance and business engagement and (v) technical feedback from C40 sector based experts on SCIP knowledge products and publications.

**D. TRUST FUND RESOURCES REQUESTED BY AGENCY, COUNTRY, FOCAL AREA AND THE PROGRAMMING OF FUNDS**

GEF Agency	Trust Fund	Country Name/Global	Focal Area	Programming of Funds	(in \$)		
					GEF Project Financing (a)	Agency Fee (b)	Total (c)=(a)+(b)

UNEP	GEF TF	Global	Multi Focal Area	IP-SC	16,213,761	1,459,239	17,673,000
<b>Total GEF Resources</b>					<b>16,213,761</b>	<b>1,459,239</b>	<b>17,673,000</b>

**E. DOES THE PROJECT INCLUDE A “NON-GRANT” INSTRUMENT?  YES  NO**

If non-grant instruments are used, provide in Annex D an indicative calendar of expected reflows to your Agency and to the GEF/LDCF/SCCF Trust Fund.

**F. PROJECT’S TARGET CONTRIBUTIONS TO GEF 7 CORE INDICATORS**

Update the relevant sub-indicator values for this project using the methodologies indicated in the Core Indicator Worksheet provided in Annex F and aggregating them in the table below. Progress in programming against these targets is updated at mid-term evaluation and at terminal evaluation. Achieved targets will be aggregated and reported any time during the replenishment period. There is no need to complete this table for climate adaptation projects financed solely through LDCF and SCCF.

<b>Project Core Indicators</b>		<b>Expected at PIF</b>
1	<b>Terrestrial protected areas</b> created or under improved management for conservation and sustainable use (Hectares)	
2	<b>Marine protected areas</b> created or under improved management for conservation and sustainable use (Hectares)	
3	Area of <b>land restored</b> (Hectares)	
4	Area of <b>landscapes under improved practices</b> (excluding protected areas) (Hectares)	4,000
5	Area of <b>marine habitat under improved practices</b> (excluding protected areas) (Hectares)	
	Total area under improved management (Hectares)	
6	<b>Greenhouse Gas Emissions Mitigated</b> (metric tons of CO <sub>2</sub> e)	4,400,000 (indirect)
7	<b>Number of shared water ecosystems</b> (fresh or marine) under new or improved cooperative management	—
8	Globally over-exploited <b>marine fisheries</b> moved to more sustainable levels (metric tons)	—
9	<b>Reduction</b> , disposal/destruction, phase out, <b>elimination</b> and avoidance of <b>chemicals of global concern</b> and their waste in the environment and in processes, materials and products (metric tons of toxic chemicals reduced)	
10	Reduction, avoidance of emissions of <b>POPs to air</b> from point and non-point sources (grams of toxic equivalent gTEQ)	
11	Number of <b>direct beneficiaries disaggregated by gender</b> as co-benefit of GEF investment	1,308,000 of which half is female.

Provide additional explanation on targets, other methodologies used, and other focal area specifics (i.e., Aichi targets in BD) including justification where core indicator targets are not provided.

The Global Project will influence additional cities through capacity building, knowledge sharing and advocacy and will enable cities to improve sustainability through i) policies, regulations and plans, ii) behaviours and utilization of better technologies and iii) investments. This will lead to Global Environmental Benefits both related to the Biodiversity focal area (hectares of landscapes under improved practices) and the

Climate Change focal area (GHG emission reductions avoided). The impact estimation methodology considers that the Global Project will have an impact in the most capable cities of the 9 countries<sup>2</sup> participating in the program. The same methodology has been used to estimate the number of direct beneficiaries. Please refer to Annex M for a more detailed description.

### G. PROJECT TAXONOMY

Please update the table below for the taxonomic information provided at PIF stage. Use the GEF Taxonomy Worksheet provided in Annex G to find the most relevant keywords/topics/themes that best describe the project.

Level 1	Level 2	Level 3	Level 4
Influencing Models	Strengthen institutional capacity/decision-making Demonstrate innovative approaches		
Stakeholders	Local communities Private sector		
Capacity, Knowledge and Research	Capacity Development Knowledge Generation and Exchange		
Gender Equality	Gender mainstreaming		
Focal Area/Theme	Integrated Programs Biodiversity Land Degradation Climate Change	Sustainable Cities Climate Change Adaptation Climate Change Mitigation	Global Platform for Sustainable Cities
Rio Markers	Climate Change Mitigation 2 Climate Change Adaptation 1		

<sup>2</sup> Includes: Argentina, Brazil, China, Costa Rica, India, Indonesia, Morocco, Rwanda, Sierra Leone

## **PART II: PROJECT JUSTIFICATION**

### ***1.0. Changes in project design***

A standalone component was created focused on governance, monitoring and evaluation. There were no major changes in the rest of the logical framework, despite some improvements in the wording of the outputs and one outcome as indicated in the table below.

<b>Output at Concept Note stage</b>	<b>Revised Outcomes/Outputs</b>	<b>Remarks</b>
<b>Output 1.1</b> Support is provided to child project designs	<b>Output 1.1</b> <u>Child project teams receive strategic support to design and implement the national projects</u>	The output was reworded to reflect that the SCIP Global Platform support to national child projects will continue during their implementation.
<b>Output 1.2</b> Regional city academies group training are delivered around identified topics, regions and languages	<b>Output 1.2</b> <u>Key urban actors are trained through regional city academies group</u> around identified topics, regions and languages	The output was reworded to specify the targeted beneficiaries.
<b>Output 1.3</b> Technical assistance is provided on integrated urban solutions	<b>Output 1.3</b> <u>City officials receive technical assistance</u> on integrated urban solutions	The output was reworded to specify the targeted beneficiaries.
<b>Output 1.4</b> Peer exchanges are organized, matching cities by interest, with knowledge providers from City-Based Organizations (CBO's) network opportunities and extended partners	<b>Output 1.4</b> <u>Key urban actors participate in peer exchanges,</u> matching cities by interest, with knowledge providers from City-Based Organizations (CBO's) network opportunities and extended partner	The output was reworded to specify the targeted beneficiaries.
<b>Output 1.5</b> Cities are supported to access finance opportunities through existing project preparation facilities, Regional Development Banks (RDB) and International Financial Institutions (IFIs) cities initiatives, and SCIP Global Platform sponsored matchmaking opportunities	<b>Output 1.5</b> <u>Cities receive support</u> to access finance opportunities through existing project preparation facilities, Regional Development Banks (RDB) and International Financial Institutions (IFIs) cities initiatives, and SCIP Global Platform sponsored matchmaking opportunities	The output was slightly reworded for alignment with new output wordings.
<b>Outcome 2</b> Key urban actors are using cutting edge knowledge and best practices on sustainable integrated urban planning and investments from a global sustainable cities platform	<b>Outcome 2</b> Key urban actors <u>and experts, in addition to those targeted in outcome 1,</u> are using cutting edge knowledge and best practices on sustainable integrated urban planning and investments from a global sustainable cities platform	The outcome was reworded to specify the targeted beneficiaries.

<b>Output 2.1</b> Existing knowledge is curated, and a menu of sustainable urban development and integrated planning solutions is available	<b>Output 2.1</b> Existing knowledge is curated, and a menu of sustainable urban development and integrated planning solutions is available <u>to key urban actors and experts.</u>	The output was reworded to specify the targeted beneficiaries.
<b>Output 2.2</b> New knowledge is created responding to local demands and identified gaps, including case studies, training materials, reports, training modules	<b>Output 2.2</b> New knowledge is generated and made <u>available to key urban actors and experts</u> responding to local demands and identified gaps, including case studies, training materials, reports, training modules	The output was reworded to specify the targeted beneficiaries.
<b>Output 2.3</b> Global convening space with <u>interactive</u> website is created for cities to exchange knowledge	<b>Output 2.3</b> Global convening space with website is created <u>and made available</u> for cities to exchange knowledge	Website will have limited interactive features, for example, presenting content based on the city/region or topic. The website will not have interactive online courses though.
<b>Output 2.4</b> Program monitoring framework is completed, and annual reporting and monitoring are undertaken	---	M&E output was removed from Component 2 and a standalone component (4) was created.
<b>Output 3.1</b> Climate action plans and targets agreed by mayors in participating and new cities	<b>Output 3.1</b> <u>Mayors or equivalent in participating and new cities receive support to set science-based targets and prepare climate action plans</u>	The output was reworded since mayors are not the only local authorities targeted, it depends on the local context.
<b>Output 3.2</b> Awareness is raised, and action is promoted at a global level on the importance of cities in the achievement of MEA goals	<b>Output 3.2</b> Awareness of <u>policy makers and key urban actors</u> is raised, and action is promoted at a global level on the importance of cities in the achievement of MEA goals	The output was reworded to specify the targeted beneficiaries.
<b>Output 3.3</b> Strategic partnerships are established with key actors including private sector, regional development banks, think-tanks and city initiatives to strengthen the platform	<b>Output 3.3</b> <u>Private sector networks and cities are mobilized to forge city-business partnerships</u>	The output was reworded to specify the targeted beneficiaries and better reflect the project activities which are focused on private sector.
<b>Output 3.4</b> The SCIP Global Platform partnership vision on integrated sustainable urban planning is communicated to urban practitioners and decision makers	<b>Output 3.4</b> The SCIP Global Platform partnership vision on integrated sustainable urban planning is communicated to <u>policy makers and key urban actors</u>	The output was reworded to specify the targeted beneficiaries.
N/A	<b>Component 4: <u>Governance, monitoring and evaluation</u></b> <b>Outcome 4 <u>Global Platform and Child Projects coordinate and complement each other</u></b>	A standalone component was created based on former Output 2.4.



	<b>Output 4.1</b> <u>Monitoring and evaluation systems and project coordination are applied by the project teams and governance bodies</u>	
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The allocation of the budget per Component was also changed as showed below, as well as the total co-finance amount, as shown in table below:

	Budget per component at Concept Note stage		Budget per component at CEO Endorsement stage		
	GEF grant	Indicated Co-finance	GEF grant	Confirmed Co-finance	
<b>Component 1</b>	7,652,346	11,478,519	9,129,466	8,257,261	The major change in <b>GEF grant allocation</b> is that Component 1 amount has been increased to align with the current thinking of project activities. This component includes: cost of regional coordinators, the work behind the baseline assessment, the delivery of the finance component and the delivery of all capacity building activities. Therefore, Components 2 and 3 amounts have been reduced.  Regarding <b>Co-finance</b> , most of the actual contributions, identified during the development phase, are closely related to knowledge development, especially tools and technical expertise to be used in the project; thus Component 2 is the component with the higher co-finance now.
<b>Component 2</b>	4,025,422	6,038,133	2,251,751	10,861,331	
<b>Component 3</b>	3,763,909	5,645,864	3,194,369	3,638,703	
<b>Component 4</b>	0	0	866,091	579,822	Added a new standalone component for M&E, moving outputs and resources from Component 2.
<b>PMC</b>	772,084	1,158,126	772,084	983,717	PMC from co-finance has been reduced to be aligned with actual co-finance identified during the development phase.
<b>Total</b>	16,213,761	24,320,642	16,213,761	24,320,834	Totals have not changed, but the distribution has changed to better reflect current activities and co-financing sources.

### *1a. Project Description*

#### **1) Global environmental and/or adaptation problems, root causes and barriers that need to be addressed**

**Cities are the main contributors to climate change, accounting for around 70 percent of global carbon emissions, and can give the world the best chance of reversing course towards a more sustainable path.** Cities produce 80% of the world's GDP and consume 2/3 of the world's energy ([World Bank, n.d.](#)). Urban areas account for between 71% and 76% of CO2 emissions from global final energy use and between

67–76% of global energy use. Moreover, embodied energy in global infrastructure growth will play a critical role in accelerating climate change.

**The majority of global wealth is concentrated in cities; meanwhile, many of the 1 billion urban poor who live in informal settlements lack access to reliable core services** – water, electricity, transport, and affordable housing. Rapid urbanization will exacerbate these realities if cities do not change their development path, as urban areas are expected to triple in size between 2000 and 2030. Moreover, the challenges of rapid outward expansion are greatest in lower-income cities. ([Mahendra & Seto, 2019](#)). Yet, those cities have the least financial resources to address these challenges. This is compounded by a new trend – a higher proportion of the poor than ever before is living in cities. Furthermore, while urbanization brings health benefits by increasing access to better health care, it also exacerbates health problems such as traffic fatalities, air pollution and other non-communicable diseases. This moment presents a tipping point for cities. The structures built now, including infrastructure, roads and buildings, could last for a century or more, setting the trajectory for greenhouse gas (GHG) emissions, in the near and medium term ([NCE, 2014](#)).

**An alternative path is possible.** Dozens of cities across the globe are actively innovating to forge a new urban reality focused on equality and prosperity. Innovative and disruptive solutions including new services such as ZipCar, visionary plans like PlaNYC, and civil society movements like Raahgiri car-free days in India, have all been conceived and initiated in cities. These experiences offer lessons about a new model of green growth. But countless more innovations exist without mechanisms to scale effectively at the pace demanded by rapidly urbanizing cities.

**Rapid uptake of innovation is hampered by a myriad of priorities confronting cities.** Cities juggle competing daily demands and frequent crises. This leaves little time to effectively plan for a more sustainable and inclusive future. Instead, cities are still making choices for short-term gain, without taking the time to think beyond business-as-usual, consulting different population groups and assessing the impact of new technologies for urban development on these groups. This leaves the vast majority of cities stuck in a pattern of sprawling, under-serviced growth and low capacity for integrated urban planning. There is an opportunity for transferring and adapting the knowledge gained by a handful of pioneering cities to other cities struggling to grow sustainably, and support them to create new action plans that will also incorporate gender considerations. Cities need different knowledge, capacity, and tools to meet the pace and complexity of urbanization with a more sustainable and inclusive alternative.

**This has been recognized by the international community in different ways.** In 2018, the Intergovernmental Panel on Climate Change (IPCC) estimated that to keep global temperatures from rising by more than 1.5°C, cities have to achieve net-zero emissions by mid-century ([C40, 2018](#)). Just three years earlier, 196 signatories of the Paris Agreement had pledged to keep a global temperature rise this century well below 2 degrees Celsius above preindustrial levels, and to pursue efforts to limit the temperature increase even further to 1.5 degrees Celsius. At the same time, the Sustainable Development Goals (SDGs) and the New Urban Agenda (NUA) have laid the groundwork for sustainable and equitable urban development, while the United Nations Decade on Biodiversity (2011-2020) aims to support the implementation of a strategic biodiversity plan.

**A myriad of interconnected factors has contributed to get cities to the situation they are facing today.**

**Unsustainable resource demand.** Cities in the global south are challenged to provide basic services to their baseline urban poor but are at the same time tasked to meet the demands of a growing middle class. Unchecked and unplanned expansion often manifests in urban sprawl, prevalence of informal settlements, insufficient provision of services and resources. Extraction of raw materials to respond to natural resource demand pushes land use (and sea use) change, and are the main drivers threatening the extinction of over

one million species in the coming decades (United Nations, 2019). This loss will have far reaching implications on human health including risks associated with nutrition and world food production, spread of infectious diseases, loss of natural medicinal plants, and deterioration of life depending ecosystem services (World Health Organization, n.d). Women are more affected by those risks, but more importantly, in most cases, they are key decision makers regarding household consumption and thus have a significant influence on resources demand. It is estimated that material consumption will outpace urban population growth, increasing from 40 billion tonnes in 2010 to 90 billion tonnes by 2050 (International Resource Panel (IRP), 2018).

**Sprawl.** In much of the world, urban growth is now characterized by poorly managed, unstructured expansion and conventional motorization. Business-as-usual development may see the number of privately-owned vehicles increase from 1 billion today to 2 billion in 2030 (Dargay, 2007). Meanwhile, the area of urbanized land could triple globally from 2000 to 2030 (Seto et al., 2012). Sprawl<sup>3</sup> has real and perceived benefits, but the costs outweigh them dramatically. The business-as-usual pattern of urbanization is imposing a range of significant economic and social costs, including: (1) greater required investment, leading to a funding gap and the failure of many cities to deliver basic urban infrastructure and services; (2) growing financial and welfare costs related to traffic congestion; (3) escalating economic and social costs due to air pollution; (4) lock-in of inefficiently high levels of energy consumption; (5) increasing social exclusion; (6) additional costs, related to road safety, divided communities, low levels of physical activity (with significant health implications), reduced ecosystem services and risks to food security (NCE, 2014). Infrastructure and urban form are strongly linked, especially through transportation infrastructure provision, travel demand and vehicle kilometres travelled. In developing countries, the growth of transport infrastructure and ensuing urban forms will play important roles in affecting long term emissions trajectories. Urban form and structure significantly affect direct (operational) and indirect (embodied) GHG emissions and are strongly linked to the throughput of materials and energy in a city, the waste that it generates, and its system efficiencies (IPCC, 2014).

**Energy demand.** Cities consume over two-thirds of global energy supply (IPCC, 2015). A significant share of growth of per capita greenhouse gas emissions (GHG) in developing countries is attributed to urban areas, through expanding and intensifying energy use, with emissions from sprawl, transport, commercial and residential buildings, and industries. Urban emissions from emerging economy cities are already converging with those of developed cities (New Climate Economy, 2014).

**Air pollution.** Air pollution from traffic congestion, industry, burning of fossil fuels for energy and even wildfires is choking cities and shortening the lives of millions. Moreover, urban sprawl, often resulting in inadequate public transportation infrastructure, is arguably one of the largest drivers of poor air quality (IRP, 2018; Stone, 2007). According to a World Health Organization (WHO) survey of over 4,300 cities, only 20% of urban populations surveyed live in cities that comply with WHO-recommended guidelines for PM2.5 (WHO, n.d.). As cities continue to urbanize and wealth increases, consumption habits change, exacerbating waste management and pollution concerns, congestion, natural resource depletion and habitat loss (IRP, 2018).

**Flooding and drought.** Cities are increasingly susceptible to risks including extreme flooding and drought. With changing weather patterns, cities are experiencing shifting precipitation levels which can be unpredictable and severe, causing extreme drought and excessive flooding, with inadequate infrastructure to deal with the impacts. 100-300 million people are at increased risk of floods and hurricanes because of

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<sup>3</sup> Urban sprawl as the uncontrolled and excessive expansion of urban development beyond what is optimal. It is characterized by low density, segregated land use and insufficient infrastructure provision. Although cities must grow spatially to accommodate an expanding population, too much spatial growth often occurs beyond which is economically efficient or optimal (NCE, 2014)

loss of coastal habitats, protection and sea level rise (United Nations, 2019). Approximately 360 million urban residents live in coastal areas less than 10 meters above sea level and are vulnerable to flooding and storm surges (Satterthwaite & Moser, 2008). Fifteen of the world's 20 megacities are at risk of rising sea levels and coastal surges (The World Bank, 2010). With sea level rise and increased storm activity, these areas are likely to face coastal flooding, tremendous physical damage to infrastructure and private property, and other impacts such as compromised water and food security.

**Heat island effect.** Moreover, cities around the world are becoming hotter. The last five years have been the hottest five years on record for average global temperatures (National Oceanic and Atmospheric Administration (NOAA), 2019). In urban areas, rising temperatures are due to a combination of climate change and heat island effect with some projections estimating that cities will experience increases in mean annual temperatures between 1.7 and 4.9 degrees Celsius by 2050 (Rosenzweig et al., 2018). Compounding these projections are annual heat waves, like recent ones experienced in India and Europe, that are projected to increase in frequency as the climate continues to warm.

**Urban green spaces** are fragmented, shrinking and unequally distributed. As cities continue to infill and grow out, competition for developable land becomes fiercer and green spaces are often the first to go. Pressure to accommodate growing populations leads to encroachment on intact forests, some of which are the last remaining biological hotspots. With this comes loss of habitat, biodiversity and ecosystem services, including those who would help reduce vulnerability to floods, air pollution and heat island effect, as well as livelihoods, habitat, biodiversity and social and physical health benefits. These losses are often disproportionately felt by underserved communities who typically have insufficient access to green spaces. Many cities sit within or adjacent to biodiversity hotspots. Their development patterns will directly impact whether these sensitive ecosystems collapse or thrive. Well-known biomes, such as the Amazon Rainforest and Atlantic Rainforests in Brazil, a Ramsar site in Argentina, and the Yangtze River Delta in China are under threat from urbanization. All cities represented in the GEF-7 SCIP cohort are experiencing some major form of habitat loss, whether it is through fragmentation, deforestation, legal and illegal encroachment, altering the natural drainage of an area, pollution, or tourism. Cities recognize the importance of ecosystem services provided by natural areas but have very little authority to enforce laws to protect them.

**Waste.** As cities continue to urbanize, concentrate economic wealth and increase consumption habits, solid waste generation will rise. Waste generation in low-income countries is estimated to triple by 2050 (Kaza et al. 2018). More sustainable consumption patterns could reduce the volume of generated waste or increase the proportion of recyclable waste, women and children have a significant influence on these decisions. At the city level, unmanaged waste exacerbates both environmental and health issues through contamination of soils, water, and air (WHO, 2016). About 93% of waste in low-income countries is dumped in open landfills (Kaza et al. 2018). Of the waste dumped, about 50% of waste in low-income countries is organic waste, often becoming waste before reaching consumers (Kaza et al. 2018). Open, unregulated landfills with organic waste produce methane, a greenhouse gas more potent than carbon dioxide, exacerbating the greenhouse gas effect in the short-term. Moreover, unregulated landfills produce leachate adversely impacting the soil and groundwater. Poor waste management, including a lack of composting and recycling programs, increases the quantity of solid waste that ends up in landfills. Not only does solid waste management present a challenge for cities, wastewater management is also a challenge. In some low-income urban areas, wastewater is directly discharged into drains with little to no treatment, compromising the sanitation and safety of water (UN Water, n.d.).

**Urban resilience.** Cities continue to grow rapidly, the [World Bank \(2016\)](#) estimates up to 1.4 million people will move to cities each week, concentrating both wealth and poverty leading to increased socioeconomic disparities. As a result, the vulnerability of cities will magnify. Disasters derived from natural and manmade hazards and risks (e.g. environmental, technological and biological) will increase if

cities grow in an unplanned and unsustainable fashion. The impacts of risks are exacerbated by more frequent and intense climate change and weather events. Increased exposure of vulnerable populations and assets will generate new risks and a steady rise in disaster-related losses, with significant economic, social, health, cultural and environmental impacts in the short, medium and long term, especially at the local and community level ([UNDRR, 2015](#)). In 2017, more than 11,000 lives were lost due to disasters ([Swiss RE, 2018](#)) and the [World Bank \(2016\)](#) estimates that the average annual losses from disasters in the built environment will equal \$415 billion by 2030. Many local governments, namely in the Global South, lack financial resources and capacity to adapt and respond to disasters and shocks. While some progress building resilience has been achieved, a substantial investment in disaster risk management and reduction through preparedness and planning is required.

## **Barriers**

Many cities lack the financial, political, and/or technical resources to adequately address urban growth pressures and multiple competing priorities. Despite attempts to address such challenges, cities face institutional, political and financial constraints, ineffective national policies and framework conditions, uncoordinated processes, failures to properly engage stakeholders in the design of win-win solutions, particularly the private sector, and in general lack of capacity to break from 'business as usual' practices and transition to more innovative, efficient, integrated, inclusive, gender sensitive and sustainable urban solutions.

**Lack of integration in urban planning.** City governments usually make decisions through individual sectoral bureaus that do not communicate or coordinate with each other investments, programs or plans for energy, transportation, land, water, sewage and housing. Good sectoral management is important but is not enough to achieve the synergies and exponential benefits that come from integrated planning and investment decisions. Integrated urban planning<sup>4</sup> approaches work across sectors and have the potential to improve the efficiency of a city. Integrated approaches at neighbourhood scale can deliver compact, resource efficient cities that could see a reduction of 36 to 54% in GHG emissions and in metals, land, energy and water use (IRP, 2018). Planners have traditionally been trained to work on land use plans exclusively; switching to an integrated approach requires training, and a new way of collaborating from colleagues working in different departments. In addition, local planners and businesses often lack early engagement, communication and consultation channels which prevents a more active participation from private sector in the implementation of urban solutions.

**Limited gender considerations in planning, investment and management in cities.** Women tend to benefit less from urbanization and face more difficulties accessing urban services, participating in political and public life, and benefitting from economic opportunities in cities. Experiences of living, working and socializing in the same city can vary according to gender. For instance, men are more likely to make a single destination journey by car, whereas women generally use public transportation to do multiple journeys in one day, because they combine employment and care duties. Despite these different realities, gender is rarely considered in the planning and management of cities. Urban planning is a traditionally male-dominated environment and decision makers have difficulties to understand the unique needs of men, women, kids, elder and disabled people and disaggregated data is not always available.

**Unsustainable local investment decisions.** Cities make investment decisions every day that trap them in a high energy, high-carbon development trajectory very difficult to reverse. Though many city leaders

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<sup>4</sup> Integrated approaches involve spatial, temporal and information coordination and integration of diverse policy areas and planning resources to achieve defined goals using specified financial instruments. Comprehensive and early involvement of all governmental, administrative and non-governmental players relevant to urban development is crucial. This includes local residents, and players from the business world ([BMVBS, 2007](#)).

understand the benefits of pursuing more sustainable and resource-efficient investments, too often decisions reflect political pressures, lack of understanding of financial mechanisms, short-term interests and obstructive procurement rules. The \$90 trillion investments needed over the next 15 years to deliver low carbon and sustainable infrastructure (NCE, 2016) presents an opportunity and will determine whether cities have defined the right path for their own sustainability, resilience and adaptation.

**Insufficient finance.** Many cities will not be able to raise the finance required to meet the demand for sustainable low carbon infrastructure. Major governance and market barriers exist that currently prevent access to a wide range of private and public finance. According to a Coalition for Urban Transition analysis, the deficit in investment for global infrastructure is growing by more than US\$1 trillion annually. This investment gap is particularly acute in developing countries and emerging economies due to their fiscal constraints. In a survey of around 100 cities worldwide, LSE Cities (London School of Economics) found that 55% of municipalities identified lack of public funding as a major barrier to sustainable urban growth, while 50% cited insufficient national support (Floater et al., 2017). According to a UNEP study, achieving a low-carbon scenario would require adding only 5 percent to existing infrastructure spending (UNEP, 2018). It is possible to cut 90% of emissions from cities using proven technologies and practices, while also generating an attractive economic return. Doing so would require an investment of US\$1.8 trillion (approximately 2% of global GDP) a year, which would generate annual returns worth US\$2.8 trillion in 2030, and \$7.0 trillion in 2050 based on energy cost savings alone (CUT, 2019).

**Not enough capital flow into long-term sustainable investments.** Even when there is plenty of financial resources available in capital markets, currently most investors prioritize liquidity and short-term gains because financial performance often doesn't reflect wider social and environment externalities. Business and governments can strengthen the flow of capital into sustainable investments by acting on: transparent, simpler and consistent reporting in sustainability performance; wider and more efficient use of blended finance instruments to share risk and attract much more private finance into sustainable infrastructure; and alignment of regulatory reforms in the financial sector with long-term sustainable investment (Business & Sustainable Development Commission (BSDC), 2017).

**Inadequate national frameworks.** Local governance is enabled and constrained by decisions, laws and institutions taken at the regional, state and national levels of government (Broekhoff et al., 2018). Therefore, it is often necessary for city governments to coordinate with a wide range of actors to fulfil their goals. National governments can, for example, control taxes, subsidies and regulatory frameworks that have a significant environmental impact or that, occasionally, hold back innovative policymaking at the urban level. To enable local policymakers to take the climate action that is necessary for meeting national commitments under the Paris Agreement, national governments should formulate plans for how they can support local governments in adopting ambitious climate measures and sustainable development plans at city-wide scale. There are many policies that can facilitate urban climate action in the form of regulations, fiscal measures or information provision, as well as governance reforms that strengthen the role of local decision-making (Broekhoff et al., 2018). Institutional gaps are often accompanied by policy gaps or barriers that undermine the ability to adopt innovations and scale up solutions at the local level. Countries need improved policies and incentives at national and regional levels to support cities pursue integrated approaches. Agencies at the national, and local level need greater capacity to support wider adoption of solutions. For this reason, incentives and knowledge transfer need to be scaled up to realize significant and widespread adoption of adequate solutions.

**Misalignment of regulations and incentives to unleash private sector potential.** Often outdated regulations and misaligned incentives can obstruct the shift to a low-carbon and more circular economy solutions in cities. Subsidies, tax breaks, and regulations can be powerful tools to encourage the participation of private sector, unleash innovation and create a level playing field geared towards sustainable urban solutions. There is a need to create a space for a big push on innovation and public-private



collaboration, in particular through international partnerships that facilitate early engagement of private sector, regulators and financial institutions. (NCE 2018).

**Lack of multi-level government coordination.** Even though cities can be at the centre of climate action, few Nationally Determined Contributions (NDCs) harness the power of cities. New research suggests that technically feasible low-carbon measures could cut emission from urban areas by almost 90% by 2050 (CUT, 2019). This is more than a missed opportunity; it underscores a lack of vertical coordination between national and subnational actors, and horizontal integration across geographies and sectors. Placing cities at the centre of such national strategies has tremendous potential to reach net-zero emissions in a manner that is economically viable and delivers shared prosperity (CUT, 2019). National policy can have a key role in fostering coordination across levels of government. The coordination and vertical integration of sub-national and national urban policies and climate actions can accelerate the effective implementation of national targets, strategies and development priorities by “localizing” them. This can also provide opportunities for bundled approaches and increase co-benefits by linking local priorities with diverse development objectives, improve the consistency of sub-national and national climate data sets; expand and accelerate the flow of international public and private finance to cities, urban infrastructure and local priorities, and help alleviate domestic political constraints, among others ([LEDS, 2015](#)).

**Lack of learning opportunities for cities around the world.** Cities around the world face multiple simultaneous pressures and challenges. They are being asked to improve mobility, increase availability of affordable housing, improve equity, and access to opportunities – all while accommodating and serving more residents, reducing greenhouse gas emissions and making their streets and buildings safer and healthier. More infrastructure and funds are not enough to take on these challenges; local governments need help making better decisions in their cities too. Getting the right knowledge, tools and expertise to the right person at the right time is critical. This also relates to informed decision-making, to ensure sustainable choices are made. Simultaneously, the capacity development market for cities (which is small and fragmented) is not catalysing critical changes in mindsets, processes and decision-making at the local level. The dominant training pedagogy relies on one-way (non-interactive) training, which does not include structured reflection and experimentation, both critical for effective learning and behavioural change. More advanced training on leadership development, coaching, change and process facilitation is rare or often unaffordable for most cities. Most trainings are supply driven and designed independently of local needs. Moreover, the existing offer targets audiences in a way that doesn’t promote dialogue across sectors (horizontal cooperation and integration) or levels of governments (vertical integration and coordination). For sub-national actors the capacity development market is largely inaccessible, and the quality of services often unpredictable.

## 2) **Baseline scenario and any associated baseline projects**

**Momentum is growing for climate action, and cities are at the centre of that movement.** Increasingly, cities are becoming central actors in the fight against climate change. City mayors are directly accountable to their constituents for their decisions and are more nimble than state and national elected officials to take decisive action—often with immediate and impactful results. With their climate actions, cities are setting the agenda for communities and governments everywhere. Cities understand what is at stake in the climate emergency and have the willingness to commit to what is needed. They are increasingly in the climate spotlight for good reason. They can do much on their own to reduce greenhouse gas emissions, but importantly they are also ground zero for the impacts of climate change, from rising seas and flooding to higher temperatures and poor air quality as stated in the historic [Paris City Hall declaration](#) where more than 1000 Mayors gathered on the side-lines of the COP21. And they are taking bold action. For example, the [Global Covenant of Mayors for Climate & Energy \(GCoM\)](#) is the largest global alliance for city climate leadership, built upon the commitment of over 10,000 cities and local governments, in 139 countries which represent more than 800 million people. By 2030, Global Covenant cities and local governments actions

could collectively reduce 1.3 billion tons of CO<sub>2</sub> emissions per year. It is clear that cities have stepped up to take a leadership role and help fill the emissions gap necessary to fulfil the Paris Agreement targets. For instance, the unique coalition of cities, states, businesses and universities, that make up the “America’s Pledge” alliance offer great hope for the future of American leadership on climate. Similar national efforts, such as the Smart Cities Mission in India, Transform Freetown in Sierra Leone, Urbanization for All by Indonesia, Cluster Cities approach by China and CITInova in Brazil provide good examples of cities leadership and commitment for climate action.

**But, even though there is a clear commitment and leadership coming from cities, in many cases, they lack adequate capacity to make the necessary changes.** To transition towards a more sustainable and integrated pathway, city leaders must be able to overcome entrenched political and bureaucratic obstacles, rally support, identify and implement the most strategic and impactful actions to bring needed change more effectively, efficiently and timely. Yet, many cite a major barrier to accomplishing urban transformation: local governments’ lack of necessary capacity. Lack of technical information often steers municipalities to only address familiar or less complex issues. Furthermore, these actors require support in changing course from business-as-usual, but, given the myriad constraints, often function in response to crisis and do not act proactively to mitigate risks. These short-sighted decisions lock in unsustainable development over the medium-and long-term, placing cities behind the curve and further away from their climate and urban commitments. With so much urbanization expected to take place in the next few decades, it is critical to build and improve municipal capacities.

**Many global organizations have created approaches, initiatives, projects and tools to support cities to become more sustainable and be able to respond to the challenges they are facing.** Some of those key initiatives working at the intersection of climate change mitigation, political leadership, capacity building, urban planning, nature-based solutions and gender equality are:

- **The Global Protocol for Community-Scale Greenhouse Gas Emission Inventories (GPC).** The World Resources Institute, C40 Cities and ICLEI have partnered to create a GHG Protocol standard for cities known as Global Protocol for Community-Scale Greenhouse Gas Emission Inventories (GPC). The GPC seeks to help cities develop a comprehensive and robust greenhouse gas inventory in order to support climate action planning and help cities establish a base year emissions inventory, set reduction targets, and track their performance.
- **Deadline 2020.** Deadline 2020 is a commitment led by C40 cities but open to non-C40 cities as well, to urgently deliver highly ambitious and equitable climate action. Cities that join the Deadline 2020 commitment need to develop and begin implementation of inclusive climate action plans by the end of 2020, in order to deliver on the highest ambitions of the Paris Agreement — to limit global temperature rise to 1.5 degrees Celsius. These science-based climate action plans are putting cities on the path to reduce greenhouse gas emissions and become emissions neutral by 2050. They will also make cities more resilient to the impacts of climate change, and create social, environmental and economic benefits for all citizens.
- **Carbon Neutral Cities Alliance.** CNCA is a collaboration of leading global cities working to cut greenhouse gas emissions by 80% or more by 2050 or sooner (“80x50”) — the most aggressive greenhouse gas reduction targets undertaken by any cities across the globe. CNCA supports transformative initiatives by funding innovation projects among member cities, framing strategies for long-term deep decarbonization, and fostering the growth of next wave carbon neutral city leaders.
- **Regions of Climate Action R20.** Regions of Climate Action is accelerating the implementation of green infrastructure projects in the field of waste optimization, renewable energy and energy efficiency by “connecting the dots” between public authorities, technology partners and financial investors. R20 provides support for cities throughout the entire value chain to create bankable



projects: project identification, project structuring, bankability, financing, implementation and Measure, Report and Verification (MRV).

- **One Planet City Campaign (World Wildlife Fund - WWF):** WWF launched a One Planet City Campaign to encourage cities to attain emission targets per the Paris Agreement, as part of its City Solutions where WWF highlights cities that have made positive strides towards mitigating GHG emissions or improving climate resilience.
- **Cities Alliance’s Strategic City Planning initiative.** One of Cities Alliance’s (CA) thematic areas supports cities in preparing city development strategies (CDS) that link their economic growth and poverty reduction objectives, often including citywide slum upgrading strategies. Cities Alliance is involved with city development strategies by providing technical assistance, shared learning, advocacy and a catalogue of members’ CDS activities. CA’s regional focus is on Africa.
- **Global Initiative for Resource Efficient Cities (GI-REC).** Led by UNEP, the Global Initiative for Resource Efficient Cities (GI-REC) is at the forefront of the circular economy approaches in cities. Working in both resource efficiency and climate, the GI-REC has worked with various stakeholders to develop tools that will measure local level contribution to circular economy at national and global levels.
- **IUCN Urban Nature Alliance.** The IUCN Urban Nature Alliance raises awareness of the value of ecosystems in urban areas, and of how these ecosystems can help address urban challenges including air pollution, flooding and health problems caused by lack of access to quality green spaces. The Alliance is also working on a City Nature Index, providing a standardized way for cities to measure the quality of their underlying stock of natural resources – known as ‘natural capital’. The Index will be piloted in five cities, including Edinburgh, and will be available for use by governments, civil society and researchers. The Alliance which has been focused on global research complements ongoing work of the ICLEI Cities Biodiversity Centre which has an extensive portfolio of work on nature-based solutions in cities.
- **WRI Urban water resilience program in Africa** WRI’s urban water resilience program is a three-year program working on six African cities to ensure sustainable and equitable urbanization, resilient to water and climate risks. WRI’s strategy for urban water resilience in Africa includes improving knowledge and awareness of challenges and solution pathways; catalysing implementation through capacity building and resource mobilization; and mobilizing stakeholders from national government to civil society for collective action.
- **Gender Equal Cities - URBACT Knowledge Hub.** This European funded initiative raises awareness of gender-based inequalities at a local level and highlights how cities can take action. It brings together the knowledge of active women in the URBACT community and beyond. It proposes ten actions towards gender equality in cities and has published the “Gender equal cities” report in 2019.
- **C40’s Women4Climate.** Women4Climate is an initiative led by C40 Cities that seeks to empower women to play a leading role in fighting climate change. The proposed strategies to increase women’s leadership in climate action and improve consultation include: (i) investing in mentoring programs for women; (ii) applying the Gender Assessment Method for Mitigation and Adaptation (GAMMA) methodology to identify entry points to integrate a gender perspective/gender-informed recommendations and (iii) gender responsive participatory planning.

**Furthermore, sustainable development solutions in cities represent a tremendous business opportunity.** According to a report by the Business & Sustainable Development Commission (BSDC, 2017), cities is one of the four systems (cities, energy, food & agriculture, and health & well-being) that could generate US\$12 trillion in business savings and revenue by 2030. For businesses addressing urban challenges such as air pollution, congestion and circular economy business models, it could generate a potential value of US\$3.7 trillion. The BSDC report highlights that market opportunities to businesses related to delivering low carbon and sustainable solutions in cities such as public transport, electric and

hybrid vehicles, car sharing, affordable housing, promoting circular economy models, minimizing food waste, and buildings innovations (modular buildings, timber buildings), are some of the most attractive investment-return opportunities for businesses.

**Business associations have developed their own city-focus initiatives such as the World Business Council for Sustainable Development.** WBCSD is a global, CEO-led organization of over 200 leading businesses working together to accelerate the transition to a sustainable world. WBCSD helps make their member companies more successful and sustainable by focusing on the maximum positive impact for shareholders, the environment and societies. Some of WBCSD's initiatives and focal areas of interest include:

- **Factor10.** Factor 10 brings companies together to reinvent how business finds, uses and disposes of the materials that make up global trade. It's a platform to help identify and remove the barriers that exist and create scalable solutions that businesses all around the world can use.
- **Cities & Mobility.** The Cities program offers a space for interactions between cities, businesses and citizens to engage with each other, build a common vision and develop suitable innovative solutions. Transforming Mobility brings together leading companies across the extended mobility value chain to lead the system transformation of mobility. With an aim to accelerate the transition towards clean, safe and efficient mobility for all, WBCSD's companies build on emerging mobility thrusts (digitalization, vehicle electrification, energy generation from renewable sources, shared mobility and vehicle automation) to achieve four Sustainable Mobility Goals worldwide.
- **Climate & Energy.** Companies involved in the climate work offer proof that business is moving beyond talk to implement real solutions by bringing different sectors and stakeholders together to scale up solutions globally. Projects in this program area focus on implementation of low-carbon energy solutions through cross-sectoral collaboration in renewables and in electrification of heating, cooling and transport.
- **Water, food and land use.** Projects in the Food, Land & Water Program develop solutions to address key challenges of food and land use systems: food and nutrition security, smallholder livelihoods, natural resource efficiency, including water management, climate change impact and adaptation - using comprehensive approaches and new technologies. The water program accelerates business actions, so that businesses thrive as they adapt and evolve to manage water related risks and seize new water-related business opportunities.

**Multilateral Development Banks are focusing their investment portfolio to address cities needs for capital investment in low carbon and resilient infrastructure.** MDBs, such as the Asian Development Bank (ADB), the World Bank, the European Bank for Reconstruction and Development (EBRD) and the Inter-American Development Bank (IDB), are leading financiers for sustainable urban development projects globally. Multilateral Development Banks, in general, have their own respective sustainable urban initiatives and investments.

- The **World Bank** finances almost US\$6 billion in urban development and resilience annually. Its urban development strategy focuses on three main priorities: financing the New Urban Agenda, promoting territorial development, and enhancing urban resilience to climate change and disaster risks.
- **EBRD's Green Cities program** identifies and connects cities' environmental challenges with sustainable infrastructure investments and policy measures. With over €1 billion in EBRD committed funds, the program is operational in more than 20 cities, and has mobilized over €250 million investments to date.
- **IDB's City Laboratories** catalyses positive urban change and promotes an environment of innovation and design thinking throughout the cities in Latin America and **IDB's Capital Market**

**Solutions for Sustainable Urban Infrastructure** aims to drive critical investment to climate resilience infrastructure in cities in the region through a bond mechanism that pools small cities and municipalities to finance climate resilient projects, strengthens urban resilience planning and diversifies their investor base.

- **African Development Bank’s (AfDB) The Urban and Municipal Development Fund (UMDF)** is a multi-donor trust fund to scale up interventions in urban development and drive sustainable growth in cities across the African continent. The UMDF is designed to improve resilience and better manage urban growth, by means of tailored technical assistance to municipalities and urban entities in the areas of urban planning and mobility, project preparation, and municipal governance and finance.
- **One of ADB’s** operational priorities is to support technical approaches and knowledge management for “blue’ and “green” infrastructure development. In cities, ADB works through two main initiatives:
  - **ADB’s Cities Development Initiative for Asia:** A trust fund that works closely with medium-sized cities in Asia and the Pacific to address gaps in infrastructure development and financing. It uses a demand-driven approach to support infrastructure projects that emphasize poverty reduction, environmental improvement, climate change mitigation or adaptation, and good governance.
  - **Urban Financing Partnership Facility (UFPF):** The aim of the facility is to raise and utilize development partner funds for investment co-financing in urban environmental infrastructure projects and support a wide range of technical assistance to help lay the groundwork for such projects.

**But even though many programs are addressing various parts of cities challenges, cities themselves find limited opportunities to share successes, lessons learned, and scale innovative approaches on integrated planning. Moreover, many of the just mentioned programs are fragmented.** As cities and national governments manoeuvre through obstacles, develop and implement increasingly ambitious policies and plans to meet environmental commitments, and identify and create innovative financing mechanisms, there is seldom opportunity to bring these experiences to other cities in a systematic way due to budgetary or bandwidth constraints. Sharing of lessons learned and success stories can catalyse ideas on a global scale leading to rapid and impactful change. There is real demand from governments to learn from their peers.

In this context and recognizing the centrality of cities as key climate actors, the GEF created the **Sustainable Cities Integrated Approach Pilot (SC-IAP)** during the GEF -6 financing cycle. The SC-IAP supports 24 cities across 11 countries through a US\$140 million grant, leveraging US\$ 2.4 billion in co-financing and contributing more than 100 million tons of CO<sub>2</sub> emissions in GHG mitigation benefits. Those cities are also supported and provide content to the **Global Platform for Sustainable Cities (GPSC)** which is managed by the World Bank. Coordination between GPSC and SCIP will be ensured by periodic meetings between the respective Lead Agencies (World Bank and UNEP) to identify specific opportunities for collaboration; by opening the SCIP program to GPSC cities; by utilizing lessons learned from the SC-IAP experience, which have influenced SCIP design and will influence implementation.

Following the success of the SC-IAP, the **Sustainable Cities Impact Program (SCIP)** will support nine countries and 24 cities for participation in the GEF-7 financing round. The incoming cohort of countries includes Argentina, Brazil, China, Costa Rica, India, Indonesia, Morocco, Rwanda, and Sierra Leone. The SCIP consists of an allocation of approximately US\$147 million in GEF resources, bringing in US\$ 2.1 billion in co-financing and contributing more than 120 million tons of CO<sub>2</sub>eq in GHG mitigation benefits. The Sustainable Cities Impact Program is one the three GEF-7’s impact programs that were created to help countries pursue holistic and integrated approaches for greater transformational change in key economic

systems. Cities are ideal locations for implementation of integrated approaches because of the nature of the problems they are tackling.

**These countries were selected through the following process that started in November 2018.** The GEF released the Expression of Interest (EOI) template to all Operational Focal Points to gather countries interest to join this impact program. The GEF Secretariat received 24 EOIs for consideration. Out of the 24 EOIs 3 EOIs (Vietnam- not signed by the OFP; Uzbekistan and Mongolia withdrew) were not considered. The EOIs were reviewed by a committee comprised by of GEFSEC, UNEP, STAP and independent expert, based on three criteria indicated by the GEF: transformational impact, leveraging resources and political commitment. The scores and evaluations from each committee member were then compiled by the GEFSEC. The GEFSEC then organized two rounds of discussions using the above assessment criteria. Given the limited amount of the matching incentive, 9 countries were selected for developing national child projects. See Annex R to understand the requirements for National Child Projects to participate in the Global Platform.

For the GEF-7 round of the Sustainable Cities Impact Program (SCIP), **UN Environment Program (UNEP) has been selected as Lead Agency.** UNEP has a global mandate on environmental issues, all of which are relevant in cities and for sustainable urban development. UNEP has a dedicated cities unit, focusing on decoupling, detoxifying and decarbonizing of cities. Among other things, UNEP's cities work includes resource flows, urban metabolism and morphology as well as urban integrated systems approaches. UNEP leads and participates in many of the Sustainable Energy for All accelerators and through them is supporting the Secretary General's summit and delivery of SDG 11 on cities. The UNEP Cities Unit also hosts the platform on the Global Initiative for Resource Efficient Cities (GI-REC), as well as the Global Alliance for Buildings and Construction (GlobalABC) and the District Energy for Cities Initiative and is a conduit to make other sector expertise in UNEP relevant to the local level, such as urban ecosystem based adaptation, waste management and transport.

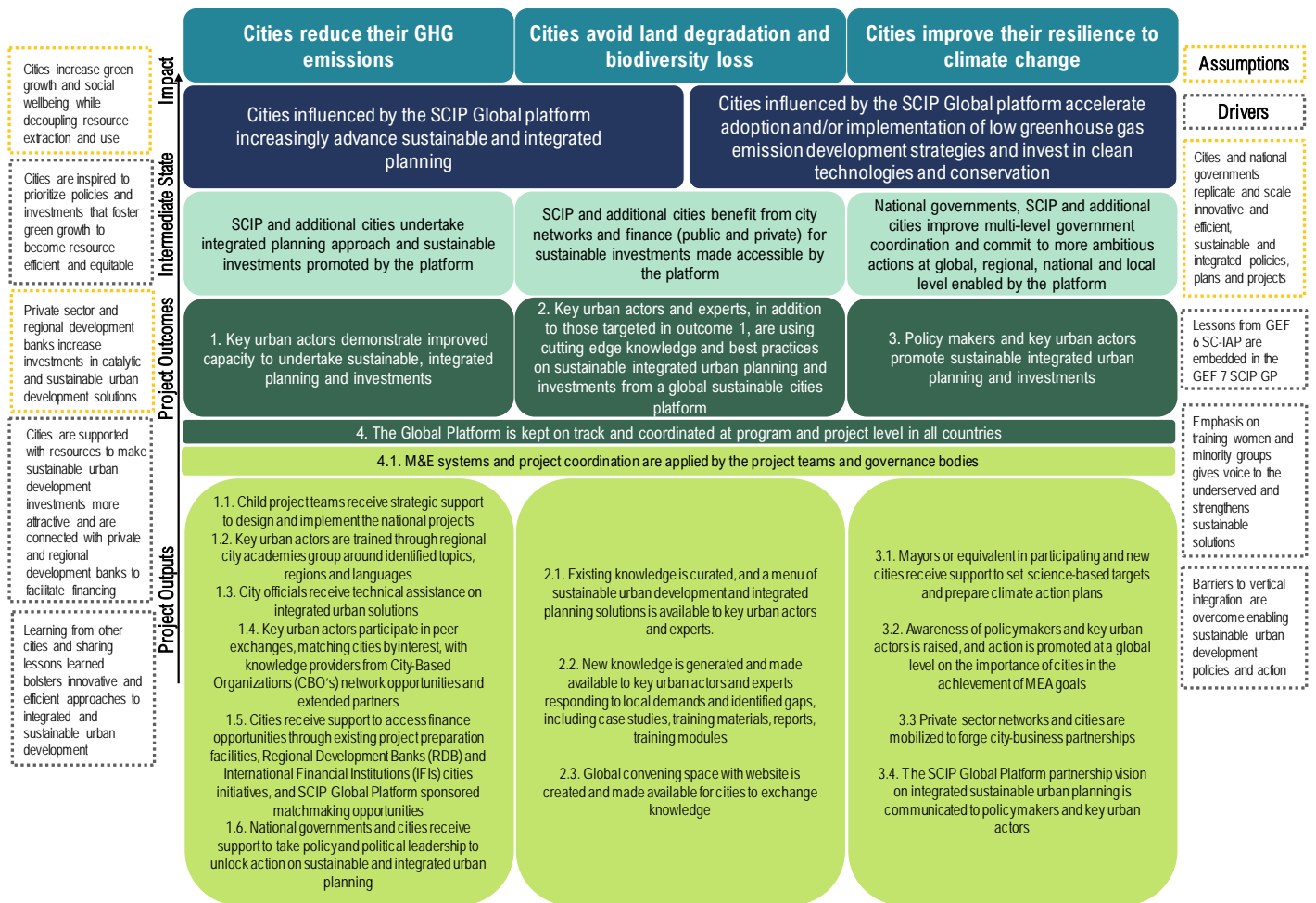
Harnessing the power of networks and the experience from the GEF-6 SC-IAP, the SCIP will bring together three leading global organizations working with cities supporting their ambition and actions to fulfil their climate and sustainability targets. **The three-organization consortium, also known as the 'City-Based Organizations' will work as co-executing partners of the SCIP.** Each of the CBOs brings a different and complementary set of strengths to the SCIP ranging from cutting-edge knowledge and tools, political leadership and advocacy, existing regional networks and experience in capacity building at the ground level. Each group commands in-depth city-based experience, process and content knowledge, and deep relationships with cities:

- ICLEI is a network that includes more than 1,750 cities, towns, and regions in 100 countries around the world that use its tools and expertise to promote sustainable development.
- WRI works with around 120 cities on ongoing engagements and another 200 through lighter touches through its international offices to promote innovative work on the ground through demonstration projects and scale up solutions.
- C40 Cities is a network of 94 of the world's megacities committed to addressing climate change. C40 supports cities to collaborate effectively, share knowledge and drive meaningful, measurable and sustainable action on climate change. Representing 700+ million citizens and one quarter of the global economy, mayors of the C40 cities are committed to delivering on the most ambitious goals of the Paris Agreement at the local level.

### **3) Proposed alternative scenario with a description of project components, outcomes, outputs and activity/deliverables**

To respond to some of the challenges presented under section 1, the GEF's Sustainable Cities Impact Program Global Platform (SCIP GP) brings together global, national and local champions that want to work together towards a common vision of sustainable and integrated development. The SCIP GP will complement and provide a common structure and cohesion to child project investments, through the creation of a knowledge sharing and learning platform, that will help to build momentum, raise ambitions, secure commitments and implement integrated solutions on the ground. All these changes require new behaviour by all actors. The SCIP Global Platform will create opportunities for cities to see and be inspired by peer cities advancing the sustainability agenda, share stories and work through challenges, build relationships and mobilize, and build capacity to implement sustainable, integrated approaches at the local level. A virtuous and reinforcing circle will emerge between the SCIP's Global Platform and the Child Projects, where capacity development informs the implementation of more innovative, sustainable and integrated projects, which in turn set an example for replication within the city, country and beyond, serving as an inspiration for others, an outlet for knowledge and further building capacity in its wake.

**SCIP GP's Theory of Change:** The SCIP GP is grounded in the belief that cities must transition towards green growth economies that are more efficient and able to decouple resource use, while maintaining social wellbeing and opportunities for all groups, especially those that are often disadvantaged and underserved. The SCIP GP sees a critical role for private sector and development banks to increase investment to support cities in their efforts to become more sustainable. When resources and knowledge of good practices are unlocked, cities and national governments are able to replicate and scale innovative and efficient, sustainable and integrated policies, plans and projects. With these enabling conditions, cities can ambitiously reduce their GHG emissions while creating a growing and prosperous economy, protect against land degradation and biodiversity loss through more efficient use of resources and progressive policies and land use planning, and become more resilient to climate change. The intended impact of the SCIP GP is a cohort of cities leading the transition to more sustainable and equitable cities for all [see Theory of Change chart].



SCIP GP's unique and innovative strategy, that sets it apart from other existing programs and initiatives, comes from the combination of approaches that work simultaneously, from the bottom up (through investments in transformational, innovative projects at the local level) and top down (through influence in national policies and global discourse). It also utilizes partnerships with various actors to increase impact, and brings opportunities for financing to decrease local funding gaps. SCIP has a partner engagement strategy. At the start of the project, global partners will be convened in a Partnership Engagement Group (PEG, see details under Outcome 4 description, page 60) to provide input at the very beginning of the implementation process.

At the local level, the project combines a series of features that provide the conditions to transform how cities undertake integrated planning, select strategic investments, and scale up approaches to become more sustainable. The features that sets the SCIP apart include:

1. Emphasis on integrated planning approaches
2. Wide-ranging suite of capacity building services
3. Multi-level government coordination
4. Access to city networks
5. Advocacy and contribution to global dialogue
6. Accelerated climate ambition at the local level
7. Innovative models and solutions for urban sustainability

**(1) Emphasis on integrated planning approaches.** If cities implement integrated urban planning solutions, they can achieve higher environmental, social and economic impact and address multi-faceted problems in a more adequate way. The promotion of integrated and systemic approaches to urban planning and investment is central to the SCIP GP. One of the biggest challenges in sustainable urban development is not so much the design or the investment in innovative solutions. Rather, the issue is more related to the transformation of existing practices and processes to enable multi-sector collaboration to allow cities to take advantage of the co-benefits to operate as systems (transportation, land use, housing, conservation, business, etc.) influencing one another, and increase efficiencies both in terms of land and resource use, ultimately benefitting biodiversity and ecosystems and the services they provide, climate mitigation and adaptation as well as pollution and health. Integrated planning for sustainable urban development aims at facilitating and articulating political decisions and actions to transform cities and neighbourhoods. Integrated planning efforts also emphasize participatory approaches, in which women, minorities and vulnerable groups are part of the dialogues and influence decisions.

**(2) Wide-ranging suite of capacity building services.** The SCIP Global Platform aspires to become the go-to place for cutting edge knowledge on sustainable integrated planning approaches and solutions, providing an open knowledge repository for interested cities. On top of that, the Platform will also respond to the capacity building needs identified in SCIP cities through assessments and dialogues with participating cities and create specific capacity building opportunities for those cities (academies, peer exchanges, national dialogues). A preliminary analysis of the Child Projects identifies some areas of interest that cut across all projects (for example integrated urban planning, innovative finance) and others that are specific to some of them (for example, nature-based solutions, circular economy). To respond to the capacity building demands, the Global Platform will take advantage of existing resources/innovative approaches on urban sustainability, create new resources/knowledge products through the City Academy and provide tailor-made capacity building activities for each of the participating cities, for example through SCIP Labs.

**(3) Multi-level government and multi-stakeholder coordination.** One central aspect for cities to be able to undertake sustainable development initiatives and investments is to have the right support and frameworks from the national government. National and city policy instruments need to be coordinated. The GP takes this into consideration, and combines action at the local level with dialogues at the national level, to influence the agenda and provide advice on adequate frameworks, policies and financing for sustainable cities. Using building efficiency as an example: national policies for retrofitting existing buildings, building codes and standards for new buildings are powerful instruments that can improve cities' capacity to reduce GHGs emissions and adapt to climate change impacts. At the same time, regulations and contractual obligations can also be placed on developers by municipal governments to drive even more ambitious energy standards. The GP aims to work on both entry points simultaneously. Besides government coordination, the GP will create opportunities for dialogues and coordination with the private sector, as explained in the private sector outcomes section.

**(4) Access to city networks.** The GP builds its strength on the power of connecting cities to peer cities beyond the GEF-7 and GEF-6 cohorts associated with the Child Projects. By drawing on from the experience of two leading global city networks, such as C40 Cities and ICLEI, the Global Platform will identify and curate different types of case studies, peer exchanges, technical resources and lessons learned from a wide range of cities across regions. The platform will create a global convening space for city practitioners to showcase innovative approaches, inspire each other and enhance collaboration opportunities among them. Ultimately, by learning from each other, the SCIP GP will help cities replicate, improve and accelerate sustainability solutions. This is also a key element of the scaling up strategy for the SCIP GP, as innovative and proven solutions in some cities can become adopted by additional cities, inside or outside the SCIP GEF-7 and GEF-6 cohorts.

**(5) Advocacy and contribution to global dialogue.** A key area for the GP is the creation of a global space for dialogue and advocacy. Through the work on advocacy, the GP will engage in actions to contribute to the global discourse around sustainable cities and integrated planning. Concrete activities will include the organization of global, regional and national dialogues with local government representatives, ministers and thought leaders, to discuss and drive the implementation of policies, vertical integration frameworks and financing, conducive to creating sustainable cities. Further, the GP will engage in high level meetings including UN Secretary-General's Summits, Conferences of the Parties of major Multilateral Environmental Agreements, the UN Environment Assembly and CBOs conferences such as ICLEI's World Congress and C40's World Mayors Summit. In addition, the GP will aim to participate in high-level political forums and periodic reviews of progress towards the SDGs, to elevate the role of subnational governments in the contribution to achieve the SDGs and help to forge partnerships.

**(6) Accelerate climate ambition at the local level.** With climate impact and climate advocacy movements on a meteoric rise, cities are at the vanguard of both mitigation and adaptation solutions. This is because many cities possess the powers and resources to reorient key sectors of the economy that disproportionately drive carbon emissions such as transport, buildings and waste. Cities also represent networks of public, private, civic leaders and institutions that are pragmatic at the core and less likely to be influenced by partisan rancour and ideological polarization. These conditions provide an opportunity for the GP to push local climate ambition even further at the local level.

**(7) Innovative models and solutions for urban sustainability.** As cities are laboratories for innovation, one of the comparative advantages for the GP is to be able to identify, curate and document state of the art city-led initiatives, so that cities can learn from one another. In order to do that, the GP will curate innovative integrated planning approaches, providing capacity building opportunities to cities to have an impact on the ground. Innovation will go beyond capacity building, as it is a design feature underlying the entire SCIP GP concept and is explicit in different project outputs, from approaches to integrated planning and solutions, multi-level and community-based governance based on co-creation features, innovative finance and business models to choices of cutting-edge themes for capacity-building.

**SCIP city engagement strategy:** The SCIP Global Platform will engage with cities globally through a three-layered approach in order to maximize its impact and outreach.

- 1. Engagement with GEF-7 child projects cities:** The cohort of cities that will be benefited by the SCIP GP offer will be comprised by the 24 cities where the GEF-7 funded investments will operate. This group of cities will define the scope of the capacity building activities (e.g. city assessments) and will be prioritized throughout the duration of the program. Travel and accommodations expenses to the SCIP GP events will be covered by the GEF-7 child projects or the cities themselves.
- 2. Engagement with GEF-6 child projects cities:** In order to build on the lessons learned and capacity building activities deployed during the GEF-6 GPSC phase, the SCIP GP will engage with the 28 cities benefited by the GEF-6 funded projects. This cohort of cities will be invited to all capacity building activities led by the SCIP GP in their respective region. Travel and accommodations expenses to the SCIP GP events will be covered by the GEF-6 child projects or the cities themselves.
- 3. Engagement with additional cities connected through city networks:** Additional cities will be brought into the SCIP GP capacity building activities based on their relevance to the topic to be presented, regional leadership, potential role as knowledge partner or affinity (e.g. language) to the city/country that is hosting the event. City networks (C40 and ICLEI) will seek for cities in country and regions to participate in the SCIP-GP that could enhance the peer to peer learning opportunities of each event (e.g. innovator cities). Travel and accommodations expenses to the SCIP GP events



will be covered by the cities themselves and, occasionally, by the SCIP-GP, especially if cities are in LDCs.

This approach will allow the GP to make an efficient use of resources for capacity building and knowledge exchange while keeping a priority access to the GEF-7 and GEF-6 cohort cities. Nevertheless, cities will be required to cover their travel expenses to participate in SCIP-GP events via child projects or their own city budgets, the SCIP-GP will set aside a discretionary amount of resources to fund the participation of additional cities that will be deemed as an outstanding to contribution to the capacity building events (e.g. Regional City Academies) regardless of their cohort.

<b>Output/Activity</b>	<b>SCIP Cities GEF-7</b>	<b>SCIP Cities GEF-6</b>	<b>Additional Cities</b>	<b>Participating city details</b>
<b>Output 1.1</b>				
1.1 Light-touch City Needs Assessment	X			24 SCIP GEF 7 cities
1.1 Integrated Sustainable Urban Development Assessment (ISUDA)	X			24 SCIP GEF 7 cities
1.1. City spatial data baseline	X			24 SCIP GEF 7 cities
<b>Output 1.2</b>				
1.2 City Academy Regional Trainings	X	X	X	All SCIP cities (GEF 7 and GEF 6) will be invited to all City Academies. A number of additional non-SCIP cities will be invited and even financed (with priority given to LDCs) to join the Academies
1.2 SCIP Forum	X	X	X (other leading cities from the region)	All SCIP cities (GEF 7 and GEF 6) will be invited to all SCIP Forums. A number of additional non-SCIP cities will be invited and even financed (with priority given to LDCs) to join the SCIP Forum.
<b>Output 1.3</b>				
1.3 SCIP Labs	X	X	X	9 SCIP GEF 7 cities and additional GEF 6 and non-SCIP cities can join as observers.
<b>Output 1.4</b>				
1.4 Peer exchanges	X	X	X (especially those that can be leading cities, or host a peer exchange, on a topic)	9 SCIP GEF 7 cities hosting peer-to-peer exchanges held back-to-back with City Academies. 6 non-SCIP cities hosting peer-to-peer exchanges (10 SCIP GEF 7 and GEF 6 cities and 5 non-SCIP cities)
<b>Output 1.5</b>				
1.5 Finance component (project identification and finance training)	X	X	X (cities connected via city networks)	<i>Project identification</i> – includes 18 projects from all city groups <i>Finance academies</i> – focus only on 10 to 12 cities (from all city groups)

			working on similar projects)	<i>Light-touch Technical Assistance</i> – 9 project proposals from all city groups <i>TAP</i> – 24 projects screened from all city groups; 3 projects approved for further financial support from all city groups and 12 TAP projects presented to PPF also out of all city groups
<b>Output 1.6</b>				
1.6 National dialogues	X (9 SCIP countries)	X	X	All SCIP GEF 7 and GEF 6 cities in the country will be invited as a priority to the Dialogues and non-SCIP cities will be also invited. When appropriate, representatives from other countries will be invited to share experiences of similar reforms.
<b>Output 2.1</b>				
2.1 Library of Knowledge	X	X	X	The Library of Knowledge will be publicly accessible to any city. All SCIP GEF 7, GEF 6 and selected additional cities will be invited to participate in the webinars.
<b>Output 2.2</b>				
2.2 City Academy Curriculum	X	X	X	Case-studies and best practices will be taken from the best sources and cover SCIP GEF 7 and GEF 6 and non-SCIP cities as well.
<b>Output 2.3</b>				
2.3 SCIP Website	X	X	X	The SCIP website will be open to any city
<b>Output 3.1</b>				
3.1 Climate action commitments	X	X	X	This output will target SCIP GEF 7 and GEF 6 cities as a priority but also will include additional non-SCIP cities that show an interest in climate action leadership and in making commitments in GP events, these cities will be selected by the GP and will be drawn from C40, ICLEI and WRI networks.  9 climate leader cities  9 city resolutions  6 SCIP cities working on climate action plans  15 new cities reporting on CDP-ICLEI to track climate action  Online training session open to any city
<b>Output 3.2</b>				
3.2 Advocacy (supports all cities at the global scale)	X	X	X	All cities
<b>Output 3.3</b>				

3.3 Private sector	X	X	X	<p>The city-business marketplaces are open to any city that join the SCIP Forum.</p> <p>The CBCA will target 2-4 cities (SCIP GEF 7 and GEF-6)</p> <p>The CiBiX workshops are available to any city participating in the SCIP Forums and/or National Dialogues</p>
<b>Output 3.4</b>				
3.4 Communication strategy	X	X	X	All cities

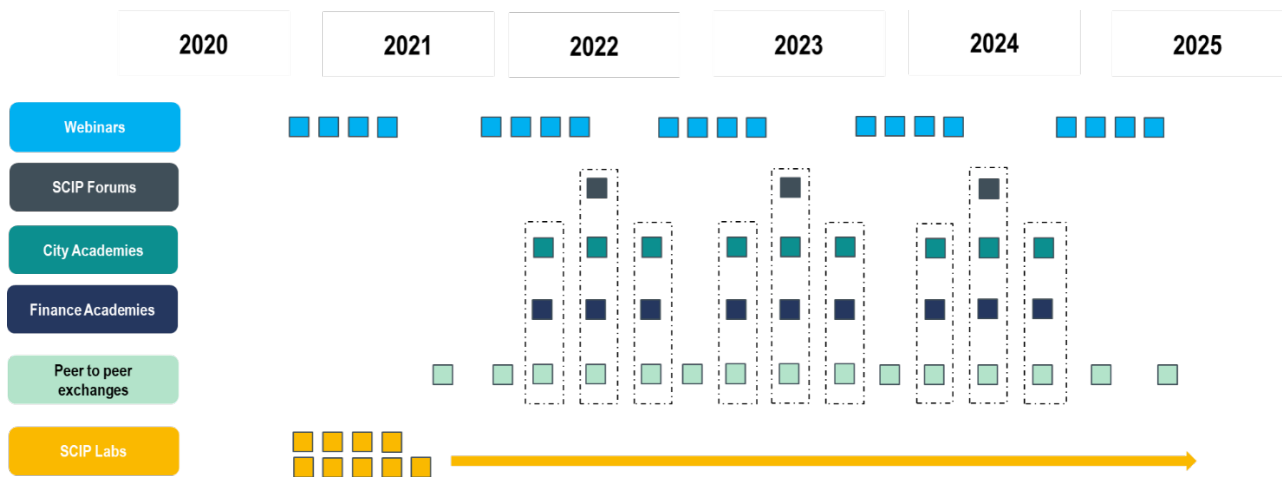
**SCIP Global Platform Components:** Implementation of the Global Platform will be structured around four Components as presented in the project’s logical framework.

<b>Component 1</b> Support to sustainable integrated urban planning, policy reform, investments; and innovative financing and scaling-up	<b>Component 2</b> Global Platform for knowledge management, exchange and program coordination	<b>Component 3</b> Advocacy, Awareness Raising and Partnerships	<b>Component 4</b> Governance, monitoring, and evaluation
<b>Outcome 1</b> Key urban actors demonstrate improved capacity to undertake sustainable integrated planning and investments	<b>Outcome 2</b> Key urban actors and experts, in addition to those targeted in outcome, 1 are using cutting edge knowledge and best practices on sustainable integrated urban planning and investments from a global sustainable cities platform	<b>Outcome 3</b> Policy makers and key urban actors promote sustainable integrated urban planning and investments	<b>Outcome 4</b> The Global Platform is kept on track and coordinated at program and project level in all countries
<p><u>Output 1.1</u> Child project teams receive strategic support to design and implement the national projects</p> <p><u>Output 1.2</u> Key urban actors are trained through regional city academies group around identified topics, regions and languages</p> <p><u>Output 1.3</u> City officials receive technical assistance on integrated urban solutions</p> <p><u>Output 1.4</u> Key urban actors participate in peer exchanges, matching cities by interest, with knowledge providers from City-Based Organizations (CBO's) network opportunities and extended partners</p> <p><u>Output 1.5</u> Cities receive support to access finance opportunities through existing project preparation facilities, Regional Development Banks (RDB) and International Financial Institutions (IFIs) cities initiatives, and SCIP Global Platform sponsored matchmaking opportunities</p> <p><u>Output 1.6</u> National governments and cities receive support to take policy and political leadership to unlock action on sustainable and integrated urban planning</p>	<p><u>Output 2.1</u> Existing knowledge is curated, and a menu of sustainable urban development and integrated planning solutions is available to key urban actors and experts</p> <p><u>Output 2.2</u> New knowledge is generated and made available to key urban actors and experts responding to local demands and identified gaps, including case studies, training materials, reports, training modules</p> <p><u>Output 2.3</u> Global convening space with website is created and made available for cities to exchange knowledge</p>	<p><u>Output 3.1</u> Mayors or equivalent in participating and new cities receive support to set science-based targets and prepare climate action plans</p> <p><u>Output 3.2</u> Awareness of policy makers and key urban actors is raised, and action is promoted at a global level on the importance of cities in the achievement of MEA goals</p> <p><u>Output 3.3</u> Private sector networks and cities are mobilized to forge city-business partnerships</p> <p><u>Output 3.4</u> The SCIP Global Platform partnership vision on integrated sustainable urban planning is communicated to policy makers and key urban actors</p>	<p><u>Output 4.1</u> Monitoring and evaluation systems and project coordination are applied by the project teams and governance bodies</p>

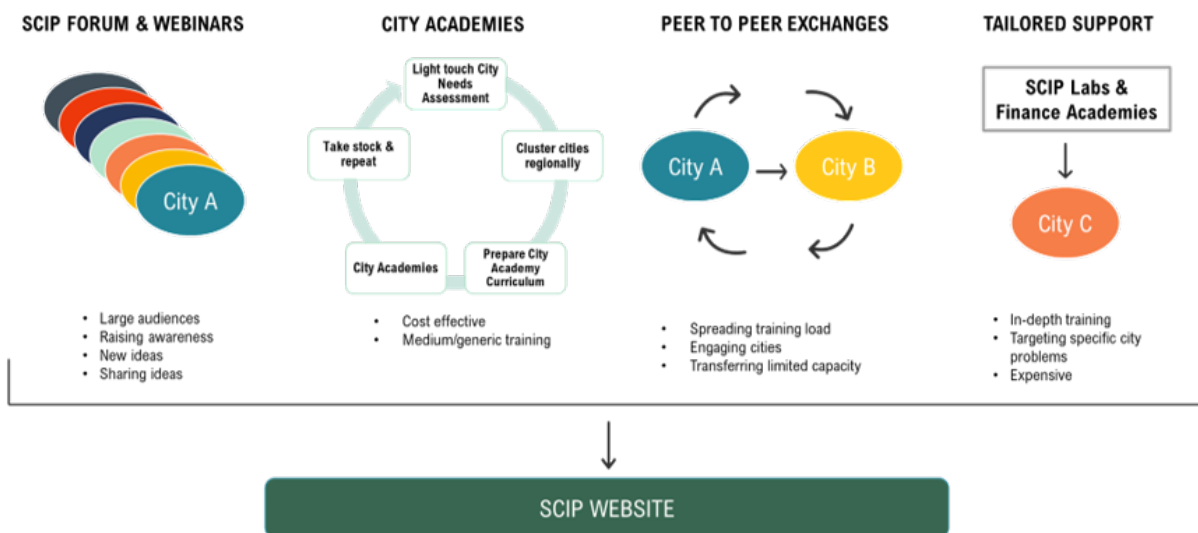
**Component 1: Support to sustainable integrated urban planning, policy reform, investments; and innovative financing and scaling-up**

Component 1 will focus on different types of capacity building for improved planning and investment capacities, for local and national governments. A variety of approaches will be used for learning and capacity building as explained in each of the outputs. The different approaches will complement and build on each other to achieve the proposed outcome for component 1 “key urban actors demonstrate improved capacity to undertake sustainable integrated planning and investments”.

**Summary and Timeline for Capacity Building Offer**



Activities under component 1 include: support during child project design, and all activities related to trainings, technical assistance and capacity development for participating<sup>5</sup> cities: City Academies focused on topics prioritized by local governments or other strategic urban topics; SCIP forums, peer exchanges, finance academies, targeted technical assistance and national dialogues.



<sup>5</sup> Participating cities refers to both child project cities and non-child project cities.

Component 1 also includes a finance sub-component to support cities to develop sustainable bankable projects and connect them with potential funders. This subcomponent will focus on capacity building on finance, matchmaking, scaling up innovative business models, knowledge sharing, financial mechanisms and funding sources that may apply to investment projects identified as city priorities. SCIP cities will be connected to either Project Preparation Facilities (PPFs), or to relevant potential urban investors through matchmaking, such as regional development banks, and the private sector. Finance trainings will be designed to identify city needs and appropriate pre-investment actions in cities, to scale up successful integrated and system-based projects, plans and policies. In addition, the Global Platform will work with the private sector to promote best sustainable practices by partnering with initiatives such as the City-Business Climate Alliance to promote dialogue and target setting between private sector and city partners. Finally, Component 1 will also include the organization of global, regional and national dialogues with Ministers and thought leaders, to discuss and drive the implementation of policies, vertical integration frameworks and financing conducive to creating sustainable cities.

*Outcome 1: “Key urban actors demonstrate improved capacity to undertake sustainable integrated planning and investments”.*

#### **Outputs:**

- **Output 1.1: Child project teams receive strategic support to design and implement the national projects**

The GP will support the Child Projects’ design and implementation through a city assessment and monitoring mechanism aimed at identifying relevant approaches, initiatives, projects and tools implemented in each SCIP city, and track their improvement throughout the SCIP project. Engaging multiple stakeholders at national and city level, the GP will gather baseline information of each SCIP city, through a light touch needs assessment during the PPG phase to feed the capacity building offer. During implementation, the GP will develop and apply the Integrated Sustainable Urban Development Assessment (ISUDA), which will include indicators to determine level of integrated planning approaches or ad hoc sectoral plans. The instrument will also be used to track the progress of the city towards integrated sustainable urban development throughout the duration of the project. These combined inputs plus a set of geo-spatial data will help the local governments, the GP team, the Implementing Agencies and national governments to gain a better understanding of the cities’ current sustainability status as it relates to sustainability efforts, capacities, main needs and opportunities, and planned investments - outlining a baseline for the SCIP. The global child project will have Regional/ Country Coordinators<sup>6</sup> as the communications focal point with the GEF-7 cities. Details of their functions are listed in the Institutional Arrangements and under their ToRs in Annex K.

As such, the City Assessments will be comprised by the following parts:

**1. Light-touch City Needs Assessment:** During PPG phase and when possible in conjunction with missions with IAs, the GP will identify the main city knowledge gaps, priorities and capacity building needs using the City Needs Assessment methodology. The information gathered will inform all other activities of the GP, including capacity building, finance, light touch technical assistance, peer exchange and learning.

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<sup>6</sup> The SCIP Regional/ Country Coordinators will establish contact and maintain relations with the GEF 7 cities in the countries they are responsible for. They will act as a communication conduit between the Global Child project and the cities as per an agreed communications protocol with each Implementing Agency. Each SCIP Regional Coordinator will also have additional functions, including setting the city monitoring baselines and conduct ISUDAs, helping to generate city climate ambitions, help identify participants for the SCIP events and reach out to other in-country stakeholder groups in their geographic region as needed by the SCIP. These functions are defined exhaustively in the ToR for Regional Coordinators in Annex K.

The City Needs Assessment questionnaire will have information about the various pieces of the GP offer, and cities will be able to pick from a menu of options. For example, for the City Academy, each city will select the topics of interest to participate in the trainings.

**2. Integrated Sustainable Urban Development Assessment (ISUDA):** The GP will develop the ISUDA framework to identify existing relevant plans, approaches, initiatives and projects related to integrated and sustainable urban planning and investment in each of the 24 SCIP cities. The ISUDAs will serve multiple purposes: identify needs and gaps of each city on integrated planning; identify a pipeline of investment projects; document the city baseline for the SCIP's M&E framework indicators. The collected information, along with the light touch Needs Assessments, will refine the GP offer of support for each of the GEF-7 SCIP cities. Each ISUDA will be updated towards the end of the implementation of the GP to show progress against project target and on integrated planning and investments and ambition including details of support provided by the GP and associated impacts.

**3. City spatial data baseline:** The GP will work with the global SCIP cohort of 24 cities to identify and provide all cities with a common set of critical spatial data layers. Using globally scalable and transferable methods (leveraging remote sensing, machine learning, and crowdsourced data) to produce the data layers for each city. The resulting city data stacks will be published under a public and open source license enabling use by the city government and other stakeholders. These baseline spatial datasets will provide foundational input data for strategic planning analyses, particularly valuable for cities where such data were previously absent, unavailable or insufficient. These datasets and analyses can provide a starting point for conversation with stakeholders and data-holders to improve upon the open data database and to produce additional analyses based upon additional local data and in coordination with efforts led by the Child Projects. The spatial data baseline will deepen the spatial understanding of SCIP cities and will be used in the creation of knowledge products, such as the data modules/workshop for the SCIP Labs and provide an opportunity to conduct program analytics for all the cities involved in the program.

**4. Cities Assessment Summary Report:** This public report will be compiled based on information from the ISUDAs, project monitoring framework and the spatial baseline, to present a summarized concise picture of the progress of each SCIP city. The report will be developed at the end of the SCIP GP project to summarize the impact and outcomes of SCIP GP.

#### **Deliverables:**

##### During PPG phase:

- 1.1.1 Methodology for undertaking the Light-touch City Assessments (ICLEI)
- 1.1.2 24 Light-touch City Assessments with gender considerations integrated in their analysis (12 ICLEI, 9 WRI, 3 C40)
- 1.1.3 Methodology for completing the ISUDAs (ICLEI)

##### During the course of the project:

- 1.1.4 Regional/Country Coordinators recruited covering all 24 cities
  - o 1 for Indonesia (ICLEI)
  - o 1 for China (ICLEI)
  - o 1 for India (ICLEI)
  - o 1 for LAC (Brazil, Argentina, Costa Rica) (WRI)
  - o 1 for Africa (Sierra Leone, Morocco, Rwanda) (C40)
- 1.1.5 Communications protocols agreed with each Implementing Agency (UNEP/WRI)
- 1.1.6 24 initial project ISUDAs including quantitative and program framework indicators and gender considerations in their analysis of the city (12 ICLEI, 9 WRI, 3 C40)
- 1.1.7 24 final project ISUDAs with outcome impact analysis (12 ICLEI, 9 WRI, 3 C40)

- 1.1.8 Geo-spatial base map methodology (WRI)
  - 1.1.9 24 sets of maps for each SCIP participating city (WRI)
  - 1.1.10 24 city level summary reports with detailed project and program impact analysis based on quantitative and qualitative data collection. This information will also be used for the final report and evaluation of the project (ICLEI)
- **Output 1.2 Key urban actors are trained through regional city academies group around identified topics, regions and languages**

Capacity building is one of the core objectives of the SCIP's GP, output 1.2 focuses on two key activities and deliverables of the capacity building offer of the SCIP GP: Regional City Academies and SCIP Forums the program's flagship event, that will combine multiple forums, meetings and activities.

**City Academy Regional Trainings:** The City Academy is a learning course, comprised by a set of eight interconnected modules of content, that are key aspects to achieve successful integrated planning at the local level. City Academy modules will be delivered in two formats: thematic trainings and SCIP Labs (workshop-style trainings) [see output 2.2 for a detailed description of City Academy content]. Access to the content will be offered in all the project regions [Latina America and Caribbean (LAC), Asia and Africa], with an emphasis on participants coming from the region where the training will take place.

Each of the 9 City Academies will provide simultaneous tracks of trainings of 2 topics, based on the 8 modules of content that will be developed by GP. Each of the 9 City Academy trainings will be organized in one of the 9 SCIP participating countries. Moreover, 3 of the City Academies will coincide with Regional Forums [see output 1.6]. The City Academies will be the most comprehensive learning event organized by the GP and all SCIP cities will be invited to attend, with a focus on the cities where the training is provided.

Each of the trainings will last 2 to 3 days, will have a practical, active and participatory approach, combining: presentations by technical experts and city peers; demonstration on the use of relevant frameworks and tools; sharing of best practices and lessons learned; case studies highlighting innovative urban sustainability approaches; opportunities for cities to share their specific issues and challenges; interactive exercises and icebreakers to encourage dialogue and collaboration; preparation by cities of key actions and takeaways. The GP will ensure that the engaged experts will be varied and balanced. Gender and geographical mix will be considered. Experts will also be considered from within and external to the SCIP team.

Attending cities will have the opportunity to interact with other cities. Regional trainings will be combined with peer learning from the host city. Because of their regional scope, they will require simultaneous translations. The GP will also invite leading non-SCIP cities, GEF-6 cities and LDC cities from the region where the Academy will be hosted. A limited amount of funding will be available to invite non-SCIP cities, with priority for LDC cities. Here the GP will set aside some funding to sponsor these LDC's cities attendance to the Academies. Host Academy Countries can expect to have more of their non-SCIP cities attending the Academy than other countries in the region.

**SCIP Forums:** The GP will organize three SCIP Forums in Latin America, Africa, and Asia throughout the lifetime of the project. These events will be dedicated to senior political and technical representatives of the SCIP cities, as well as senior national government representatives of their countries with a focus on sustainable urban development in the region, with a selected main theme.

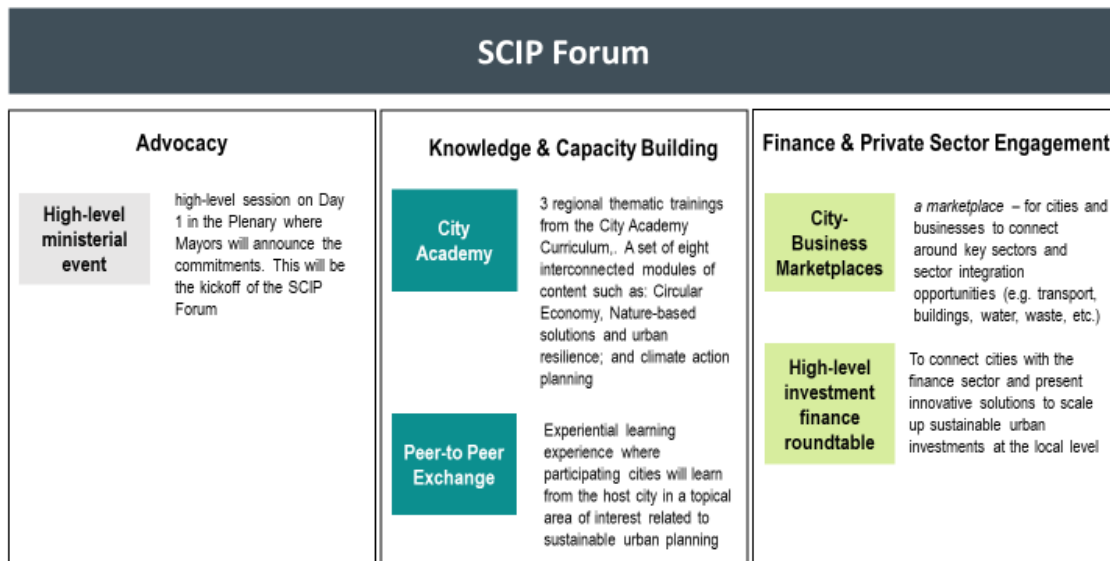
The SCIP Forums will allow participants to share information on challenges and how these were dealt with, identifying good practice and replicable approaches, and explore opportunities for support from the GP.

Other cities from the region will be invited to exchange experiences with SCIP cities, especially those identified as leading cities in the region, GEF-6 cities and LDCs. A limited amount of funding will be available to invite non-SCIP cities, with priority for LDC cities. Where possible or relevant, the SCIP Forums will take place in conjunction with other regional events to gain maximum visibility and to benefit from high level representatives in attendance.

The SCIP Regional Forums, which will have a thematic focus based on interest and relevance for the region, will be a week-long program, with multiple events, designed around the following key activities:

- **Regional City Academies:** Selection of topics presented at the Forum will respond to demand identified through the Needs Assessment (see output 2.2).
- **Regional advocacy:** These SCIP Forums will have an advocacy element to address sustainable urban development in the region. The advocacy event will include a high-level ministerial session, potentially as a closed-door roundtable between mayors and ministers on urban policy discussions. Also, the high-level opening plenary of the Forum would serve to present the SCIP and present cities' climate commitments. The sessions will be followed by a press conference, where possible. This element of the SCIP Forum is linked to the local climate ambition and the global advocacy components of the GP (see outputs 3.1 and 3.2).
- **High-level investment roundtables:** The SCIP Forums will host the high-level investment roundtables, aiming at connecting cities with the finance sector and presenting innovative solutions to scale up sustainable urban investments at the local level (see output 1.5).
- **City-Business Marketplaces:** As part of the SCIP Forum, the GP will create a marketplace for cities and businesses to connect around key sectors and sector integration opportunities (e.g. transport, buildings, water, waste, etc) during the 2-3 days of the Forum. This will be an opportunity to encourage city and business collaboration, aggregate demand around common needs and solutions and explore scaling up activities. Businesses will showcase innovative solutions, products and services. Also, cities can present successful case studies of collaboration with private sector to encourage peer to peer learning with other participating cities (see output 3.3).
- **Peer exchanges:** The SCIP Forum city will act as a host and provide content of an area in which they have expertise to participant cities (see output 1.4).





Partners and participants to be considered as speakers or co-organizers include UN agencies, national representatives from the region, donors, finance sector, regional development banks, international organizations with presence in the region, think-tanks, academic and research institutions.

The organization of the SCIP Forums will be divided among the CBOs: Latin America (WRI), Africa (C40), and Asia (ICLEI). To ease exchange the predominant regional language will be used, with simultaneous translation organized as needed for the sessions and workshops (Chinese and English; English and French, Portuguese and Spanish). Number of participants expected is 200 per SCIP Forum. The agenda of the forum will be consulted with relevant members of the PEG.

#### **Deliverables:**

- 1.2.1 Plan for the organization and deployment of the 3 SCIP Forums, including a detailed roadmap on how to select the structure (WRI, ICLEI, C40)
- 1.2.2 3 SCIP Forums (WRI will lead in Latin America, C40 in Africa and ICLEI in Asia)
- 1.2.3 Plan for the organization and deployment of the 9 City Academies regional trainings, including a detailed roadmap on how to select the content for each City Academy as well as to identify additional cities to join the training, and link the peer-to-peer exchanges (3 WRI (LAC), 3 ICLEI (Asia), 3 C40 (Africa))
- 1.2.4 9 City Academies (one in each SCIP participating country) with 50% of women as panellists and presenters, with 3 City Academies held back-to-back with the 3 SCIP Forums (3 WRI (LAC), 3 ICLEI (Asia), 3 C40 (Africa))
- 1.2.5 Survey methodology to capture how capacity building activities from the SCIP global platform have been applied and improved sustainable integrated planning (WRI)

- **Output 1.3: Technical assistance is provided on integrated urban solutions**

**SCIP Labs:** WRI will run 9 SCIP labs on strategic planning and data, offering 1 workshop per country where the project is implemented. Participating cities will be selected based on interest (interest will be assessed through the Light-touch Needs Assessment and follow up conversations led by the Regional

Coordinators), and the identification of a concrete planning problem that can be addressed at the Lab, and a commitment from the city to allow participation of staff from different relevant departments. The workshop will be structured around a specific planning challenge/problem [scale could vary from master plans, to neighbourhood level projects]. The training provided will be localized and the specific problem discussion will be agreed with the participating city, to provide an opportunity to discuss a real planning issue that the city is facing. Both the planning and data SCIP Labs will constitute a hands-on, practical opportunity to illustrate the use of integrated planning and data for decision making (two of the main pillars of the SCIP), and to invite multiple stakeholders from different city departments to illustrate cross-sectoral collaboration. Spatial information collected and produced for the baseline will be utilized as an input for the SCIP Labs. Other cities within the country will also be invited where they face similar challenges and can benefit from the problem-solving oriented labs. The face to face SCIP Lab trainings will be follow-up with additional support to ensure the application of the content at the local level.

**Strategic Planning SCIP Lab:** The Strategic planning SCIP lab will be focused on how to generate cross-sectoral collaboration in cities. The goal of the lab will be to advance the city's ability to work across agencies, jurisdictions, and sectors to solve a central planning challenge. The labs will have a spatial component, focus on strategic projects or specific geographic areas selected by the city, include multiple stakeholders (public, civil society, private sector) and multiple government sectors relevant for the project under discussion. They may be organized in charette<sup>7</sup> style.

**Data SCIP Lab:** Cities require data for a variety of activities related to advancing sustainable development. Data informs planning processes, enables benchmarking and measurement of progress indicators (including those related to SDGs), allows cities to assess alternative development pathways and design and implement policies and programs. However, collecting, accessing, processing and maintaining data is resource and time intensive and requires specialized expertise. The political economy of data is also challenging. Data is held by many different public agencies and private actors. What data is available is often not clear and data may not be shared even when requested. Particularly, in data scarce environments, like developing cities, critical datasets are often unavailable or inaccessible to be turned into insights. Local data may be held by many different owners, stored in non-digital formats, unaffordable or not collected at all. Global or private data that is locally relevant (such as from urban sensors, crowdsourcing or remote sensing) may be buried in academic publications, unaffordable, in an unusable format or require specific technical expertise and analysis tools. Identifying starting points in participating cities, the Data SCIP Lab will work together with existing in-country partners to help participant cities to assess their current city data landscape, identify critical multi-use urban datasets and their use cases, and learn good practices in data governance and collaboration that will help to overcome challenges around data access and sharing. The two primary focus areas will be:

- Data governance: public investments in data; open data; intra-municipal, public-private and regional collaboration; data privacy, etc.
- Critical urban data layers: assessing and selecting global and local options for foundational datasets (land use, land cover, topography, demographics, infrastructure, etc.) and organizing and sharing these datasets for use by many stakeholders.

## **Deliverables:**

### 1.3.1 Methodology to run the SCIP Labs and to select participating cities in SCIP countries (WRI)

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<sup>7</sup> A **charrette** is an intensive **planning** session where citizens, designers and government collaborate on a vision for development. It provides a forum for ideas and offers the unique advantage of giving immediate feedback to the designers/project leads. More importantly, it allows everyone who participates to be a mutual author of the **plan**.

- 1.3.2 9 SCIP Labs on integrated planning and data with corresponding follow up activities, one per SCIP country, with focus city (or cities) to be determined during implementation (WRI)
- 1.3.3 SCIP Labs lessons learned report as part of the Knowledge Management strategy (WRI)

- **Output 1.4: Key urban actors participate in peer exchanges, matching cities by interest, with knowledge providers from City-Based Organizations (CBO's) network opportunities and extended partners**

This output includes the logistics and content organization of the **peer-to-peer exchanges**, which will be organized based on local interest and need, and will match participating cities with leaders in the topical area of interest. The team will identify clusters of cities to group topics of interest and invite appropriate technical level staff to be engaged in these exchanges. Peer exchanges will be open to SCIP and non-SCIP cities, with SCIP cities participating with their own funding.

**Deliverables:**

- 1.4.1 1 cluster of cities report: Identification of demand (topics) and providers (city hosts) based of needs assessments and request from participating cities & identification of areas of expertise in the cities participating in the program, to act as hosts (9 WRI, 12 ICLEI, 3 C40)
- 1.4.2 9 peer exchanges in conjunction with City Academies (3 WRI, 3 ICLEI, 3 C40)
- 1.4.3 6 additional peer exchanges to showcase innovative and integrated approaches in non-SCIP cities, utilizing network opportunities provided by CBOs including 1 peer exchange that demonstrates how cities integrate gender in urban planning (2 WRI, 2 ICLEI, 2 C40)

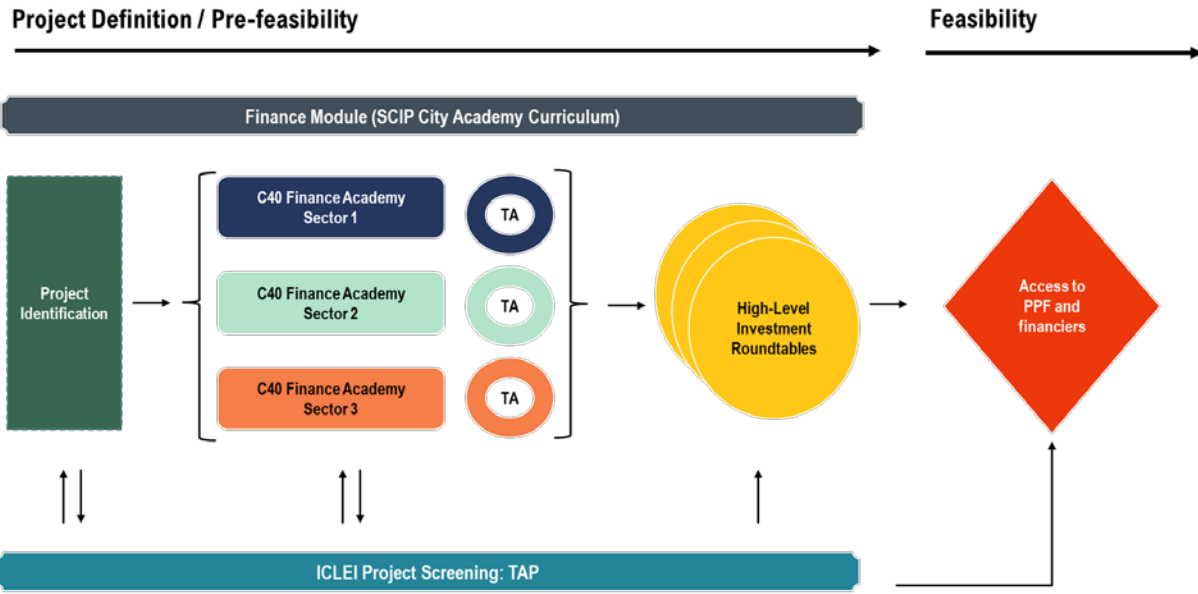
- **Output 1.5: Cities receive support to access finance opportunities through existing project preparation facilities, Regional Development Banks (RDB) and International Financial Institutions (IFIs) cities initiatives, and SCIP Global Platform sponsored matchmaking opportunities**

Activities led by the SCIP's Global Platform under output 1.5 will provide participating cities (GEF-6, GEF-7 and others) with a range of opportunities at an early project preparation stage to increase their understanding and capacity to formulate bankable projects, access finance sources, address barriers, connect to potential investors and ultimately scale-up infrastructure investments that address sustainable urban development.

The GP finance support in early project preparation is organized as a continuum of six activities that build on each other: 1) SCIP finance modules; 2) project identification; 3) C40 finance academies, 4) light-touch technical assistance, 5) early-stage pipeline screening; and 6) high-level investment roundtables.

These activities will complement the SCIP nine child projects activities with respect to exploring innovative financing mechanisms. The GP will identify projects in early stage from SCIP cities that are aligned with priorities identified in the child projects and cities sustainability long-term plans.

Also, through the GP led activities, SCIP cities will have the opportunity to connect and learn from other cities beyond their cohort (GEF-6 and GEF-7) working on similar sustainable infrastructure investments.



**Finance Modules (part of SCIP City Academy Curriculum):** Led by ICLEI, this training module helps and empowers local governments to develop innovative and bankable projects and access finance for their low carbon and climate resilient development. Participants will learn about the climate finance architecture in order to have a better understanding on the potential international and national funding sources. Furthermore, it will provide participating cities with a range of innovative financing solutions, explaining the advantages and disadvantages of each tool. Cities will also be trained on project structuring and project pitching to increase their chances when connecting to potential investors and funders. The module will be supported by a toolkit and will present a number of funding schemes available, addressing barriers, running risk assessments, exploring innovative or alternative models, connecting and pitching a project to potential investors and learning the finance sector language. ICLEI will deliver 3 regional trainings (Asia, Africa and Latin America) (see output 2.2).

**Project Identification:** During the first year of implementation of the SCIP, the GP will engage with participant cities and child projects implementing agencies to identify a pipeline of promising sustainable infrastructure projects in local governments' that are looking for funding. The GP will seek projects with a high potential to deliver global environmental benefits and with strong political leadership backing, to help projects to evolve within the lifetime of the SCIP.

In order to identify projects that are potentially bankable, mature and geared towards maximum environmental impact, the GP will develop guidelines for project identification and selection of cities (GEF-7, GEF-6 and others). The project identification guidelines will provide a set of quality standards, while allowing flexibility so cities can identify and put forward projects that best meet local demands. The guidelines will consider projects in multiple sectors, e.g. renewable energy, clean transport, solid waste, nature-based solutions, among others.

Potential investment projects eligibility criteria could take into account: (i) level of social and environmental impact; (ii) degree of readiness; (iii) public sector support; (iv) potential bankability; (v) physical impact (e.g. sustainable urban infrastructure), (iv) scalability and (v) environmental and reputational risks. In addition, the GP will rely on the ISUDAS assessments to be done in each participating SCIP city as additional sources of information and the direct engagement of regional coordinators with

cities and key stakeholders in their respective region (e.g. child projects implementing agencies and Regional Development Banks) to identify potential investment projects.

**C40 Finance Academies:** Building on the C40-led Financing Sustainable Cities Initiative (FSCI), the GP will support cities through the Finance Academies. The C40 Finance Academies will focus on accelerating and scaling up infrastructure investments for urban solutions that deliver global environmental benefits.

The C40 Finance Academies will be intensive three-day workshops convened at the regional level, which will bring together city officials, technical experts (in-house, partners and consultants), private sector and financial institutions to address financing challenges preventing implementation of a particular type of sustainable infrastructure project.

Based on projects identified, the GP will predefine a portfolio of sector-based finance workstreams which the local governments can choose from topics such as clean transport, climate-ready infrastructure, nature-based solutions and sustainable energy. Participating cities (GEF-7, GEF-6 and others, particularly in the region) will be clustered around sectors according to pre-identified local projects.

The C40 Finance Academies content will vary depending on which cities will participate, with core content around key finance barriers and challenges facing cities. These include fundamental project economics, understanding different technical solutions that may affect commercial viability and long-term sustainability, business models and institutional arrangements with public and/or private operators, policy and regulatory constraints, accessibility to funding sources, blended finance, financing structures and landscape, procurement options, project preparation cycle and key pre-investment actions cities need to take to prepare the city to scale up successful sustainable infrastructure projects.

The GP will actively seek the participation of international financial institutions and private sector representatives as speakers and sessions facilitators in each Finance Academies which will be tailored to the region and sector of focus for the module. This will guarantee an early alignment and feedback between cities expectations, business and technology available for sustainable infrastructure and financiers' requirements.

Each city that wishes to participate in the Finance Academies will be required to nominate two people: (i) a senior city official with expertise and power to act in the financing decisions of the city (e.g. Chief Financial Officer or Treasurer), and ii) a senior city official with expertise and power to act in the sector being discussed (e.g. Transport Secretary).

The GP will run a minimum of three Finance Academies per year which may happen in conjunction with SCIP events such as the Regional City Academies and the SCIP Forum or could be run independently. Finance Academies will have a maximum of 10-12 participating cities (GEF-6, GEF-7 and non-SCIP cities). Workshop size will be limited to guarantee dynamic interaction and depth of the discussions between city delegates and experts but will also provide additional opportunities for SCIP cities to learn from peers and leaders beyond the cohort of SCIP cities (eg. cities from the region working on similar sustainable infrastructure projects).

**Light-touch Technical Assistance:** Sometimes city practitioners require a more bespoke, specialist approach to be able to solve barriers in the project preparation phase. To support cities in this situation, the SCIP GP will offer cities that participate in the C40 Finance Academies the opportunity to apply for light-touch technical assistance support. This support will be allocated to help unlock access to finance and accelerate or scale up progress in projects which SCIP cities are working on, in addition to the current child projects.

The main objective of the light-touch technical assistance is to support cities to access financial knowledge and tools to make projects more ambitious (e.g. better integrated across sectors or with higher environmental benefits) and/or develop viable business models and financing mechanisms that will lead to successful project implementation.

The GP will define a small amount (e.g. no larger than \$20,000) to be granted to selected cities that will be available to finance specific support demanded by cities. Cities will have the opportunity to apply via an open and competitive call with pre-established requisites. Open calls will be rolled out in year 2 and year 3 of the SCIP GP timeline. The GP will define an objective methodology to review applications (e.g. impact, feasibility, cost, timeframe) and allocate support accordingly.

The light-touch Technical Assistance (TA) won't provide cash to the cities. Rather, the GP will work in close collaboration with the selected cities to develop a clear scope, procedures and goals of the task resulting from the TA costs. In addition, the GP will support cities to ensure that any relevant local context data is collected, local stakeholders are engaged, and that development of the final product is in line with both the expectations and requirements of the city. The goal of the TA is to support cities to access financial knowledge and tools to develop viable business models and financing mechanisms for successful investment projects.

Examples of light-touch technical assistance support could include:

- Pre-feasibility/ Strategy – High-level research: roadmap to deploy electric buses
- Feasibility – Studies to address technical / financial challenges: financial analysis and payback period for Solar Photovoltaic (PV)
- Access to finance: evaluation of value capture opportunities
- Explore business models on how to establish a Public-Private-Partnerships (PPP) or a community power project
- Stakeholder identification and communication plan for stakeholder engagement

**Early-stage pipeline screening: ICLEI's TAP:** SCIP cities seeking finance for sustainable infrastructure projects will have the option to submit their projects to ICLEI's Transformative Actions Program (TAP) project pipeline and get these projects screened for basic quality. ICLEI checks the project's consistency and transformative potential; coherence with approved national/subnational sector plans and strategies, connection with the Sustainable Development Goals and global environmental benefits, the project's adaptation/resilience and mitigation aspects and level of ambition, as well as inclusion indicators (gender and vulnerable groups) and other co-benefits. Recommendations will be made for improvement of the concept, as needed. The GP will have an annual call for projects, using the TAP project pipeline, supported by a communications campaign to increase the number of applications.

The 'TAP Seal' of approval will be awarded to projects that have improved the substance, and these are then connected to TAP partners for specialized support, Project Preparation Facilities (PPFs), international financial institutions and/or private sector investors specialized in sustainable urban infrastructure projects. Also, projects with 'TAP Seal' can receive additional technical support from ICLEI's pool of finance specialists.

An annual TAP report will be compiled, including the results of SCIP cities projects. This report will serve as a critical input to prepare future C40 Finance Academies (e.g. projects that require more work) and high-level investment roundtables (e.g. TAP seal projects).



In addition, the GP will support SCIP cities with timely finance-related information (newsletters) and online training (webinars, courses) directly or through SCIP extended partners on how to access opportunities available from specialized urban finance facilities

**High-level Investment Roundtables:** In order to advance project development process from project definition to pre-feasibility, the GP will roll out High-Level Investment Roundtables for projects that have met a certain level of maturity in their conceptualization defined by the GP (e.g. TAP Seal projects, projects that have received Light Touch Technical Assistance).

Leveraging the convening power of the SCIP GP and additional partners such as the Cities Climate Finance Leadership Alliance <sup>8</sup> (CCFLA), the High-Level (HL) Investment Roundtables will be arranged in conjunction with the SCIP Forum and/or other high-level regional investment forums (e.g. Africa Investment Forum organized by the AfDB). The HL Investment Roundtables will bring high-level representatives from cities, private sector, financial institutions and multilateral development banks and will provide an opportunity for the cities to present their projects to a curated audience and pitch these to investors and lenders in a facilitated space.

The GP in coordination with the CCFLA and the multilateral development banks community will identify a community of investors interested in integrated and urban planning infrastructure in global south cities. This community of investors will be invited to design the HL investment roundtables in coordination with the SCIP. Such investors can include but are not limited to the following actors who are leading on urban finance: EBRD's Green Cities Program, ADB's Cities Development Initiative for Asia (CDIA) and Urban Financing Partnership Facility (UFPF), European Investment Bank (EIB)'s Financing Energy for Low-carbon Investment – Cities Advisory Facility (FELICITY), AfDB's Urban and Municipal Development Fund for Africa, IADB's Capital Market Solutions for Sustainable Urban Infrastructure, the WB's City Resilience Program, City Climate Finance Gap Fund, Asia- Pacific Project Preparation Facility (AP3F), US- India Clean Energy Finance Facility (USICEF), Dutch Fund for Climate and Development, among others.

The GP will prepare selected cities to participate at the roundtables and guarantee that projects are presented in a targeted and structured way. Investors and lenders will also be briefed beforehand on the portfolio of projects to be presented in order to align expectations, and ensure the right participants are engaged. The GP will prepare an “investment brief profile” for the selected cities participating at the roundtables and ensure that city representatives have a solid understanding on the work area and focus of the potential partners. The format of the HL Investment Roundtables will be small to guarantee the proper environment for an honest and open conversation between cities and financiers.

HL Investment Roundtables will be conceived as convening spaces to improve understanding between both groups (cities and investors) on the current project status and needs. HL Investment Roundtables will connect selected local projects to be assessed by financial institutions on their bankability potential and risk sharing protocols, as a primary goal. Potential question to be asked to projects can include but not limited to cash flows on the project's long-term debt service, investment returns, possible tax incentives, diligence in legal, technical and economic matters, among others.

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<sup>8</sup> Launched at the United Nations Secretary-General's Climate Summit in September 2014, the Cities Climate Finance Leadership Alliance (CCFLA) gathers over forty leading organizations actively working to mobilize investment into low-carbon and climate-resilient infrastructure in cities and urban areas internationally. CCFLA mission is to catalyze and accelerate additional capital flows to cities, maximize investment in climate smart infrastructure, and close the investment gap in urban areas over the next fifteen years. The Alliance brings together a diverse group of public and private institutions that do not usually work together. It facilitates collaboration that reinforces and expands the impact of members' own activities to achieve macro-scale solutions for mobilizing investment in low-carbon, climate resilient urban infrastructure.

Given the complexity of financing projects in cities, HL Investment Roundtables can also serve as an opportunity to get technical and specific feedback from the investor and lender community, as guidance to cities for further work to make projects bankable. The GP will guarantee periodic follow up with participating cities and the investors community to check on commitments, actions and next steps.

Projects that receive positive appraisal in the HL Investment Roundtables will be supported by the GP to access specialized urban project preparation facilities (e.g. C40 City Finance Facility and EIB's FELICITY) and investors interested in providing further support to make projects bankable and investment ready.

**Deliverables:**

- 1.5.1 3 Finance Modules (ICLEI)
- 1.5.2 Identification of 18 integrated investment projects (C40 with support from WRI and ICLEI's regional coordinators)
- 1.5.3 9 Finance Academies (C40)
- 1.5.4 2 open calls for proposals light-touch technical assistance (C40)
- 1.5.5 9 project proposals have received light touch technical assistance support via open calls (C40)
- 1.5.6 3 investments profile briefs for financial institutions to be presented at investment roundtables (C40)
- 1.5.7 3 High-level Investor Roundtables (C40)
- 1.5.8 4 annual TAP calls to collect projects seeking finance from SCIP cities (ICLEI)
- 1.5.9 24 TAP projects screened and recommendations for improvement (ICLEI)
- 1.5.10 4 annual reports that include results from SCIP cities projects submitted via TAP (ICLEI)
- 1.5.11 4 annual finance newsletters on upcoming opportunities for cities to access PPF and urban finance opportunities (ICLEI)
- 1.5.12 3 TAP approved project received technical support from ICLEI's finance specialists (ICLEI)
- 1.5.13 12 TAP projects presented to Project Preparation Facilities, TAP partners providing further services and/or to potential investors (public and private) (ICLEI)

• **Output 1.6: National governments and cities receive support to take policy and political leadership to unlock action on sustainable and integrated urban planning**

The GP will support national governments, regions, and cities to take policy and political leadership to unlock action on sustainable and integrated urban planning through the organization of National Dialogues.

**National Dialogues:** ICLEI will organize two high-level National Dialogues in each of the nine SCIP countries (18 dialogues in total) to stimulate dialogue and enhance coordination between different levels of government and across relevant departments. The focus is on multilevel governance and exploring the relevance of the urban context (sustainable cities with impact) in national efforts to tackle climate change and sustainable development. The dialogues will focus on ways to enhance national and local capacities for effective implementation and enhanced impact; how to facilitate the access to finance for local implementation projects; and present policy guidance and good practice on enabling sustainable and integrated urban development. The specific format and participation will be decided according to national conditions, but one central aspect will be to provide the opportunity for vertical coordination (Minister-Mayor Dialogues). Dialogues might also include other key stakeholders, such as the Child Project Implementing Agency (IA), local government associations, technical experts, or community-based organizations and private sector representatives. SCIP cities will be invited as a priority to the Dialogues and non-SCIP cities will be also invited. A limited amount of funding will be available to invite non-SCIP cities, with priority for LDC cities. When appropriate, representatives from other countries will be invited to share experiences of similar reforms.



For the Dialogues to be successful, they require the co-ownership of national governments, and specific line ministries. The GP will invite appropriate representatives from ministries responsible for internal government, urban and territorial development, the environment and natural resources, finance, agriculture, and social development, as appropriate. At the local level, mayors and metropolitan representatives will be invited, as well as the responsible parties for planning, finance, and the environment. The National Dialogues will address the specific country challenges and needs, including, for example:

- Integration of urban issues on sustainable development at the national level
- Improved multi-level collaboration and sectoral coordination
- Integrated sustainable metropolitan or regional planning approaches
- Scaled up innovative finance models for sustainable infrastructure

The National Dialogues will utilize a specific methodology, such as the Talanoa Dialogue approach - a proven good practice for sensitive in-country climate change discussions. UNEP and the relevant country project Implementing Agencies will help to engage the highest national political representation possible. ICLEI will facilitate the participation of senior city representatives (ideally mayors) and the local government association of the respective country, inviting the support of the Regional Coordinators.

For higher impact, National Dialogues will be co-organized with national governments and mainly conducted in the national language (simultaneous translation English- local language may be organized as needed should international experts be invited). Terms of Reference will be provided to outline the intent and approach. The GP will provide experts for facilitation.

National Dialogues may take place within the framework of or in parallel to global or regional event happening in the country or may be hosted independently. The number of participants expected is 50-100 per National Dialogue. The first Dialogue in each country will take place in the 1<sup>st</sup> year or early in the 2<sup>nd</sup> year of the project. This dialogue will be an intensive one-day event, which will combine:

- **Setting the scene:** Introduction to the objectives, scope and main stakeholders of the SCIP (global and country projects) and the benefits SCIP GP and the integrated sustainable development approach. This part of the Dialogue will also provide the picture of the national urban policy and problems identified for sustainable urban planning and financing, as well as the opportunities and multiple benefits of city sustainability initiatives. The GP will create knowledge products to this end, such as country factsheets, city case studies, infographics, or policy reviews. This information, as well as the SCIP City Needs Assessments will be shared with the national governments beforehand to have a baseline for the Dialogues.
- **Minister-Mayor dialogue:** A facilitated round-table discussion with representatives from different levels of government (Ministries and city mayors) and other relevant stakeholders on sustainable urban development to: a) enable a collaborative national-local environment by removing the barriers at the national level that prevent local action; b) elevate sustainable urban development as a high priority in the political agenda; and c) influence policy reforms to promote local sustainable development with global environmental benefits.

The expected outcomes of the first Dialogue are:

- a) A recommended 5-year roadmap outlining an approach for communication between ministers, mayors, and the regional coordinators over the course of the project, including regular meetings or calls, to ensure that the multilevel governance approach is discussed. This roadmap may serve as a basis for multi-level collaboration beyond the SCIP.
- b) A commitment of each SCIP national government to enable sustainable urban development in the country and consider recommendations for policy reform;

- c) Information on capacity building needs that can be addressed by the Global Platform.

The second National Dialogue will take place in the 4<sup>rd</sup> or 5<sup>th</sup> year of the project with a similar format to the first one, but with the aim to assess progress made on the above-mentioned issues. The dialogue could potentially address new capacity development needs identified in the course of the project to add them to the GP training offer or for future consideration by the national and local governments. The outcomes of these dialogues will include 1) documented progress on the roadmaps, 2) national commitments and capacity building, and 3) adaptations or revisions to the roadmaps.

A report on lessons learned on multi-level collaboration for integrated sustainable urban development will be compiled at the end of the project, based on the outcomes of the National Dialogues.

**Deliverables:**

- 1.6.1 9 preparatory plans for each National Dialogue in agreement with the relevant Implementing Agency for each child project with a clear outline of the National Dialogue structure, agenda, participants and expected outcomes (ICLEI)
- 1.6.2 9 country fact-sheets on national urban policy (ICLEI)
- 1.6.3 9 recommended roadmaps for multi-level government collaboration (plus updated roadmaps) (ICLEI)
- 1.6.4 At least 4 national commitments to sustainable urban development (ICLEI)
- 1.6.5 18 National Dialogues of which 6 include attendance and participation from women’s organizations, NGOs, or child project gender focal points, female urban decisionmakers (ICLEI)
- 1.6.6 1 report on lessons learned on multi-level collaboration (ICLEI)

**Component 2: Global Platform for knowledge management, exchange and program coordination**

Component 2 of the SCIP GP will build a state-of-the-art library of knowledge for the program and create innovative and practical curricula, the City Academy, to provide cities with a unique learning opportunity on integrated planning. Component activities will include: the design, construction and maintenance of a website with a library of best practices, solutions and tools on key topics related to sustainable cities; the mapping of existing knowledge and creation of new knowledge where there are gaps; the development of the curriculum and content for the City Academy, comprised of eight applied knowledge ‘toolkits’ (modules of technical content, videos, case studies, tools, templates and practical exercises) in key integrated planning topics. It will also include translations of key knowledge packages.

*Outcome 2: Key urban actors and experts, in addition to those targeted in outcome 1, are using cutting edge knowledge and best practices on sustainable integrated urban planning and investments from a global sustainable cities platform*

**Outputs:**

- **Output 2.1: Existing knowledge is curated, and a menu of sustainable urban development and integrated planning solutions is available to key urban actors and experts**

The knowledge management component of the GP will produce/systematize and organize the content required for capacity building activities and learning focusing on integrated planning and innovative sustainable solutions for cities and selected thematic areas identified from local demand and emerging and innovative topics in the field of sustainable cities.

**Library of Knowledge:** The SCIP team will curate state of the art information on the different topics that fall under the topics selected for the program. The team will select, organize, and sometimes adapt existing information [frameworks, methodologies, reports, working papers], and share that information through the

SCIP website. The technical knowledge library will be organized around program thematic areas (which will include the main topics offered through the City Academy and other ones). The team will select content and provide access to extensive library of resources already available under each organization.

The technical library will be hosted in the SCIP's website and will be based on existing knowledge and ongoing efforts to expand knowledge and will be utilized as the basis to feed into city academies, peer-to-peer exchanges and learning activities. It will connect with knowledge on [CityFixLearn](#) (WRI's knowledge hub); [C40 Knowledge Hub](#); [ICLEI's Solutions Gateway](#), [ICLEI's virtual library](#) and [UN Environment Program's Resources Library](#).

**Webinar Series:** The GP will organize and coordinate 20 webinars on innovative urban solutions. Webinars will be used to provide insights and share experience on a particular strategy, solution, approach or tool and will include examples of best practices and lessons learned from other cities. Webinars will be delivered in different languages, depending on content, and different time zones to respond to city's needs. The topics to be included on webinars will come from the extended resources from the organizers and invite SCIP cities and project partners to share ideas and approaches. Content will be pre-announced in newsletters to allow for planning and will be used also for follow up of the learning events (City Academies, peer exchanges).

Each of the 4 partners will organize 1 webinar yearly for the duration of the 5-year project (20 webinars). Reach out and promotion will be led by the communications lead for the project and supported by the other organization to broaden the audience. The organization of the webinar series will be part of the responsibilities of the communications lead, and WRI will provide the platform, with partners organizing and providing the content.

**Deliverables:**

- 2.1.1 Library of Knowledge on the GP website with innovative solutions organised by the 8 themes of the city academies and others including 1 section focused on gender and urban sustainability (see Output 2.2) (WRI organizes and leads, with inputs from ICLEI, C40 and UNEP Cities)
- 2.1.2 20 webinars (4 per year) (WRI leads and provides the platform, 5 webinars each for WRI, ICLEI, C40 and UNEP Cities)

- **Output 2.2: New knowledge is generated and made available to key urban actors and experts responding to local demands and identified gaps, including case studies, training materials, reports, training modules**

The City Academy constitutes the main learning and capacity building opportunity organized by the GP (Output 1.2). The City Academy curriculum will be structured around a set of eight pre-defined modules of content that have been developed to respond to city demands and needs and recognizing emerging topics of interest in the space of sustainable urban planning<sup>9</sup>. Innovative approaches and case studies will be central in each of the modules of content. The set of modules will be presented to the cities as a package of interdependent and coherent content, from which cities will select the topics of interest to attend the trainings when responding to the Light-touch Needs Assessment. Face to face trainings will be combined with opportunities to interact virtually through follow up webinars, peer discussions and assignments for action. The program will create a cohort of participants to foster continuity, buy-in and practical use of the knowledge.

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<sup>9</sup> The selection of the topics comes from a review and identification of prevalent topics in the child projects, and a consultation with experts in implementing organizations, to select topics that are both innovative and address different aspects of integrated planning. During implementation, if demand for alternative topics is identified, the team will adjust the offer.

The City Academy target audience will be high-level local technical staff identified by the local focal point. As Cities chose the topics they are interested in, and in the cases in which they are also working on local climate commitments [output 3.1], learning could be linked to content area of the commitment (for example: bus electrification).

**City Academy Curriculum:** The City Academy content will be presented face to face in two different formats: SCIP Labs [workshops run at the local level] and regional thematic trainings. Once trainings are piloted and tested, they will be posted online on the SCIP’s website to ensure additional reach. The selection of the topics comes from a review and identification of prevalent topics in the child projects, and a consultation with experts in implementing organizations, to pick topics that are both innovative and address different aspects of integrated planning. The topics are prevalent in the child project proposals and central to the integrated approach of the program. During implementation, if demand for alternative topics is identified, the team will adjust the offer. SCIP will explore potential work with leading universities and research institutes globally when developing the training modules.

**SCIP Labs** are workshops run in the local language in each country (with a selection of cities) and designed to be hands-on opportunities to resolve local, concrete cross-sectoral problems that require multiple stakeholder coordination. Multiple technical staff from the invited cities will work on a clinic-style, collaborative and intersectoral planning problem. Strategic planning and data governance workshops are at the core of SCIP approach, bringing to the front, in a practical manner, the implementation of integrated approaches for sustainability at the local level. As such, all SCIP countries will have the opportunity to participate in workshops on these subjects and receive tailored, context-specific solutions to problems using integrated approaches to strategic planning and data governance (a workshop might combine multiple cities from the same country, working on different problems, this will be decided during implementation).

The project was under development during the outbreak of the COVID-19 pandemic. As a result, the project has introduced set of risk management measures (risk section) in case travel remains restricted after the project has started implementation. There are many emerging lessons learned on the impact of the pandemic on urban spaces and how cities will operate in the aftermath. This wealth of information which is still evolving will be captured in the modules of the City Academy Curriculum. However, we recognize that more robust responses and clear guidance will only be developed over time. It is therefore the aim of this project to track the evolution of this thinking and build it into the training materials the project develops. These early ideas and areas have been described in annex Q.

<b>City Academy Curriculum <sup>10</sup></b>	
<b>Overview of the proposed content</b>	
<b>SCIP Labs</b>	<b>Content description</b>
<b>Module 1: Strategic Planning workshop</b>	<p>Urban strategic planning is a management instrument which encourages cross-collaboration between departments and cities (when projects are metropolitan) and citizen participation in local policy decisions. During the stages of a strategic plan (Diagnosis, Planning, Strategic Management, Monitoring and Evaluation) social and political actors and various city departments work together using a specific methodology.</p> <p>The Module will have an introduction to the topic [that will be used in all workshops and posted online], explaining the process and key tools to be used in a strategic planning exercise, and then work on an specific</p>

<sup>10</sup> All modules will mainstream resilience and will include emerging lessons learnt from the current COVID-19 situation. The description of the modules has already been updated to include resilience aspects.

	<p>planning problem identified with the cities, such as resilience to identified risks and vulnerabilities, increasing green spaces and public spaces, or how to promote densification in an area of a city.</p> <p>The workshop will advance the city’s ability to work across agencies, jurisdictions, and sectors to solve a key planning challenge. It will have a specific spatial approach, focusing on strategic projects previously selected by the city with GP support, with a multi-stakeholder, cross-sectoral, charette style.</p> <p>For example: a city is investing on a metropolitan light rail transit project. The workshop can focus on how to identify land areas around the corridor for densification (TOD-type projects) and other areas for conservation. Key stakeholders will be invited to participate (different city departments, citizens, private sector, land and transport departments from metro area cities).</p> <p>Information produced through the spatial baseline will be used in the workshops.</p>
<p><b>Modules 2: Data Governance workshop</b></p>	<p>Cities require data for a variety of activities related to advancing sustainable development. Data informs planning processes, enables benchmarking and measurement of progress indicators, allows cities to assess alternative development pathways and design and implement policies and programs. However, collecting, accessing, processing and maintaining data is resource and time intensive and requires specialized expertise. The political-economy of data is also challenging. Data is held by many different public agencies and private actors. What data is available is often not clear and data may not be shared even when requested. Particularly in data scarce environments, like developing cities, critical datasets are often unavailable or inaccessible to be turned into insights. Local data may be held by many different owners, stored in non-digital formats, unaffordable or not collected at all. Global or private data that is locally relevant (such as from urban sensors, crowdsourcing or remote sensing) may be buried in academic publications, unaffordable, in an unusable format or require specific technical expertise and analysis tools.</p> <p>Module 2 will be structured in two parts, an introductory part focused on content [which will be posted on the SCIP website], and a second workshop style part, focusing on connecting information from specific local, public sector data sets, with the goal of creating a space for coordination between different departments.</p> <p>This workshop will help participant cities to assess their current city data landscape, identify critical multi-use urban datasets and their use cases, and learn good practices in data governance and collaboration that will help to overcome challenges around data access and sharing.</p> <p>The two primary focus areas will be:</p> <ol style="list-style-type: none"> <li>1. <b>Data governance</b> – public investments in data; open data; intra-municipal, public-private and regional collaboration; data privacy; etc.</li> <li>2. <b>Critical urban data layers</b> – Assessing and selecting global and local options for foundational datasets (land use, land cover, topography, demographics, infrastructure, etc.) and organizing and sharing these datasets for use by many stakeholders.</li> </ol>
<p><b>Thematic trainings</b></p>	<p><b>Content description</b></p>

<p><b>Module 3: Nature-based solutions and urban resilience</b></p>	<p>The training will introduce nature-based solutions to enhance urban resilience as a response to a variety of urban challenges including water management (flooding and drought), heat island effect, protection of drinking water, and loss of biodiversity and ecosystems. NBS offers a multi-functional approach that can restore ecosystem services and improve human well-being, making cities more liveable places for all. But it requires a new way of thinking about a city’s green and blue infrastructure. The training holistically addresses the different elements of integrating nature-based solutions into a city’s plans, policies, projects and budgeting to build social, economic, and environmental resilience.</p> <p><b>Policy and planning for nature-based solutions (NBS):</b> Describes how to acknowledge risks, set targets and incorporate NBS into policies and plans at all city and metropolitan scales, to restore, protect and manage green and blue infrastructure ensuring that policies are complimentary and not in conflict with a city’s NBS goals.</p> <p><b>Design and implementation of nature-based solutions:</b> Defines design and implementation best practices for NBS projects that are inclusive and resilient.</p> <p><b>The benefits of investing in NBS and preserving urban and peri-urban biodiversity:</b> Cities can address the complexity of urban resilience through sustainable and integrated approaches and improve a city’s capacity to respond to disasters and shocks</p> <p><b>Financing nature-based solutions as a mechanism for urban resilience:</b> Explores different financing and funding options that cities around the world are using to implement nature-based solutions <sup>11</sup>.</p>
<p><b>Module 4: Circular economy</b></p>	<p>Looking beyond the current take-make-waste extractive industrial model, a circular economy aims to redefine growth, focusing on positive society-wide benefits. It entails gradually decoupling economic activity from the consumption of finite resources and designing waste out of the system. Underpinned by a transition to renewable energy sources, the circular model builds economic, natural, and social capital.</p> <p>The circular economy training will provide participating cities with an enhanced understanding of opportunities, and capacity to collaboratively define multi-stakeholder roadmaps on this topic, considering local resources: people, place, materials and innovation. Some of the topics to be included:</p> <p><b>Concept of circular development</b> and how to define tailor-made approaches to regional and local singularities to become part of a circular loop of resource consumption and re-use.</p> <p><b>Focus on the sustainable use of limited resources,</b> effective waste management and optimization of waste resources, while addressing social equity and local job creation in this context.</p> <p><b>Collaborative governance model</b> for circular economy roadmap planning.</p>
<p><b>Module 5: Finance</b></p>	<p>This module aims at helping and empowering local governments to develop innovative and bankable projects and access finance for their low carbon and climate resilient development. Participants will learn about the climate finance architecture in order to have a better understanding on the potential international and national funding sources. Furthermore, it will provide participating cities with a range of innovative financing</p>

<sup>11</sup> This module will be especially relevant to least developed countries including, Rwanda and Sierra Leone that face growing challenges with accessing water, providing green urban spaces, and adapting to climate risks.

	<p>solutions, explaining the advantages and disadvantages of each tool. Cities will be also trained on project structuring and project pitching to increase their chances when connecting to potential investors and funders. The module will be supported by a toolkit and will cover the following topics:</p> <ul style="list-style-type: none"> <li>• Understanding the finance sector language (climate finance glossary)</li> <li>• Types and sources of international finance options including project preparation facilities</li> <li>• Types and sources of national finance options</li> <li>• Innovative financial instruments, practicality and feasibility</li> <li>• Project preparation: How to develop a robust project concept that is bankable</li> <li>• Project structuring</li> <li>• Procurement</li> <li>• How to pitch the project to potential investors</li> </ul>
<p><b>Module 6: Integrated approach at neighbourhood scale</b></p>	<p>This module tackles integration of key technologies and approaches at the neighbourhood scale, specifically maximizing the co-benefits of sustainable buildings, energy, and mobility through integration, while at the same time considering nature-based approaches, resilience and resource efficiency as overarching layers and strategies in urban design.</p> <p>With the aim of rapid replication and dissemination of bottom-up strategies, UNEP researched and curated successful community level approaches. This is now documented in a forthcoming publication entitled, “Neighbourhood Design Guidelines”. The module will include:</p> <ul style="list-style-type: none"> <li>• An urban design workshop on the integration of sustainable buildings/ construction; sustainable energy and mobility</li> <li>• Integrative technology examples (e.g. passive heating/cooling design, nature-based solutions, district energy, mobility e-mobility and integrated transport, biodiversity corridors)</li> <li>• Low emission zones</li> <li>• Conceptual foundations of institutions, policies, and financing frameworks that support a successful neighbourhood design</li> <li>• Vertical integration: Examples and training on how to better design sustainable communities that would integrate community plans with city and national priorities</li> <li>• Harnessing communities as agents of change (identifying effective entry points and effective connections) and training on good governance and power of strong social networks to strengthen urban resilience</li> </ul>
<p><b>Module 7: Integrated Climate Action Planning</b></p>	<p>This module will help cities to understand and develop local climate action plans in alignment with the Paris Agreement. The module will be focused on the integrated aspects of climate action decisions at the local level where mitigation, adaptation and inclusivity should be addressed simultaneously. The module will provide a step by step methodology for cities to follow from setting a city vision and commitment, establish a baseline, prioritize actions, setting targets, to alignment to national policies and international frameworks. Also, the module will access to</p>

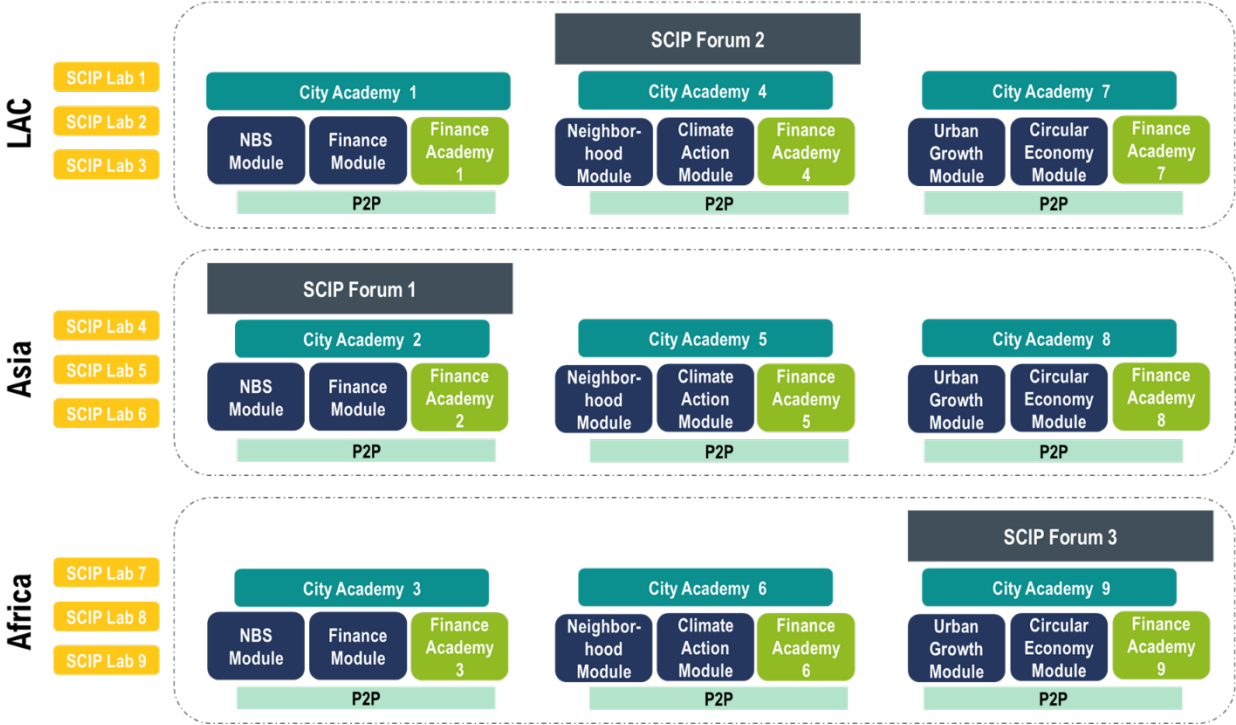


	resources on how to build and update GHGs inventories, develop a risk assessment and analyse multiple co-benefits of climate action.
<b>Module 8: Managing Urban Growth in Global South cities</b>	This module will provide evidence-based policy recommendations and tested approaches on how global south cities can deal effectively with their unprecedented and unavoidable urban expansion. The main objective of the module is to guide local governments on how to ensure a supply of developable land that is ample enough to keep housing affordable for the urban poor, while reducing the cost of providing new public infrastructure, minimizing future GHGs emissions associated with <i>laissez-faire</i> sprawl dynamics, protecting key natural assets and surrounding biodiversity, and enhancing urban resilience. This module will be particularly well suited to rapidly growing cities in the Global South, with a significant share located in Least Developed Countries. In addition to the work in LDCs such as Sierra Leone and Rwanda, the Global Platform will seek to enable peer to peer exchanges with other LDC rapidly growing cities in places like Ethiopia, Tanzania and Senegal.

Each lead partner per module is responsible for delivering translation into all project languages, namely, English, Portuguese, Spanish, French, Chinese and Indonesian Bahasa.

The proposed City Academy Curriculum below represents an example of how the City Academies will be organized but the details regarding when and where each module will take place will vary during project execution.

**City Academy Curriculum**



**Gender will be considered in all knowledge packages.** Modules will introduce gender-responsive participatory planning tools and methodologies to consult and engage all stakeholders in urban planning processes and ensure that women and vulnerable groups express themselves and have their voices heard to promote inclusiveness and equitability.



**Deliverables:**

- 2.2.1 Methodology, process and quality review for designing and developing each module (WRI)
- 2.2.2 8 modules of content [6 thematic + 2 labs] to be used in City Academy face-to-face trainings and on the website in English and translated to Spanish, French, Portuguese, Chinese, and Indonesian Bahasa
  - **Module 1 Strategic Planning workshop** (WRI) in English, Spanish, French, Portuguese, Chinese and Indonesian Bahasa
  - **Modules 2: Data Governance workshop** (WRI) in English, Spanish, French, Portuguese, Chinese and Indonesian Bahasa
  - **Module 3: Nature-based solutions and urban resilience** (WRI) in English, Spanish, French, Portuguese, Chinese and Indonesian Bahasa
  - **Module 4: Circular economy** (ICLEI) in English, Spanish, French, Portuguese, Chinese and Indonesian Bahasa
  - **Module 5: Finance** (ICLEI) in English, Spanish, French, Portuguese, Chinese and Indonesian Bahasa
  - **Module 6: Integrated approach at neighbourhood scale** (UNEP) in English, Spanish, French, Portuguese, Chinese and Indonesian Bahasa
  - **Module 7: Integrated Climate Action Planning** (C40) in English, Spanish, French, Portuguese, Chinese and Indonesian Bahasa
  - **Module 8: Managing Urban Growth in Global South cities** (C40) in English, Spanish, French, Portuguese, Chinese and Indonesian Bahasa
- **Output 2.3: Global convening space with website is created and made available for cities to exchange knowledge**

One of the key objectives of the SCIP is to build a global movement around integrated urban planning approaches to more sustainable, resilient, inclusive and gender-sensitive cities. SCIP will create a website and communications strategy to foment this movement-

The website is a key component of the communications strategy. It will house a library of knowledge on integrated solutions to promote sustainable cities, include the City Academy Curriculum, and showcase best practices and lessons learned from cities. The SCIP website will act as the landing page for SCIP, its partners and its city network. Additionally, the SCIP website will link to partner sites (WRI, ICLEI, C40 and UNEP Cities) and national child project sites such as those in Brazil, India, and China to enable knowledge sharing beyond the GP itself, increase its visibility, and ensure that the legacy of this project will remain accessible after its completion. Lastly, SCIP will create a new brand and website to promote its events and learning materials and will link to the GPSC website to ensure continuity between GEF SC-IAP and SCIP.

The planned SCIP website will have the following functionalities:

- Act as the central landing page for SCIP that showcases its mission, content and partners
- House a library knowledge organized around key thematic areas, highlighting innovative approaches for urban sustainability and integration
- House blogs, news stories and other mediums to share success stories, lessons learned, and help scale innovative approaches to integrated planning
- Display city profiles with related content (blogs, news stories, etc.) including spatial information gathered through the spatial baseline and the ISUDAs
- House 8 City Academy Curriculum modules in different languages, namely Spanish, French, Portuguese, Chinese, and Bahasa, and allow users to organize content by language

- Collect the recordings of all previous webinars provided by the webinar series
- Connect to social media
- Display a SCIP events and webinars calendar
- Interactive section to collect child project baseline, indicators and progress against the GP monitoring framework

**Deliverables:**

- 2.3.1 1 fully functioning SCIP website with regularly updated content, and features listed above (WRI)
- 2.3.2 Website maintenance (WRI)
- 2.3.3 Website exit strategy for continuity and sustainability (WRI)

**Component 3: Advocacy, Awareness Raising and Partnerships**

Component 3 activities will include engaging in actions to build a global movement around sustainable cities and integrated planning and increase climate commitments at the local level. In order to do that, the GP will organize events or different types of convenings, and participate in high level meetings, including UN Secretary-General's summits, Conferences of the Parties of major Multilateral Environmental Agreements, the UNEP Assembly and city network Conferences as well as the High Level Political Forum, and the periodic reviews of progress towards the SDGs, to elevate the role of subnational governments to the sustainable development discourse and generate partnerships.

The global advocacy action will be complemented by groundwork to increase climate commitments at the local level. Finally, an important element of this component is the development of a cohesive and consistent communications strategy to elevate the impact of the program.

*Outcome 3: Policy makers and key urban actors promote sustainable integrated urban planning and investments*

**Outputs:**

- **Output 3.1: Mayors or equivalent in participating and new cities receive support to set science-based targets and prepare climate action plans**

For cities that want to raise their climate ambition and be recognized as global climate leaders, the GP will advise and support them on how to commit to international targets (e.g. Global Covenant of Mayors – GCoM or C40’s Deadline 2020) and declarations (e.g. sectoral commitments to 2030) as well as to connect to further opportunities that can help cities to achieve their climate action targets. To increase climate action in cities, the GP will lead the activities below:

**Background and context mapping for local climate action:** Through the work of SCIP regional coordinators and other relevant sources of information such as ISUDAs, the GP will assess the following aspects to identify cities with promising climate leadership within the SCIP cohort:

- City political context
- City vision on climate and sustainable development
- Existing climate and sustainability targets
- Mayor/Council’s likelihood to commit publicly (if not yet done or if the level of ambition needs to be raised)
- Key sector areas where the city can commit and act (i.e. where it has a mandate in place already)
- Main barriers to climate action that the city is facing
- Possible alignment to existing national and international commitments for cities

**Selection of potential climate leader cities:** Based on the information gathered, regional coordinators and the GP partners will recommend the selected cities to the SCIP Core Global Team (every six months~) to become a *Climate leader* and further the engagement on climate action ambition. This selection will target SCIP GEF 7 and GEF 6 cities as a priority and also include additional non-SCIP cities that show an interest in climate action leadership and in making commitments in GP events, these cities will be selected by the GP and will be drawn from C40, ICLEI and WRI networks. Once a city becomes a *climate leader*, the GP can offer the city additional opportunities to show their leadership in the region and in global events, such as:

- Host a SCIP Forum, a Regional City Academy or a Peer to Peer Exchange
- Invite the city's Mayor (or equivalent) to participate at a high-level session at the SCIP Forum and/or a SCIP hosted global side event (not necessarily to make a public commitment)
- Feature actions the city is taking in knowledge products and peer to peer events, blogs and communications pieces.
- In addition, climate leaders will be encouraged to take on climate action commitments, science-based targets and participate at events where they can join make public commitments as described below.

**Climate action commitments:** Given the concentration of GHGs emissions in urban agglomerations, it is key that more cities – especially large and fast-growing – commit and develop long term plans to peaking emissions, in aggregate halving emissions by 2030 (or similar) and reaching net-zero emissions by 2050, in line with the 1.5°C objective of the Paris Agreement. With the adequate support and political leadership, a good number of cities in the Global South are well positioned to take on that challenge.

To that end, the SCIP GP will give specific advice to the selected cities on how to conceptualize and develop local climate action commitments and plans. As a starting point, cities will be mobilized to join international commitments on climate action such as the Global Covenant of Mayors – GCoM, C40's Deadline 2020, WWF One Planet City Challenge or similar to reduce GHGs emissions in alignment with the Paris Agreement targets.

This activity will be complemented with learning opportunities provided at SCIP Regional City Academies (Output 2.2), which will include a dedicated module on local climate action planning and the attendance to other trainings such as webinars and peer exchanges on climate action planning for any interested cities.

During the consultation phase with GEF-7 child projects it is really important to assess the possibility and encourage the integration of some of the core activities on climate action planning such as GHGs inventories and climate risk assessments as part of the work to be delivered through child projects.

**C40's Science-based targets:** Instead of having a city-wide climate commitment, selected cities will also have the option to join any of the C40 science-based targets also known as sectoral declarations on global climate leadership to halve emissions by 2030. There are currently five C40 science-based [declarations](#) that SCIP cities could join:

- Net Zero Carbon Buildings Declaration
- Advancing Towards Zero Waste
- Green and Healthy Streets Declaration
- The Good Food Cities Declaration
- The Clean Air Cities Declaration

Through the C40 declarations, selected cities can join a global network of cities working on similar challenges and committed to achieve the highest impact. Each declaration has its own targets with specific

goals to be achieved 2030. Reporting of progress is monitored at annual basis. Each declaration has a curated library of knowledge resources, best practices and provides learning opportunities via webinars or workshops. Also, selected cities that join declarations will have access to networking opportunities via C40 events that will bring Mayors and business leaders committed to deliver on the sectoral declarations.

**ICLEI’s climate neutrality targets:** ICLEI is calling local and regional governments to achieve climate neutrality in government operations and community wide before mid-century. Through this initiative, selected cities will be invited to commit to accelerate climate and sustainable energy action, through greater ambition, defining and implementing a set of steps towards climate neutrality, addressing climate change mitigation, adaptation and resilience, while stimulating the local economy. This could include achieving 100 percent renewable energy to serve community energy needs, divesting from fossil fuels, investing in resilient low carbon infrastructure, and offsetting GHG emissions that are difficult to reduce.

**Additional targets:** The SCIP-GP will work with the Global Commons Alliance / Science Based Targets Network to define and pilot science-based target for both climate and nature in cities.

SCIP GP can also set additional science-based targets in areas of common interest, building on the work done through the Science-based Targets partnership. A good example is the work done by the World Bank with the “Sao Paulo Statement on Urban Sustainability” as part of the GEF-6 IAP phase.

**Public Commitment events:** The SCIP GP will seek to get public commitments from Mayors at key global events (e.g. United Nations Framework Convention on Climate Change (UNFCCC) Conference of Parties (COPs), ICLEI’s World Congress and C40 World Mayors Summit). This will require a dedicated deep dive into the selected cities choosing those showing the highest potential (based on previous assessments, conversations and engagement) in order to build up the public declaration to be given by a Mayor (s). This work will be supported by the respective SCIP regional coordinator and guided by the Global Project Team. In addition, CBOs regional offices can offer further support engaging with cities climate lead teams. Public commitments will probably come after year 2 of the SCIP timeline given the necessary preparatory work that needs to be done in advance.

**Announcement at SCIP Forum and public communication:** In connection to the climate action commitments, described above, the SCIP Forum will have a high-level section on Day 1 in the Plenary where Mayors will announce the commitments. This will be the kick-off of the SCIP Forum. Commitments need to be backed with the proper communication coverage making sure the message is amplified via web and social media, including the SCIP, UNEP and CBOs outlets, and cities’ relevant channels. In addition, part of the communication plan to be developed by the GP can include compelling short videos promoting key messages that echo the vision of SCIP’s climate action vision.

**Monitoring of commitments:** The GP will use the existing [CDP-ICLEI unified reporting system](#)<sup>12</sup> which captures climate (strategic, thematic and sectoral) targets and commitments in various formats, where the GP can track progress against these targets. Via this platform participating cities will have the opportunity to be measure against other cities across the globe taking action on climate and ultimately being identified as part of the “Cities A-list” that CDP releases on a yearly basis.

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<sup>12</sup> The CDP-ICLEI unified reporting system is a global climate action reporting platform that serves cities and local governments. They are encouraged to deal with voluntary reporting, or respond to membership requirements, such as C40 requiring reporting to the system. This reporting system is the formal GCoM reporting platform. Data collected includes: targets and commitments (communitywide, sectoral, and thematic), greenhouse gas inventories, risk and vulnerability assessments, climate action plans, actions, and financing.

Further, the GP will set up regular calls with committed cities and explore further opportunities for cities to engage and access resources that can pave the way to implementation.

**Deliverables:**

- 3.1.1 9 climate leader cities (assumption 3 per region) (C40 leads with support from WRI and ICLEI regional coordinators)
  - 3.1.2 9 resolutions, declarations and/or commitments to increase climate action targets/science-based targets signed at high-level SCIP hosted events (assumption 1 commitment per country, 3 cities per region) (C40)
  - 3.1.3 6 cities working towards a climate action plan aligned with Paris Agreement targets and are gender-sensitive (assumption 2 per region) (C40)
  - 3.1.4 1 communication and engagement package on climate action and science-based targets (C40)
  - 3.1.5 At least 15 new cities reporting on the CDP-ICLEI unified reporting system to track climate action activities performed by them (ICLEI)
  - 3.1.6 3 online training sessions (1 per region) to selected cities on how to use the CDP-ICLEI unified reporting system (ICLEI)
- **Output 3.2: Awareness of policy makers and key urban actors is raised, and action is promoted at a global level on the importance of cities in the achievement of MEA goals**

This output will ensure that awareness is raised globally, beyond the SCIP-participating cities and countries, and action is promoted at a global level commensurate with the importance of cities in the achievement of goals of key multilateral environmental agreements (MEAs). Conversely, the activities are designed to ensure that the climate and environment agendas are present in important meetings that focus on cities and urban development.

The strategy is not to develop stand-alone global or regional events but rather to embed SCIP messages and experiences in existing events at the global and regional levels. Events will be chosen based on relevance, particularly to reach the Parties (national governments) to the Climate and Biodiversity Conventions as well as the environment and the city / urban development communities, with the goal to:

- Localize environmental agreements - bring global environmental agreements into the cities' conversation and the cities conversation into global agreements, also helping to further the localisation of the SDGs
- Leverage partnerships – build momentum and partnerships towards political commitments and resolutions in global fora, e.g. Cities Summits held now regularly at the Climate and Biodiversity COPs and at the UN Environment Assembly (UNEA)
- Increase leadership – support and raise the collective level of ambition of countries and cities for sustainable urban development by reflecting project results in global processes/ discourse.

To achieve the outcome, the first step will be the development of a 5-year advocacy plan to be incorporated into the GP's events and communications strategy, both to be reviewed annually. The advocacy plan will select the list of relevant events where advocacy will take place.

UNEP will engage in

- Content development (creating and curating work from SCIP agencies and partners, development of videos, working closely with key speakers),
- Ensure a substantial and balanced panel at events: Liaising with SCIP agencies in putting a balanced panel (in terms of gender, geographical scope, area of expertise)

- Identification of appropriate opportunities: Working closely with partners including those not involved in SCIP such as UN-Habitat to ensure maximum visibility for the project and its key advocacy partners at events identified in the advocacy plan

**Five high level events will be conducted within the project lifetime:** High-level global events refer to prominent events held at conferences either on environmental or climate issues such as the UN Environment Assembly (UNEA), UN Habitat Assembly, and the Climate COPs, or city-focused events such as the C40 Mayors' Forum and the ICLEI World Congresses in 2021 and 2024. For example, a whole day Cities Summit will be held during UNEA 5 in 2021, UNEA 6 in 2023 and UNEA 7 in 2025 or UNHA 2 in 2023, bringing into the discussion environment/climate/urbanization ministers and leaders of SCIP cities and other mayors to discuss the issue of sustainable urban development and climate action. Similarly, at the C40 Mayors Summits or ICLEI World Congresses, a 2-3-hour panel of high-level champions on sustainable urban development will focus on integrated approaches.

In these events, the purpose is (1) raising the awareness of the importance of local action to meeting global agendas; (2) demonstrating contributions made through integrated approaches at local level; and (3) sharing tools, experiences and achievements made under the SCIP. Events such as UNEA and UNHA provide the opportunity for Resolutions and events at COPs provide the opportunity to demonstrate how local action helps achieve national commitments.

**Organize 10 side events,** short advocacy opportunities (typically 90-minute panel discussions with technical level experts) and training workshops (typically 2-hour expert guidance) held within bigger conferences such as the World Urban Forum. UNEP will organize these events around the topic of integrated planning.

**Ensure SCIP presence in at least 1 regional event annually,** including, for example, regional climate weeks and similar events organized by regional bodies such as the UN Regional commissions. The Commissions also hold city focused events such as the Asia Pacific Urban Forum. This would allow SCIP presence in at least one of these regional events per year thus strengthening the vertical integration, as well as outreach to non SCIP countries and cities.

#### **Deliverables:**

- 3.2.1 A 5-year advocacy plan (UNEP Cities)
- 3.2.2 5 detailed workplans for each GP year with the planned events presented in the EMT meetings (UNEP Cities)
- 3.2.3 5 high level events within the project lifetime including 30% of presentations by female urban decisionmakers (UNEP Cities)
- 3.2.4 10 side events including 30% of presentations by female urban decisionmakers (UNEP Cities)
- 3.2.5 5 regional events including 30% of presentations by female urban decisionmakers (UNEP Cities)

#### • **Output 3.3: Private sector networks and cities are mobilized to forge city-business partnerships**

Activities led by the SCIP GP on private sector engagement will provide participating cities opportunities to engage with private sector stakeholders, participate in learning and capacity building sessions and access dedicated supporting activities to accelerate cities and business collaboration.

By engaging leading key private sector actors, the GP will seek to:

- Match business solutions with city challenges
- Co-create policies and plans to accelerate urban transformation
- Build capacity and share knowledge on partnership building, business models and tendering

The GP's approach to private sector engagement will be divided between activities performed at global level and at the child project level.

At the global level, the GP will develop the following activities:

**City-Business Marketplaces:** As part of the SCIP Forum, the GP will create a dedicated space – *a marketplace* – for cities and businesses to connect around key sectors and sector integration opportunities (e.g. transport, buildings, water, waste, etc.) during the 2-3 days of the Forum. This will be an opportunity to encourage city and business collaboration, aggregate demand around common needs and solutions and explore scaling up activities. Businesses will showcase innovative solutions, products and services. Also, cities can present successful case studies of collaboration with private sector to encourage peer to peer learning with other participating cities. Marketplace sessions will be an integral part of the SCIP forum.

The GP will seek to invite private sector companies working globally, regionally or nationally, that have a strong record as industry leaders integrating sustainability measures and targets in their products and services. The SCIP will leverage business networks such as:

- The City-Business Climate Alliance (CBCA) - a joint initiative of C40 Cities, Carbon Disclosure Project (CDP) and the World Business Council for Sustainable Development (WBCSD) to accelerate climate action through city-business collaboration
- UNEP's District Energy in Cities Initiative
- UNEP's Integrated Urban Systems Partnership

Also, in collaboration with host country and city, marketplaces should have a representation of regional or national private sector companies.

**Private Sector Participation at City Academies and Webinars:** Based on the assumption that training provided to cities will evolve according to cities' needs, the GP will seek to engage private sector representatives from key sectors to join the City Academies and/or webinars to present case studies and technical solutions that will help cities to understand the private sector perspective on the sector/challenge they are working on. For example, private sector participation can be tagged to the training modules on selected topics such as transport, waste, resilience, etc.

This will require a constant outreach from the GP to key private sector institutions. Part of the engagement can be facilitated through business network organizations and global alliances such as the City-Business Climate Alliance<sup>13</sup> (CBCA).

**Knowledge sharing:** In collaboration with respected private sector institutions and/or business networks (e.g. WBCSD) the GP will conduct relevant research and document case-studies on successful collaboration between private sector and cities on integrated planning approaches. In addition, the GP will cultivate a core group of private sector partners engaged in integrated approaches in city planning and management. This core group will be a "sounding board" to test the relevance/review select materials (publications, reports and case studies) on private sector collaboration and cities that will be developed by child projects and by the global platform.

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<sup>13</sup> The City-Business Climate Alliance (CBCA), launched in October 2019 at the Cities & Business Forum in Copenhagen, will provide a blueprint for how city government and businesses across the world can break down barriers to cooperation and collaboration. The CBCA will ensure city mayors and business CEOs can translate their global climate commitments into practical actions that work in cities. The CBCA is a joint initiative designed with the expertise of C40 Cities, CDP and WBCSD.

At the child project level (country and city level), the GP will develop the following activities:

**Private Sector Participation at SCIP National dialogues:** As part of the SCIP national dialogues, the GP will encourage the participation of key private sector representatives. Private sector participation at the national dialogues can have a number of benefits:

- Making sure that policy dialogues integrate private sector perspectives, opportunities and challenges.
- Getting policy feedback from private sector companies on barriers for collaboration and scale up sustainable business models
- Create a space for future collaboration and partnership.
- Establish action plans between cities, national governments and private sector stakeholders

Part of this engagement will be facilitated through the [CiBiX](#) (City-Business collaboration acceleration) workshops<sup>14</sup>. To support effective early-engagement between the public and private sector on integrated sustainable urban development, ICLEI will organize 3 CiBiX workshops connected to 3 identified National Dialogues (output 1.6) and the 3 SCIP regions. Each workshop will work together with the SCIP cities in the selected countries to create an opportunity for open and collaborative dialogue on the current barriers and future partnership needs linked to the key topics identified by the GP.

**City-Business Climate Alliance (CBCA) pilots in SCIP cities:** The CBCA provides direct support to cohorts of cities, helping them set up local, strategic and long-term city-business partnerships aimed at aligning targets and developing joint climate projects. Support for cohort cities includes mapping out private sector stakeholders locally and providing cities with business engagement, governance, financing and M&E models to set up CBCA city-business partnerships. CBCA will create a global network of cities and businesses.

During the PPG phase and first year of operation, the GP, in collaboration with child project agencies, will assess the interest from participating cities and city-business collaboration potential in SCIP cities. The GP will seek to engage a sample of SCIP GEF 7 and GEF 6 cities (2-4 cities) to participate in the newly launched City-Business Climate Alliance initiative (CBCA), a joint effort of WBSCD, CDP and C40. From 2021, SCIP cities will be able to apply to join one of the annual CBCA cohorts coordinated by the GP. In order to participate in the CBCA, SCIP cities and implementing agencies must agree to set aside financial resources to fund the associated activities that are required for the CBCA (e.g. responsible local staff)<sup>15</sup>. As founding members, the participation of business networks such as WBCSD and CDP will be key to engage local private actors and create a collaboration atmosphere with cities.

In addition to this, the GP will invite an additional set of SCIP cities (number and criteria to be determined) to join the CBCA network as ‘Associate Cities’ - which will allow them to attend webinars and events to learn from their peers without receiving direct support.

## **Deliverables:**

### **3.3.1 3 City-Business Marketplaces in collaboration with the CBCA partners (WBCSD and CDP) (C40)**

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<sup>14</sup> The ICLEI CiBiX (City-Business Ideator) helps to accelerate public-private dialogue on low emission and resilient development through a facilitated approach, including city challenge definition, stakeholder activation, open dialogue, and knowledge for action.

<sup>15</sup> Among the SCIP cities participating in the program, the cities of Buenos Aires and Free Town have already shown interest to participate in the CBCA.



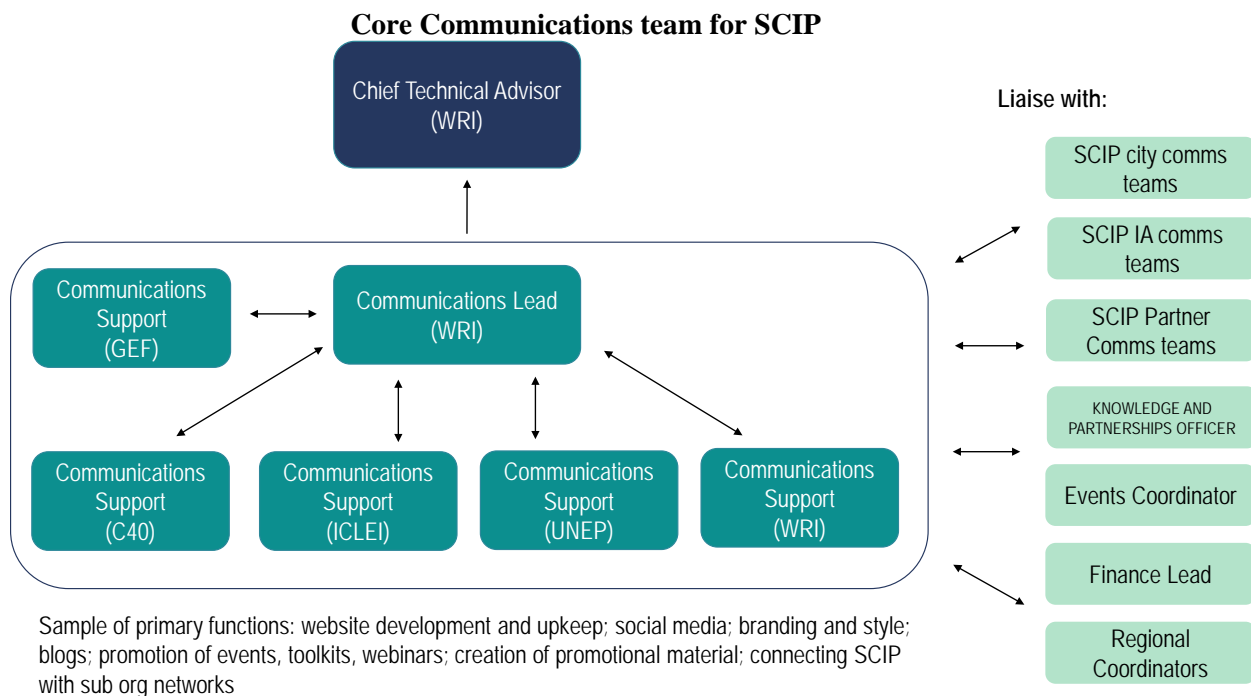
- 3.3.2 1 publication on private sector and cities collaboration that considers gender issues (best practices case study) (C40)
- 3.3.3 6 applications from SCIP cities to join the CBCA (C40)
- 3.3.4 3 CiBiX workshops (ICLEI)

- **Output 3.4: The SCIP Global Platform partnership vision on integrated sustainable urban planning is communicated to policy makers and key urban actors**

Since the SCIP endeavours to create a movement around integrated planning and sustainable cities, the communications and branding of SCIP will be integral to the GP. A strong communication strategy will be developed to increase the visibility of the SCIP and make it a strong player in the space. The communications and branding strategy for SCIP will include the design, construction and maintenance of a website [output 2.3] with a knowledge library, solutions and tools on key topics related to sustainable cities [output 2.1]. The website will also include substantive updates from SCIP projects and promotion of SCIP activities, such as its role in global advocacy and discourse, multi-level collaboration, city climate and other commitments, and learning events such as City Academies. The communications strategy will entail consistent updates to broaden its reach and sustain a sustainable cities movement.

The communications component of the SCIP will entail a full-time communications lead to manage the website, communications material and strategy. The communications lead will be based at WRI and will manage the Core Communications team for SCIP, (see the figure below), which includes communications support from C40, ICLEI, WRI, and UNEP Cities' communications teams. The Core Comms of the SCIP team will engage with the GEF communications teams, other Implementing Agency (IA) communications teams, SCIP participating cities communications teams, external partners such as global organizations focusing on urban sustainability initiatives, business associations, and multilateral development banks.

The GP will develop a clear, coherent gender-sensitive communication strategy (both social media and website strategy) to increase the visibility of the SCIP and make it a strong player in the space, which will be updated annually. In order to achieve greater impact and coordination with partners, the communications lead will develop a communications protocol and process to liaise with GEF, UNEP, C40, ICLEI and rest of key partners.



The communications output for the SCIP GP includes the following activities:

Ongoing promotional communications efforts, including:

- A branding package with guidelines for SCIP
- Communications and promotion of learning events (6 peer exchanges and 9 regional city academies, and 9 SCIP Labs), city climate commitments, and political events (3 SCIP Regional Forums, 18 national dialogues and 20 global/regional events)
- Showcase successful case studies/lessons learned on integrated planning approaches, local climate action, and new knowledge products
- Showcase a blog linking to partner content and producing original content on cutting-edge urban sustainability topics related to SCIP
- Manage SCIP's social media and web presence
- Brand and promote City Academy Curriculum modules
- Track communications engagement to inform the communications strategy
- Engage with key partners to promote SCIP's movement around integrated urban planning approaches including external partners and SCIP national knowledge platforms

**Specific communications promotional materials, including:**

- A quarterly newsletter to inform key actors of the SCIP's work
- Annual reports to promote and document the progress of the SCIP including cities' progress toward integrated sustainable urban planning
- SCIP promotional material including brochures, graphic design and infographics to support SCIP work as required
- Short videos to promote SCIP

**Deliverables:**

3.4.1 1 SCIP gender-sensitive communications and social media strategy updated as needed (WRI)

- 3.4.2 1 branding package for trainings, events and activities (WRI)
- 3.4.3 1 Media strategy for each SCIP event [SCIP Forum, Regional City Academies, Peer Exchanges] (WRI)
- 3.4.4 15 blogs on lessons learned/best practices from SCIP and other cities related to integrated urban planning (WRI)
- 3.4.5 3 videos for SCIP forums (WRI)
- 3.4.6 16 quarterly newsletters starting in Year 2 (WRI)
- 3.4.7 5 external-facing annual reports (WRI)

#### **Component 4: Governance, monitoring and evaluation**

Component 4 includes the internal and external communication and coordination for the project, and the development of projects reports utilizing program M&E frameworks plus the organization of program strategic and steering committee meetings.

*Outcome 4: The Global Platform is kept on track and coordinated at program and project level in all countries*

- **Output 4.1: Monitoring and evaluation systems and project coordination are applied by the project teams and governance bodies**

#### **SCIP monitoring arrangements and annual reporting**

Each country child project team has been asked to choose an indicator from each of the program monitoring framework outcomes (see below). The child project indicator does not have to use the exact wording of the program monitoring framework, but it should be able to contribute to the program monitoring outcome indicator.

### **SCIP Global Program Monitoring framework**

<p><b>Component 1</b> Sustainable and integrated urban planning &amp; policy reform</p>	<p><b>Component 2</b> Sustainable integrated low carbon, resilient, conservation or land restoration investments in cities</p>	<p><b>Component 3</b> Innovative financing and scaling-up</p>	<p><b>Component 4</b> Advocacy, Knowledge Exchange, Capacity Building, and Partnerships</p>
<p><b>Outcome 1</b> Local and/or national governments have strengthened governance, institutions, processes, and capacities to undertake evidence-based, sustainable, inclusive, integrated planning and policy reform</p>	<p><b>Outcome 2</b> Local and national governments have undertaken sustainable integrated low carbon, resilient, conservation or land restoration investments in cities</p>	<p><b>Outcome 3</b> Local and national governments initiate innovative financing and business models for scaling-up sustainable urban solutions</p>	<p><b>Outcome 4</b> Policy making, and action are influenced at local, regional and national levels to promote sustainable and inclusive cities</p>
<p><b>Indicator 1</b> # of countries that improve enabling framing conditions to support multi-level integration and policy reform</p> <p><b>Indicator 2</b> # of cities with improved evidence-based sustainable, inclusive integrated plans and processes</p>	<p><b>Indicator 3</b> \$ USD of sustainable integrated low carbon, resilient, conservation or land restoration demonstrations and/or investments [including leveraged]</p> <p><b>Indicator 4</b> # of cities with sustainable integrated low carbon, resilient, conservation or land restoration investment plans or project pipelines</p>	<p><b>Indicator 5</b> # of cities with enhanced access to financing for scaling-up sustainable urban solutions</p> <p><b>Indicator 6</b> # of cities and countries that have initiated innovative financial mechanisms and/or business models for scaling-up sustainable urban solutions</p> <p><b>Indicator 7</b> \$ USD leveraged through the innovative financial mechanisms and business models for scaling-up sustainable urban solutions</p>	<p><b>Indicator 8</b> # of resolutions and/or commitments to advance urban sustainability and inclusiveness in high-level policy making events</p> <p><b>Indicator 9</b> # urban practitioners that used the knowledge acquired from the training or materials from the SCIP GP (gender disaggregated)</p> <p><b>Indicator 10</b> # of cities that have more ambitious environmental targets for their sustainable and inclusive integrated plans</p> <p><b>Indicator 11</b> # of cities that have shared their good practices and lessons learned with the SCIP GP</p>

The GP project team has arranged to travel during child project development to help each country set their baseline and design their monitoring plan, which will include support from the GP Regional/ Country Coordinators. This will contribute to the overall Country Child projects and maybe drawn from the individual city ISUDAs developed in output 1.1.

During the first year of global child project implementation the GP team will develop a template and reporting interface between the global child project and country child projects for annual program reporting and share these reporting tools with them to use after their first year of implementation. The same year, the GP will publish an annual report setting out the baselines, indicators and targets of all child projects in the program. Thereafter the annual report will include a summary of activities and deliverables from each child project to show progress towards targets. UNEP, with support from the GP Regional/ Country Coordinators, will request the Implementing Agencies to share their Annual Project Implementation Report (PIR), as a source of information to draft the annual program reports. In the final year or project implementation each city ISUDA will be updated to reflect progress in each city over the full life of the child project (again see output 1.1 for more details).

**Annual GEF Reporting Network.** The members of the network will be the Task Managers, Regional Technical Advisor, and Task Team Leaders of each of the child projects, representatives of WRI, C40, UNEP and ICLEI, and the global child project regional/country focal points. The role of the group will be to discuss the content and prepare the annual program report to the GEF. The group will meet virtually during the reporting time to coordinate.

**SCIP Steering Committee (SC):** Members of the SC will be representatives of United Nations Development Program (UNDP), the World Bank, UNEP, ADB, the GEF Secretariat, WRI, C40, and ICLEI,

including the global child project regional/country focal points and one city focal point (or the country focal points) for each country, and other participating partners or experts by invitation. WRI will serve as the Secretariat of the meetings and UNEP will chair the meetings as the SCIP Program Lead Agency. The role of the SC members will be to review project implementation progress and progress towards project objectives; review and agree on the annual project work plan and budget; and to discuss ways of improving effectiveness and efficiency of cooperation and support between the global and country child projects. The Committee will also promote coordination between Program projects. The SC will meet every year, or more frequently by request of one of the steering committee members. Meetings will be virtual or face to face and where possible in conjunction with other meetings to manage costs. The GP will draft TORs for the SC and present them during the first meeting.

**Annual Executive Management Team (EMT):** The members of the EMT will be the operational leads from: UNEP, WRI, ICLEI, and C40. WRI will serve as the Secretariat to the EMT and UNEP will chair the meetings. The role of the EMT will be to prepare and revise the annual project work plan and budget according to agreements made by the SC; and process related project revisions. The EMT will also ensure a smooth coordination amongst the 4 executing partners and consistency in the delivery of project activities. The EMT will meet at least twice per year around the SCIP SC meetings and more frequently at the request of any member. The EMT meetings can be held virtually or face to face.

**Partnership Engagement Group (PEG).** The PEG is the external coordination mechanism of the SCIP GP. The PEG will be a high-level, strategic group, with participation of key global actors, initiatives, alliances and networks in the urban development space, that will provide inputs to the program about key trends, thematic areas and approaches shaping implementation of the program. The PEG aims to establish a multi-stakeholder coalition of key urban actors, urban initiatives, alliances and networks driving the integrated urban planning agenda related to global environmental benefits. Attendance at the PEG will be by invitation. The CBO leading the organization of the SCIP Forum will serve as the Secretariat of the meetings and UNEP will chair the meetings as the SCIP Lead Agency. The SCIP GP will produce a report for each PEG meeting, develop and implement workplans on identified joint activities and post all these documents on the SCIP website for consultation.

### **Deliverables**

- 4.1.1 Template and guide for collecting all child project annual progress in subsequent years for contributing to the GP annual monitoring report (WRI)
- 4.1.2 10 monitoring plans, coming from each child project results frameworks (4 WRI, 3 ICLEI, 3 C40)
- 4.1.3 Interactive section on the GP website for hosting the template and collecting child project indicators, baselines, targets and progress (WRI)
- 4.1.4 5 annual monitoring reports, 2 printed reports (year one and year five) to be folded in the GP annual report (WRI with UNEP)
- 4.1.5 3 face-to-face SC meetings back-to-back with the SCIP Forums and associated meeting reports (WRI with UNEP)
- 4.1.6 2 virtual meetings of SC and associated meeting reports (WRI with UNEP)
- 4.1.7 5 Executive Management Team meetings and associated meeting reports (WRI)
- 4.1.8 4 Partnership Engagement Group (PEG) meetings and associated meeting reports (WRI with UNEP)
- 4.1.9 2 gender action plan reports (mid-terminal and terminal) (WRI)
- 4.1.10 Tracking system to address recommendations from Steering Committee (WRI)

## **4) Alignment with GEF Focal Area and/or Impact Program strategies**

Integrated urban planning for sustainability lies at the core of the design of the SCIP. The two tracks of the Impact Program (IP) reinforce the notion that through a more holistic, systems-based approach, cities can tackle the challenges and harness the opportunities of urban development while achieving multiple global environmental benefits from decarbonization, improving biodiversity conservation and reducing land degradation. Therefore, the work of SCIP Global Platform deliverables will be aligned with the following GEF Impact Program strategy for sustainable cities and for the other focal areas:

**Climate Change Mitigation: CCM-2-5:** Demonstrate mitigation options with systemic impacts for sustainable cities impact program.

**Biodiversity: BD-1-1:** Mainstream biodiversity across sectors as well as landscapes and seascapes through biodiversity mainstreaming in priority sectors.

In addition, the SCIP GP is aligned with the **Agenda 2030 vision** to consider the social, environment and economic dimensions integrated and indivisible. This is even more evident in urban spaces where concentration of human populations presents both higher challenges and opportunities. In particular, the SCIP is aligned with the **SDG 11** to make cities and human settlements inclusive, safe, resilient and sustainable.

Furthermore, the SCIP GP draws on the principles of the **New Urban Agenda** that highlight that the way cities are planned, financed, developed and governed will help to end poverty and hunger, reduce inequalities, promote sustained, inclusive and sustainable economic growth, achieve gender equality and the empowerment of women and girls, improve human health and wellbeing, foster resilience, and protect the environment.

#### **5) Incremental/additional cost reasoning and expected contributions from the baseline, the GEFTE, LDCF, SCCF, and co-financing**

While many cities are stepping up, much more needs to be done to create a wave that brings all cities along on the journey of urban transformation. This will require concerted action across levels of government, since many of the levers of urban transformation lie beyond the direct authority of cities. Cities need to lead a shift in what roles they play, from ‘takers’ to ‘shapers’ of national policies and regulations on climate. Working together, they need to break down traditional silos and foster integrated approaches and multi-level, multi-sectoral, multi-stakeholder coalitions, through new kinds of partnerships in the joint pursuit of ambitious sustainability and climate goals.

But, even though there is a clear commitment and leadership coming from cities, in many cases, they lack adequate capacity to make the necessary changes required for transformation. To transition towards a more sustainable and integrated pathway, city leaders must be able to overcome entrenched political and bureaucratic obstacles, rally support, identify and implement the most strategic and impactful actions to bring needed change more effectively, efficiently and timely. Yet, many cite a major barrier to accomplishing urban transformation: local governments’ lack of necessary capacity. Lack of technical information often steers municipalities to only address familiar or less complex issues. Furthermore, these actors require support in changing course from business-as-usual, but, given the myriad constraints, often function in response to crisis and do not act proactively to mitigate risks. These short-sighted decisions lock in unsustainable development over the medium-and long-term, placing cities behind the curve and further away from their climate and urban commitments.

In this context, done correctly, integrated urban planning and investment can reduce costs for cities while also capturing global and local environmental benefits and move cities towards urban transformation path.

This project is therefore considered to be a barrier removal project to create examples, build experiences and accumulate capacity in these areas. The benefits of having a program, over individual projects, allows the SCIP GP: (i) to create more cost effective training and capacity building programs in integrated planning and investments for the partner countries and additional cities; (ii) to collect a critical body of experiences, lessons and best practices; (iii) to use this body of knowledge to be a credible advocate for integrated planning and investment to expand the program partnership; (iv) to grow support, involvement and experience with these integrated approaches beyond the immediate project partners through an expansion of this partnership. Moreover, the SCIP GP's approach to catalysing change in cities centres on three interacting components: knowledge generation and sharing, influencing local and national policy; shaping global agendas.

### **Co-financing contributions:**

WRI has identified the following contributions as co-finance: (i) development of complementary knowledge products and publications covering topics such as nature-based solutions, electric-mobility, green infrastructure, and energy efficiency; (ii) participation of SCIP urban actors in webinars, workshops, trainings and events not funded by SCIP and (iii) involvement of technical staff, funded through projects (E.g., Africa Urban Water Resilience, Cities4Forests, E-Mobility, Health and Road Safety) in the development of workshops and training materials, events, and webinars.

ICLEI – Local Governments for Sustainability (ICLEI) has identified the following contributions as co-finance: (i) development of complementary knowledge products on topics such as local climate action, resilient development, nature-based solutions, sustainable mobility, and people-centred development; (ii) involvement of technical staff, funded through other projects (e.g., Urban-Low Emission Development Strategies (LEDS) II (in the development of workshops and training materials, events and webinars; (iii) use of ICLEI tools and platforms by the SCIP and non-SCIP cities, such as the Solutions Gateway, reporting platforms and Transformative Actions Program (TAP) project pipeline; and finally (iv) high level consultations with the GEF and SCIP team leadership.

C40 Cities Climate Leadership Group (C40) has identified the following contributions as co-finance: (i) global climate action leadership and engagement with SCIP cities through Deadline2020, C40's sectoral declarations and C40's Mayors Summit. Engagement and support to SCIP cities via C40's Financing Sustainable Cities Initiative and City-Business Climate Alliance; (ii) development of complementary knowledge products on local climate action planning; (iii) Inclusion and promotion of SCIP cities work in C40's Knowledge Hub as well as city access to features non-funded by SCIP such as forums, webinars and curated resources; (iv) participation of SCIP cities in non-funded by SCIP workshops and events on climate action leadership, finance and business engagement and (v) technical feedback from C40 sector based experts on SCIP knowledge products and publications.

<b>Co-financing by Component</b>	<b>Amount (\$)</b>
Component 1: Support to sustainable integrated urban planning, policy reform, investments; and innovative financing and scaling-up	8,257,261
Component 2: Global Platform for knowledge management, exchange and program coordination	10,830,001
Component 3: Advocacy, Awareness Raising and Partnerships	3,638,703
Component 4: Governance, monitoring and evaluation	579,822
PMC	983,717
<b>Total</b>	<b>24,320,834</b>

## 6) Global environmental benefits (GEFTF) and/or adaptation benefits (LDCF/SCCF)

In addition to the national contributions, the Global Child project will lead to an additional 4,400,000 tCO<sub>2</sub> of emission reductions by making SCIP materials and training available to the most capable cities in the child project countries. The methodology to calculate emission reductions assumes that the most capable cities in the child project countries will be aware of the SCIP and have the capabilities to absorb and implement recommendations coming from the SCIP.

The Global Child project aims to involve additional cities to child project cities in integrated urban planning and investment by raising awareness and making materials and training available to these cities. The methodology assumes that the most capable cities in the child project countries will be aware of the SCIP and have the capabilities to absorb and implement recommendations of the SCIP. The methodology assumes these cities will improve their management practices in 4,000 hectares of landscapes to benefit biodiversity, examples include green corridors, green belts and urban parks.

Beneficiaries from the global project: 1.3M citizens.

	Women	Men	Total
Global Project	654,000	654,000	1,308,000

## 7) Innovativeness, sustainability and potential for scaling up

### Innovativeness:

**Innovation** is a design feature underlying the entire SCIP GP concept and is explicit in different project outputs, from approaches to integrated planning and solutions, multi-level and community-based governance based on co-creation features, innovative finance and business models to choices of cutting-edge themes for capacity-building. More specifically, innovative approaches will be integrated across all aspects of the SCIP's GP activities:

- **Increasing the use of data and map digitization** is an emerging field that the GP will promote to further digital integration for sustainable urban planning. Cities typically take an ad hoc approach to digitization, using digitization to address specific issues as they arise. The GP will use geospatial data to increase capacity of urban actors and in effort to improve data governance more broadly. The GP will compile a spatial baseline for all SCIP cities, utilizing open source data to increase the feasibility of replicating this for additional cities and training urban practitioners on how to utilize the information for decision-making. Oftentimes, urban actors lack capacity in terms of accessing data. Additionally, the spatial baseline will act as an input for the SCIP strategic urban planning and data governance labs where urban practitioners will be trained on how to use geospatial data to tackle a specific urban challenge.
- **Creating a new global standard of knowledge on integrated urban planning.** The SCIP GP is poised to deliver a cutting-edge set of curated knowledge products on integrated urban planning. Building on the existing wealth of technical expertise brought together by the CBOs and UNEP, the SCIP GP will create a go-to library on integrated urban planning that brings top notch knowledge products, house guidelines, cases studies, tools and resources from across the SCIP GP organizations and partners. GP tools will be positioned as a global standard on integrated urban planning by concentrating information in one single website in a user-friendly



and intuitive manner, expanding accessibility in other languages relevant to Global South countries. The content developed for the City Academy will also be housed on the SCIP's website and translated to all project languages.

- **Leveraging the collective influence of established international cities networks.** Through city networks, city practitioners from around the world can advise and learn from one another about the successes and challenges of implementing low carbon and sustainability solutions. Network interactions provide a platform for cities to showcase their solutions and inspire their city peers. City networks also help cities engage with technical experts and undertake collective actions that demonstrate the power of cities working together and influence national and international policy agendas and drive the market by leveraging the collective voice of cities. By bringing together the networks from WRI, C40 and ICLEI, the SCIP GP is creating a supra-network on urban policy making which in turn will maximize the opportunity for participating cities worldwide to access the latest resources and thinking behind the work of existing leading networks of cities.
- **Innovative approaches and topics for learning.** The City Academy also has an innovative approach, both because of the topics that have been selected to be covered, but also because of the pedagogical approach that will be used to structure the learning experience. It is also innovative in the sense that all topics that have been pre-selected represent examples of integrated planning approaches. The trainings will be active, workshop style, with ample opportunities for direct interaction between cities – an opportunity that is not common for most cities around the world. Modules (translated to all SCIP languages) will be posted on the SCIP website and also utilized in face-to-face Regional City Academies. For a complete list of the topics included in the Academy (that might be modified based on the response from cities needs assessments) refer to output 2.2. Some of them include:
  - **Nature based solutions.** Nature-based solutions to urban problems are not new. However, they are gaining attention in cities because of their positive impacts on resilience to climate change, cost effectiveness and multiple co-benefits. With this growing recognition, nature-based solutions are becoming an integral part of cities' plans, rather than an afterthought. There is also some space to generate finances for this type of work, by monetizing the benefits that residents, visitors and other stakeholders experience from nature-based solutions; such as savings in water treatment; avoided costs of flood control; in addition to the recreational value of green spaces.
  - **Circular economy** approaches can be an effective integration framework, ensuring that co-benefits of a single action are captured in the context of the wider economy. The impact of local action on the global economy is however challenging to track and good examples of effective circular economy at city level are still scarce. The module on circular economy will look beyond the current take-make-waste extractive industrial model. It will be based on the idea that a circular economy aims to redefine growth, focusing on positive society-wide benefits, and gradually decoupling economic activity from the consumption of finite resources, and designing waste out of the system (Ellen MacArthur Foundation). Underpinned by a transition to renewable energy sources, the circular model builds economic, natural, and social capital. The City Academy will provide learning opportunities to cities to explore the idea and how it can be applied to their local context. The trainings will also incorporate innovations

surrounding circular economy approaches and will also explore the utility of blockchain technology for cities. <sup>16</sup>

- **Finance and Private Sector activities** of the SCIP GP will offer a range of innovative opportunities for cities to connect, learn, get support and feedback from financial institutions and private sector representatives. Three aspects define the innovative approach the SCIP GP is bringing in the finance and private sector domains. First, the SCIP GP is building on successful and proven initiatives to offer jump ahead of the learning curve. Initiatives where the SCIP GP will be building on vast set of lessons learned and experiences are C40 FSCI Finance Academies, ICLEI Transformative Action Programme, ICLEI CiBiX and UNEP's network of private sector partners. Second, the SCIP GP will bring new multi-stakeholder partnerships in the finance and private sector space. Only through multi-stakeholder collaboration cities can enact the transformational changes required to build sustainable cities. Partnerships such as Cities Climate Finance Leadership Alliance and the City-Business Climate Alliance are new and ambitious initiatives that aligned with the SCIP objectives and therefore the impact of the SCIP could be amplify through such networks. And third, the SCIP GP finance and private sector activities are aimed to cater a specific market failure in financing sustainable infrastructure. Projects often failed to access finance because early stage preparation activities disregard key elements that will ultimately impact the chances for projects to become bankable such proper diligence on latest business models, procurement alternatives, early engagement with technology providers, and accessing early feedback from financial institutions. Finance and private sector activities are targeted to solve such bottlenecks in project preparation where often funding is lacking, and this is in turn one of key aspect of the SCIP GP support to cities.
- **Multi-level governance through National Dialogues:** In most countries there is no regular consultation process between all levels of government to address urban sustainable development and its enabling environment. The SCIP National Dialogues present an innovative approach to create a space for national and local governments on climate multi-level governance discussions utilizing the Cities & Regions Talanoa Dialogues methodology (frank and constructive facilitated conversations on challenges and solutions, that include all levels of governments). The proposed meetings will also include the national local government association and representatives of groups of cities / local governments beyond SCIP cities.

### **Sustainability:**

The SCIP GP aims at contributing to long-term sustainability beyond Child Projects, by **strengthening global partnerships**, creating a standing knowledge platform, and building transferrable capacity of decision-makers. The SCIP GP will also create an environment for future investments on sustainable urban development by supporting policy and governance reforms. The economic, environment and social integration approach of the SCIP will draw stronger engagement at multiple government, private sector and community levels to shape innovative and strong partnerships to build long term sustainability [see national dialogues and city-business marketplaces]. By facilitating a higher level of integration of what otherwise may stay sectoral projects, the SCIP will create global sustainability benefits that are more than the sum of the parts.

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<sup>16</sup> Blockchain technology is, “type of database that is replicated over a peer-to-peer network and allows multiple users in the network to access, share, maintain, and update the content of the database, in real-time, safely and securely, based on an agreed consensus mechanism, and without a need for a trusted central authority.” Some examples of blockchain technology that focuses on the circular economy approaches includes: Plastic Banks, Circulize, Bundles pay-per-use washing machine, LaZooz, and Tradelens (STAP, 2019).

To do so, the SCIP will involve strategic stakeholders in the course of its development, to promote the involvement of those who will be directly impacted by the project's outcomes. This involvement will trigger new dialogues, bringing actors and constituencies together that would not typically talk to each other nor work together. By influencing the SCIP will also look at the dimension of governance, analysing the wider societal context in terms of the effects on social cohesion and inclusion, gender equity, and women empowerment.

At the **local level**, the SCIP GP will help advance urban sustainability by identifying best practices and solutions coming from the Child Project cities and others, for documentation and replication. By working closely with local governments and mayors, it will strive to increase climate ambition at the local level and connect city efforts with national ones through multi-level collaboration around NDCs. At the **national level**, the SCIP will engage with national governments and ministerial departments in regional dialogues, therefore creating the conditions for replication of the best solutions, policies and programs both nationally and globally. By supporting policy and governance reforms, the GP will influence national governments to modify policies, frameworks and financing for sustainable cities, which will have an impact beyond the duration of project implementation. At the **global level**, the SCIP GP will bring together coalitions and partner organizations based on their expertise and the value added to the program, especially trying to connect the program with financing institutions that can help bridge the infrastructure funding gap at the local level.

Through the SCIP GP, UNEP and the CBOs (WRI, C40, ICLEI) are forging a long-term partnership on urban sustainability policymaking beyond the time frame of the current GEF funding cycle (GEF-7). By positioning the SCIP as a **global point of reference on integrated urban planning**, the cooperation between UNEP and the CBOs will create a critical mass of interested urban leaders, practitioners and international experts that will continue to demand knowledge and capacity building services beyond project closure. Moreover, upon completion of the Program, UNEP in coordination with the CBOs and Implementing Agencies, will conduct an evaluation of the GP to gather evidence on the achievements, lessons learned and opportunities to improve it. The evaluation will be a key element to assess the potential of a new phase of the SCIP that builds on evidence an experience.

In order to maintain the vision of the SCIP, UNEP and the CBOs will aim **to seek additional funding and forge new partnerships that could continue and expand the work of the Global Platform** based on the evaluation recommendations. At the same time, all four organizations have in their strategic business plans a clear objective to work within and outside their existing networks to accelerate climate action and sustainability at the city level which could pave the way to mainstream some of the work done through the Global Platform within the core activities of the SCIP partners. This will allow SCIP cities to have additional opportunities to join trainings, forums and other capacity building events beyond the duration of the Program.

The knowledge products, resources, case studies and other relevant documentation that will be produced as a result of the SCIP will be safely **stored online** so participating cities, practitioners and civil society could continue to access and learn from it. UNEP will sustain the platform's website after project completion and will continue to report on program progress until the last child project is concluded.

The GEF-6 Global Platform for Sustainable Cities (GPSC) has been under implementation for sometime and has generated a wealth of data, knowledge and experience. The GEF-7 SCIP project has already included emerging lessons from the GPSC in its design. These include:

- the need to cultivate relations and communicate directly with city teams on operational issues to speed up implementation of in-country work;
- improved coordination between the SCIP and its client cities.

- place cities and leaders at the centre of identifying training needs for the SCIP;
- more emphasis on peer exchange with non-SCIP cities; and
- stronger financial and private sector engagement activities.

The SCIP will continue to collaborate and work with the GPSC going forward as well, in the following areas:

- coordinating with the GPSC on planned trainings and events to avoid duplication and seek synergies for wider cities participation (for example, back-to-back meetings)
- bringing the resources and lessons learned developed by the GPSC to the materials being compiled and developed by the SCIP
- inviting GEF-6 cities to SCIP Regional Academies and SCIP Forum, webinars and other relevant activities and
- linking the new SCIP website to the GPSC website based on an agreed strategy.

The GPSC has another few years of implementation, and to develop the ideas above into operational agreements the UNEP will initiate a series of meetings with the World Bank to flesh out these issues above into working agreements.

### **Potential for scaling-up:**

Through the interaction between the Global Platform and the country Child Projects, **the GP will offer at least four different avenues for scaling up actions on sustainability and low carbon urban development:** 1) successful knowledge exchange of best practices identified during the implementation of the country Child Projects to be replicated in other countries and cities; 2) connecting cities to financing opportunities through private sector funders and/or national / regional / international financial institutions in order to scale up tested solutions; and 3) influencing national policies on urban development that could adopt integrated approaches tested in country Child Projects and expand them as a nation-wide effort; 4) reaching out to additional, non-SCIP cities.

**At the same time, it is expected that as a result of the cooperation between UNEP and the CBOs, the SCIP partnership will be expanded through global alliances with similar objectives.** Considering the weight of cities in the global efforts to tackle climate change, multiple international institutions and think tanks have developed initiatives geared toward advancing action and investments for low carbon development in urban agglomerations. It is then a key objective for the SCIP to scale up its potential to influence urban policy making through additional partnerships that strengthen the vision and outreach of the SCIP. These added partnerships can develop specific products, engage additional actors, bring additional resources or link cities at a regional or national level around common objectives and/or themes. These expanded partnerships will also aim to develop long-term engagement plans so they can outlive the duration of the SCIP funding and take on their objectives independently.

**Reach out strategy for non-SCIP cities.** The GP is an open platform in which all resources will be accessible for interested cities and urban actors. But in order to have a higher impact, the Platform will actively target additional cities in participating countries for some learning activities. Because the intention is to have a light-touch interaction with the non-SCIP cities, the SCIP will actively target large cities within project countries, with the assumption that they have capacity to absorb and use the content, and the topic is relevant to the city.

**All country projects will actively participate in the Global Platform sharing and accessing lessons learnt and innovative solutions.** This will allow cities to replicate best practices and apply the shared

knowledge beyond the project scope. If possible, the GP will also connect the SCIP website with national platforms.

***Ib. Project Map and Geo-Coordinates***

<b>Cities / Subnational jurisdictions</b>	<b><i>Latitude</i></b>	<b><i>Longitude</i></b>
Argentina, Mendoza	-32.8895	-68.8458
Argentina, Salta	-24.7821	-65.4232
Argentina, Mar del Plata	-38.0055	-57.5426
Argentina, Ushuaia	-54.8019	-68.303
Argentina, Buenos Aires	-34.6037	-58.3816
Brazil, Belem	-1.4557	-48.4902
Brazil, Teresina	-5.092	-42.8038
Brazil, Florianopolis	-27.5949	-48.5482
China, Chongqing	29.4316	106.9123
China, Chengdu	30.5728	104.0668
China, Ningbo	29.8683	121.544
Costa Rica, San Jose	9.9281	-84.0907
India, Chennai	13.0827	80.2707
India, Guwahati	26.1445	91.7362
India, Pune	18.5204	73.8567
India, Surat	21.1702	72.8311
Indonesia, Jakarta	-6.2088	106.8456
Indonesia, Surabaya	-7.2575	112.7521
Indonesia, Semarang	-7.0051	110.4381
Indonesia, Balikpapan	-1.2379	116.8529
Indonesia, Medan	3.5952	98.6722
Indonesia, Tarakan	3.3274	117.5785
Indonesia, Bitung	1.4404	125.1217
Morocco, Marrakech	31.6295	-7.9811
Rwanda, Kigali	-1.9706	30.1044
Sierra Leone, Freetown	8.4606	11.7799



***1c. Child Project***

**The Sustainable Cities Impact Program has a two-pronged approach, that brings together investments for more integrated sustainable cities (Child Projects), with a knowledge sharing and learning platform (the SCIP Global Platform, under this discussion in this document), to build momentum, raise ambitions, secure commitments and implement integrated solutions on the ground that require new behaviors by all actors. Through these two tracks, a virtuous and reinforcing circle emerges, where capacity development informs the implementation of more innovative, inclusive, gender sensitive, sustainable and integrated projects, which in turn set an example for replication within the city, country and beyond, serving as an inspiration for others, an outlet for knowledge and further building capacity in its wake.**

The SCIP Monitoring Framework below identifies how the child project will contribute to the SCIP in a quantifiable way. GP will be contributing to:

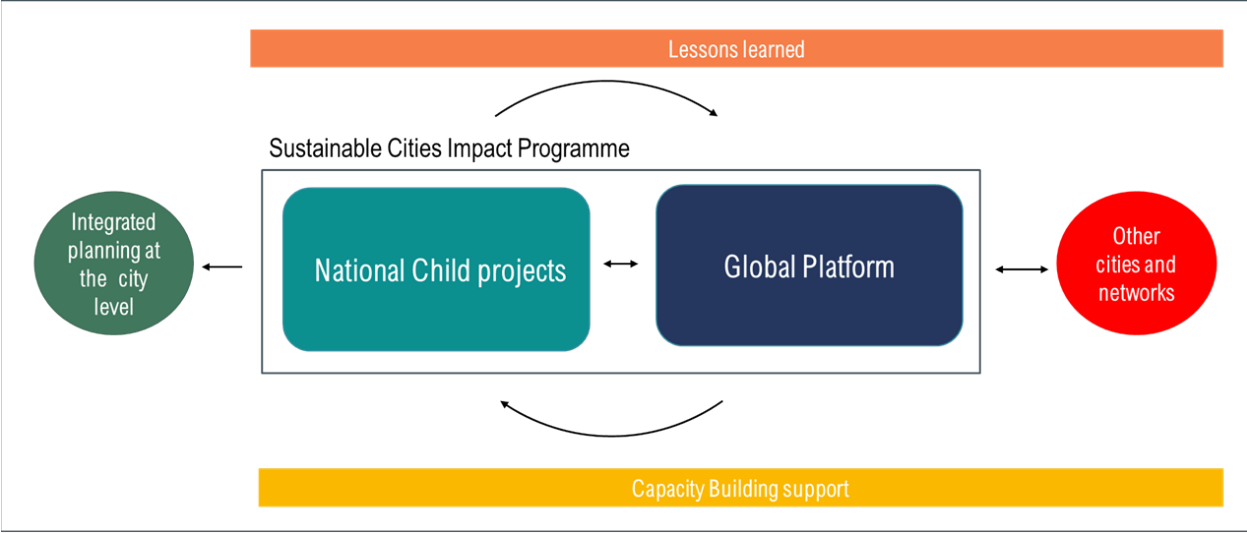
- indicators 1, 2 and 5 under outcome 1;
- indicators 9 and 11 through outcome 2; and
- indicator 8 and 10, through outcome 3.

<b>Component 1</b> Sustainable and integrated urban planning & policy reform	<b>Component 2</b> Sustainable integrated low carbon, resilient, conservation or land restoration investments in cities	<b>Component 3</b> Innovative financing and scaling-up	<b>Component 4</b> Advocacy, Knowledge Exchange, Capacity Building, and Partnerships
<b>Outcome 1</b> Local and/or national governments have strengthened governance, institutions, processes, and capacities to undertake evidence-based, sustainable, inclusive, integrated planning and policy reform	<b>Outcome 2</b> Local and national governments have undertaken sustainable integrated low carbon, resilient, conservation or land restoration investments in cities	<b>Outcome 3</b> Local and national governments initiate innovative financing and business models for scaling-up sustainable urban solutions	<b>Outcome 4</b> Policy making, and action are influenced at local, regional and national levels to promote sustainable and inclusive cities
<b>Indicator 1</b> # of countries that improve enabling framing conditions to support multi-level integration and policy reform  <b>Indicator 2</b> # of cities with improved evidence-based sustainable, inclusive integrated plans and processes	<b>Indicator 3</b> \$ USD of sustainable integrated low carbon, resilient, conservation or land restoration demonstrations and/or investments [including leveraged]  <b>Indicator 4</b> # of cities with sustainable integrated low carbon, resilient, conservation or land restoration investment plans or project pipelines	<b>Indicator 5</b> # of cities with enhanced access to financing for scaling-up sustainable urban solutions  <b>Indicator 6</b> # of cities and countries that have initiated innovative financial mechanisms and/or business models for scaling-up sustainable urban solutions  <b>Indicator 7</b> \$ USD leveraged through the innovative financial mechanisms and business models for scaling-up sustainable urban solutions	<b>Indicator 8</b> # of resolutions and/or commitments to advance urban sustainability and inclusiveness in high-level policy making events  <b>Indicator 9</b> # urban practitioners that used the knowledge acquired from the training or materials from the SCIP GP (gender disaggregated)  <b>Indicator 10</b> # of cities that have more ambitious environmental targets for their sustainable and inclusive integrated plans  <b>Indicator 11</b> # of cities that have shared their good practices and lessons learned with the SCIP GP

**The first part of the program, SCIP’s national child projects,** targets urban innovative interventions with significant climate change mitigation potential to help cities shift towards low-emission and resilient urban development in an integrated manner.

**The second complementary part, the SCIP Global Platform (SCIP GP),** brings cities and global expertise together through a space where they can tap into best practices and innovations for sustainable urban planning, and share their experience with others. The SCIP GP helps cities better capture opportunities to increase the productivity of existing urban infrastructure, and incorporate innovations with the potential to revamp how they are developed and operate across a range of areas, including evidence-based spatial planning, decarbonization of urban infrastructure, building resilience, financing solutions for urban sustainability, green infrastructure and nature-based solutions, and conservation of globally important biodiversity in urban landscapes.

The longer-term vision of the SCIP GP is to create a platform to **curate, document, share and scale the cutting-edge knowledge and promote good practices of sustainable urban development,** to give cities a single-entry point of access to a network of experienced city organizations and peers, and to assist potential GEF’s clients (and other sources of financing eventually linked to the platform) in the preparation of their sustainability programs. The SCIP GP also aims to provide a global convening space and serve as a clearing house mechanism on issues, resources, and expertise that will help *promote* the transformation of urban systems and scale up the generation of global environmental and development benefits.



**2. Stakeholders**

Please provide the Stakeholder Engagement Plan or equivalent assessment.

Stakeholder engagement of the GP aims to build on existing global initiatives, knowledge, expertise and activities from diverse range of potential partners to strengthen the work of the GP; to build operational partnerships around common areas of geographical and thematic work; and expand the outreach and capabilities of the SCIP through these partnerships with additional cities and city practitioners. Moreover, by providing a platform for high-level strategic exchange with other key urban actors, the program also aims to create an agenda-setting space for external coordination of all partners involved. MoUs and other agreements will be explored as mechanisms to coordinate agendas and actions between organizations. Global level stakeholders will contribute to program’s strategic guidance, with knowledge production and management, joint advocacy, capacity building, and tailored technical assistance. National and local stakeholders will be selected to ensure an integrated approach at the local level and to promote continuity of activities post project.

**Global engagement.** The SCIP Global Platform will be a convener at the global level to drive forward the integration agenda in urban development as a means to achieve global environmental benefits. In order to build on existing efforts and maximize its outreach, the SCIP GP will engage with other key urban actors and multi-stakeholder initiatives (see stakeholder mapping) embedded and driven by UN agencies, multilateral development banks, private sector networks, academia and leading international NGOs and leverage existing initiatives within the executing partners of the program.

SCIP GP will **partner with relevant UN agencies**, in line with the UN-systemwide strategy for sustainable urban development, in order to influence the MEAs in Output 3.2. In addition to the MEA focal points like the UNFCCC, UNCCD and UNCBD, the program will also engage with UN Economic Commissions, UN-Habitat, as well as with the United Nations Office for Disaster Risk Reduction (UNDRR), custodian of the Sendai Framework.



Critical to the global engagement strategy of SCIP is to use existing events where stakeholders of sustainable urban development already convene and connect. **Upcoming global events** were mapped for the project lifetime and a preliminary list saved online. The list includes the World Economic Forum and links to events of the UN Economic Commissions. The idea is to keep a live document, to be continually updated and reviewed by the SCIP GP Team. It is the intention of the SCIP team to prioritize not only environment events but also to participate in critical economic fora (as appropriate) to network with people who invest in city infrastructure. These events will serve as spaces for meaningful engagement with a broad range of stakeholders through joint events, bilateral meetings, and focus group discussions. A preliminary listing of events can be found here: <https://bit.ly/SCIPGlobalEvents>.

The GP will also connect to **leading universities and research institutes** globally to explore potential influence of the SCIP in their curricula, training offers, and research lines, as well as to give them an opportunity to provide input into the development of the SCIP training modules. The GP's knowledge management and capacity building offer will be nurtured by cutting-edge knowledge from globally recognized research institutions and universities specialized in sustainable and urban development and city planning. The GP will build on existing CBO's partnerships with universities and will expand the outreach to new global and regional-level institutions with the objective of potentially influencing their curricula and also feeding the training modules targeted to key urban actors.

The SCIP GP sees a critical role for **multilateral development banks** (MDBs) to increase investment to support cities in their efforts to become more sustainable. The SCIP GP will strengthen and deepen engagement with the development banks community to ensure that activities of the GP will complement and/or influence existing and planned investments in their portfolios. Most notably, the GP will seek to engage with MDB's urban finance facilities to link up existing efforts on unlocking finance and project preparation support to cities (Output 1.5).

A critical element for unlocking integrated sustainable approaches is the engagement of **private sector**. At the global level, the SCIP GP will partner up with private sector networks that work globally. The promotion of Public-Private-Partnerships (PPPs) between cities and businesses is at the core of the SCIP strategy. To this end, the Global Platform will engage with private sector groups through existing business networks (e.g. WBCSD, Confederation of Danish Industries, the European Business Council for Africa) and innovative global consulting firms in urbanism (such as ARUP, WSP, Ramboll, COWI, AECOM, CARDNO) directly or via business networks leading on integrated and sustainable urban planning solutions. More details on private sector engagement are explained in Output 3.3.

In addition, the SCIP GP will congregate existing **initiatives from international organizations** (Science-Based Targets Initiative, WWF's One Planet City Challenge, IUCN's Urban Nature Alliance) to collaborate, expand its global advocacy efforts and influence additional stakeholders and cities.

The GP team will work with **international expert groups, think tanks and consulting groups** to complement the in-house capacity of UNEP, WRI, ICLEI, and C40 (see stakeholder table). These think tanks will also support the team in on the development of innovative business models. The CBOs and UNEP will also link the SCIP and provide opportunities for collaboration (and co-finance) with other initiatives that are under implementation in the respective organizations and that can bring value to the program, for example: C40's Financing Sustainable Cities Initiative, City-Business Climate Alliance, Deadline 2020, Knowledge Hub; WRI and C40's Coalition for Urban Transitions; WRI's Africa Urban Water Resilience Program, Cities4Forests, E-Mobility, Health and Road Safety Initiatives; ICLEI's Transformative Actions Program (TAP), Urban-Low Emission Development Strategies (LEDS) II, and Solutions Gateway, UNEP's Global Initiative for Resource Efficient Cities (GI-REC), Global Alliance for Buildings and Construction (GlobalABC) and the District Energy for Cities Initiative. As the project implements, new opportunities to

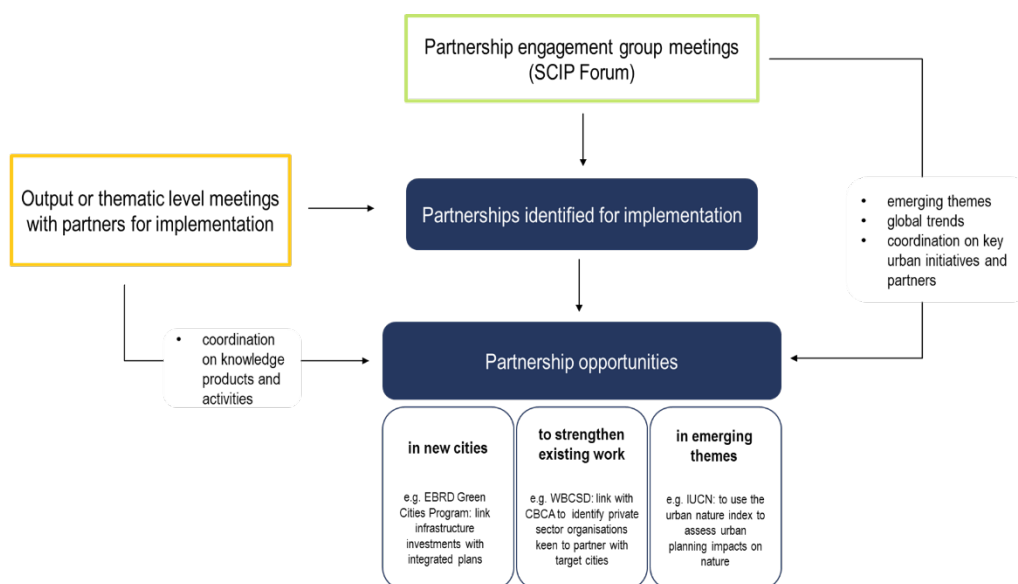
coordinate with additional projects and initiatives lead by the CBOs and UNEP will be explored. The mechanisms for engagement with each of the initiatives will vary according to the activities and are detailed in each of the outputs (alternative scenario section).

**Engagement in-country.** In-country engagement will be done in close consultation with the Child Project’s respective executing and implementing agencies. For national and in-country activities, the GP will work with a diverse range of stakeholders such as local government actors, in-country city networks, civil society organizations, and private sector groups in coordination with national child projects and partners. The GP will not create parallel activities in participating countries or child projects. At the national level, the GP will support the countries to enhance multi-level government coordination by providing opportunities for national and local governments to interact with (National Dialogues in Output 1.6). Horizontal integration or the effective interaction of different sector specific local offices will also be key to a successful integrated approach and will be particularly tackled through the SCIP Labs. Again, this is to avoid overlap or duplicating existing activities. This is something that the GP will evaluate closely when choosing stakeholders at city level. By working with community-based organizations, women leaders and leaders of marginalized groups (including indigenous groups), the SCIP team will also ensure that development towards a low-carbon, resilient, resource efficient city does not adversely affect those that are socio-economically disadvantaged.

The GP will engage with the stakeholders in multiple instances (globally and in-country), utilizing the following approach:

- Organization of annual meetings of the *Partnership Engagement Group* [see institutional structure]. This will be a high-level, strategic meeting, with participation of key networks, initiatives and actors in the urban development space, to provide inputs to the program about key trends, thematic areas and approaches that should shape implementation of the SCIP.
- *Output or thematic level meetings with partners for implementation:* for each of the activities/outputs requiring coordination and support for implementation with external partners, the lead for these activities will organize coordination meetings as needed to [see table with detailed description of stakeholders by output]. Additional partners will be identified during implementation.

### Partnership opportunities for engagement and action to support cities



An initial mapping of the strategic stakeholder groups of the SCIP GP is shown in the table below. All the groups of key stakeholders listed below are central actors that will contribute to the urban transformation that the SCIP strives to bring about:

- **National level governments**, by changing regulatory frameworks and policies that can contribute or hinder urban transformation;
- **Business associations, private sector and financial initiatives**, by creating and providing new business models and technologies that can bring about transformative change at the local level and proving financing for local level sustainable and integrated investment projects;
- **Academia and research institutes**, by bringing in cutting edge knowledge, approaches and tools to influence science-based decision making in cities and create curricula with innovative and cutting-edge solutions.
- **Multilateral development banks**, by providing know how and lines of financing to local and national governments working on urban transformation;
- **UN Organizations**, by providing opportunities for high-level coordination, discussion and agreements, to advance the urban sustainability and integration agenda;
- **City networks and initiatives**, by bringing in access to a vast network of cities, knowledge and insight about urban innovations, that can be brought to cities, and helping to create a cohort of cities to work together towards sustainability, increased ambition in climate action and urban integration
- **International NGOs**, by bringing in expertise, know-how and on the ground experience, working on a vast number of topics (from nature-based solutions, to science targets, protected areas, biodiversity);
- **Organizations focusing on gender issues**, by providing concrete examples and actions to help mainstream gender into all SCIP activities;

All of these groups are potential partners for exchange (including peer-to-peer exchanges of the cities they work in), capacity building, and joint advocacy. This is not, however, an exhaustive list and may have overlaps with those in the Child Project documents.

During project execution, stakeholders will be informed of SCIP GP efforts through the SCIP GP's quarterly newsletters. Stakeholders will be included on the GP e-mail list to inform stakeholders of any new knowledge products and upcoming learning and/or advocacy events.

Type of stakeholder	Organization <sup>17</sup>	Organization description and existing activities with potential to be leveraged	Synergies and contributions to the project	How stakeholder activities relate to SCIP GP
Government	Relevant ministries at national level, sectoral offices at local level, elected officials, urban planners, and relevant city departments for all SCIP countries and cities	<p><b>Description:</b> Argentina, Brazil, China, Costa Rica, India, Indonesia, Morocco, Rwanda, Sierra Leone and corresponding SCIP cities.</p> <p>Other countries and cities that can contribute to the Project (to be consulted).</p>	The SCIP GP will work with the national governments and city governments to advance urban sustainability through capacity building workshops, peer to peer exchanges and facilitated dialogues. Local and national governments are the primary project stakeholders and beneficiaries.	All components and outputs cater to local, provincial and national governments.
	Global North cities (initiatives and networks)  (to be consulted)	<b>EU Green Capital Award</b> , a policy tool of the European Commission, which recognizes and rewards local efforts to improve the environment, the economy and the quality of life in cities.	This initiative could serve to share lessons learned between SCIP cities and leading Global North cities in sustainable urban development, through peer exchanges facilitated by the CBO's networks. For instance, SCIP cities could exchange with European cities through the EU Green Capital Award.	
Academia	Asian Institute of Technology, Thailand  International Institute for Environmental Development, UK  BLOXHUB Summer School on	Activities and partnerships to be leveraged:  ICLEI-C40 collaboration with the Asian Institute of Technology in the IPCC Scientific Steering Committee International Institute for Environmental Development's involvement in ICLEI's Resilient Cities Congress Program	The GP will connect to leading universities and research institutes where the CBOs have existing contact, to explore how to use their existing curricula material and training offers (as and where available) to the SCIP, and in turn, provide them with an opportunity to provide input into the	<b>Components 2 &amp; 3:</b>  <b>Output 2.1:</b> Existing knowledge is curated, and a menu of sustainable urban development and integrated planning solutions is available to key urban actors and experts

<sup>17</sup> The SCIP has consulted with CCFLA, CUT, FAO, IUCN, SBTN, WBCSD, WWF, and UN-Habitat, the GP has scheduled phone calls with the regional development banks and will schedule calls with the remaining organizations in early April, 2020.

	<p>Urban Resilience – University of Southern Denmark</p> <p>Sciences Po Urban School</p> <p>UN Institute for Environment and Human Security (UNU-EHS)</p> <p>Urban Climate Change Research Network (UCCRN)</p> <p>International Society of City and Regional Planners (ISOCARP)</p> <p>Additional regional-level universities and research institutes</p> <p>GPSC (GEF-6) working group with LSE Cities, Yale University, Ian L. McHarg Center for Urbanism and Ecology, University of Pennsylvania, among others.</p>	<p>Committee and collaboration in the IPCC Scientific Steering Committee</p> <ul style="list-style-type: none"> <li>• The BLOXHUB Summer School on Urban Resilience The summer school will bring together researchers, practitioners, and policymakers in urban resilience and adaptation. Existing collaboration with ICLEI on this area.</li> <li>• ICLEI and Sciences Po Urban School previous research collaboration on the Urban Nexus project.</li> <li>• UNU-EHS – ICLEI existing MoU on joint research in urban planning, disaster risk reduction, human security, climate, adaptation.</li> <li>• UCCRN – ICLEI previous collaboration in capacity building workshops on urban resilience and adaptation.</li> <li>• ISOCARP is a non-governmental global association of</li> </ul>	<p>development of the training modules. Synergies could be created e.g. with Summer Schools and online training offers.</p>	<p><b>Output 2.2:</b> New knowledge is generated and made available to key urban actors and experts responding to local demands and identified gaps, including case studies, training materials, reports, training modules</p> <p><b>Output 2.3:</b> Global convening space with website is created and made available for cities to exchange knowledge</p> <p><b>Output 3.2</b> Awareness of policy makers and key urban actors is raised, and action is promoted at a global level on the importance of cities in the achievement of MEA goals</p> <p><b>Output 3.4</b> The SCIP Global Platform partnership vision on integrated sustainable urban planning is communicated to policy makers and key urban actors</p>
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	(all to be consulted)	<p>experienced professional planners. Previous MoU and collaboration in urban resilience with ICLEI.</p> <ul style="list-style-type: none"> <li>The GP will build on the GEF-6 partnerships with universities to ensure that knowledge and synergies created around sustainable urban development are connected to the SCIP.</li> </ul>		
Business associations, private sector and financial initiatives	<p><a href="#">World Business Council for Sustainable Development</a> (WBCSD)</p> <p>(consulted)</p>	<p><b>Description:</b> WBCSD is a global, CEO-led organization of over 200 leading businesses working together to accelerate the transition to a sustainable world. WBCSD helps make their member companies more successful and sustainable by focusing on the maximum positive impact for shareholders, the environment and societies.</p> <p><b>Activities to be leveraged:</b>  <b>City-Business Climate Alliance (CBCA):</b> The City-Business Climate Alliance is a joint initiative of the World Business Council for Sustainable Development (WBCSD), Carbon Disclosure Project (CDP) and C40 to accelerate climate action through city-business collaboration.</p>	<p>The SCIP GP plans to work with the WBCSD via the CBCA are:</p> <p>At the local level, CBCA will work with cohorts of cities to implement an adaptable blueprint and create local city-business partnerships developing joint, transformative climate projects.</p> <p>At the global level, CBCA will connect new and existing local partnerships to a network providing peer-to-peer support and opportunities to collaborate with climate-engaged global businesses for joint advocacy and scaled-up action.</p> <p>Create a city-business marketplace and public information on best case</p>	<p><b>Components 2 &amp; 3</b></p> <ul style="list-style-type: none"> <li><b>Output 2.2:</b> New knowledge is generated and made available to key urban actors and experts created responding to local demands and identified gaps, including case studies, training materials, reports, training modules</li> <li><b>Output 3.3:</b> Private sector networks and cities are mobilized to forge city-business partnerships</li> </ul>

			studies on successful city-business collaboration.	
	Urban Planning consultancy firms (to be consulted)	<p><b>Description:</b> There are important number of global consulting firms such as ARUP, WSP, Ramboll, COWI, AECOM and CARDNO that deliver cutting-edge solutions in cities. Such consultancies have long understood that sustainability, climate and biodiversity results are also important market signals because more and more cities are demanding this as part of tender process. Their role as trend-setters will be key for the SCIP to maintain an updated view on the business opportunities that arise with sustainable urbanization solutions.</p> <p><b>Activities to be leveraged:</b> Latest research, publications, business forums led by global consulting firms.</p>	<p>The SCIP GP will seek to engage with global consulting firms directly or via business networks to obtain latest insights from cutting edge solutions on sustainability in cities.</p> <p>The SCIP GP will also invite global consultancy firms to key events such as SCIP Forums and SCIP Regional City Academies.</p>	<p><b>Component 3</b></p> <ul style="list-style-type: none"> <li>• <b>Output 3.3:</b> Private sector networks and cities are mobilized to forge city-business partnerships</li> </ul>
	<a href="#">Cities Climate Finance Leadership Alliance</a> (CCFLA) (consulted)	<p><b>Description:</b> CCFLA is a multi-level and multi-stakeholder coalition aimed at closing the investment gap for urban subnational climate projects and infrastructure.</p> <p><b>Activities to be leveraged:</b> Considering the large network of members of the CCFLA, the SCIP will build on this community to create a curated network of investors specialized on integrated planning approaches</p>	<p>The GP will collaborate with CCFLA to produce new knowledge products about access to finance for integrated urban infrastructure</p> <p>The GP will co-design high-level investment roundtables with CCFLA</p>	<p><b>Components 2 &amp; 3</b></p> <ul style="list-style-type: none"> <li>• <b>Output 2.2:</b> New knowledge is generated and made available to key urban actors and experts created responding to local demands and identified gaps, including case studies, training</li> </ul>

				<p>materials, reports, training modules</p> <ul style="list-style-type: none"> <li>• <b>Output 3.3:</b> Private sector networks and cities are mobilized to forge city-business partnerships</li> </ul>
<p>The Confederation of Danish Industry (DI)</p> <p>(to be consulted)</p>	<p><b>Description:</b> The Confederation of Danish Industry – DI – is Denmark’s largest, most representative and most influential business and employers’ organization, covering manufacturing as well as service industries across sectors such as transport, energy, IT, health, trade and professional services.</p> <p><b>Activities to be leveraged:</b>  Danish Cleantech Hub  China  Confederation of Danish Industry India  DI Latin America  Mayors Forum</p>	<p>The SCIP GP will seek to collaborate with business networks that have a strong mandate to promote sustainability, tackle climate change, create jobs and increase business opportunities in developing countries. The Confederation of Danish Industry has a 2030 plan align with such goals.</p>	<p><b>Component 3</b></p> <ul style="list-style-type: none"> <li>• <b>Output 3.3:</b> Private sector networks and cities are mobilized to forge city-business partnerships</li> </ul>	
<p>The European Business Council for Africa (EBCAM)</p> <p>(to be consulted)</p>	<p>Description: EBCAM brings together European investors and other operators engaged in economic activity on the African continent and it works for a close cooperation between the European private sector and African countries, in particular the African private sector.</p> <p>Activities to be leveraged:  EU/Africa Business Forum</p>	<p>The SCIP GP will seek to collaborate with business networks that have a strong mandate to promote sustainability, tackle climate change, create jobs and increase business opportunities in developing countries. The EBCAM can be a key partner for the SCIP activities in the Africa region</p>	<p><b>Component 3</b></p> <ul style="list-style-type: none"> <li>• <b>Output 3.3:</b> Private sector networks and cities are mobilized to forge city-business partnerships</li> </ul>	



		ESBC - EU/Southern Africa Business Council		
	<a href="#">Carbon Disclosure Project</a> (CDP)  (consulted as partner of the CBCA)	<p><b>Description:</b> CDP’s mission is to create a sustainable economy for people and the planet. CDP partners with investors, cities and companies to realize this mission.</p> <p><b>Activities to be leveraged:</b></p> <ul style="list-style-type: none"> <li>• CDP is a founding member of the City-Business Climate Alliance (CBCA)</li> <li>• CDP-ICLEI unified reporting system</li> <li>• CDP’s “Cities A-list”</li> </ul>	<p>The GP will engage with CDP via the City-Business Climate Alliance to create convening spaces and share knowledge on how cities and business can collaborate to achieve mutually beneficial climate targets</p> <p>The GP will use the existing CDP-ICLEI unified reporting system which captures climate (strategic, thematic and sectoral) targets and commitments in various formats, where the GP can track progress against these targets.</p>	<p><b>Component 3</b></p> <ul style="list-style-type: none"> <li>• <b>Output 3.1:</b> Mayors or equivalent in participating and new cities receive support to set science-based targets and prepare climate action plans</li> <li>• <b>Output 3.3:</b> Private sector networks and cities are mobilized to forge city-business partnerships</li> </ul>
	Private sector engagement through Integrated Urban Systems Partnership and <a href="#">District Energy in Cities Initiative</a> (UNEP)	<p><b>Description:</b> Continuous and in-depth cooperation with a large consortium of private sector partners for co-creation of policies and business models, informing tendering processes and facilitating matchmaking and scale up.</p> <p>Successfully applied in UNEP’s district energy in cities (DES) initiative, in the lead up to the Cities Summit held during the 4<sup>th</sup> UN Environment Assembly, <b>private sector partners - including Danfoss, E.ON, Veolia, SIEMENS, ENGIE, Huawei, ENEL and Johnson Controls</b> – got together to</p>	Involve the Integrated Urban Systems Partnership, in a synergistic approach with the WBCSD / C40 private sector partnership to drive integrated planning and management at city and community (neighbourhood) scale	<p><b>Component 3:</b></p> <ul style="list-style-type: none"> <li>• <b>Output 3.3:</b> Private sector networks and cities are mobilized to forge city-business partnerships</li> </ul>

		<p>broaden their engagement with UNEP to integrated urban systems, critical for integrated approaches to city planning and management.</p> <p><b>Activities to be leveraged:</b></p> <ul style="list-style-type: none"> <li>Existing consortium of private sector partners to provide technical expertise (technical staff, tools) to cities interested in piloting integrated approaches</li> </ul>		
Multilateral development banks	<a href="#">World Bank</a>	<p><b>Description:</b> The World Bank finances almost US\$6 billion in urban development and resilience annually. Its urban development strategy focuses on three main priorities: financing the New Urban Agenda, promoting territorial development, and enhancing urban resilience to climate change and disaster risks.</p> <p><b>Activities to be leveraged:</b> The World Bank Group’s City Resilience Program (CRP) empowers cities to pursue investments that build greater resilience to climate and disaster risks, and to access the financing necessary to ensure those investments come to fruition.</p> <p>The approach used by the CRP represents a fundamental shift in how cities can be supported to tackle their most pressing</p>	<p>As a leading global financial institution, the GP will collaborate with the World Bank to be part of the high-level investment roundtables. The WB will be introduced to cities projects that have high-potential to become bankable and have a strong resilience focus.</p> <p>WB will be involved in the finance components of the GP by participating in trainings and providing their own pre-investment tools and support consistent with their own needs.</p> <p>Urban finance experts will be invited as speakers and facilitators to the Finance modules at the Regional City Academies.</p>	<p><b>Components 1&amp;2</b></p> <ul style="list-style-type: none"> <li><b>Output 1.5:</b> Cities receive support to access finance opportunities through existing project preparation facilities, Regional Development Banks (RDB) and International Financial Institutions (IFIs) cities initiatives, and SCIP Global Platform sponsored matchmaking opportunities</li> <li><b>Output 1.2:</b> Key urban actors are trained through regional city academies group</li> </ul>

		<p>development challenges – from one focused on sectoral priorities to one focused on integrated and spatially informed priorities, which capture the interplay between the natural and built environment.</p>	<p>WB case studies, and knowledge products will be used in capacity building activities and library of knowledge.</p>	<p>around identified topics, regions and languages</p> <ul style="list-style-type: none"> <li>• <b>Output 2.2:</b> New knowledge is generated and made available to key urban actors and experts created responding to local demands and identified gaps, including case studies, training materials, reports, training modules</li> </ul>
	<p><a href="#">EBRD</a></p>	<p><b>Activities to be leveraged:</b>  <b>Green Cities program</b> identifies and connects cities’ environmental challenges with sustainable infrastructure investments and policy measures. With over €1 billion in EBRD committed funds, the program is operational in more than 20 cities, and has mobilized over €250 million investments to date.</p>	<p>As a leading regional financial institution, the GP will collaborate with the EBRD to be part of the high-level investment roundtables. Particularly, the EBRD will be introduced to cities projects from Africa (Morocco) that have high-potential to become bankable.</p> <p>EBRD will be involved in the finance components of the GP by participating in trainings and providing their own pre-investment tools and support consistent with their own needs.</p> <p>Urban finance experts will be invited as speakers and facilitators to the Finance</p>	<p><b>Components 1 &amp; 2</b></p> <ul style="list-style-type: none"> <li>• <b>Output 1.5:</b> Cities receive support to access finance opportunities through existing project preparation facilities, Regional Development Banks (RDB) and International Financial Institutions (IFIs) cities initiatives, and SCIP Global Platform sponsored matchmaking opportunities</li> <li>• <b>Output 1.2:</b> Key urban actors are</li> </ul>

			<p>modules at the Regional City Academies.</p> <p>EBRD case studies, and knowledge products will be used in capacity building activities and library of knowledge.</p>	<p>trained through regional city academies group around identified topics, regions and languages</p> <ul style="list-style-type: none"> <li>• <b>Output 2.2:</b> New knowledge is generated and made available to key urban actors and experts created responding to local demands and identified gaps, including case studies, training materials, reports, training modules.</li> </ul>
	<a href="#">IDB</a>	<p><b>Activities to be leveraged:</b>  <b>City Laboratories</b> catalyses positive urban change and promotes an environment of innovation and design thinking throughout the cities in Latin America  <b>Capital Market Solutions for Sustainable Urban Infrastructure</b> aims to drive critical investment to climate resilience infrastructure in cities in the region through a bond mechanism that pools small cities and municipalities to finance climate resilient projects, strengthens urban resilience planning and diversifies their investor base.</p>	<p>As a leading regional financial institution, the GP will collaborate with the IDB to be part of the high-level investment roundtables.</p> <p>IDB will be involved in the finance components of the GP by participating in trainings and providing their own pre-investment tools and support consistent with their own needs.</p> <p>Urban finance experts will be invited as speakers and facilitators to the Finance modules at the Regional City Academies.</p>	<p><b>Components 1 &amp; 2</b></p> <ul style="list-style-type: none"> <li>• <b>Output 1.5:</b> Cities receive support to access finance opportunities through existing project preparation facilities, Regional Development Banks (RDB) and International Financial Institutions (IFIs) cities initiatives, and SCIP Global Platform sponsored</li> </ul>

			<p>IDB case studies, and knowledge products will be used in capacity building activities and library of knowledge.</p>	<p>matchmaking opportunities</p> <ul style="list-style-type: none"> <li>• <b>Output 1.2:</b> Key urban actors are trained through regional city academies group around identified topics, regions and languages</li> <li>• <b>Output 2.2:</b> New knowledge is generated and made available to key urban actors and experts created responding to local demands and identified gaps, including case studies, training materials, reports, training modules</li> </ul>
	<p><a href="#">AfDB</a></p>	<p><b>Activities to be leveraged:</b>  <b>The Urban and Municipal Development Fund (UMDF)</b> is a multi-donor trust fund to scale up interventions in urban development and drive sustainable growth in cities across the African continent. The UMDF is designed to improve resilience and better manage urban growth, by means of tailored technical assistance to municipalities and urban entities in the areas of urban planning and mobility, project preparation, and</p>	<p>As a leading regional financial institution, the GP will collaborate with the AfDB to be part of the high-level investment roundtables.</p> <p>AfDB will be involved in the finance components of the GP by participating in trainings and providing their own pre-investment tools and support consistent with their own needs.</p>	<p><b>Components 1 &amp; 2</b></p> <ul style="list-style-type: none"> <li>• <b>Output 1.5:</b> Cities receive support to access finance opportunities through existing project preparation facilities, Regional Development Banks (RDB) and International Financial Institutions (IFIs)</li> </ul>

		<p>municipal governance and finance.</p>	<p>Urban finance experts will be invited as speakers and facilitators to the Finance modules at the Regional City Academies.</p> <p>AfDB case studies, and knowledge products will be used in capacity building activities and library of knowledge.</p>	<p>cities initiatives, and SCIP Global Platform sponsored matchmaking opportunities.</p> <ul style="list-style-type: none"> <li>• <b>Output 1.2:</b> Key urban actors are trained through regional city academies group around identified topics, regions and languages</li> <li>• <b>Output 2.2:</b> New knowledge is generated and made available to key urban actors and experts created responding to local demands and identified gaps, including case studies, training materials, reports, training modules.</li> </ul>
	<p><a href="#">ADB</a></p>	<p><b>Description:</b> ADB’s operational priorities is to support technical approaches and knowledge management for “blue’ and “green” infrastructure development.</p> <p><b>Activities to be leveraged:</b>  <b>Cities Development Initiative for Asia:</b> A trust fund that works closely with medium-sized cities</p>	<p>As a leading regional financial institution, the GP will collaborate with the ADB to be part of the high-level investment roundtables.</p> <p>ADB will be involved in the finance components of the GP by participating in trainings and providing their own pre-investment tools and</p>	<p><b>Components 1 &amp; 2</b></p> <ul style="list-style-type: none"> <li>• <b>Output 1.5:</b> Cities receive support to access finance opportunities through existing project preparation facilities, Regional Development Banks (RDB) and</li> </ul>

		<p>in Asia and the Pacific to address gaps in infrastructure development and financing. It uses a demand-driven approach to support infrastructure projects that emphasize poverty reduction, environmental improvement, climate change mitigation or adaptation, and good governance.</p> <p><b>Urban Financing Partnership Facility (UFPF):</b> The aim of the facility is to raise and utilize development partner funds for investment co-financing in urban environmental infrastructure projects and support a wide range of technical assistance to help lay the groundwork for such projects.</p>	<p>support consistent with their own needs.</p> <p>Urban finance experts will be invited as speakers and facilitators to the Finance modules at the Regional City Academies.</p> <p>ADB case studies, and knowledge products will be used in capacity building activities and library of knowledge.</p>	<p>International Financial Institutions (IFIs) cities initiatives, and SCIP Global Platform sponsored matchmaking opportunities</p> <ul style="list-style-type: none"> <li>• <b>Output 1.2:</b> Key urban actors are trained through regional city academies group around identified topics, regions and languages</li> <li>• <b>Output 2.2:</b> New knowledge is generated and made available to key urban actors and experts created responding to local demands and identified gaps, including case studies, training materials, reports, training modules</li> </ul>
UN Organizations	<a href="#">UN-Habitat</a>	<p><b>Description:</b> “UN-Habitat promotes transformative change in cities and human settlements through knowledge, policy advice, technical assistance and collaborative action to leave no one and no place behind.”</p>	<p>SCIP will leverage UN-Habitat regional and country offices to find alignment with existing projects on the ground</p> <p>SCIP will include UN-Habitat products such as the City Prosperity Index in</p>	<p><b>Components 1, 2, &amp; 3</b></p> <ul style="list-style-type: none"> <li>• <b>Output 1.1:</b> Child project teams receive strategic support to design and implement the national projects</li> </ul>

		<p><b>Activities to be leveraged:</b></p> <p><b>City Prosperity Index:</b> City prosperity index is a composite index used to measure the overall achievements in a city in six dimensions of prosperity that are related to how cities are governed or how they create and distribute socio-economic benefits or prosperity. Habitat, through its Cities and Climate Change Initiative (CCCI) supports local governments to more readily respond to the climatic threats faced by cities and their populations (building Climate Resilience). It further aims to take steps in reducing cities' climate footprint (Climate Change Mitigation).</p> <p><b>Urban Resilience Hub</b> UN-Habitat has an extensive network of partner organizations, institutions, think-tanks, universities and governments. By hosting the Urban Resilience Hub, UN-Habitat is providing a space for knowledge, best practice and innovation to flourish.</p> <p><b>Waste Wise Campaign -</b> Initiative to address municipal solid waste. UNEP-led Climate and Clean Air Coalition is already working with this campaign</p> <p><b>UNEP-UN Habitat Greener Cities Partnership</b>– a partnership focusing on sustainable urban development</p> <p><b>Planners for Climate Action (P4CA)</b> is managed by UN-</p>	<p>knowledge curation exercise. Possibility of doing joint knowledge creation (to be further explored during project preparation)</p> <p>The GP will collaborate with UN Habitat on development of the World Urban Forum and Habitat Assembly</p> <p>SCIP GP will connect the urban resilience hub with the SCIP's library of knowledge.</p>	<ul style="list-style-type: none"> <li>• <b>Output 2.1:</b> Existing knowledge is curated, and a menu of sustainable urban development and integrated planning solutions is available to key urban actors and experts</li> <li>• <b>Output 2.3:</b> Global convening space with website is created and made available for cities to exchange knowledge</li> <li>• <b>Output 3.2:</b> Awareness of policy makers and key urban actors is raised, and action is promoted at a global level on the importance of cities in the achievement of MEA goals</li> </ul>
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		Habitat, facilitating urban planners to address issues relevant to urban planning, such as heritage regeneration as well as using NBS, green and blue grids.		
	<a href="#">UN Framework Convention on Climate Change Secretariat</a>	<p><b>Description:</b> The UNFCCC is a UN entity that organizes the UN’s global response to the risk of climate change.</p> <p><b>Activities to be leveraged:</b> UN Climate Change Conference of Parties</p>	The SCIP GP will partner with UNFCCC in terms of advocacy events and raising the importance of sustainable urban development at UNFCCC events	<p><b>Component 3</b></p> <ul style="list-style-type: none"> <li>• <b>Output 3.2:</b> Awareness of policy makers and key urban actors is raised, and action is promoted at a global level on the importance of cities in the achievement of MEA goals</li> </ul>
	<a href="#">Food and Agriculture Organization of the United Nations (FAO)</a>	<p><b>Description:</b> FAO aims “to achieve food security for all and make sure that people have regular access to enough high-quality food to lead active, healthy lives.” FAO is present in over 130 countries.</p> <p><b>Activities to be leveraged:</b> FAO expertise in food as it relates to urban sustainability and circular economy</p>	<p>The SCIP GP will curate existing knowledge from FAO relevant to SCIP toolkits and library of knowledge</p> <p>The SCIP GP will showcase FAO knowledge products by linking FAO to the SCIP website</p> <p>There is the potential for GP collaboration with FAO on advocacy activities</p>	<p><b>Components 2 &amp; 3</b></p> <ul style="list-style-type: none"> <li>• <b>Output 2.1:</b> Existing knowledge is curated, and a menu of sustainable urban development and integrated planning solutions is available to key urban actors and experts</li> <li>• <b>Output 2.3:</b> Global convening space with website is created and made available for cities to exchange knowledge</li> <li>• <b>Output 3.2:</b> Awareness of policy makers and</li> </ul>

				key urban actors is raised, and action is promoted at a global level on the importance of cities in the achievement of MEA goals
City networks and initiatives	<a href="#">Global Protocol for Community-Scale Greenhouse Gas Emission Inventories</a> (GPC)	<p><b>Description:</b> World Resources Institute, C40 Cities and ICLEI have partnered to create a GHG Protocol standard for cities known as Global Protocol for Community-Scale Greenhouse Gas Emission Inventories (GPC). The GPC seeks to help cities develop a comprehensive and robust greenhouse gas inventory in order to support climate action planning and help cities establish a base year emissions inventory, set reduction targets, and track their performance.</p> <p><b>Activities to be leveraged:</b> Greenhouse Gas Protocol for Community-Scale Greenhouse Gas Emission Inventories (GPC)</p>	The GP will utilize GPC under the climate action planning module and in the library of knowledge	<p><b>Component 2</b></p> <ul style="list-style-type: none"> <li>• <b>Output 2.1:</b> Existing knowledge is curated, and a menu of sustainable urban development and integrated planning solutions is available to key urban actors and experts</li> <li>• <b>Output 2.2:</b> New knowledge is generated and made available to key urban actors and experts created responding to local demands and identified gaps, including case studies, training materials, reports, training modules</li> </ul>
	<a href="#">Coalition for Urban Transition</a> (CUT)	<p><b>Description:</b> Coalition for Urban Transitions (CUT) an initiative focused on empowering national governments with the evidence-based rationale and policy tools governments need to prioritize</p>	<p>CUT’s expertise will contribute to the SCIP GP’s National Dialogues activities</p> <p>CUT could potentially lead the national engagement in</p>	<p><b>Component 1</b></p> <ul style="list-style-type: none"> <li>• <b>Output 1.6:</b> National governments and cities receive</li> </ul>

		<p>more compact, connected, clean urban development. The CUT fills a critical gap by bringing national government decision-makers into the process. A special initiative of the New Climate Economy (NCE), the CUT is jointly managed by C40 Cities Climate Leadership Group and World Resources Institute Ross Center for Sustainable Cities.</p> <p><b>Activities to be leveraged:</b> Expertise on national policies and institutional arrangements to promote integrated sustainable urban development The CUT could help to catalyse and inform implementation of the Sustainable Development Goals (SDGs), the New Urban Agenda, and Nationally Determined Contributions (NDCs) to meet the goals of the Paris Agreement</p>	<p>one of the SCIP Child Project countries</p> <p>CUT will provide guidance for ministries of housing, transport and land use seeking to boost sustainable development in cities</p> <p>SCIP GP will utilize CUT publications on housing and transport policy in library of knowledge</p>	<p>support to take policy and political leadership to unlock action on sustainable and integrated urban planning</p>
	<p><a href="#">Regions of Climate Action R20</a></p>	<p><b>Description:</b> Regions of Climate Action aims to accelerate the implementation of green infrastructure projects at the sub-national level in the field of waste optimization, renewable energy and energy efficiency</p> <p><b>Activities to be leveraged:</b></p> <ul style="list-style-type: none"> <li>• Connects public authorities, technology partners and financial investors.</li> <li>• R20 provides support for cities throughout the entire value chain to</li> </ul>	<p>The SCIP GP envisages engaging with Regions of Climate Action R20 to improve the climate action framework for cities</p>	<p><b>Component 3</b></p> <ul style="list-style-type: none"> <li>• <b>Output 3.1:</b> Mayors or equivalent in participating and new cities receive support to set science-based targets and prepare climate action plans</li> </ul>

		create bankable projects: project identification, project structuring, bankability, financing, implementation and Measure, Report and Verification (MRV).		
	<a href="#">Carbon Neutral Cities Alliance</a>	<p><b>Description:</b> CNCA is a collaboration of leading global cities working to cut greenhouse gas emissions by 80% or more by 2050 or sooner (“80x50”) — the most aggressive greenhouse gas reduction targets undertaken by any cities across the globe.</p> <p><b>Activities to be leveraged:</b></p> <ul style="list-style-type: none"> <li>• CNCA funds innovation projects among member cities, framing strategies for long-term deep decarbonization, and fostering the growth of the next wave carbon neutral city leaders.</li> </ul>	The SCIP GP envisions partnering with the CNCA to inspire SCIP cities and additional cities to improve climate action targets	<p><b>Component 3</b></p> <ul style="list-style-type: none"> <li>• <b>Output 3.1:</b> Mayors or equivalent in participating and new cities receive support to set science-based targets and prepare climate action plans</li> </ul>
	<a href="#">Cities Alliance (CA) Strategic City Planning initiative</a>	<p><b>Description:</b> City Alliance promotes urban sustainability through policy frameworks, working at the national and local government level</p> <p><b>Activities to be leveraged:</b></p> <ul style="list-style-type: none"> <li>• <b>City development strategies (CDS)</b> that link their economic growth and poverty reduction objectives,</li> </ul>	The SCIP GP will partner with the City Alliance to showcase their knowledge products	<p><b>Component 2</b></p> <ul style="list-style-type: none"> <li>• <b>Output 2.1:</b> Existing knowledge is curated, and a menu of sustainable urban development and integrated planning solutions is available to key urban actors and experts</li> </ul>

		<p>often including citywide slum upgrading strategies.</p> <ul style="list-style-type: none"> <li>• Technical assistance, shared learning, advocacy and a catalogue of members' CDS activities. CA's regional focus is in Africa.</li> </ul>		
	<p><a href="#">Global Initiative for Resource Efficient Cities</a> (GI-REC)</p>	<p><b>Description:</b> Led by UNEP, the Global Initiative for Resource Efficient Cities (GI-REC) is at the forefront of the circular economy approaches in cities. Working in both resource efficiency and climate, the GI-REC has worked with various stakeholders to develop tools that will measure local level contribution to circular economy at national and global levels.</p> <p><b>Activities to leveraged:</b></p> <ul style="list-style-type: none"> <li>• GI-REC case studies and open online course on urban metabolism for policy makers</li> <li>• UNEP developed a Spatial microsimulation urban metabolism modelling tool that has applications in data management and city level</li> </ul>	<p>The SCIP GP will leverage GI-REC tools and knowledge products related to circular economy</p>	<p><b>Component 2</b></p> <ul style="list-style-type: none"> <li>• <b>Output 2.1:</b> Existing knowledge is curated, and a menu of sustainable urban development and integrated planning solutions is available to key urban actors and experts</li> </ul>

		assessments/scenario planning		
	<a href="#">Global Covenant of Mayors</a> (GCoM)	<p><b>Description:</b> The world’s largest alliance of mayors consisting of over 10,000 local governments.</p> <p><b>Activities to be leveraged:</b></p> <ul style="list-style-type: none"> <li>• GCoM tools, frameworks and knowledge products related to raising climate ambition and target setting</li> <li>• Measurement Guidelines: Common Reporting Framework for Climate Action Planning</li> <li>• Guiding Principles for City Climate Action Planning</li> <li>• City Action for Urban Sustainability (CURB)</li> <li>• GCoM e-learning Library</li> </ul>	The SCIP GP will support climate action commitments and leverage the GCoM model for cities and encourage SCIP cities to utilize the GCoM framework	<p><b>Components 2 &amp; 3</b></p> <ul style="list-style-type: none"> <li>• <b>Output 2.1:</b> Existing knowledge is curated, and a menu of sustainable urban development and integrated planning solutions is available to key urban actors and experts</li> <li>• <b>Output 3.1:</b> Mayors or equivalent in participating and new cities receive support to set science-based targets and prepare climate action plans</li> </ul>
	<a href="#">Deadline 2020</a> by C40	<p><b>Description:</b> Deadline 2020 is a commitment led by C40 cities but open to non-C40 cities as well, to urgently deliver highly ambitious and equitable climate action.</p> <p><b>Activities to be leveraged:</b></p> <ul style="list-style-type: none"> <li>• Cities will have the opportunity to join the Deadline 2020 commitment. This would imply that they</li> </ul>	<p>The SCIP cities will be able to join the Deadline 2020 and access the resources and tools design to support cities to have Paris Agreement aligned local action plans.</p> <p>SCIP cities will also be able to join any of the C40 science-based targets (sectoral declarations)</p>	<p><b>Component 3</b></p> <ul style="list-style-type: none"> <li>• <b>Output 3.1:</b> Mayors or equivalent in participating and new cities receive support to set science-based targets and prepare climate action plans</li> </ul>

		would develop and begin implementation of inclusive climate action plans by the end of 2020, to deliver on the highest ambitions of the Paris Agreement — to limit global temperature rise to 1.5 degrees Celsius.		
	<a href="#">United Cities and Local Government (UCLG)</a> (to be consulted)	<b>Description:</b> UCLG is a global network of local governments, regional governments metropolitan governments and associations that organizes and advocates for local governments through strengthening the UCLG network, policy and advocacy, implementing their global agenda, learning, monitoring and reporting. (to be consulted)	The GP will leverage UCLG’s strong global network of cities, collaborate on advocacy efforts to promote the importance of cities, and incorporate UCLG knowledge products, related to the SCIP GP’s City Academy Curriculum, on the SCIP GP website.  A strong partner of C40 and ICLEI in the Global Covenant of Mayors for Climate & Energy (GCoM), UCLG national chapters will be engaged in the national dialogues, through the Presidents / Chairs. UCLG and its chapters can contribute to a better understanding of the relevant national contexts.	<b>Components 2 &amp; 3</b> <ul style="list-style-type: none"> <li>• <b>Output 2.1:</b> Existing knowledge is curated, and a menu of sustainable urban development and integrated planning solutions is available to key urban actors and experts</li> <li>• <b>Output 2.2:</b> New knowledge is generated and made available to key urban actors and experts created responding to local demands and identified gaps, including case studies, training materials, reports, training modules</li> <li>• <b>Output 3.2:</b> Awareness of</li> </ul>

				policy makers and key urban actors is raised, and action is promoted at a global level on the importance of cities in the achievement of MEA goals
International non-government organizations	<a href="#">World Wildlife Fund</a> (WWF)	<p><b>Description:</b> WWF’s mission is to conserve nature and reduce the most pressing threats to the diversity of life on Earth.</p> <p><b>Activities to be leveraged:</b></p> <ul style="list-style-type: none"> <li>• One Planet City Challenge (OPCC) and the Paris compliance toolbox</li> <li>• Urban nature-based climate solutions and urban food systems</li> <li>• WWF knowledge sharing methods and toolkit</li> <li>• WWF Urban Solutions platform</li> <li>• Alliances for Climate Action</li> <li>• New Deal for Nature and People</li> <li>• Dutch Fund for Development</li> <li>• WWF’s Climate Business Hub</li> <li>• Climate Saver</li> </ul>	<p>The SCIP GP will collaborate with the WWF in terms of baseline information that WWF has already collected to support Output 1.1 and city needs assessments.</p> <p>The SCIP GP will collaborate with the WWF’s two initiatives working at the national level to promote clearer national policy messaging around climate action.</p> <p>The SCIP GP will curate existing knowledge from WWF such as the Urban Solutions case studies and its virtual knowledge sharing and knowledge exchange tool.</p> <p>The SCIP GP will showcasing WWF’s platform called Urban Solutions, and dialogue methods for knowledge sharing among cities (virtually or in-person) by linking to this on the SCIP website.</p>	<p><b>Components 1, 2 &amp; 3</b></p> <ul style="list-style-type: none"> <li>• <b>Output 1.1:</b> Child project teams receive strategic support to design and implement the national projects</li> <li>• <b>Output 1.6:</b> National governments and cities receive support to take policy and political leadership to unlock action on sustainable and integrated urban planning</li> <li>• <b>Output 2.1:</b> Existing knowledge is curated, and a menu of sustainable urban development and integrated planning solutions is available to key urban actors and experts</li> </ul>



		<ul style="list-style-type: none"> <li>• Science-based Targets Initiative</li> </ul>	<p>The SCIP GP will collaborate with WWF on advocacy. Their strategy is three-fold: (1) within global policy, including UNFCCC, Convention on Biological Diversity (CBD) and throughout 2020 via WWF and partners' New Deal for Nature and People process linking advocacy and communication across negotiations, (2) at the country or regional level, including via its Alliances for Climate Action work to build ambition and collaboration among non-state actors, and (3) from a community engagement and public participation angle. The latter which could take advantage of this different vantage point in terms of global advocacy.</p> <p>The SCIP will collaborate with WWF's efforts to make corporations Paris-compliant and can bring in relevant private sector actors for SCIP, additionally WWF can bring research and partnerships with the multilaterals and private sector.</p>	<ul style="list-style-type: none"> <li>• <b>Output 2.3:</b> Global convening space with website is created and made available for cities to exchange knowledge</li> <li>• <b>Output 3.2:</b> Awareness of policy makers and key urban actors is raised, and action is promoted at a global level on the importance of cities in the achievement of MEA goals</li> </ul>
	<a href="#">International Union for Conservation of Nature</a> (IUCN)	<p><b>Description:</b> IUCN is a democratic Union that brings together the world's most</p>	<p>The GP will consider incorporating IUCN's Urban Nature Index or pieces of the</p>	<p><b>Components 1, 2 &amp; 3</b></p> <ul style="list-style-type: none"> <li>• <b>Output 1.1:</b> Child project teams receive strategic support to</li> </ul>

		<p>influential organizations and top experts in a combined effort to conserve nature and accelerate the transition to sustainable development.”</p> <p><b>Activities to be leveraged:</b></p> <ul style="list-style-type: none"> <li>• Urban Nature Index: to address how cities impact nature at three different scales—urban, regional, and global—this includes a set of indicators</li> <li>• Species Threat Abatement Recovery (STAR) metric</li> <li>• Restoration Opportunities and Assessment Methodology (ROAM)</li> <li>• Global Standard for Nature-based Solutions</li> <li>• PANORAMA Solutions platform</li> <li>• Urban Protected Areas: Profiles and Best Practice Guidelines</li> <li>• Parks for the Planet</li> <li>• Urban Nature Alliance</li> <li>• Cities with Nature</li> <li>• IUCN World Conservation Congress</li> </ul>	<p>methodology as part of the baseline city assessment.</p> <p>The GP will curate existing knowledge from IUCN relevant to SCIP nature-based solutions toolkit</p> <p>The GP will consider showcasing IUCN frameworks and tools by linking to these on the SCIP website</p> <p>The GP will consider scheduling launch and/or participating in IUCN World Conservation Congress in June 2020 to discuss the importance of the urban agenda with respect to nature and sustainability Also, will consider participating in the Parks for Planet event</p>	<p>design and implement the national projects</p> <ul style="list-style-type: none"> <li>• <b>Output 2.1:</b> Existing knowledge is curated, and a menu of sustainable urban development and integrated planning solutions is available to key urban actors and experts</li> <li>• <b>Output 2.3:</b> Global convening space with website is created and made available for cities to exchange knowledge</li> <li>• <b>Output 3.2:</b> Awareness of policy makers and key urban actors is raised, and action is promoted at a global level on the importance of cities in the achievement of MEA goals</li> </ul>
	<p><a href="#">Science Based Targets Network</a></p>	<p><b>Description:</b> Science Based Targets Network (SBTN) is working to create science-based frameworks for the private sector and cities to set science-based targets related to the climate,</p>	<p>The SCIP GP will work with the Global Commons Alliance/ SBTN on SBTs for both climate and nature for cities.</p>	<p><b>Component 3</b></p> <ul style="list-style-type: none"> <li>• <b>Output 3.1:</b> Mayors or equivalent in participating and new cities receive support to set</li> </ul>

		<p>biodiversity, land use and the ocean. SBTN promotes best practices for science-based target setting and works with the private sector to assess their targets and approve them.</p> <p><b>Activities to be leveraged:</b></p> <ul style="list-style-type: none"> <li>• SBTN’s science-based target framework and climate targets for cities.</li> </ul>		<p>science-based targets and prepare climate action plans</p>
Organizations focusing on gender issues	<a href="#">Gender Equal Cities - URBACT Knowledge Hub</a>	<p><b>Description:</b> This European-funded initiative raises awareness of gender-based inequalities at a local level and highlights how cities can take action.</p> <p><b>Activities to be leveraged:</b></p> <ul style="list-style-type: none"> <li>• URBACT brings together the knowledge of active women in the URBACT community and beyond. It proposes ten actions towards gender equality in cities and has published the “Gender equal cities” report in 2019.</li> </ul>	<p>The SCIP GP will incorporate knowledge produced by URBACT in the library of knowledge and link to the URBACT Knowledge Hub</p>	<p><b>Component 2</b></p> <ul style="list-style-type: none"> <li>• <b>Output 2.1:</b> Existing knowledge is curated, and a menu of sustainable urban development and integrated planning solutions is available to key urban actors and experts</li> </ul>
	<a href="#">Women4Climate</a> by C40	<p><b>Description:</b> Women4Climate is an initiative led by C40 Cities that seeks to empower women to play a leading role in fighting climate change.</p> <p><b>Activities to be leveraged:</b> Women4Climate works to increase women’s leadership in</p>	<p>The SCIP GP will partner with Women4Climate and include knowledge produced by Women4Climate on the SCIP website</p>	<p><b>Component 2</b></p> <ul style="list-style-type: none"> <li>• <b>Output 2.1:</b> Existing knowledge is curated, and a menu of sustainable urban development and integrated planning solutions is available to key</li> </ul>

		<p>climate action and improve consultation by:</p> <ul style="list-style-type: none"> <li>• investing in mentoring programs for women</li> <li>• applying the Gender Assessment Method for Mitigation and Adaptation (GAMMA) methodology to identify entry points to integrate a gender perspective/gender-informed recommendations</li> <li>• gender responsive participatory planning</li> </ul>		<p>urban actors and experts</p>
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Finally, select what role civil society will play in the project:

- Consulted only;
- Member of Advisory Body; contractor;
- Co-financier;
- Member of project steering committee or equivalent decision-making body;
- Executor or co-executor;
- Other (Please explain)

### **3. Gender Equality and Women's Empowerment**

Does the project expect to include any gender-responsive measures to address gender gaps or promote gender equality and women's empowerment?

- Yes
- No

If possible, indicate in which results area(s) the project is expected to contribute to gender equality:

- closing gender gaps in access to and control over natural resources;
- improving women's participation and decision making; and or
- generating socio-economic benefits or services for women.

Does the project's results framework or logical framework include gender-sensitive indicators?

- Yes
- No

#### Global Gender analysis<sup>18</sup>:

This gender analysis considers how gender plays a role in urban planning and design, as it relates to the Sustainable Development Goals (SDGs) 5 and 11 “to achieve gender equality and empower all women and girls” and “to make cities and human settlements inclusive, safe, resilient and sustainable,” respectively. Cultural context will vary depending on the country child projects, however, the global program will work to ensure gender mainstreamed SCIP global program activities. A review of the literature related to gender and urban planning was conducted in order to understand the potential adverse impacts the SCIP Global Program could have in reinforcing inequalities between men and women.

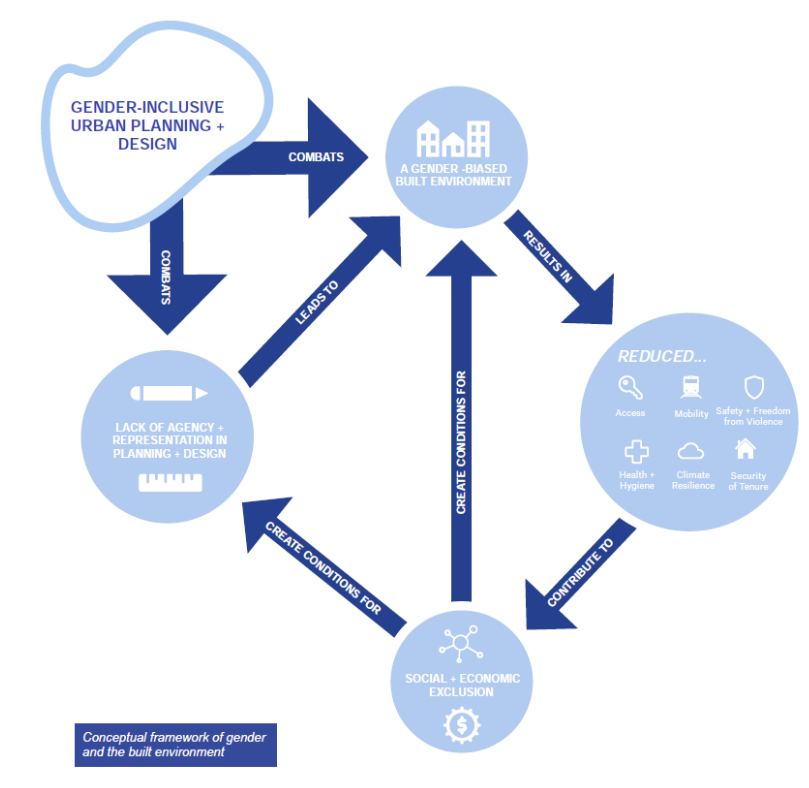
There are currently **limited gender considerations in planning, investment and management in cities**. Women tend to benefit less from urbanization and face more difficulties accessing urban services, participating in political and public life, and benefitting from economic opportunities in cities. Experiences of living, working and socializing in the same city can vary according to gender. Despite these different realities, gender is rarely considered in the planning and management of cities. Urban planning is a traditionally male-dominated environment and decision makers, who are often majority male, have difficulties understanding the unique needs of women, children, elderly, disabled people and other marginalized populations. Even more challenging, disaggregated data is not always available for decisionmakers to make informed decisions. “Under-representation or exclusion of women, particularly poor women, in urban decision-making processes across all levels of government has profound implications

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<sup>18</sup> Each national child project will elaborate its own gender analysis and action plan during the preparation phase focused on the national and/or city context

for women in cities in terms of mobility, safety and access to education and employment ([Cahil, UN Global Compact Cities Program](#)).”

**Men and women experience cities differently.** The built environment of cities, such as where public transport stops are located or how public spaces are designed, shapes these experiences. Both social and physical infrastructure can reinforce inequalities between men and women or they can reduce these inequalities. Urban planning of the built environment has the potential to burden women more so than men ([World Bank, 2020](#)). Women are also disproportionately more vulnerable to climate change impacts in cities due to their higher incidence of poverty and often lower socioeconomic status (World Bank 2020). Inclusive planning, that integrates gender considerations, does not just improve the lives of the women in the city but leads to an improvement in the overall well-being of the city and its economy. By taking gender and minority groups into account, and generating and maintaining sex-disaggregated data, policy makers can ensure that policies are better targeted, services and resources are more effectively provisioned, and residents enjoy greater equality. See the figure below that demonstrates the cascading and reinforcing ways gender-inclusive urban planning and design can positively impact cities.



Source: [World Bank, 2020](#)

**A city’s urban form such as urban sprawl, a common challenge with sustainable urban settlements, and weak public transportation networks expose women to more risks.** Women often pay more and spend more time on public transportation due to their more complex travel patterns. Additionally, economic opportunity in cities is directly linked to transportation access. As such, land use, sustainable development and public transportation decisions directly impact women. For instance, men are more likely to make a single destination journey by car, whereas women generally use public transportation to make multiple journeys in one day, because of their combined employment and care duties. The prevailing cultural norms imply women are expected to take on household caregiving roles, like taking children to school or caring

for an elderly family member. Therefore, a higher burden of unpaid labour falls on women. [UN Habitat \(2012\)](#) cites a study in Argentina that found that women spend three times the amount of time on unpaid household work than men. The way cities are traditionally planned, through zoning and separation of industrial, commercial and residential spaces, has profound impacts on women. Traditional zoning burdens women since it increases their distance travelled for both childcare and economic opportunities ([World Bank, 2020](#)). Historically, gender has not been considered in sustainable urban development investments like pedestrian rights of way, green spaces and sustainable housing—this inherently limits the effectiveness of such investments. Identifying women’s concerns in the urban planning process and designing systems that address those concerns can improve women’s livelihoods and have ripple effects on the broader economy and the well-being of urban residents.

**There is a clear need for improved governance and inclusive integrated planning processes.** Digital data and emerging technologies enable cities and countries to collect disaggregated gender/sex data and analysis to pursue gender-sensitive and evidence-based policies. There are now technologies and existing data to do this cheaply. Feedback, especially from vulnerable populations, helps to create public policies more responsive to challenges and needs in an efficient and integrated way, from the perspective of the city inhabitants. These tools allow women to express themselves more confidently on urban planning and policy issues. Mobile applications, one way to improve participation, are being used to assess citizens habits against disaggregated data by population categories when establishing a baseline and measuring the results of pilot investments. However, since digital communication can isolate poor populations and elderly people, other strategies for inclusive engagement should be considered such as using a variety of different methods to engage with the public—this entails considering the geographic location, language, age, sex, race and income, for example ([C40 Inclusive Community Engagement Playbook, 2019](#))

**Public policies could burden disproportionately and impact negatively vulnerable groups** such as women, elderly people, children and people with disabilities (who are generally accompanied by women). Such examples include limiting the use of personal vehicles, regulations on land tenure or turning public lights off earlier. Almost 40% of economies globally limit women’s ability to land ownership ([World Bank, 2020](#)). As such, women’s upward mobility is inherently restricted if they are unable to own land. Women also tend not to feel as safe in public spaces, despite the fact they often use public spaces more frequently and in a more varied manner than men ([World Bank, 2020](#)). Women will also vary their route to avoid violence or perceived violence, for example women will alter walking and public transportation routes to ensure their safety. This has profound impacts on women’s mobility in urban environments. Policies and urban design can limit women’s access to public spaces, this has shown a reduction in the overall well-being of women ([World Bank, 2020](#)). It is fundamental to carefully take into consideration all vulnerable populations and gender dimensions when designing environmental and urban development policies.

Since women and men experience cities differently and women are largely underrepresented in decision making, urban planning and policies should take this into consideration. The SCIP Global Platform will work to address gender issues in all of its activities to the extent possible and engage with women leaders. For example, the SCIP Global Platform will collect sex-disaggregated data for all events organized by the Global Platform. Moreover, all new knowledge products will consider gender and inclusion of vulnerable populations and make recommendations to design more inclusive urban agglomerations. The SCIP Global Platform will have a gender lead/focal point to ensure implementation of the gender action plan and track SCIP Global Platform’s integration of gender issues.

Gender Action Plan:

<i>Outcomes</i>	<i>Outputs</i>	<i>Potential gender issues and relevance to the activity</i>	<i>Recommendations for addressing these issues through project activities</i>	<i>Indicator</i>	<i>Target</i>	<i>Means of Verification</i>
<b>Outcome 1:</b> Key urban actors demonstrate improved capacity to undertake sustainable integrated planning and investments	1.1 Child project teams receive strategic support to design and implement the national projects	Gender issues might not be addressed in all country child projects.	Provide expertise and support to Child Projects based on demand, to deepen attention to gender issues in Child Projects.	% of city assessments will incorporate gender considerations in their analysis of the city  # of child projects in which the GP supported integration of gender issues	100%  At least 6	All city assessments will include questions regarding gender.
	1.2 Key urban actors are trained through regional city academies group around identified topics, regions and languages	Women are less likely to have higher education than men in developing countries, something to consider would be to ensure the technical nature of the project is clarified and taught to enhance women's participation in the SCIP GP. Women also have more time constraints and caretaking responsibilities and will have less time to attend regional city academies. Moreover, urban planning is a male-dominated discipline, therefore it is integral to ensure women's participation in all trainings.	Provide training materials and opportunities for training to Child Projects, to enhance gender perspectives in investments.  Introduce gender-responsive participatory planning tools and methodologies to consult and engage all stakeholders in urban planning processes  Facilitate city academies in ways to ensure that women are panellists and presenters, especially women leaders in the urban space.	% of city academy participants that are women (sex-disaggregated data)  % of urban practitioners that used the knowledge acquired from the training or materials from the SCIP GP are women (sex disaggregated)  % of women as panellists and presenters in city academies	30% <sup>19</sup>  30%  50%	All regional city academies will have participant lists that indicate the sex, age and education level of participant.  Final survey will assess use of content received through program, which will have a question about gender.  Review regional city academy facilitation methodology

<sup>19</sup> Women, especially in the Global South, are less likely to hold office or be in decision-making positions. The target for women's participation in high level events and trainings has been set with consideration that the global average of female representation in parliaments is 24.5% ([Inter-Parliamentary Union, 2019](#)). 30% was chosen as the target for participation since the target audience of SCIP GP activities include urban practitioners, mayors, and decisionmakers. However, the overarching direct beneficiaries of the Global Platform target 1% of the citizens of capable cities of the countries participating in the program and in that case the portion of women out of the direct beneficiaries is 50%.



	1.3 City officials receive technical assistance on integrated urban solutions	Integrated urban solutions should be required to respond to identified gender issues. While technical assistance aims to help a city in a specific need, this could cause reinforcing negative impacts on women and other vulnerable populations such as the elderly, disabled etc. Therefore, technical assistance provided by the SCIP will be responsive to the needs of women and vulnerable groups.	When possible, work with the Child Projects to incorporate the use of inclusive and gender-responsive approaches to support integrated sustainable urban planning: for example, promoting sex-disaggregated data and gender analysis to direct gender-informed urban policy interventions and investments such as in commuting patterns to account for gender differences in how, where, when and why men and women travel in cities.	% of SCIP lab participants that are women (sex-disaggregated data)  % of SCIP Labs that integrate gender issues in the content delivered	30%  100%	All SCIP labs will have participant lists that indicate sex, age and education level of participant.  All SCIP Labs will have content highlighting key gender issues to be addressed.
	1.4 Key urban actors participate in peer exchanges, matching cities by interest, with knowledge providers from City-Based Organizations (CBO's) network opportunities and extended partners	Women, who are less likely to be in decisionmaker roles or urban practitioners, often do not participate in trainings such as peer exchanges. Gender issues are not typically nor explicitly considered in trainings	Track sex-disaggregated data of all trainings.  Use a peer exchange opportunity to learn from cities/national governments that have effectively mainstreamed gender (such as Vienna, Toronto or other European Cities).	% of peer exchange participants that are women (sex-disaggregated data)  # of peer exchanges that demonstrate how cities integrate gender in urban planning to demonstrate a city's efforts to provide equal access to urban services through effective gender mainstreaming	30%  1	All peer exchanges will have participant lists that indicate sex, age and education level of participant.  One exemplary city that has mainstreamed gender in urban planning will host one of the six peer exchanges.
	1.5 Cities receive support to access finance opportunities through existing project preparation facilities, Regional Development Banks (RDB) and International Financial Institutions (IFIs)	Women often have more barriers to access financing than men, should consider how these activities will impact women and vulnerable populations. Financing institutions don't adhere to their own gender policies and accountability mechanisms	Ensure that women are given the opportunity and access to participate in high level urban finance roundtables and encourage a facilitated dialogue to ensure women's voices are heard and taken into consideration	% of city participants in high level urban finance roundtables are women (data disaggregated by sex, age and education level)  % of participants in finance workshops are women (data disaggregated by sex, age and education level)	30%  30%	Participant lists at high-level round tables and finance workshops that indicate sex, age and education level of participant.

	cities initiatives, and SCIP Global Platform sponsored matchmaking opportunities			% of investment projects that SCIP has supported that address gender issues	50%	
	1.6 National governments and cities receive support to take policy and political leadership to unlock action on sustainable and integrated urban planning	Gender plays a role in enabling conditions, in SCIP that might mean how it will play a role in National dialogues, advocacy, etc. gender mainstreaming "is pre-emptive not reactive." Therefore, SCIP will embed this in its policy and advocacy work.	Ensure gender mainstreaming is part of the national dialogue discussions, including the benefits of gender mainstreaming in urban policy to create more sustainable cities. Ensure that national dialogues are designed to meaningfully engage women's organizations Ensure accountability mechanisms/commitments in place to incorporate perspectives of women's organizations into policy and planning design	# of national dialogues that invite women's organizations or NGOs to represent women in national dialogue discussions  # of women's organizations, NGOs, or child project gender focal points, female urban decisionmakers that attend and participate in the national dialogues  # of national policies adopted, influenced by SCIP, that are responsive to the needs of women and vulnerable groups	18  6  3	Invitations for national dialogues.  Participant lists from the national dialogues with details about organization.  Review of policies
<b>Outcome 2:</b> Key urban actors and experts, in addition to those targeted in outcome 1, are using cutting edge knowledge and best practices on sustainable integrated urban planning and investments from a global sustainable cities platform	2.1 Existing knowledge is curated, and a menu of sustainable urban development and integrated planning solutions is available to key urban actors and experts		Create a section on the SCIP website in the library of knowledge on gender and sustainable urban planning.  Identify and prioritize the inclusion of technical materials that integrate gender issues.	# of sections on SCIP GP website focusing on gender and urban sustainability  # of existing technical documents showcased in the library of knowledge that integrate gender issues	1  5	Communications lead will track engagement with gender and urban sustainability section and all blogs etc. related to gender.  The gender lead will identify technical documents related to gender issues and urban sustainability and review the SCIP website to ensure they are showcased in the library of knowledge.
	2.2 New knowledge is generated and made available to key urban actors and experts responding to local demands	Women often have a more challenging time accessing knowledge products, because women in the Global South often have	Develop gender-sensitive case studies, reports and training materials, with a focus on gender sensitive and inclusive urban planning approaches.	% of new knowledge products that consider gender issues	100%	A review to verify gender is integrated in all new knowledge products, will be mandatory and included in the knowledge product methodology.

	and identified gaps, including case studies, training materials, reports, training modules	disproportionately lack education opportunities leading to lower literacy rates. Women also bear heavier workloads and more domestic responsibilities and often lack additional time to utilize knowledge products. Additionally, inclusion of how knowledge products impact women and vulnerable populations are not always accounted for.				
	2.3 Global convening space with website is created and made available for cities to exchange knowledge	Women often receive less higher education opportunities than men, it is important to consider translations to local languages to increase the number of people who can access this material.	Ensure that the interactive City Academy Curriculum, posted on the public SCIP GP website, is offered in all SCIP languages.  Identify, document, and promote good examples from Child Projects and beyond on integration of gender and minorities' needs in urban development.	# of languages in which the City Academy Curriculum, available on the SCIP GP website, is translated  # of gender-sensitive urban planning approaches documented on the global platform (1 per year)	5  5	Review of SCIP website  Review of SCIP website
<b>Outcome 3:</b> Policy makers and key urban actors promote sustainable integrated urban planning and investment	3.1 Mayors or equivalent in participating and new cities receive support to set science-based targets and prepare climate action plans	Women are more vulnerable to climate change than men, this should be accounted for with all climate action plans and targets taken by SCIP cities.	Promote inclusive climate action plans and targets when working to increase climate ambition.	% of climate action plans influenced by the SCIP Global Platform are gender-sensitive	100%	Review of climate action plans and climate targets through regional coordinator reports
	3.2 Awareness of policy makers and key urban actors is raised, and action is promoted at a global	Women are often excluded from high-level meetings and underrepresented as decisionmakers.	Ensure that women's voices are heard at global events where awareness is raised, and action is promoted.	% of female urban decisionmakers presenting at SCIP-organized high level	30%	Track through participant lists that indicate the sex, age and education level of participant, final agendas and

	level on the importance of cities in the achievement of MEA goals			global and regional advocacy events  # of participants that are women (sex-disaggregated data)  # of global events where gender will be the explicit focus of the high-level events	30%  2	presentations given by women.  Documentation of the global events related to gender
	3.3 Private sector networks and cities are mobilized to forge city-business partnerships	Strategic partnerships should consider including women's groups or non-profit organizations to incorporate a women's perspective in all high-level dialogues. These partners likely have some policy on gender equity.	Engage directly with private sector stakeholders or through business networks (e.g. WBCSD and UNEP's private sector advisory group) that are active, inclusive, gender sensitive.	# CiBiX workshops focused on embedding gender considerations in public procurement  % of the companies represented at the CiBiX workshops that will be women-led  % of CiBiX participants are women  % City-Business Marketplaces that have at least 1 businesswoman participating as a speaker  % of city-business collaboration best case-studies publication that consider gender issues	1 out of 3  30%  30%  100%  100%	CiBiX workshop reports  CiBiX participant lists that includes sex of business owner  CiBiX workshop participant lists  Speaker lists from City-Business marketplaces  City-business collaboration best-case studies publication
	3.4 The SCIP Global Platform partnership vision on integrated sustainable urban planning is communicated to policy makers and key urban actors	The accessibility of this material should be considered especially with respect to those with limited access to technology or limited literacy levels, etc. Should consider less written material, more	Incorporate a gender-sensitive communication strategy for SCIP Global Platform.  Ensure that communications to practitioners and decision makers about the SCIP vision includes messages	# of gender-sensitive communication strategy	1 that will be updated annually	Review of communication strategy

		<p>graphics, translations, and cellular accessibility.</p> <p>Communications materials often neglect to highlight the issues of gender and vulnerable groups, even when they are incorporated into strategic plans and technical materials; High level plans are often not communicated effectively to constituents.</p>	<p>about gender equality and inclusion.</p> <p>Develop and disseminate materials that convey a gender-responsive SCIP vision to city constituents through means that target the accessibility needs of different people (language and means of conveyance)</p>			
<p>Outcome 4: Global Platform and Child Projects coordinate and complement each other</p>	<p>4.1 Monitoring and evaluation systems and project coordination are applied by the project teams and governance bodies</p>		<p>Report on all gender-based indicators of the project results framework for the annual Project Implementation Report.</p> <p>Monitor the gender action plan through reporting.</p>	<p>% of SCIP PIR reports undertaken that include gender-sensitive indicators</p> <p>% of women participants in the Partnership Engagement Group</p> <p># of gender action plan reports</p>	<p>100%</p> <p>30%</p> <p>2 (mid-terminal and terminal)</p>	<p>Global Platform annual Project Implementation Reports (PIR).</p> <p>Attendance lists from Partnership Engagement Group meetings</p> <p>Gender action plan reports.</p>

#### 4. Private Sector Engagement

The SCIP will provide opportunities for private sector engagement, combining actions led by the Global Platform, with initiatives undertaken at the national Child Project level. The SCIP strategy for private sector engagement will be centred on two axes: (a) private sector engagement as a key element to access finance; and (b) private sector as partner to co-create sustainable urban solutions. This section will explain the rationale behind the activities proposed under Component 1, output 1.5 (finance workstream) and Component 3, output 3.3 (private sector workstream).

**Due to the concentration of people, cities are by nature marketplaces where the supply and demand of goods and services meet.** Urban demands for public goods and services (e.g. transportation infrastructure, energy, clean water, waste management) provide numerous opportunities to run profitable businesses while increasing citizens welfare. Limited public sector resources could be leveraged by creating the enabling conditions for private sector engagement such as business friendly regulatory frameworks, tax incentives, de-risking investments, consultations to design tenders, replicating successful businesses models, forging PPPs and facilitating access to capital markets. In return, specialized and experienced private companies could partner with cities to help provide innovative solutions, services and technology needed to create thriving and sustainable urban environments while generating profit and jobs.

The SCIP will promote a new perspective on how private sector engagements should be conceived, so that businesses are not merely solutions providers that interact with cities at the procurement stage. Rather businesses and cities should work together in co-creating solutions that benefit urban dwellers' quality of life, protect the environment and increase private shareholder value.

**The Global Platform will build on and expand existing initiatives under way in the CBOs (WRI, C40 and ICLEI), the Lead Agency (UNEP) and SCIP extended partners to take advantage of learning curves, best practices and established partnerships with private sector actors.**

The SCIP Global Platform will focus on the following key areas for private sector engagement: (1) early engagement and sectoral matchmaking; (2) SCIP Forum as a convening space for cities and private sector; (3) cities and businesses partnership creation

**Early engagement and sectoral matchmaking.** To attract the private sector to engage with cities at early stage of project design, the Global Platform will cluster cities around common sectoral challenges that will mirror private sector expertise. Sectoral challenges will be translated to the Regional City Academies curriculum modules mentioned in output 2.2 such as nature-based solutions and circular economy approaches, among others. The GP will seek to invite private sector experts to SCIP training sessions, webinars and provide input to knowledge products developed by GP partners. In addition, the SCIP Finance modules defined around specific sectoral needs, will bring both private sector solutions providers and financial institutions that will give early project preparation guidance to cities on how to successfully structure high quality investment projects as described in output 1.5.

**SCIP Forum as a convening space for cities and private sector.** The Global Platform will engage with private sector groups through existing business networks (e.g. WBCSD, Confederation of Danish Industries, the European Business Council for Africa), innovative global consulting firms in urbanism (such as ARUP, WSP, Ramboll, COWI, AECOM, Cardno) leading on integrated and sustainable urban planning solutions. Utilizing the convening power of the flagship event 'SCIP Forum', the GP will bring together innovative private sector companies and cities to exchange experiential knowledge to bridge the gap between cities needs and private sector solutions for integrated urban systems. Through the delivery of *SCIP city-business marketplaces* (output 3.3), local government's decisionmakers can effectively connect, learn, get advice, and establish cooperation relationships with top-notch private sector companies to implement solutions in win-win collaborative frameworks.

In addition, the SCIP Forum will also host *high-level investment roundtables* (output 1.5) where the GP will convene key international financial institutions, private sector and cities to assess the investment potential of sustainable infrastructure projects. As a prerequisite of participation in the investment roundtable, the GP will work directly with cities to create the political commitment and willingness to engage with private sector and financial institutions to work towards common

solutions. The GP will also facilitate the creation of groups of interested major private sector companies (solutions providers) to guide project development topics that range from understanding business and procurement models, technology specifications to market incentives. At the same time, the investment roundtables will bring in financial institutions that support the development of business models and the creation of a pipeline of investable projects.

**Cities and businesses partnership creation:** The promotion of Public-Private-Partnerships (PPPs) between cities and businesses is at the core of the SCIP strategy. PPPs allow governments to attract private-sector engagement, intellectual capital and investments to accelerate the deployment of new technologies and innovations such as renewable energy, clean mobility and advancements in waste management. Businesses can benefit when cities share investment risks, ensuring stable legal frameworks and local market expertise. In order to promote PPPs, the GP will provide to SCIP cities training, tools and resources to support the development of PPPs through the Regional City Academies. Furthermore, through the engagement of key private sector actors and initiatives (e.g. City-Business Climate Alliance led by WBCSD, CDP and C40, output 3.3), the GP will seek to nurture public-private sector collaboration initiatives at the global and local level based on concrete demands from SCIP cities.

Also, the SCIP will be connected to UNEP's consortium of private sector partners who are experts in public service delivery looking at more sustainable and integrated ways to manage resources such as waste, water, and energy. These partners include companies such as Danfoss, Engie, E.ON, Siemens, ENEL, Huawei, Veolia and Johnson Controls who have been champions in providing integrated services in cities and could provide sound advice in the development of PPPs and solutions at the local level.

## **5. Risks**

Elaborate on indicated risks, including climate change, potential social and environmental risks that might prevent the project objectives from being achieved, and, if possible, the proposed measures that address these risks at the time of project implementation.

<b>Risk description</b>	<b>Main category</b>	<b>Risk level rating</b>	<b>Risk mitigation Strategy and Safeguards</b>
COVID-19 Pandemic slows down project implementation	Environmental	Impact: Low Likelihood: High	The COVID-19 Pandemic will limit or prohibit travel for some time. During the start-up phase and before the country child projects start: <ul style="list-style-type: none"> <li>• conduct the light touch cities needs assessment remotely via survey, email and video calls to inform the focus of training packages for cities;</li> <li>• focus on the desk-based work of developing training packages at start-up in preparation for training events;</li> <li>• if necessary, and travel remains restricted longer than expected, the project will develop materials for and conduct some meetings and training virtually; and</li> <li>• the project will undertake desk research and conference interview for the ISUDAs.</li> </ul>
Weather related risk, exacerbated by climate change	Environmental	Impact: Low Likelihood: Low	<ul style="list-style-type: none"> <li>• Avoid hazard prone areas and times when planning training venues to minimise weather risk</li> <li>• Conduct on-line training</li> <li>• Locate project staff in weather resilient locations</li> </ul>
There is poor coordination and responsiveness between the global Child Projects and the country Child Projects.	Institutional	Impact: Medium Likelihood: Low	Each Child Project will assign City Focal Points to work with the GP. The GP will recruit Regional/Country Coordinators to work with the City Focal Points in the 24 cities to build relations and channel requests for support
Implementing Agencies slow or hinder access to and communication with country and city stakeholders	Institutional	Impact: Medium Likelihood: Medium	The GP engagement at the PPG stage with the IAs to present the added value of the project and establish communications where necessary. The GP may need GEFSEC support in some cases.
Country Child Projects do not set aside sufficient funding to participate in or co-sponsor GP events	Financial	Impact: High Likelihood: Low	The GP engagement at the PPG stage with the IAs to encourage them to set aside sufficient funding to participate in the GP activities. The GP may need GEFSEC support in some cases. An alternative measure could be to set aside funds for country project participation, and reduce the scope of work of the GP.
Elections trigger leadership changes and projects lose their support	Political	Impact: Medium Likelihood: High	Engage with technical levels in each city to allow carry-over of plans between political cycles. Put project legal agreements through formal city approval channels.
Child Projects do not institutionalize integrated planning approaches due to competing government priorities.	Institutional	Impact: Medium Likelihood: Medium	Project designs institutionalize integrated planning approach at the city and national level, and GP capacity building and advocacy efforts will help cities to make justification and concrete solutions to institutionalize integrated approaches. The GP will engage with city Mayors to encourage them to make climate action and science-based commitments.
The GP does not have sufficient outreach to bring additional partners to the program.	Capacity	Impact: Medium Likelihood: Low	The strategy will build on the existing partnerships of UNEP and the CBOs, and the combined communications capabilities of the group. This will include investment partners to help cities access financing for integrated planning and investment approaches.

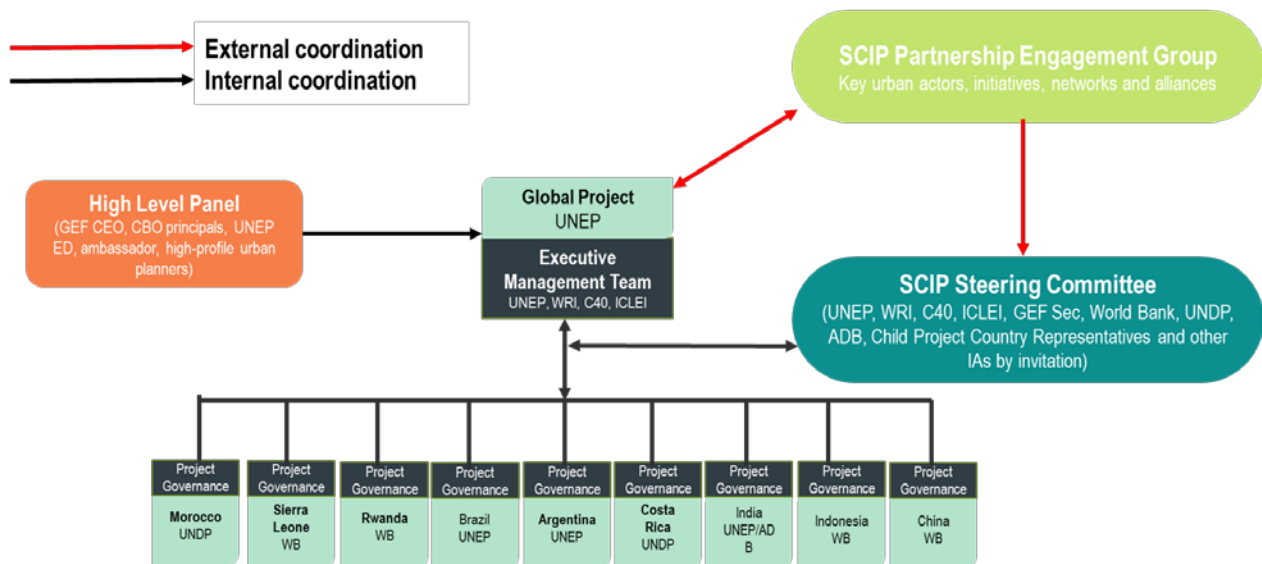


City officials are not convinced by integrated planning approach to change their existing approaches.	Capacity	Impact: High Likelihood: Low	Cities and countries have been selected that have expressed a keen interest in the topic. Integrated plans and demonstrations have been selected that contribute to city priorities. The GP will identify clear examples of the benefits of integration to make a powerful and persuasive case for integration. The GP will provide guidance around the above examples with practical steps on how to adopt integrated approaches
Governments do not commit to long term policy changes	Capacity	Impact: High Likelihood: Medium	Most of the activities of the project are designed to encourage cities to make greater commitments. Capacity building at the technical levels provide the means for greater commitment, while advocacy actions and dialogues with different political levels in the country and cities are designed to promote political motivation for greater commitments.
Time lag of results: the results from the SCIP might not be fully seen until after the five-year project timeframe	Organizational	Impact: Medium Likelihood: High	The GP will use the start-up phase of the project to develop advocacy and training materials and be ready when the country child projects start implementation. However, as GEF funds are used up, the GP will move into a lighter phase, where it will continue annual reporting and maintaining the website of materials.

Please refer to the UNEP Environmental, Social and Economic Review Note in Annex P.

## 6. Institutional Arrangement and Coordination

### SCIP Governance Structure



The GP has four governance bodies to manage, guide and coordinate its work. The *Executive Management Team* is the formal body for managing the operations of the project. The EMT will take guidance from the *SCIP Steering Committee*, which governs the relationship between the global and child projects, and approves annual budgets and workplans and reviews progress from the previous years. The global and country child projects share their experience in working with each other and review and revise their operations to improve how they work together. The *High-Level Panel* discusses progress and advises the EMT on high-level program strategy and steers it in new directions. Finally, the *SCIP Partnership Engagement Group (PEG)* links the global child project to emerging themes in the city space and key actors and initiatives to help the program remain relevant and extend its reach through partnerships. The PEG is also linked to the project Steering Committee to provide direct links between potential new partners and country child projects. As needed, the

EMT will table discussions between members of the steering committee and members of the PEG to make introductions between country child projects and potential new partners, as opportunities arise from PEG meetings.

## **External coordination and governance**

**Partnership Engagement Group (PEG).** The PEG is the external coordination mechanism of the SCIP GP. The PEG will be a high-level, strategic group, with participation of key global actors, initiatives, alliances and networks in the urban development space, that will provide inputs to the program about key trends, thematic areas and approaches shaping implementation of the program. The PEG aims to establish a multi-stakeholder coalition of key urban actors, urban initiatives, alliances and networks around common actions and jointly implemented activities on integrated urban planning or investments related to global environmental benefits.

By including alliances and networks, the PEG will provide a new platform and added value to the existing global coordination mechanisms in the urban space which will in turn maximize their influence and impact. Initiatives invited to the PEG are comprised of several institutions and partners which provide the opportunity to expand the collaboration across multiple organizations.

In addition to IAs, MDBs, UN-Habitat, CCFLA, WBCSD, WWF, IUCN, GEF, UNEP, C40, ICLEI and WRI, the GP will extend invitations to multi-stakeholder initiatives, alliances and networks, such as: the Cities Climate Finance Leadership Alliance (CCFLA), the Science-Based Targets Network (SBTN), Urban Nature Alliance, Global Initiative for Resource Efficient Cities (GI-REC), Coalition for Urban Transitions (CUT), the City-Business Climate Alliance (CBCA), Cities Alliance (CA) Strategic City Planning initiative, the One Planet City Challenge (OPCC), Gender Equal Cities – URBACT, the Global Covenant of Mayors (GCoM). In addition, the PEG will also invite urban finance facilities hosted by multilateral development banks such as AFDB'S Urban and Municipal Development Fund (UMDF) and ADB's Urban Financing Partnership Facility (UFPF). A more detailed view of potential member of the PEG is laid out in the stakeholder mapping above.

Attendance at the PEG will be by invitation. The CBO leading the organization of the SCIP Forum will serve as the Secretariat of the meetings and UNEP will chair the meetings as the SCIP Lead Agency. The SCIP GP will produce a report for each PEG meeting, develop and implement workplans on identified joint activities and post all these documents on the SCIP website for consultation.

The PEG will have the following goals:

- Identification of key integrated urban development themes and emerging global trends to enhance the SCIP Global Platform offer.
- Coordination and alignment with other key urban initiatives, alliances and networks with the SCIP's vision on integrated urban planning
- Identification of opportunities for collectively supporting SCIP cities (GEF-6 and GEF-7); and extension of the SCIP GP offer to other cities that are being supported by partner initiatives.
- Identification of potential implementation and delivery partners for the GP's outputs
- Identification of events and materials for complementarities and coordination

The GP will organize an **Inception Partnership Meeting** during the first year of program implementation, to get feedback on the direction of the SCIP, present a work plan and identify potential areas of collaboration with specific partners. After that first meeting, the PEG will convene during the **SCIP Forum for a Partnership Consultation** event.

## **Internal coordination and governance**

**Implementation and Execution.** UNEP will be the Lead Implementing Agency of the Sustainable Cities Impact Program. UNEP cities unit,<sup>20</sup> WRI, C40 and ICLEI will be the co-executing agencies of the global child project, with WRI<sup>21</sup> acting as the lead. National Child Projects will be implemented by UNEP, UNDP, ADB and the World Bank. The project will be implemented in the spirit of partnership and coordination wherein all the executing agencies will contribute to the different project components, regardless of the lead.

**High Level Advisory Panel:** Members of the High-Level Advisory Panel will meet ad hoc or at the request of a panel member to discuss progress and high-level program strategy. The panel is made up of the GEF CEO, a pro-bono high-level cities ambassador<sup>22</sup>, the principals<sup>23</sup> from the executive management team, and internationally recognized urban experts on a thematic ad-hoc basis. These meetings can happen face to face in conjunction with global events where the members will be in attendance, or virtually.

**The SCIP Steering Committee (SC)** is the mechanism for internal oversight of the entire SCIP program. The members of the SC will be representatives of UNDP, the World Bank, UNEP, ADB, the GEF Secretariat, WRI, C40, and ICLEI, including the global child project regional/country focal points and one city focal point (or the country focal points) for each country, and other participating partners or experts by invitation. WRI will serve as the Secretariat of the meetings and UNEP will chair the meetings as the SCIP Program Lead Agency. The role of the SC members will be: to review project implementation progress and progress towards project objectives; review and agree on the annual project work plan and budget; and to discuss ways of improving effectiveness and efficiency of cooperation and support between the global and country child projects. The Committee will also promote coordination between Program projects. The SC will meet every year, or more frequently by request of one of the steering committee members. Meetings will be virtual or face to face and where possible in conjunction with other meetings to manage costs. The GP will draft TORs for the SC and present them during the first meeting.

**The Executive Management Team (EMT)** is responsible for oversight of the Global Platform. The members of the EMT will be the operational leads from: UNEP, WRI, ICLEI, and C40. WRI will serve as the Secretariat to the EMT and UNEP will chair the meetings. The role of the EMT will be to prepare and revise the annual project work plan and budget according to agreements made by the SC; and process related project revisions. The EMT will also ensure a smooth coordination amongst the 4 executing partners and consistency in the delivery of project activities. The EMT will meet at least twice per year around the SCIP SC meetings and more frequently at the request of any member. The EMT meetings can be held virtually or face to face.

**SCIP Regional/ Country Coordinators:** to promote good relationships and coordination between the global child project and the cities of country child projects, C40, WRI and ICLEI will appoint SCIP Regional or SCIP Country Focal Points, around the follow geographic arrangement:

- WRI: Argentina, Brazil and Costa Rica (1 Regional Coordinator)
- C40: Rwanda, Morocco and Sierra Leone (1 Regional Coordinator)
- ICLEI: Indonesia, India and China. (3 Country Focal Points)

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<sup>20</sup> UNEP's Cities Unit would co-execute a small portion of the global child project fund coming from the global set aside funding, not from country STAR allocations. The global child project aims to encourage cities to engage, embrace and own the concept of integrated planning and investment that is the core of the SCIP. UNEP Cities Unit will use its access and convening power to engage strategic actors, expand partnership of the global platform on cities with important players and leverage processes for influencing global urban sustainability policies through the United Nations Environment Assembly, the High Level Panel Political Forum on Sustainable Development, COPs of UNFCCC, CBD and UNCCD and the SDG related forums and negotiations.

<sup>21</sup> UNEP implementation rules require WRI to use their own procedures for project financial management, reporting back regularly to UNEP on the use of those funds. The WRI financial management procedures must meet minimum international standards for transparency, accountability and value for money, consistent with minimum criteria laid out by UNEP and GEF. UNEP conducts due diligence on partners to ensure their procedures adhere to these minimum criteria before entering into partnership.

<sup>22</sup> The City Ambassador should be a person internationally recognised for his or her work on cities, such as a high-profile former Mayor, prepared to be a pro-bono public face of the program.

<sup>23</sup> The Principals are the heads of the 5 organisations on the Panel, or their designates.

Full due diligence will be conducted with selected candidates to ensure there are no impediments preventing them from being effective in executing their duties, including relations with city and national counterparts. The geographical scope of the work for the Regional/ Country Coordinators is primarily with the GEF-7 Cities but can also expand to other cities and actors in the GEF-7 Countries.

The SCIP Regional/ Country Coordinators will establish contact and maintain relations with the GEF-7 cities in the countries they are responsible for. They will act as a communication conduit between the Global Child project and the cities as per an agreed communications protocol with each Implementing Agency. Each SCIP Regional Coordinator will also have additional functions, including setting the city monitoring baselines and conduct ISUDAs, helping to generate city climate ambitions, help identify participants for the SCIP events and reach out to other in-country stakeholder groups in their geographic region as needed by the SCIP. These functions are defined exhaustively in the ToR for Regional Coordinators in Annex K.

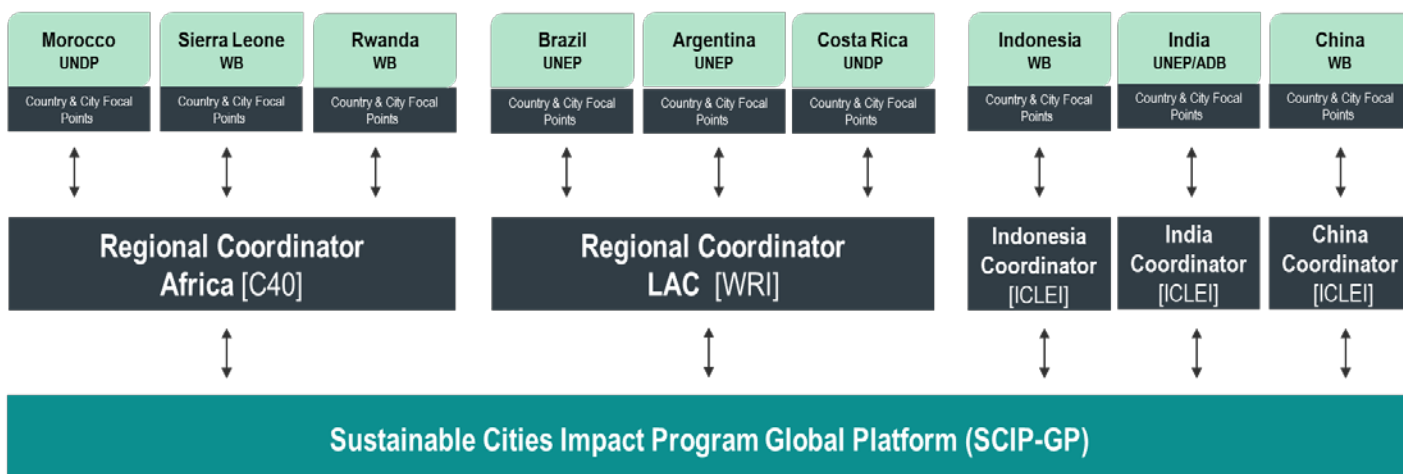
**Country National Child Project (CP) Focal Points.** The Lead Agency will agree with each IA a communications protocol between the Global Platform and the Country Child Projects. The aim will be to streamline operational communications; directing communication between parties that are taking action, while keeping others informed that need to be kept abreast of project implementation. The expectation is that the IA for each project will appoint a primary project contact for the Lead Agency and the CBOs of the GP to address the following issues:

- support steps to formalize commitments from cities to the SCIP GP (for example through an exchange of letters);
- where appropriate, support a process to review and raise city ambitions;
- identify appropriate staff to participate in meetings;
- identify the correct counterparts for the capacity building needs assessment;
- help to identify opportunities for peer to peer exchanges, and other capacity building events;
- help to identify trainees for capacity building events;
- participate in the Steering Committee meetings and other cohort events;
- identify the right counterpart to help organize national or city training events sponsored by the Global Platform;
- help with the transfer of lessons learned to the Global Platform;
- liaise for the preparation of the annual program reporting;
- support other organizational or coordination issues between the Global Child Project and the country Child Project (CP).

The communications protocol will include a list of individuals that should be kept on copy of communications with the Country CP Focal Point, and guidance on decision making authorities of those involved. Suitable individuals to be assigned as Country CP Focal Points are the Project Director, or the Project Manager, however, this will be the decision of the IA, which they will communicate to the Lead Agency. See the Regional/Country Coordinator Terms of Reference (TOR) in Annex K for more details.

**Country Child Project City Focal Points.** Each Country Child Project in combination with the city's Mayor, will assign City Focal Points to create a city network for communications between the Country CP and the Global CP. The City Focal Points will support the Child Project to respond to operational requests listed above. Ideally, mayors should appoint the project city focal points to build trust and ownership of this project. In agreement with the Country CP IA, the Global CP may communicate directly with the City Focal Points.

## SCIP Operational Coordination and Communication



**Grievance mechanisms:** Since this is a global program, there will not be a local grievance mechanism, but the project will use the existing UNEP's Stakeholder Response Mechanism that fulfils two primary functions (1) a compliance review process to respond to claims by stakeholders alleging that activities implemented or executed as part of UNEP-funded projects and programs are not in compliance with UNEP's Environmental and Social Sustainability Framework (ESSF); and (2) a grievance redress process that provides people allegedly affected by activities implemented or executed as part of UNEP-funded projects and programs access to appropriate dispute resolution processes for hearing and addressing project-related disputes. The SRM will receive and address complaints in a timely and culturally appropriate manner and adhere to UNEP's ESSF requirements<sup>24</sup>.

### Coordination with other initiatives:

*Elaborate on the planned coordination with other relevant GEF-financed projects and other initiatives. Please identify other relevant ongoing (GEF) projects and present the possibilities of coordinating with the project. This should include global or regional GEF projects.*

The project will be linked to the overall integrated sustainable urban development approach of UNEP and its partners which includes both GEF and non-GEF projects. This approach is anchored to the principles outlined in the **New Urban Agenda (NUA)** especially the Third Transformative Commitment on Environmentally Sustainable and Resilient Urban Development. The NUA, jointly with **SDG 11** provide guidance toward building environmentally and socially sustainable and resilient urban areas.

Cities will benefit from analyses, summaries, and applications of key global knowledge products developed/co-developed by **UNEP such as the International Resource Panel's Weight of Cities Report** which focuses on the potential impact of cities on global resource use, the **UNEP-World Conservation Monitoring Centre's** various research on nature-based solutions in cities, and the upcoming **Global Environment Outlook for Cities** which will focus on the nexus of poverty, biodiversity, and resource efficiency (to be launched at the CBD COP October 2020).

Systems approaches to city planning and management advocated by UNEP and CBOs will also be central to the intervention. This includes the **District Energy for Cities** which creates synergies between the production and supply of heating, cooling, domestic hot water and electricity, and can be integrated with municipal systems such as power, sanitation, sewage treatment, transport and waste. The **Global Initiative for Resource Efficient Cities** explores the implementation of circular economy at city level, bringing together resource efficiency, climate, and equity through a robust set of open-source decision-making tools (e.g. microsimulation, scenario-planning) designed for local authorities

<sup>24</sup> <https://www.unenvironment.org/resources/report/uneps-environmental-social-and-economic-sustainability-stakeholder-response>

to integrate resource use in city management. UNEP also has a Share the Road Program which focuses on systematic investments in walking and cycling road infrastructure. It complements the eco-mobility work stream (funded by the GEF and led by UNEP), thus ensuring that both technological and non-technological approaches are considered in transport-oriented development. UNEP is also leading the **Global Program to Support Countries with the Shift to Electric Mobility and United for Efficiency (U4E)**. Many SCIP child projects have prioritized electric mobility and energy efficiency as part of their sustainable and integrated investments. The SCIP will engage with the leads on the Electric Mobility and UE4E program to build synergies and provide opportunities for interested SCIP cities access relevant activities and materials. Child Project partners will have the opportunity to liaise closely with UNEP in-house experts and CBOs in ensuring that lessons learned from various GEF and non-GEF urban initiatives are incorporated into the work. UNEP Cities Unit is already coordinating existing work and can provide advisory services bespoke to each Child Project.

UNEP also has a robust buildings program which can help the Child Projects scale up its efforts in the buildings sector. It hosts the **Global Alliance for Buildings and Construction (GlobalABC)** which aims to align the sector with Paris Agreement's goals by working towards zero emission, efficient, and resilient buildings and construction. Child Project countries will be encouraged to become members of GlobalABC and gain access to a global best practice network, and a host of useful tools and knowledge products including guidance on NDCs. Members also and participate in regional SBC roadmap development. The annual Global Status Report for buildings and construction is also coordinated by UNEP under the GlobalABC and can be an avenue for the Child Projects to promote their work.

The GP will also coordinate with the **Sustainable Energy for All Building Efficiency Accelerator (BEA)**. The BEA assists sub-national governments in speeding up the process of adoption of best-practice policies and implementation of building efficiency projects, with the goal of doubling the rate of energy efficiency improvement in the building sector by 2030. The BEA global partnership is designed to complement existing networks of cities with a venue for engagement with private sector partners. The program could also develop synergies with the up-coming "Zero Carbon Building for All" initiative. This GEF-funded project (which is planned to start early 2020) intends to support market transformations that will facilitate decarbonization of the building sector by linking global market experience, national policy, local action and capacity building.

In addition, the work of the UNEP-led **Partnership for Action on Green Economy (PAGE)**, present in 18 countries across the three continents, provides a solid platform to take forward the sustainable urban development agenda. PAGE works with other GEF implementing agencies (e.g. UNDP, United Nations Industrial Development Organization (UNIDO)) and can therefore be a mechanism to co-finance work in-country and consolidate IA efforts. The ongoing work on national green building policies and the Mongolian Green Credit Fund, that PAGE supported together with other partners, serves as an example and a replicable model to catalyze private sector investments in addressing pollution in cities while creating green jobs.

Naturally, the SCIP GP will also engage with initiatives where the CBOs are leading members such as the **Coalition for Urban Transitions (CUT)** an initiative focused on empowering national governments with the evidence-based rationale and policy tools governments need to prioritize more compact, connected, clean urban development. In this way, the SCIP and the CUT could help to catalyse and inform implementation of the Sustainable Development Goals (SDGs), the New Urban Agenda, and Nationally Determined Contributions (NDCs) to meet the goals of the Paris Agreement. The CUT fills a critical gap by bringing national government decision-makers into the process. A special initiative of the New Climate Economy (NCE), the CUT is jointly managed by C40 Cities Climate Leadership Group and World Resources Institute Ross Center for Sustainable Cities.

Also, the SCIP could explore country-level engagements led by the **Alliances for Climate Action (ACA)**, a global network of domestic multi-sector coalitions committed to supporting the delivery and enhancement of countries' climate goals. ACA connects cities, states, the private sector, investors, universities and civil society at the domestic level so that they can work with each other and with their national governments to drive climate action. Currently ACA is working with Argentina, Mexico, South African and Vietnam and looking to initiate other in-country partnerships.

## 7. Consistency with National Priorities

Describe the consistency of the project with national strategies and plans or reports and assessments under relevant conventions from below:

- National Action Plan for Adaptation (NAPA) under LDCF/UNFCCC
- National Action Program (NAP) under United Nations Convention to Combat Desertification (UNCCD)
- ASGM NAP (Artisanal and Small-scale Gold Mining) under Mercury
- Minamata Initial Assessment (MIA) under Minamata Convention
- National Biodiversity Strategies and Action Plan (NBSAP) under UNCBD
- National Communications (NC) under UNFCCC
- Technology Needs Assessment (TNA) under UNFCCC
- National Capacity Self-Assessment (NCSA) under UNCBD, UNFCCC, UNCCD
- National Implementation Plan (NIP) under POPs
- Poverty Reduction Strategy Paper (PRSP)
- National Portfolio Formulation Exercise (NPFE) under GEFSEC
- Biennial Update Report (BUR) under UNFCCC
- Intended Nationally Determined Contributions (INDC)
- United Nations Development Assistance Framework (UNDAF)
- Sustainable Development Goals (SDGs)
- Others

The project aims to support cities pursue integrated urban planning and implementation that delivers impactful development outcomes with global environmental benefits (GEBs). It will 1) help strengthen local and/or national governments institutions, processes, and capacities to undertake evidence-based sustainable integrated planning, 2) support cities and national governments to undertake low carbon, resilient and integrated investments, and 3) advance action at local, regional and national levels through advocacy, knowledge exchange, capacity building, and partnerships. The table below details how the SCIP Global Project aligns with Sustainable Development Goals. Following the table, SCIP country national priorities related to urban sustainability are discussed.

Goal	Target	Indicator	SCIP GP influence
<b>Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable</b>	11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries	11.3.2 Proportion of cities with a direct participation structure of civil society in urban planning and management that operate regularly and democratically	The GP does not have the capacity to improve participation structures within countries but can build capacity and support among urban practitioners
	11.b By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels	11.b.2 Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with national disaster risk reduction strategies	The GP's indicator would be proportion of local governments implementing an integrated planning approaches (Indicator 1.3 # of cities with improved evidence based sustainable, inclusive, integrated plans and processes).
<b>Goal 12. Ensure sustainable consumption and production patterns</b>	12.a Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production	12.a.1 Amount of support to developing countries on research and development for sustainable consumption and production and environmentally sound technologies	SCIP GP plans to draft a circular economy toolkit and regional city academies around this topic.

Goal	Target	Indicator	SCIP GP influence
<b>Goal 13. Take urgent action to combat climate change and its impacts</b>	13.2 Integrate climate change measures into national policies, strategies and planning	13.2.1 Number of countries that have communicated the establishment or operationalization of an integrated policy/strategy/plan which increases their ability to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emissions development in a manner that does not threaten food production (including a national adaptation plan, nationally determined contribution, national communication, biennial update report or other)	SCIP GP plans to host national dialogues in Argentina, Brazil, Costa Rica, China, India, Indonesia, Morocco, Rwanda Sierra Leone to facilitate integrated planning and climate mainstreaming.
	13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning	13.3.2 Number of countries that have communicated the strengthening of institutional, systemic and individual capacity-building to implement adaptation, mitigation and technology transfer, and development actions	SCIP GP will offer capacity building at the local level on climate change mitigation and adaptation through thematic regional academies.
	13.b Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities	13.b.1 Number of least developed countries and small island developing States that are receiving specialized support, and amount of support, including finance, technology and capacity-building, for mechanisms for raising capacities for effective climate change-related planning and management, including focusing on women, youth and local and marginalized communities	SCIP GP will be targeting capacity building efforts such as the SCIP Labs, Finance Workshops and Regional City Academies to nine countries, of which two are considered least developed countries--Rwanda and Sierra Leone.
<b>Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development</b>	17.14 Enhance policy coherence for sustainable development	17.14.1 Number of countries with mechanisms in place to enhance policy coherence of sustainable development	SCIP GP will work to provide enabling conditions for sustainable development in local governments through National Dialogues and promoting multi-level governance.

The proposed SCIP Global Project aligns and supports national priorities through city-specific Child Projects in each country: Argentina, Brazil, China, Costa Rica, India, Indonesia, Morocco, Rwanda, and Sierra Leone; as set out under the umbrella of several of the major relevant conventions, agreements, and policy processes, including the Paris Agreement, the New Urban Agenda, the Sustainable Development Goals, the Convention on Biological Diversity, NDCs, and others. All participating countries are parties to these and have for the most part translated these into national commitments, strategies, and action plans.

### **8. Knowledge Management**

Elaborate the “Knowledge Management Approach” for the project, including a budget, key deliverables and a timeline, and explain how it will contribute to the project’s overall impact.



Knowledge Management (KM) is a central component of SCIP GP, and core to achieve the behavioural changes required to achieve the impacts described in the Theory of Change: curation and production of right type of learning material and training for local government officials for better strategic planning and cross-sectoral integration is necessary to achieve the multiple benefits of integrated approaches proposed by the SCIP.

With this goal in mind, the GP will develop and curate knowledge on integrated planning and sustainable solutions for urban transformation. One of the main driving forces of the SCIP is to have continuous dialogue and connection between the two tracks of the program [child projects and GP], and knowledge management will be at the core of this strategy. The knowledge management strategy will be anchored around the following activities:

- **Knowledge compilation, curation and creation of integrated planning and sustainable urban solutions**
  - The Global Platform will be responsible for the creation and curation of cutting-edge knowledge on integrated urban planning and sustainable urban development. It will identify, organize and document solutions for cities particularly on low carbon development pathways, capturing innovations and successes coming from SCIP participating cities, and broader experiences from lead examples around the world, connecting to city networks and other partner experiences.
  - Type of knowledge curated will include case studies, tools, methodologies, policies, reports, videos, approaches, which will be organized in a logical and user-friendly way. Materials will be used in face-to-face trainings and compiled on a website for self-directed learning.
  - The curation exercise combined with the local assessment and demands coming from cities (see below) will provide the opportunity to do a mapping of solutions, and identify gaps in knowledge, which will be used as the basis to generate additional materials/methodologies/case studies, as needed.
  - Development of applied knowledge modules/toolkits (packages of technical content, videos, case studies, tools, templates and practical exercises) in key integrated urban planning topics such as: land use, climate action and infrastructure planning, finance, circular economy, nature-based solutions, etc. This will include translations of modules to all 5 SCIP languages.
- **Assessment of cities needs**
  - Identification of cities' priorities based on evidence and sustainability plans, conducted through a needs assessment that will start during the PPG phase.
  - Tailor-made capacity building will be based on assessments and respond to local needs.
  - These needs will be clustered by thematic interests and regions, and then delivered through one of the approaches below (see types of capacity building and capacity building model below).
- **Capacity Building.** Utilizing content created or compiled for the GP, capacity building activities will include: regional city academies focused on topics prioritized by the city clusters; peer exchanges, labs on planning and data, webinars, and targeted/individual technical assistance, for cities with specific needs.
- **Lessons learned compilation.** The GP will document lessons learned and Child Project approaches that will be then shared with other cities through trainings and compiled in the web platform. In this way, the program loops back to the Child Projects and creates a circular dynamic in which learning, innovation and documentation is extended to other cities beyond the program.
- **Web platform.** Design, construction and maintenance of a website with a library of best practices, solutions and tools on key topics related to sustainable cities. The web platform will provide the opportunity of broader reach for the program, and flexibility to create a living space, updated with new tools and research, as the SCIP evolves, and a place to accumulate the project's institutional knowledge. The SCIP web platform will attempt to coordinate efforts and compile information produced by the national platforms developed by the Child Projects (such as Brazil, India, China).
- **Target audience:** The knowledge and capacity building component of the project will be focused on three groups. Each group will be targeted in different ways, with pedagogically appropriate materials for the intended outcome, either advocacy, capacity building or higher-level broader policy discussions. The three main groups identified are:
  - Global community of urban practitioners
  - Local government officials:
  - National level policy advisors

### High level budget for knowledge management

Output	Activity/Deliverable	Budget
2.1: Existing knowledge is curated, and a menu of sustainable urban development and integrated planning solutions is available to key urban actors and experts	Library of knowledge	181,274
2.2: New knowledge is generated and made available to key urban actors and experts responding to local demands and identified gaps, including case studies, training materials, reports, training modules	City Academy module production [6 modules/toolkits, translated to all project languages]	1,511,859
	Webinar series [20 webinars]	85,000
	Private sector case studies	104,678
2.3: Global convening space with website is created and made available for cities to exchange knowledge	Website development	460,607

## 9. Monitoring and Evaluation

M&E activities and related costs are presented in the costed M&E Plan (Annex J) and are fully integrated in the overall project budget.

The project will comply with UNEP standard monitoring, reporting and evaluation procedures. Reporting requirements and templates are an integral part of the legal instrument to be signed by the Executing Agency and the Implementing Agency.

The project M&E plan is consistent with the GEF Monitoring and Evaluation policy. The Project Results Framework presented in Annex A includes SMART (specific, measurable, achievable, results-focused, and time-bound) indicators for each expected outcome as well as end-of-project targets. These indicators, along with the key deliverables included in Annex L, will be the main tools for assessing project implementation progress and whether project results are being achieved. The means of verification to track the indicators are summarized in Annex A.

The project will be reviewed yearly through the Project Implementation Review (PIR). Its purpose is to assess project performance, to analyse whether the project is on track, what problems and challenges the project is encountering, and which corrective actions are required so that the project can achieve its intended outcomes by project completion in the most efficient and sustainable way. It is the responsibility of the UNEP Task Manager to monitor whether the agreed recommendations are being implemented.

As the lead Agency of the Sustainable Cities GEF Impact Program, UNEP will also prepare yearly Program reports. This global project will support the compilation of information from all child projects to report against the program monitoring framework (please refer to the description of Output 4.1 under the alternative scenario section).

A performance assessment will be conducted at the project's mid-point. The UNEP Evaluation Office will decide whether a Mid-Term Review, commissioned and managed by the Task Manager, is sufficient or whether a Mid-Term Evaluation is required. This review will include all parameters recommended by the GEF Evaluation Office for Terminal Evaluations (TE) and will verify information gathered through the GEF tracking tools, as relevant. The review will be carried out using a participatory approach whereby parties that may benefit or be affected by the project will be consulted. Such parties were identified during the stakeholder analysis (see previous section 2. Stakeholders and Annex K). Members of the project Steering Committee or equivalent could be interviewed as part of the MTR process and the Chief Technical Advisor will develop a management response to the review recommendations along with an implementation plan. Results of the MTR will be presented to the Project Steering Committee. It is the responsibility of the UNEP Task Manager to monitor whether the agreed recommendations are being implemented.

In-line with UNEP Evaluation Policy and the GEF's Monitoring and Evaluation Policy the project will be subject to a Terminal Evaluation (TE) commissioned by the Evaluation Office of UNEP (EOU).

The EOU will be responsible for the TE and liaise with the UNEP Task Manager throughout the process. The TE will provide an independent assessment of project performance (in terms of relevance, effectiveness and efficiency), and determine the likelihood of impact and sustainability. It will have two primary purposes:

- i. to provide evidence of results to meet accountability requirements, and
- ii. to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP and executing partners.

The direct costs of the evaluation will be charged against the project evaluation budget. The TE will be initiated no earlier than six months prior to the operational completion of project activities and, if a follow-on phase of the project is envisaged, should be completed prior to completion of the project and the submission of the follow-on proposal.

The draft TE report will be sent by the EOU to project stakeholders for comments. Formal comments on the report will be shared by the EOU in an open and transparent manner. The project performance will be assessed against standard evaluation criteria using a six-point rating scheme. The final determination of project ratings will be made by the Evaluation Office when the report is finalized and further reviewed by the GEF Independent Evaluation Office upon submission. The evaluation report will be publicly disclosed and may be followed by a recommendation compliance process.

A summary of the planned M&E activities is provided in Annex J. The total GEF contribution for Mid-Term and Terminal Evaluation is US\$ 150,000.

In addition, as this is the global project of the GEF Sustainable cities impact, it has a specific component focused on monitoring activities, where Outcome 4 "*The Global Platform is kept on track and coordinated at program and project level in all countries*" includes, additionally to the Evaluations: Annual reports, Steering Committee meetings, Gender action plan monitoring and Annual Executive Management Teams.

## **10. Benefits**

Describe the socio-economic benefits to be delivered by the project at the national and local levels, as appropriate. How do these benefits translate in supporting the achievement of global environment benefits (GEF Trust Fund) or adaptation benefits (LDCF/SCCF)?

The Project aims strengthen integrated urban planning approaches through learning material and opportunities for city officials to improve sustainable, inclusive, and integrated planning approaches. Integrated planning relates to the transformation of existing practices and processes to enable multi-sector collaboration to allow cities to take advantage of the co-benefits to operate as systems (transportation, land use, housing, conservation, business, etc.) influencing one another, and increase efficiencies both in terms of land and resource use, ultimately benefitting biodiversity and ecosystems and the services they provide, climate mitigation and adaptation as well as pollution and health. Integrated planning for sustainable urban development aims to facilitate and articulate political decisions and actions to transform cities and neighbourhoods. Integrated planning efforts also emphasize participatory approaches, in which women, minorities and vulnerable groups are part of the dialogues and influence decisions.

Cities are natural places for integrated solutions and offer fertile ground to integrate interdependent operations. Traditionally, urban systems have been integrated with varying degrees of effectiveness through urban governance and land use planning. The integration of human systems and natural systems provides strong environmental, social and economic benefits. For instance, the development of and management of watershed ecosystems, forests as urban and peri-urban agriculture as elements of green infrastructure in and around cities, offer compounding benefits for global climate change mitigation and local urban adaptation, resilience, diminishing air and water pollution, and increasing quality of life.

Moreover, in this century, problem solving is co-created, powered by multi-level governments, multi-sector networks and individuals and entities with knowledge and capacity that cut across disciplines (New localism, 2019). Cities must prioritize work across multiple sectors (e.g. land use, housing, transport, economic development water, waste, sanitation, public safety, education, and energy) and must align multiple strategies (e.g. planning, budget, staff skills, regulatory frameworks, civic engagement) to be able to have an enduring impact on the ground. Evidence-based and integrated urban planning provide this opportunity.

When cities utilize integrated approaches for planning, the impact of the sectoral actions is higher than the sum of the parts. A study by the International Resource Panel (IRP) shows how parallel actions in urban spatial restructuring, human-scale sustainable design, resource-efficient urban components, urban infrastructure planning for cross-sector efficiency and the promotion of sustainable behaviours, leads to improvements in well-being for all, while reducing resource consumption and GHG emissions. According to the “Weight of cities” by the IRP, cities can achieve some 30-55% reduction of GHG emissions, water and metal consumption and land use compared to baseline projections, by leveraging connections and resource sharing across urban systems such as green buildings, district energy systems, bus rapid transport, and transition to renewables combined with strategic densification (IRP, 2018).

Utilizing integrated urban planning approaches provides multiple benefits to cities. It allows cities to formulate cross-sectoral goals and to develop monitoring systems for cross-cutting policy fields. They enable cities to develop strategies and projects that involve the knowledge and perspectives of different disciplines and actors from civil and private sector. They help cities with limited budgets and capacities to implement their goals more efficiently by joining capacities and funds, and by reducing trade-offs between sectors and neighbouring municipalities (Eisenbeiß, 2016). Integrated sectoral approaches include multiple benefits generated by looking at the connections between sectors. Examples include low-carbon transit-oriented development; circular economy and resource flow driven planning. The same thinking, area-based investments (integrated approaches at the neighbourhood level) should use approaches to capture multiple environmental and liveability benefits, such as combining green spaces with low emission zones to regulate temperature, air quality and noise for healthier living and a more sustainable environment.

Not only does inclusive, integrated urban planning incorporate gender and vulnerable processes into decision making and participatory processes, the GP aims to mainstream gender in all its activities to ensure gender is considered robustly in project design and implementation. For instance, the Project will collect sex-disaggregated data for all events. The Project Team will staff a Gender Lead and will have the support of WRI’s Gender Specialist (as co-finance) through the duration of the project to advise on the design and implementation of the gender action plan.

**PART III: CERTIFICATION BY GEF PARTNER AGENCY(IES)**

**GEF Agency(ies) certification**

**This request has been prepared in accordance with GEF policies and procedures and meets the GEF criteria for CEO endorsement under GEF-7.**

<b>Agency Coordinator, Agency Name</b>	<b>Signature</b>	<b>Date (MM/dd/yyyy)</b>	<b>Project Contact Person</b>	<b>Telephone</b>	<b>Email Address</b>
Kelly West, Senior Program Manager & Global Environment Facility Coordinator Corporate Services Division UNEP					

## **PART IV: ANNEXES**

The CEO Endorsement Document annexes may be found in the following pages.

## ANNEX A: PROJECT RESULTS FRAMEWORK

Project Objective	Objective Level Indicators	Baseline	Mid-Point Target (if applicable)	End of project Target	Means of Verification	Risks	UNEP MTS reference
Cities pursue integrated urban planning and implementation and increase their ambitions, to deliver impactful sustainable development outcomes with global environmental benefits (GEBs)	Indicator A: GHG emissions reduced from additional commitments from cities (measured in tCO <sub>2</sub> e)	Baseline A:  0	Mid-point target A:  N/A	End-of-project target A:  4,400,000 tCO <sub>2</sub> e	National resolutions.  Local Climate Action Plans [and other low-carbon development plans] implemented during project period.  Low-carbon projects approved/implemented during project period.  Extrapolate reduction of GHG emissions by city based on types of action.  This indicator corresponds to the GEF Core Indicator 6.	Cities and national governments do not make meaningful commitments or take appropriate actions to reduce GHG emissions.  Unsustainable urbanization trends, especially in Sub-Saharan Africa and Asia, outweigh GHG emissions reductions.	UNEP MTS 2018-2021  Climate Change Objective: Countries increasingly transition to low-emission economic development and enhance their adaptation and resilience to climate change
	Indicator B: Sustainable and integrated urban policies and plans improve management of areas of landscape that benefit biodiversity and sustainable use (measured in Hectares)	Baseline B:  0	Mid-point target B:  N/A	End-of-project target B:  4,000 hectares	Document policies and plans that explicitly improve management of areas of landscapes to benefit biodiversity.  Work with city-level practitioners to understand the impact of these policies in terms of hectares of land conserved and biodiversity protected.  This indicator corresponds to the GEF Core Indicator 4.	Policies and plans that establish improved management to benefit biodiversity in areas of landscapes are not implemented or effectively enforced.  Policies and plans do not conserve sufficient land to keep habitat intact or decrease biodiversity loss.	

Project Outcomes	Outcome level Indicators	Baseline	Mid-Point Target	End of project Target <sup>25</sup>	Means of Verification	Assumptions & Risks	UNEP MTS Expected Accomplishment
<p>Outcome 1: Key urban actors demonstrate improved capacity to undertake sustainable integrated planning and investments</p> <p><b>Output 1.1:</b> Child project teams receive strategic support to design and implement the national projects.</p> <p><b>Output 1.2:</b> Key urban actors are trained through regional city academies group around identified topics, regions and languages.</p> <p><b>Output 1.3:</b> City officials receive technical assistance on integrated urban solutions</p> <p><b>Output 1.4:</b> Key urban actors participate in peer exchanges, matching cities by interest, with knowledge providers from City-Based Organizations (CBO's) network opportunities and extended partners.</p> <p><b>Output 1.5:</b> Cities receive support to access finance opportunities through existing project preparation facilities, Regional Development Banks (RDB) and International Financial Institutions (IFIs) cities initiatives, and SCIP Global Platform sponsored matchmaking opportunities.</p> <p><b>Output 1.6:</b> National governments and cities receive support to take policy and political leadership to unlock action on sustainable and integrated urban planning</p>	<p>Indicator 1.1:</p> <p># of cities that have undertaken sustainable integrated planning based on capacity built through their participation in the SCIP GP</p>	<p>Baseline 1.1:</p> <p>0</p>	<p>Mid-point target 1.1:</p> <p>0</p>	<p>End-of-project target 1.1:</p> <p>9</p>	<p>Baseline established through city assessments. Plans and policies identified as targets for intervention.</p> <p>Follow through with municipal agencies and provide support via city academies, technical assistance opportunities, and peer exchanges.</p> <p>Identify new plans established during project cycle.</p> <p>Survey to city urban actors.</p>	<p>Plans and policies are not passed or enforced.</p> <p>Difficult to get decision makers to work with SCIP GP or attend trainings.</p>	<p>Expected Accomplishment (b): Countries increasingly adopt and/or implement low greenhouse gas emission development strategies and invest in clean technologies</p>
	<p>Indicator 1.2:</p> <p># of cities that have accessed finance opportunities through the SCIP Global Platform</p>	<p>Baseline 1.2:</p> <p>0</p>	<p>Mid-point target 1.2:</p> <p>0</p>	<p>End-of-project target 1.2:</p> <p>9</p>	<p>Track city pipelines and investment plans through interaction on Technical Assistance, Finance Academies, investment roundtables, project screening through ICLEI Transformative Actions Program and support to access Project Preparation Facilities.</p>	<p>Investment plans or project pipelines may not come to fruition due to lack of financing, technical feasibility or change in administration and priorities.</p>	
	<p>Indicator 1.3: # of cities with gender-sensitive integrated urban solutions, influenced by SCIP GP</p>	<p>Baseline 1.3:</p> <p>0</p>	<p>Mid-point target 1.3:</p> <p>0</p>	<p>End-of-project target 1.3:</p> <p>3</p>	<p>List of integrated urban solutions for each city.</p> <p>Plans and policies identified as targets for intervention.</p>	<p>Lack of understanding of the importance and implications of gender mainstreaming in urban environment.</p>	
	<p>Indicator 1.4: # of countries that agree to implement their roadmap for multi-level government collaboration</p>	<p>Baseline 1.4:</p> <p>0</p>		<p>End of Project target 1.4:</p> <p>4</p>	<p>National child project progress reports and government websites</p> <p>Indicator 1.4 contributes to PFD Indicator 1.1c</p>	<p>The national dialogues do not trigger commitment by the government.</p>	

<sup>25</sup> The End of Project targets when refer to cities, take into account, GEF-7, GEF-6 and additional cities. For more clarity, please refer to the Table on Page 25, under the SCIP city engagement strategy (Proposed alternative scenario section).



Project Outcomes	Outcome level Indicators	Baseline	Mid-Point Target(if applicable)	End of projectTarget	Means of Verification	Assumptions & Risks	MTS Expected Accomplishment
<p>Outcome 2: Key urban actors and experts, in addition to those targeted in outcome 1, are using cutting edge knowledge and best practices on sustainable integrated urban planning and investments from a global sustainable cities platform</p> <p><b>Output 2.1:</b> Existing knowledge is curated, and a menu of sustainable urban development and integrated planning solutions is available to key urban actors and experts;</p> <p><b>Output 2.2:</b> New knowledge is generated and made available to key urban actors and experts responding to local demands and identified gaps, including case studies, training materials, reports, training modules;</p> <p><b>Output 2.3:</b> Global convening space with website is created and made available for cities to exchange knowledge;</p> <p>Monitoring and evaluation systems and project coordination are applied by the project teams and governance bodies</p>	<p>Indicator 2.1: # urban practitioners that used the knowledge acquired from the materials from the SCIP website to improve sustainable integrated planning and investment (gender disaggregated)</p>	<p>Baseline 2.1:</p> <p>0</p>	<p>Mid-point target 2.1:</p> <p>40</p>	<p>End-of-project target 2.1:</p> <p>100</p>	<p>Track website platform usage include views/download of library of knowledge, private sector and finance publications, and City Academy curriculum from SCIP web platform.</p> <p>Survey to follow up with SCIP city contacts to understand usage and impact of SCIP web platform learning material.</p> <p>Indicator 2.2 corresponds to PFD Indicator 9.</p>	<p>Material is viewed but no action is taking.</p> <p>Language barriers may restrict access to training and knowledge products.</p>	<p>Expected Accomplishment (b):</p> <p>Countries increasingly adopt and/or implement low greenhouse gas emission development strategies and invest in clean technologies</p>

<p>Indicator 2.2: # of best practices and lessons learnt that cities have shared through the SCIP GP</p>	<p>Baseline 2.2:  0</p>	<p>Mid-point target 2.2:  15</p>	<p>End-of-project target 2.2:  50</p>	<p>Case studies from SCIP cities appear on SCIP web platform, in new knowledge products (e.g. City Academy and Private Sector publications, and peer exchange documentations), featured in webinars and in CBOs respective websites.</p> <p>Indicator 2.2 corresponds to PFD Indicator 11.</p>	<p>Good practices shared may not be verifiable and fail to explain negative externalities.</p>	
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Project Outcomes	Outcome level Indicators	Baseline	Mid-Point Target(if applicable)	End of projectTarget	Means of Verification	Assumptions & Risks	MTS Expected Accomplishment
<p>Outcome 3: Policy makers and key urban actors promote sustainable integrated urban planning and investments</p> <p><b>Output 3.1:</b> Mayors or equivalent in participating and new cities receive support to set science-based targets and prepare climate action plans.</p> <p><b>Output 3.2:</b> Awareness of policy makers and key urban actors is raised, and action is promoted at a global level on the importance of cities in the achievement of MEA goals.</p> <p><b>Output 3.3:</b> Strategic partnerships are established with key actors including private sector, regional development banks, think-tanks and city initiatives to strengthen the platform.</p> <p><b>Output 3.4:</b> The SCIP Global Platform partnership vision on integrated sustainable urban planning is communicated to policy makers and key urban actors.</p>	<p>Indicator 3.1: # of resolutions and/or commitments made by policy makers, cities and key urban actors influenced by the SCIP GP that lead to Global Environmental Benefits</p>	<p>Baseline 3.1: 0</p>	<p>Mid-point target 3.1: 3</p>	<p>End-of-project target 3.1: 15</p>	<p>Baseline established through city assessments to understand opportunities to inform resolutions or increase commitments.</p> <p>Track high level events associated with commitments and resolutions, coordinate with stakeholders to inform resolutions/commitments and build support, and follow passage/adoption at national and city-level.</p> <p>List of additional cities joining the Global Covenant of Mayors, C40 Deadline 2020, C40 Declarations or similar.</p> <p>UNEA, MEA and regional fora decision documents</p> <p>Indicator 3.1 contributes to PFD indicators 8 and 10, so the number of cities taking the commitments need to be tracked as well.</p>	<p>Resolutions or commitments fall short of Paris targets.</p> <p>Commitments are not followed by a plan for implementation.</p>	<p>Expected Accomplishment (b): Countries increasingly adopt and/or implement low greenhouse gas emission development strategies and invest in clean technologies</p>

<p>Outcome 4: Global Platform and Child Projects coordinate and complement each other</p> <p><b>Output 4.1</b> Monitoring and evaluation systems and project coordination are applied by the project teams and governance bodies</p>	<p>Indicator 4.1: % of recommendations by Steering Committee Meeting addressed</p>	<p>0</p>	<p>100%</p>	<p>100%</p>	<p>Minutes from SC Meetings, tracking system and Project Implementation Reports.</p>	<p>Risk: Low country participation in SC does not allow to capture concerns about the GP offer.</p> <p>Not all recommendations can be implemented.</p>	<p>Expected Accomplishment (b): Countries increasingly adopt and/or implement low greenhouse gas emission development strategies and invest in clean technologies</p>
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## ANNEX B: RESPONSE TO PROJECT REVIEWS

### STAP Review

<i>Date of Screening</i>	2-Dec-19
<i>STAP member Screener</i>	Saleem H. Ali
<i>STAP secretariat Screener</i>	Sunday Leonard

#### Part I: Project Information

##### **B. Indicative Project Description Summary**

###### **STAP Comment**

*Project Objective.* The impact program has been well-deliberated through consultations and the Global Platform on Sustainable Cities and objectives and outcomes are clearly presented.

*Project Components.* The project components are generally well defined and are likely to deliver the expected global environment benefits. However, one area where there is some ambiguity is on energy source emission reductions. The “low carbon” transition that is aspired for needs to be further unpacked, especially regarding energy usage and buildings in cities.

*Outcomes.* The expected outcomes are clearly noted, but the methods used to calculate carbon savings are not provided. To have confidence in the carbon savings numbers, there needs to be some more explicit guidance on calculations presented for outcomes. It is not enough to say that these are estimates which will be “verified and validated in the developmental phase.” Some level of verification and confidence should exist at this stage. The numbers seem contrived and exaggerated in the current form without any backing in data or calculation citations.

Also related to the above, on page 82, the total GHG emissions reduction from each country was presented in Table 8. However, information on how this was arrived at or which specific intervention will lead to the estimated GHG emission reduction is not provided. It will be useful to include information on which specific aspect or intervention or component of the child projects that will generate these GHG emission reductions

*Outputs.* Some of the conservation areas noted are tangible outputs in hectares but the rest of the outcomes are too generalized to be presented as “outputs.” I am also concerned that there is a lot of ambiguity about the outcome metrics and indicators. Rather than setting goals for level of low carbon energy penetration, there are vague statements about undertaking a range of sustainable initiatives but no clear benchmarking on levels of improvement with the status quo.

###### **Agency Response**

*Project Objective.* N/A

*Project Components.* The notion of "low carbon transition" has been incorporated in the alternative scenario.

*Outcomes.* The detailed calculations and assumptions for the projected greenhouse gas emissions reductions from the GP have been included in Annex M. The methodology for GEB calculations has been discussed with the GEF secretariat.

*Outputs.* The program does expect emissions reductions impacts and these are reflected in the core indicator sheet. However as per log frame methodology outputs reflect immediate deliverables that will be achieved by project inputs and delivered during the life of the project. This makes such deliverables measurable and trackable as part of project progress monitoring. An example could be delivery of training academies and the number of people trained. According to the logical framework methodology these contribute to improved capacity of those trained, which in turn is expected to result in a behaviour change (together with other deliverables and behaviour changes in the project). These are deliverables, which then contribute to the goals of the project including emissions reductions. It is important to understand that only the combined set of deliverables, outputs, and outcomes together contribute to project goals including emissions reductions; and it is also important to understand that many of these goals will be achieved at the end, or beyond the life

of the project. This means that (a) the emissions reductions can't be achieved during the life of the project, or (b) attributed to individual outputs.

## **Part II: Project justification**

### **STAP Comment**

Theory of change diagram is helpful but some of the assumptions presented should be discussed such as “resource decoupling.” IRP has done extensive work on how decoupling is enabled, particularly with reference to the rebound effect concerns raised by resource efficiency.

### **Agency Response**

Resource decoupling has been addressed in the SCIP GP's Theory of Change diagram and the narrative. It is included in the City Academy module on Circular Economy (Component 2).

### **1) the global environmental and/or adaptation problems, root causes and barriers that need to be addressed (systems description)**

#### **STAP Comment**

These sections are detailed enough and there has been identification of barriers and threats with reference to urbanization trends and economic drivers of unsustainable planning.

#### **Agency Response**

N/A

### **2) the baseline scenario or any associated baseline projects**

#### **STAP Comment**

There is a good description of baseline scenarios on Page 35 and complementarity with a range of existing programs. Having C40 onboard is reassuring since they have considerable metrics driven approaches owing to Bloomberg philanthropies funding which is highly data-driven. However, as noted earlier, the specific benefit numbers provided do not have adequate explanation of methods and source of data and calculations.

#### **Agency Response**

Please refer to Annex M for more detailed explanation on the number of beneficiaries.

### **3) the proposed alternative scenario with a brief description of expected outcomes and components of the project**

#### **STAP Comment**

There is a detailed theory of change presented in diagrammatic form, and the linkages between the components are covered in Table 2 though fairly generic (bottom-up diagram reading). Also, some of the assumptions presented in the Theory of Change should be discussed in more detail, such as “resource decoupling.” The UNEP's International Resource Panel has done extensive work on how decoupling is enabled, particularly regarding the rebound effect concerns raised by resource efficiency. Furthermore, there should be some more explicit mention of green growth as a key driver of change. Cities are economic engines where green businesses galvanized by the right policy changes can lead to a virtuous cycle of market-driven sustainability. Hence, the critical role of green growth for sustainable cities needs to be actioned in this program. Some useful references: Hammer, S. et al. (2011), “Cities and Green Growth: A Conceptual Framework,” OECD Regional Development Working Papers 2011/08, OECD Publishing.

<http://dx.doi.org/10.1787/5kg0tflmzx34-en>; Green Growth in Cities ([http://urban-intergroup.eu/wp-content/files\\_mf/oecdgreengrowthincities.pdf](http://urban-intergroup.eu/wp-content/files_mf/oecdgreengrowthincities.pdf))

#### **Agency Response**

The Theory of Change has been updated for the GP and discussed in greater detail. Additionally, the Theory of Change includes green growth as a key driver.

### **5) incremental/additional cost reasoning and expected contributions from the baseline, the GEF trust fund, LDCF, SCCF, and co-financing**

#### **STAP Comment**

The public sector investment and co-financing is massive and will require close monitoring as to whether there is even budget in government coffers, particularly in countries like Argentina with checked records of public budgets, to offer these incentives, lest GEF investment become stranded.

#### **Agency Response**

N/A for the GP. Comment will be addressed to the IAs for follow up in each child project.

## **6) global environmental benefits (GEF trust fund) and/or adaptation benefits (LDCF/SCCF)**

### **STAP Comment**

Yes, they are but their measurement is questionable as noted before.

### **Agency Response**

Please refer to Annex M.

## **7) innovative, sustainability and potential for scaling-up**

### **STAP Comment**

1. The innovation aspect of the proposal is presented mainly in terms of financing and accelerator development (Chart 3). Specific green technology innovations need to be more explicitly targeted and noted in the plan development of the project. Digital platforms, data, and map digitization are also presented as another form of innovation in the program. Blockchain technology is an emerging technology that can be beneficial in this regard and could be considered for the project. Please see STAP's recent paper on "harnessing blockchain technology for the delivery of global environmental benefits," which provide useful information on how blockchain can help enable sustainable cities.

2. Clustering is presented as a scaling-up mechanism. This is plausible in the urban context. However, STAP recommends that further review of the literature on this topic should be considered and cited. A recent book in this regard worthy of note is: Iftikhar, M. N., Justice, J. B., & Audretsch, D. B. (Eds.). (2019). *Urban Studies and Entrepreneurship*. New York, NY: Springer.

### **Agency Response**

1. The SCIP GP will incorporate innovative technologies across all learning modules and capacity development trainings. Blockchain has been referenced under the Innovation section and will be considered as a potential webinar project.
2. Noted

## **1b. Project Map and Coordinates**

### **STAP Comment**

Provided

### **Agency Response**

N/A

## **2. Stakeholders**

### **STAP Comment**

Yes – there has been active stakeholder engagement through the GPSC and local efforts as well.

### **Agency Response**

N/A

## **3. Gender Equality and Women's Empowerment**

### **STAP Comment**

Good section on gender and adequate discussion of this topic though it may be useful to differentiate between countries on where further attention may be needed given baseline gender empowerment differentials.

### **Agency Response**

The Gender action plan addresses this point.

## **5. Risks**

### **STAP Comment**

Coastal cities have the greatest risk of impact during the 2020 to 2050 timeframe. There could be further refinement of this comparative risk vulnerability presented.

### **Agency Response**

The City Academy curricula has a module on *Nature-based solutions and resilience* where risk vulnerability aspects for coastal cities will be addressed.

## **6. Coordination.**

### **STAP Comment**

Yes, there is detailed discussion of crossover external projects and organizations. However, since this is the first GEF integrative program in this arena there is some understandable lack of detailed comparisons.

### **Agency Response**

The document is now more detailed on the role of key project partners. Project outputs and activities have been assigned to build on the capacity, knowledge, experience and comparative advantage of the CBOs and UNEP. For instance, C40 leads on the finance academy work (Output 1.5), while ICLEI leads on the National Dialogues (Output 1.6), UNEP cities leads on high-level advocacy including MEAs (Output 3.2). Further details on coordination can be found in the Institutional Arrangements section.

## **8. Knowledge management**

### **STAP Comment**

The GPSC is noted as the key knowledge management mechanism as well as partnerships with UN Habitat.

### **Agency Response**

The project relation with WB-GPSC and UN Habitat have been described in the stakeholder section. In addition, GEF-6 project cities will be invited to GEF-7 in-country events and trainings.

## **Comments from Germany**

1. Germany recommends including a specific section on potential for expanding the platform, and the programs activities to LDCs, as part of the theory and change and knowledge management. In its core function, the impact program should aim at going beyond supporting 24 cities in 9 countries, and particularly look at potential for supporting more LDCs – who are often characterized by high urban population growth and, at the same time, a lack of technical, financial and institutional capacities for sustainable planning of urban settlements.

### **Agency Response**

LDCs will be invited to all GP activities, more specifically to regional city academies, the SCIP Forum, webinars and other learning events. There are set-aside resources from the GP for a number of LDCs cities to participate.

2. Germany recommends improving stakeholder-mapping in infrastructure-related issue areas such as transport and energy and clarifying the program's added value. The SCIP should carefully evaluate the risk of "doubling" and rather seek complementarities with the breadth of ongoing initiatives on sustainable/low-carbon/resilient infrastructure in cities. SCIP could provide the necessary policy backing and capacity building support and, as such, a cross-sectoral entry point for initiatives that operate further downstream, such as project preparation facilities and bilateral/multilateral development banks.

### **Agency Response**

Countries, cities and implementing agencies of the country child projects must be responsible for choosing investments that complement rather doubling on existing work. The Regional Coordinators of the Global Project will be responsible for coordinating with project cities and implementing agencies to refine the training materials and make them relevant to the cities investments, and as such make add value to knowledge and capacity of the cities.

3. Germany welcomes the choice of UNEP as lead agency, especially given the topical focus of the initiative on land-use planning, urban metabolism, urban ecology, and the related UNEP platforms on resource efficient cities and GlobalABC. However, Germany would recommend including a dedicated section on cooperation with UN-Habitat. Its capacity building efforts for urban planners (such as Planners for Climate Action), knowledge resources, partner networks and global platform (UN-Habitat Assembly) should be leveraged to ensure a coherent and efficient approach.

### **Agency Response**

UNEP and UN-Habitat have a strong, ongoing partnership under the umbrella of the Greener Cities Partnership. UN-Habitat will play a key role in global advocacy. Their events such as the World Urban Forum are explicitly mentioned in



the project as an opportunity to organize SCIP side-events. SCIP will also build on existing tools of UN-Habitat such as the City Prosperity Index.

4. Lastly, Germany would recommend mainstreaming the issues of durability and follow-up funding for of each Child Project, as the proposal does not address this issue

#### **Agency Response**

The Sustainability section of each child project will address this concern. In the case of the Global Platform, the fact that the project will be implemented by UNEP, WRI, C40 and ICLEI, all committed organizations in the area of urban sustainability will ensure the continuity of the vision. As mentioned in the sustainability section, these institutions will aim to maintain project partnerships that could continue the work of the Global Platform. UNEP will ensure data and information from the project website are kept online for public consumption.

#### **Comments from United States**

1. We look forward to tracking the experience of the Sustainable Cities Impact Program in linking the public and private sectors, as well as its future expansion to a greater number of cities across continental Africa. We suggest that the program consider developing additional programming on water-related goals, particularly those related to energy production, health care, gender equality, industry development, and subsidence.

#### **Agency Response**

Non-SCIP cities will be invited to all in country events, and the global platform has set aside resources to finance the participation of non-SCIP LDC cities to expand the impact of the project. The project has a strategic plan on financing and a number of interventions to foster partnership with the private sector including a number of city business marketplaces aimed at linking businesses with cities. Finally, the SCIP GP will have a model of nature-based solutions and resilience. The module will include wetland and coastal nature-based solutions to address current issues that SCIP cities are facing in Freetown and Kigali.

2. Additionally, we would want to ensure that this program takes into account the Government of Rwanda's plans for affordable housing and model communities and integrates programming, to the greatest extent possible, with those plans.

#### **Agency Response**

This comment has been shared with the World Bank Task Team Leader in Rwanda. The World Bank does cover slum upgrades, so they will be able to take this comment into account.

#### **Comments from Norway-Denmark constituency**

1. The program appears to involve an ambitious coordination effort between four different international organization (UNEP, ADB, UNDP, WB). If successful, the project can potentially benefit from having four agencies with different areas of expertise and outreach.

#### **Agency Response**

N/A

2. Regarding various components including Comp. 1 where the outcome is "Local and/or national governments have strengthened governance, institutions, processes, and capacities to undertake evidence-based, sustainable, inclusive, integrated planning and policy reform" and Comp. 4 where the outcome is "Policy making and action are influenced at local, regional and national levels to promote sustainable and inclusive cities", the indicators proposed are broad and will likely be challenging to monitor and separate between correlation and causation, and/or determine the impact of. For example, indicator 8. "# of resolutions and/or commitments to advance urban sustainability and inclusiveness in high-level policy making events" – presumably not all resolutions will be equally impactful.

#### **Agency Response**

These comments refer to the Program Framework Document (PFD) monitoring framework, which is designed to cover the full scope of all child projects under the program and allow them to report at the program level during implementation. Child projects are not expected to adopt the exact language of the PFD monitoring framework indicators but tailor their indicators so that they remain relevant to the PFD monitoring framework but more specific to their project scope and focus. For example, where a PFD monitoring framework indicator refers to policies or plans, the country child project should refer to the specific policy or plan it aims to improve. In this way we hope to be able to link the impacts of projects to the program level and be specific about what those impacts are. This logic should also apply to governance and institutions. Projects should be referring more specifically to the governance or institutional arrangements they plan to improve.

**3.** Indicator 11. “# of cities that have shared their good practices and lessons learned with the SCIP GP” – what constitutes “shared” – sharing at a large conference, shared online, partially shared, or fully shared? Etc.

#### **Agency Response**

Each child project has been asked to set aside funding to develop and share best practices with the SCIP GP. All the lines of outreach of the global program will be open to the child projects to share these best practices, including the project website, as part of the communication strategy, meetings, conferences and webinars. The SCIP GP will actively promote good best practices through its means of outreach to reach a broad and relevant audience.

**4.** Comp. 3 has a proposed outcome of “Local and national governments initiate innovative financing and business models for scaling-up sustainable urban solutions” where one of the indicators (7) is “USD leveraged through the innovative financial mechanisms and business models for scaling-up sustainable urban solutions”. – Is it clearly defined what constitutes “innovative financing”? Are blended-finance models still considered innovative? Can “traditional” financing still be considered valuable in this context?

#### **Agency Response**

The program does not aim to duplicate the work of financing institutions whose core work is often focused around tried and tested (and therefore less risk), financing approaches. The aim of the program is to promote innovate financing mechanisms to make additional sources of financing available to cities to make their investments. Many of the child projects have identified innovative sources of financing, such as green bonds, public private partnership or land value capture arrangements. The program will actively monitor as support these arrangements and bring them to the attention of other cities and promote capabilities in the cities to leverage this mechanism to help them finance their integrated initiatives.

Specifically, component 1 of the Global Child project has an associated workstream on finance that will complement the activities led by the child projects on finance. Giving the huge gap between infrastructure needed for sustainable cities and the resources channel to meet this end, SCIP will take a look to ‘traditional’ finance instruments (government funding and loans) and ‘innovative’ (blended finance, PPPs, land value capture, green bonds) financial mechanisms to fund sustainable urban infrastructure projects

**5.** USD 6,949,003 is budgeted for Program Management Cost (i.e. ca. 5%) presumably for implementing the various components. USD 13,205,219 in addition is requested from the various agencies (UNEP, UNDP, WB, and ADB), i.e. ca. 8.3% - is this on top of the fee above?

#### **Agency Response**

The fee is on top of the project management costs, but these sources of funds are used for different purposes. The Project Management Costs is related to the project execution it aims to cover administrative and finance activities such as the audits, reporting, procurement and contracts management and these funds are used by the Executing Agency. The GEF policy limits the PMC to 5%. This amount is different to a 9% Implementing Agency fee of the total project cost and is used by the Implementing Agencies of the program supervision and oversight of GEF projects, on behalf of the GEF.

**6.** Estimated co-financing is USD 1,689,754,351 so the potential leveraged resources are significant. However, the most significant of which is loans provided by World Bank (WB) to Indonesia and China, ADB to India, and the Governments of Argentina, Brazil, Costa-Rica and Indonesia. There is also a large co-investment by the Chengdu Environment Group

in China. Only USD 11.5 is expected from private actors. This lack of private investors may be explained by the fact that it involves long-term investment with significantly complex interactions between sectors and without a standardized measurement, hence difficult for investors to measure the anticipated impact, and hence make decisions based on anticipated impact. Is the objective with the “innovative finance” above to increase the amount of private investment leveraged or to be innovative with existing public finance available? It is positive to note that the SCIP Global Platform aims to focus on a number of key areas for private sector engagement.

#### **Agency Response**

The SCIP GP has a number of outputs specifically designed to promote private sector participation in city work and leverage innovative financing mechanisms. While innovative financing per se is not solely directed at the private sector it does include the private sector. The response above provide a complete explanation of some of the outputs that will be dedicated to innovative finance and the private sector.

#### **Outstanding comments from GEF Secretariat Review Sheet at Work Program Inclusion stage**

1. Are the components in Table B and as described in the PIF sound, appropriate, and sufficiently clear to achieve the project/program objectives and the core indicators?

Nov 6: The global platform should play a much wider role in providing assistance to cities globally and not limiting to on-demand support to child project cities only. The agency is requested to modify the technical assistance role of the global platform (PFD component 1 and Global project component 1) to make the scope broad. The support needs to be strategic to ensure that benefits from the global platform go beyond the sum of benefits from each country project. A detailed strategy of such technical assistance to cities can be elaborated at the full-scale proposal stage in the global child project.

#### **Agency Response**

Non-SCIP cities will be invited to all in country events, and the global platform has set aside resources to finance the participation of non-SCIP LDC cities to expand the impact of the project.

2. Additional recommendations to be considered by Agency at the time of CEO endorsement/approval.

Secretariat Comment at PIF/Work Program Inclusion

- Detailed strategy to be elaborated for providing technical assistance to cities (beyond child projects) through the global platform.
- Indicators and targets need to be firmed up for various country projects and the global project.

#### **Agency Response**

The indicators of the program monitoring framework are designed to be broad and inclusive and allow all child projects to find relevance in the framework. As explained in the response to Norway on this issue child projects are expected to identify more specific indicators that can be tracked, while remaining relevant to the PFD monitoring framework. The global child project has tightened up its indicator to make them more specific and trackable.

## **Responses to GEF Secretariat Review at CEO Endorsement request stage**

### **Part I – Project Information**

#### **Project description summary**

#### **2. Is the project structure/ design appropriate to achieve the expected outcomes and outputs as in Table B and described in the project document?**

Secretariat Comment at PIF/Work Program Inclusion

GEFSEC 20 May 2020

The project design is appropriate with a clear focus on integrated urban planning to support sustainable urban development. The project outcomes and outputs are well aligned with the overall design of the PFD and aims to support achievement of the overall goals of the SCIP by providing value added support to child project cities on integrated planning, creating and disseminating cutting edge knowledge and building partnerships to scale up urban sustainability across cities globally to deliver large scale global environmental benefits.

The project's city engagement strategy indicates that it will engage with GEF 6 SCIAP cities and strategic non-GEF cities in its capacity building activities and other leadership engagement activities. Please indicate if these additional cities are factored in the outputs and targets under different project components.

GEFSEC 24 May 2020

Thanks. Comments cleared.

#### **Agency Response**

21.5.20

Additional cities are included in outputs and targets, but not always explicitly. In responding to your question we have now provided more clarity in the table in the proposed alternative section on page 25 of the CEO Endorsement Document identifies which city categories will be targeted by output. We have added an additional column to this table to provide more detail on how cities will be engaged in each category in response to this question. We have also included a foot note in Annex A that the targets include GEF 6, 7 and additional cities.

#### **5. Is the financing presented in Table D adequate and does the project demonstrate a cost-effective approach to meet the project objectives?**

Secretariat Comment at PIF/Work Program Inclusion

GEFSEC 20 May 2020

The financing presented demonstrate a cost-effective approach. The project utilizes SCIP set aside funds and proposes to use it strategically to promote integrated urban planning for urban sustainability by effectively coordinating between child projects and delivering outcomes for the SCIP program which are more than sum of parts of each child projects.

The budget distribution across project components is justified.

Please see following outstanding comments on the budget proposed:

1. The budget class for ICLEI and C40 has been indicated as "Transfers of Grants to Implementation partners". Two points here. First, please clarify why is it different given that they are also executing partners of the project. Second, the classification doesn't really indicate a budget class but rather a modality. This column is to indicate what GEF is buying from the fund. So, the budget class should be something similar to staff and personnel, consultancy charges, or any specific purpose.

2. Similar to above, contract services is not a budget class but a modality. Please indicate the expenditure head i.e. what will the contracts buy?

3. As indicated in the project design, the project is likely to engage more partners and experts downstream for project delivery. Please indicate how they will be engaged e.g. procurement of services downstream, grants, etc.

May 24, 2020

Thanks for the details. Please see additional comments:

- It is understood that WRI will be the main executing agency and ICLEI and C40 will receive sub-grants through WRI. While WRI as a global organization indeed has necessary financial control measures, as the implementation agency, it is critical for UNEP as the GEF Agency to have an oversight of the process to ensure accountability and transparency. We noted the response below in this regard which explains this role " UNEP implementation rules require WRI to use their own procedures for project financial management, reporting back regularly to UNEP on the use of those funds. The WRI financial management procedures must meet minimum international standards for transparency, accountability and value for money, consistent with minimum criteria laid out by UNEP and GEF. UNEP conducts due diligence on partners to ensure their procedures adhere to these minimum criteria before entering into partnership". This is indicated for potential partnership with other organizations." The Agency is requested to include this detail in the project coordination section.

- As mentioned earlier, the budget category needs to indicate what is bought from the fund. The category of transfer of grants is a modality and not a budget category. If the transfer will be used for staff, personnel, consultant or experts, please indicate that in the budget category. This will make the column consistent with other budget categories.

- Please revise the contract services also similarly to explicitly indicate nature of services to be bought.

- Thanks for the details regarding sub-contractors and partners which is clear. However, please indicate how this is reflected in the budget table. The budget codes are primarily for staff and personnel cost of the four executing agencies in addition to overheads.

GEFSEC May 28, 2020

Thanks for revising the budget category, which is fine.

Regarding sub-contractors and partners, it is understood that WRI, ICLEI and C40 will procure their services or do fund transfer as and when appropriate during project implementation. Given the dynamism in cities and lessons learned from situations such as the COVID-19 pandemic, it is critical that project has flexibility and adopts adaptive management. Therefore, it is recommended that the project funding has clear budgetary provisions to accommodate such circumstances. In this regard, please provide an estimate of the amount of funds that is available for services to be procured during implementation and an indication of where those funds are located in the proposed budget.

GEFSEC 9 June 2020

Thanks for your response.

It's good to note that the project will factor in COVID and similar challenges which have direct implication on urban sustainability and integrated approaches. However, we would like to see how this is reflected in the approach to delivery of the overall SC program. The flexibility offered under the \$2 million of overheads budget and the contingency institutional mechanism for possible major revisions does not provide strong assurance for this. Rather, our expectation is that a proportion of the budget allocated to core partners will go toward potential adjustments or demand-driven shifts needed during program implementation. Such adjustments or shifts could be decided based on guidance from the Steering Committee and inputs from the PEG. Please indicate the proportion of funds in the budget that will be subject to such adjustment or shift, and also provide a short narrative.

We also understand that the experts/positions proposed for the project execution by the four organizations will lead to increasing their capacity and will be deployed exclusively for this project. A line of confirmation will be appreciated in this regard.

GEFSEC June 19, 2020

Thanks for the details regarding the budget flexibility in the project. To ensure that this flexibility is embedded within the project governance, we recommend that the budget and work plan review is included in the terms of reference of the Project Steering Committee. The terms of reference of the Executive Management Team can be modified accordingly.

GEFSEC also noted recent change in the coordinator position for Indonesia and recommends that the change is reflected in the project document.

#### Agency Response

##### 21.5.20

1. ICLEI and C40 are treated differently in the budget because WRI is the project lead Executing Agency and will receive the project funds. They will manage and report on the project finances to UNEP. In turn they will transfer part of the funds they receive to C40 and ICLEI as transfers. The nomenclature used in its budget category by UNEP is Transfers of Grants to Implementing Partners. We now have unpacked as requested the Transfers of Grants to Implementing Partners for ICLEI and C40 to the next budget category level and reflected this in the revised budget in the CEO Endorsement Document. Within each additional budget line we have now included the input codes for the line along with the description of the code.

2. Regarding the contract services, we have included contracts for each output and each organisation. For each of these contracts we have includes input codes together with a description of the codes in the budget. This shows what inputs will be bought under the contracts, with the GEF funds.

3. Engagement of partners; (1) *subcontractors*: WRI, ICLEI and C40 will advertise, select and enter into agreement with subcontractor for project works according to their own procedures, adhering to minimum standards; (2) *project partners*: another category of partners are project partners managed through the Partnerships Engagement Group (PEG). The PEG looks for partners with common interests. The project does not expect to pay these partners but seeks to partner with them based on mutual benefits that can accrue form such partnership. It is possible that such partnerships could evolve into contract with funds transfers, and such a transition in this relationship would be governed by the Executing Agencies rules on contracts, described above. UNEP implementation rules require WRI to use their own procedures for project financial management, reporting back regularly to UNEP on the use of those funds. The WRI financial management procedures must meet minimum international standards for transparency, accountability and value for money, consistent with minimum criteria laid out by UNEP and GEF. UNEP conducts due diligence on partners to ensure their procedures adhere to these minimum criteria before entering into partnership. The project does have a procurement plan and WRI will be expected to follow this plan and manage C40 and ICLEI's use of funds according to the plan as well. We have procedures that allow for changes to the plan including prior approval and budget revisions.

##### 26.5.20

- The suggested paragraph has been added in the coordination section as a footnote, and in Annex H Project Implementation Arrangements as a paragraph.

- The UNEP internal (UMOJA) budget categories have been replaced by more explicit budget categories. Therefore, the "Transfer of grant" category is no longer used.

- Similarly, the "Contract services" UMOJA category has been replaced by more explicit budget categories reflecting what is bought, such as "Trainings and Meetings", "Materials development/publications", and others. The more detailed descriptions are still indicated in the last columns on the right of the table.

- The sub-contractors are reflected in the budget. When funds are going to WRI, ICLEI, C40 or UNEP, this is indicated in the budget. We did not foresee specific budget lines for transferring resources to additional partners, however we have the flexibility, through a budget revision to do so. Funds for this would be reallocated from budget lines currently allocated to WRI, ICLEI, C40 and UNEP cities.

##### 4.6.20

Thank you for this additional question. We agree that COVID-19 has brought additional uncertainty to the design and implementation of this project, and that we should anticipate contingencies, adaptation and changes in city priorities. We would like to explain that none of the project resources are *unallocated*, although some resources are *outsourced*. We have allocated all project resources as clearly as possible so that you at the GEFSEC can see how GEF funds are being used and what you are paying for. We have believed this to be an important principle of project design, to bring clarity to all partners to CBOs, to the other IAs and the cities themselves as we begin to discuss with them the 'global offer' that the global child project will bring to them.

We have also been working on the principle that we have partnered with ICLEI, C40, and WRI on because they are among the best executing partners to work with on city issues, and that they bring a wealth of strengths, city networks, experience and skills to the execution of this project. So, it has been natural to allocate the majority of the project resources to these organisations, to leverage their strengths, experience and skills in executing this project.

We also absolutely agree with many discussions we have had internally, with the CBOs and you at the GEFSEC, that partnerships are an essential strength of the programme. Our assumption for the basis for these partnerships remains on mutual interest and synergies in working together, and less to do with funds transfer and contracting partnerships.

Even before COVID-19, a strong principle of project design was to respond to city needs and global trends and we have designed a process to identify these topics and bring flexibility to the project. The following actions will be undertaken, as part of the adaptive management approach:

- **Responding to cities' needs and challenges:** The Global Project Team will participate in IA child projects missions (or conduct remote interviews, during the travel restrictions) to undertake a City Needs Assessment, including an assessment on COVID-19 response and recovery challenges and needs;
- **Main liaison per country:** The GP will set up Regional (Country) Coordinators as the main project liaisons to establish contact and maintain regular dialogue with both national governments and SCIP cities. This will ensure that the Global Project Team is in a position to be able to promptly identify new priorities flagged as needs, and inform the team of such, in order to refine the support offer, (providing the right support, at the right time and to the right people).
- **Continuous identification of global city trends:** We also recognise the need to capture global city trends in selecting training and meeting topics, and these topics will be coming from the project engagement group and global meetings. All this information will inform topics of the selection of regional training and global meetings.

We see two areas where the project will most likely need to adapt to changing realities.

- The topics on integrated planning defining the training offer of the global platform may need to be adjusted according to changing priorities of local urban actors in the SCIP cities through the mechanisms stated above.
- Where some of the planned capacity development activities cannot be delivered due to changing circumstances, the budget allocated to outsourced activities of the Global Platform can be reallocated. Approximately USD 2 million will be outsourced to procure services in: **materials development** (such as translation, publication and design of knowledge products); and **regional trainings and global meetings** (logistics, catering, venue, translation, IT support, printing). Outsourcing gives flexibility in who and how specific activities can be done to reach the same results (impacts). By remaining flexible and reviewing the adjustments on an annual basis, the necessary re-allocations will ensure the SCIP program remains impactful and relevant, achieving its main objectives.

For example, if COVID-19 continues longer than anticipated (or a similar crisis emerges) international travel would be affected. In response, resources from Regional City Academies could be re-allocated for online training courses, expanded online knowledge resources or enhanced bespoke technical assistance support to participating cities.

Finally, if changing project circumstances require a major revision to project design, it has the institutional arrangements for a wide range of consultative approaches to do this. The Executive Management Group has the authority to initiate a project major revision and can do so through the consultation with the Project Steering Committee, the Partnership Engagement Group and the Regional Coordinators.

## 15.6.20

We agree that flexibility and adaptive management continue to be incredibly important; and the greater the uncertainty the more important this becomes. Building on our previous response, which has outlined the range of processes, methodologies and approaches we have in place for adaptive management, we here address your point about how the project will respond to the recommendations from the Steering Committee and the Partnership Engagement Group (PEG). The GP's design offers flexibility in two ways:

**a) Substance Flexibility.** Mechanisms for flexibility in re-allocating resources responding to changing SCIP city or global trends requirements on topics, themes, substance and approaches to project work and to shift activities and priorities have been embedded in project design, both from bottom-down and top-down, in the following ways:

- **Partnership Engagement Group (PEG):** the PEG will provide ideas and recommendations about evolving global trends on urban development that could improve project implementation. We will organize the first PEG meeting right after the CEO endorsement is approved to open up the floor for ideas at this early stage. The timing of the first PEG meeting has been moved up to respond to your question on how to have meaningful consultations and opportunities for partnerships from project start. The GP now plans to hold a PEG early on as a way to gauge not only global trends but also to respond to the SCIP cities' needs, by tailor-making (and if needed adjusting) the training categories before approaching the cities with the final GP offer of support. This will give a high degree of flexibility to the PEG meeting in influencing training topics, approaches and methodologies for training.
- **Light-touch City Needs Assessments:** Through the planned Light-touch City Needs Assessment to be carried out during the PPG phase of the SCIP, participant cities will signal which topical areas and types of capacity building fits their needs and current challenges (e.g. Post COVID-19 recovery). In addition, the Light touch City Needs Assessment will provide a baseline of local government context and background information that contributes to project implementation. The Light-touch City Needs Assessment will be conducted after the first PEG meeting takes place, to incorporate ideas harvested during the PEG into the city assessments.
- **Steering Committee:** As part of the governance of the programme, the SC will provide inputs about overall project implementation and how it can be improved on a periodic basis.

All these inputs can potentially lead to adjustments in activities and topics directed towards capacity building, technical assistance, knowledge sharing and global advocacy efforts, that will then be reflected in work plans and budget. Changes can affect the project implementation in two ways:

- Simply changing the direction of existing activities, such as training topics, the location of a training event, or even the approach of a training event;
- Proposing activities that had not been programmed, and that would require swapping out new activities for existing ones, such as dropping a planned training event in favour of a new activity set.

**b) Budget Flexibility:** The CBOs and UNEP are prepared to partner when interesting opportunities arise that will strengthen the delivery of outcomes and outputs of the SCIP. To that end the design of the project has identified concrete activities that are not fixed for implementation by the CBOs and UNEP, and can be contracted to outside partners, if this is a better alternative. These are substantive areas of work (on top the other 2M contracts that have been identified in the previous response <sup>26</sup>), which include:

- In country implementation of SCIP Labs (Strategic Planning and Data Workshops)
- Content experts for SCIP Regional Forums and City Academies, and Global Events
- Experts to develop content for training modules in content design
- External experts and delivery of the city business marketplaces
- Experts and delivery of SCIP investors roundtables
- Light touch technical assistance to city projects for finance component
- Case studies for private sector component
- Communications experts for Climate Commitments

We have identified budget flexibility of around USD 1 million which can be drawn from the following budget lines:

W-0105 City Academy Regional Forum External experts  
W-0106 SCIP Forum Experts  
W-0110 Strategic Planning and Data Workshops - Local experts for training  
W-0113 Technical Expert in Urban Resilience And Nature-Based Solutions [content, revision, training materials, adaptation to web]  
I-0109 Urban Development Specialists  
U-0106 City business marketplaces  
W-1205 Strategic Planning and Data Workshops

<sup>26</sup> The 2M identified in our previous response is not overhead for organization, it includes all kinds of contracts that will be outsourced, mostly related to project's logistics and travel.



- C-1203 Design, preparation and implementation of investors roundtables
- C-1204 Light touch technical assistance for 9 projects
- C-1206 Contract Services Private Sector Case Studies Publication
- C-1207 Communication and engagement package on Climate Action Commitments - Consultant Services
- C-1208 Design, preparation and implementation of city-business marketplaces
- I-1403 Regional Office Experts Transfer to ICLEI regional/country office to cover for experts

These changes can be seen in Annex H.

Regarding the dedicated staff working for the project, as explained in Annex K, which details the Terms of Reference of project staff, there is a core group that will be fully dedicated to the project (this includes the chief and senior technical advisors, regional coordinators, and communications lead). Other necessary positions will be filled with a % of time of staff dedicated to the project, responsible for specific tasks (administrative and financial staff, gender specialists, technical experts). However common across the CBO's and UNEP is the rule that existing staff will be utilised internally if they have both the right expertise and the time available to complete deliverables on time. When this is not the case the CBOs and UNEP will either hire new staff or outsource. Please see below the table with the estimated percentage of time for each staff profile for this project. It includes information on planned new hires as well. Note that the core substantive team positions are full time or almost full time (80 to 100%), while there is a mixed approach by the CBO's and UNEP in recruiting new staff/ consultant's versus using their own staff that will be assigned to work specifically for the project based on a clear set of deliverables.

Position	% dedication	New hire
WRI PROJECT DIRECTOR	15% of time over 5 years	
WRI CHIEF TECHNICAL ADVISOR	100% of time over 5 years	
WRI COMMUNICATIONS LEAD	100% of time over 5 years	X
WRI GENDER LEAD	10% of the time over 5 years	
WRI GRANTS AND FINANCE SPECIALIST	50% of the time over 5 years	
WRI KNOWLEDGE AND PARTNERSHIPS OFFICER	90% of the time over 5 years	
WRI TECHNICAL EXPERT IN STRATEGIC URBAN PLANNING	25% of the time over 4 years	
WRI TECHNICAL EXPERT IN URBAN DATA GOVERNANCE	25% of the time over 4 years	
WRI TECHNICAL EXPERT IN URBAN RESILIENCE AND NATURE-BASED SOLUTIONS	15% of the time over 2 years	
SCIP REGIONAL COORDINATOR FOR LATIN AMERICA	80% of the time over 5 years	X
SCIP COUNTRY COORDINATOR FOR INDONESIA	80% of the time over 5 years	X
C40 PROJECT DIRECTOR (CO-FINANCE)	15% of time over 5 years	
C40 SENIOR TECHNICAL ADVISOR	100% of the time over 5 years	X
C40 ENGAGEMENT AND TRAINING OFFICER	100% of time over 5 years	X
C40 FINANCE EXPERTS (TEAM OF 6 PEOPLE)	30% of time over 4 ½ years	
C40 PRIVATE SECTOR ENGAGEMENT OFFICER	100% of time over 4 ½ years	X
SCIP REGIONAL COORDINATOR FOR AFRICA	100% of the time over 4 ½ years	X
ICLEI PROJECT DIRECTOR	9% of the time over 5 years	
ICLEI SENIOR TECHNICAL ADVISOR	42% of the time over 5 years	X
ICLEI TECHNICAL OFFICER 1 (WS)	56% of the time over 5 years	
ICLEI TECHNICAL OFFICER 2 (WS)	53% of the time over 5 years	
ICLEI FINANCE & CONTROLLING EXPERT (WS)	5% of the time over 5 years	
ICLEI EVENTS COORDINATOR (WS)	6% of the time over 5 years	
ICLEI COMMUNICATIONS SPECIALIST (WS)	6% of the time over 5 years	
ICLEI RESEARCH SPECIALIST (WS)	32% of the time over 5 years	
ICLEI KNOWLEDGE OFFICER (WS)	8% of the time over 5 years	
ICLEI URBAN DEVELOPMENT SPECIALISTS: CIRCULAR ECONOMY, CLIMATE, ENERGY, FINANCE, MOBILITY, NATURE-BASED SOLUTIONS, RESILIENCE (WS)	62% of the time over 5 years	

ICLEI FINANCE SPECIALIST	16% of the time over 5 years	
ICLEI ADVOCACY SPECIALIST	13% of the time over 5 years	
ICLEI REGIONAL OFFICE EXPERTS	94% of the time over 5 years	
ICLEI SCIP REGIONAL/COUNTRY COORDINATOR INDIA	80% of the time over 5 years	X
ICLEI REGIONAL/COUNTRY COORDINATOR CHINA	80% of the time over 5 years	X
UNEP CITIES STRATEGIC LEAD (P5) (CO-FINANCE)	25% of the time over 5 years	
UNEP CITIES TECHNICAL LEAD (P4) (CO-FINANCE)	42% of the over 5 years	
UNEP CITIES PROJECT OFFICER - GLOBAL ADVOCACY (P3)	50% of the time for 2 years and 100% of the time for 3 years	X
UNEP TECHNICAL EXPERT(S)	Multiple experts – equivalent of 58% over 5 years	

This clarification has been added in Annex K.

22.6.20

Thanks for this. We have adjusted the roles of both the Steering Committee and the Executive Management Team according to your request. These changes are captured in the document in the Institutional Arrangements and Coordination section and in Annex H.

Regarding the change in coordinator's position for Indonesia, we have changed the document to reflect that ICLEI will now coordinate with cities in Indonesia through a country coordinator. The budget has been also adjusted to reflect this change.

## Part II – Project Justification

### 3. Is the proposed alternative scenario as described in PIF/PFD sound and adequate? Is there sufficient clarity on the expected outcomes and components of the project and a description on the project is aiming to achieve them?

Secretariat Comment at PIF/Work Program Inclusion

GEFSEC 20 May 2020

The alternative scenario is in consistent with the strategy outlined in the PFD and the global project concept note. The project description is adequate and includes sufficient details to visualize and build the theory of change of the project.

As noted earlier, please indicate if the stated outputs and deliverables include cities which are beyond the child projects participating in GEF 7.

GEFSEC 20 May 2020

Thanks. Comments cleared.

Agency Response

21.5.20

Please see the response to question 2 above. Additional cities beyond the immediate GEF 7 program cities are included, including GEF 6 cities and additional cities based, on congruences in interest, commitments, ability to participate and benefit from the program, and as project resources can allow.

## Coordination

### Is the institutional arrangement for project implementation fully described? Is there an elaboration on possible coordination with relevant GEF-financed projects and other bilateral/multilateral initiatives in the project area?

Secretariat Comment at PIF/Work Program Inclusion

GEFSEC 20 May , 2020

The institutional arrangement is described in details and appears sound to deliver the project outcomes. The coordination of this project with the existing GEF 6 IAP's GPSC is also outlined well.

Please refer to the comments related to budget which is relevant for coordination also.

In the template, please add other Executing Agencies (ICLEI, C40 and UNEP) also. Currently it indicates only WRI.

GEFSEC 24 May, 2020

Thanks for the response. We understand that there was a issue in the portal to enter different categories for each executing partner. We will work with the GEF IT team to try to fix it. Please confirm if the below classification is appropriate:

WRI- CSO; C40: CSO; ICLEI: CSO; UN Environment: GEF Agency

#### Agency Response

21.5.20

The project budget has been unpacked and labelled to show more clearly what GEF funds will be buying. Please see the response to question 5 for more details on this question.

Regarding Executing Agencies entry in the portal, we can only select one category, so we have selected 'Others'. This now allows us to include WRI, ICLEI, C40, and UNEP Cities Unit.

26.5.20

Thank you. Yes, we confirm that the classification you indicate is adequate: WRI- CSO; C40: CSO; ICLEI: CSO; UN Environment GEF Agency.

#### Project Results Framework

Secretariat Comment at PIF/Work Program Inclusion

The project results framework is satisfactory.

The Safeguards risk included in the proposal is not sufficiently described. Please tailor the screening template to the project's design as much possible with a bit more details. Some of the risks have no relevance at all with this project e.g. safety of dams. The template included refers to GCF also which is not clear.

The recommendation also needs to be relevant to this project. It reads very generic.

GEFSEC May 24, 2020

Thanks. On page 244, the project title reads "Project preparation proposal for: Sustainable Cities Impact Program Global Platform". This indicates PPG. Please revise.

#### Agency Response

21.5.2020.

The full and complete UNEP Environmental, Social and Economic Review Note has now been included in the submission. This has now been included as Annex P to the CEO Endorsement Document. Reference to the GCF has been removed from the Note.

26.5.20

The title in the ESERN has been amended as requested.

## ANNEX C: STATUS OF UTILIZATION OF PROJECT PREPARATION GRANT (PPG)

Provide detailed funding amount of the PPG activities financing status in the table below:

PPG Grant Approved at PIF: 300,000 US\$			
<i>Project Preparation Activities Implemented</i>	<i>GETF/LDCF/SCCF Amount (US\$)</i>		
	<i>Budgeted Amount</i>	<i>Amount Spent to date</i> <sup>27</sup>	<i>Amount Committed</i>
Staff and personnel (WRI)	57,500	37,132	20,368
Staff and personnel (UNEP cities unit)*	30,000	0	30,000
Contract services (Audit)	6,000	0	6000
Operating and other costs	11,809	6,154	5,655
Supplies, Commodities & Materials	2,280	1,079	1,201
Transfers and Grants to Implementing Partners*	146,277	0	146,277
Travel (WRI)	16,134	0	16,134
Travel (UNEP Cities unit)	30,000	0	30,000
<b>Total</b>	<b>300,000</b>	<b>44,365</b>	<b>255,635</b>

If at CEO Endorsement, the PPG activities have not been completed and there is a balance of unspent fund, Agencies can continue to undertake exclusively preparation activities up to one year of CEO Endorsement/approval date. No later than one year from CEO endorsement/approval date. Agencies should report closing of PPG to Trustee in its Quarterly Report.

<sup>27</sup> These expenditures cover only WRI allocation until the end of March. ICLEI, C40 and UNEP expenditures have not been reported yet. We have not done any travels to support child projects yet, and due to the COVID pandemic international travel will be delayed.

**ANNEX D: CALENDAR OF EXPECTED REFLOWS (IF NON-GRANT INSTRUMENT IS USED)**

Provide a calendar of expected reflows to the GEF/LDCF/SCCF Trust Funds or to your Agency (and/or revolving fund that will be set up) – if applicable.

**Not applicable.**

## ANNEX E: PROJECT MAP(S) AND COORDINATES

Please attach the geographical location(s) of the project area(s), if possible.

<b>Cities / Subnational jurisdictions</b>	<b><i>Latitude</i></b>	<b><i>Longitude</i></b>
Argentina, Mendoza	-32.8895	-68.8458
Argentina, Salta	-24.7821	-65.4232
Argentina, Mar del Plata	-38.0055	-57.5426
Argentina, Ushuaia	-54.8019	-68.303
Argentina, Buenos Aires	-34.6037	-58.3816
Brazil, Belem	-1.4557	-48.4902
Brazil, Teresina	-5.092	-42.8038
Brazil, Florianopolis	-27.5949	-48.5482
China, Chongqing	29.4316	106.9123
China, Chengdu	30.5728	104.0668
China, Ningbo	29.8683	121.544
Costa Rica, San Jose	9.9281	-84.0907
India, Chennai	13.0827	80.2707
India, Guwahati	26.1445	91.7362
India, Pune	18.5204	73.8567
India, Surat	21.1702	72.8311
Indonesia, Jakarta	-6.2088	106.8456
Indonesia, Surabaya	-7.2575	112.7521
Indonesia, Semarang	-7.0051	110.4381
Indonesia, Balikpapan	-1.2379	116.8529
Indonesia, Medan	3.5952	98.6722
Indonesia, Tarakan	3.3274	117.5785
Indonesia, Bitung	1.4404	125.1217
Morocco, Marrakech	31.6295	-7.9811
Rwanda, Kigali	-1.9706	30.1044
Sierra Leone, Freetown	8.4606	11.7799



## ANNEX F: GEF 7 CORE INDICATOR WORKSHEET

<b>Core Indicator 1</b>	<b>Terrestrial protected areas created or under improved management for conservation and sustainable use</b>				<i>(Hectares)</i>	
	<i>Hectares (1.1+1.2)</i>					
	<i>Expected</i>			<i>Achieved</i>		
	PIF stage	Endorsement	MTR	TE		
		4,000				
<b>Indicator 1.1</b>	<b>Terrestrial protected areas newly created</b>					
Name of Protected Area	WDPA ID	IUCN category	Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
		(select)				
		(select)				
		Sum				
<b>Indicator 1.2</b>	<b>Terrestrial protected areas under improved management effectiveness</b>					
Name of Protected Area	WDPA ID	IUCN category	Hectares	METT Score		
				Baseline		Achieved
			PIF stage	Endorsement	MTR	TE
		(select)				
		(select)				
		Sum				
<b>Core Indicator 2</b>	<b>Marine protected areas created or under improved management for conservation and sustainable use</b>				<i>(Hectares)</i>	
	<i>Hectares (2.1+2.2)</i>					
	<i>Expected</i>			<i>Achieved</i>		
	PIF stage	Endorsement	MTR	TE		
<b>Indicator 2.1</b>	<b>Marine protected areas newly created</b>					
Name of Protected Area	WDPA ID	IUCN category	Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
		(select)				
		(select)				
		Sum				
<b>Indicator 2.2</b>	<b>Marine protected areas under improved management effectiveness</b>					
Name of Protected Area	WDPA ID	IUCN category	Hectares	METT Score		
				Baseline		Achieved
			PIF stage	Endorsement	MTR	TE
		(select)				
		(select)				
		Sum				
<b>Core Indicator 3</b>	<b>Area of land restored</b>				<i>(Hectares)</i>	
	<i>Hectares (3.1+3.2+3.3+3.4)</i>					
	<i>Expected</i>			<i>Achieved</i>		
	PIF stage	Endorsement	MTR	TE		
<b>Indicator 3.1</b>	<b>Area of degraded agricultural land restored</b>					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
<b>Indicator 3.2</b>	<b>Area of forest and forest land restored</b>					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE



Indicator 3.3	Area of natural grass and shrublands restored					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 3.4	Area of wetlands (including estuaries, mangroves) restored					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
<b>Core Indicator 4</b>	<b>Area of landscapes under improved practices (hectares; excluding protected areas)</b>					<i>(Hectares)</i>
			Hectares (4.1+4.2+4.3+4.4)			
			Expected		Expected	
			PIF stage	Endorsement	MTR	TE
Indicator 4.1	Area of landscapes under improved management to benefit biodiversity					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
			4,000 <sup>28</sup>	4,000		
Indicator 4.2	Area of landscapes that meet national or international third-party certification that incorporates biodiversity considerations					
Third party certification(s):			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 4.3	Area of landscapes under sustainable land management in production systems					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 4.4	Area of High Conservation Value Forest (HCVF) loss avoided					
Include documentation that justifies HCVF			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
<b>Core Indicator 5</b>	<b>Area of marine habitat under improved practices to benefit biodiversity</b>					<i>(Hectares)</i>
Indicator 5.1	Number of fisheries that meet national or international third-party certification that incorporates biodiversity considerations					
Third party certification(s):			Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 5.2	Number of large marine ecosystems (LMEs) with reduced pollution and hypoxial					
			Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE

<sup>28</sup> At the concept note stage the impacts on Biodiversity were indicated under Indicator 1.2. However, at the CEO Endorsement stage, the GEF Secretariat has indicated that Indicator 1.2 is not relevant for the project since it will not support interventions directly in the protected areas. The GEF Secretariat has requested that Indicator 4.1 is used.

Indicator 5.3	Amount of Marine Litter Avoided					
			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
<b>Core Indicator 6</b>	<b>Greenhouse gas emission mitigated</b>					<i>(Metric tons of CO<sub>2</sub>e)</i>
			Expected metric tons of CO <sub>2</sub> e (6.1+6.2)			
			PIF stage	Endorsement	MTR	TE
		Expected CO <sub>2</sub> e (direct)				
		Expected CO <sub>2</sub> e (indirect)	4,400,000	4,400,000		
Indicator 6.1	Carbon sequestered or emissions avoided in the AFOLU sector					
			Expected metric tons of CO <sub>2</sub> e			
			PIF stage	Endorsement	MTR	TE
		Expected CO <sub>2</sub> e (direct)				
		Expected CO <sub>2</sub> e (indirect)				
		Anticipated start year of accounting				
		Duration of accounting				
Indicator 6.2	Emissions avoided Outside AFOLU					
			Expected metric tons of CO <sub>2</sub> e			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
		Expected CO <sub>2</sub> e (direct)				
		Expected CO <sub>2</sub> e (indirect)	4,400,000	4,400,000		
		Anticipated start year of accounting	2025	2025		
		Duration of accounting	20 years	20 years		
Indicator 6.3	Energy saved					
			MJ			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 6.4	Increase in installed renewable energy capacity per technology					
		Technology	Capacity (MW)			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
		(select)				
		(select)				
<b>Core Indicator 7</b>	<b>Number of shared water ecosystems (fresh or marine) under new or improved cooperative management</b>					<i>(Number)</i>
Indicator 7.1	Level of Transboundary Diagnostic Analysis and Strategic Action Program (TDA/SAP) formulation and implementation					
		Shared water ecosystem	Rating (scale 1-4)			
			PIF stage	Endorsement	MTR	TE
Indicator 7.2	Level of Regional Legal Agreements and Regional Management Institutions to support its implementation					
		Shared water ecosystem	Rating (scale 1-4)			
			PIF stage	Endorsement	MTR	TE
Indicator 7.3	Level of National/Local reforms and active participation of Inter-Ministerial Committees					
		Shared water ecosystem	Rating (scale 1-4)			
			PIF stage	Endorsement	MTR	TE
Indicator 7.4	Level of engagement in IWLEARN through participation and delivery of key products					
			Rating (scale 1-4)			

		Shared water ecosystem	Rating		Rating		
			PIF stage	Endorsement	MTR	TE	
<b>Core Indicator 8</b>	<b>Globally over-exploited fisheries Moved to more sustainable levels</b>					<i>(Metric Tons)</i>	
Fishery Details		Metric Tons					
			PIF stage	Endorsement	MTR	TE	
<b>Core Indicator 9</b>	<b>Reduction, disposal/destruction, phase out, elimination and avoidance of chemicals of global concern and their waste in the environment and in processes, materials and products</b>					<i>(Metric Tons)</i>	
		Metric Tons (9.1+9.2+9.3)					
		Expected			Achieved		
			PIF stage	PIF stage	MTR	TE	
Indicator 9.1	Solid and liquid Persistent Organic Pollutants (POPs) removed or disposed (POPs type)						
POPs type		Metric Tons					
		Expected			Achieved		
			PIF stage	Endorsement	MTR	TE	
	(select)	(select)	(select)				
	(select)	(select)	(select)				
	(select)	(select)	(select)				
Indicator 9.2	Quantity of mercury reduced						
		Metric Tons					
		Expected			Achieved		
			PIF stage	Endorsement	MTR	TE	
Indicator 9.3	Hydrochlorofluorocarbons (HCFC) Reduced/Phased out						
		Metric Tons					
		Expected			Achieved		
			PIF stage	Endorsement	MTR	TE	
Indicator 9.4	Number of countries with legislation and policy implemented to control chemicals and waste						
		Number of Countries					
		Expected			Achieved		
			PIF stage	Endorsement	MTR	TE	
Indicator 9.5	Number of low-chemical/non-chemical systems implemented particularly in food production, manufacturing and cities						
Technology		Number					
		Expected			Achieved		
			PIF stage	Endorsement	MTR	TE	
Indicator 9.6	Quantity of POPs/Mercury containing materials and products directly avoided						
		Metric Tons					
		Expected			Achieved		
			PIF stage	Endorsement	PIF stage	Endorsement	
<b>Core Indicator 10</b>	<b>Reduction, avoidance of emissions of POPs to air from point and non-point sources</b>					<i>(grams of toxic equivalent gTEQ)</i>	
Indicator 10.1	Number of countries with legislation and policy implemented to control emissions of POPs to air						
		Number of Countries					
		Expected			Achieved		
			PIF stage	Endorsement	MTR	TE	
Indicator 10.2	Number of emission control technologies/practices implemented						

			Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
<b>Core Indicator 11</b>	<b>Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment</b>					<i>(Number)</i>
			Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
		Female	654,000	654,000		
		Male	654,000	654,000		
		<i>Total</i>	<i>1,308,000</i>	<i>1,308,000</i>		

## ANNEX G: GEF PROJECT TAXONOMY WORKSHEET

Include the GEF 7 Taxonomy Worksheet to list down the taxonomic information required under Part I, item G by ticking the most relevant keywords/topics/themes that best describe this project.

Level 1	Level 2	Level 3	Level 4
<input checked="" type="checkbox"/> <b>Influencing models</b>			
	<input type="checkbox"/> <b>Transform policy and regulatory environments</b>		
	<input checked="" type="checkbox"/> <b>Strengthen institutional capacity and decision-making</b>		
	<input type="checkbox"/> <b>Convene multi-stakeholder alliances</b>		
	<input checked="" type="checkbox"/> <b>Demonstrate innovative approaches</b>		
	<input type="checkbox"/> <b>Deploy innovative financial instruments</b>		
<input checked="" type="checkbox"/> <b>Stakeholders</b>			
	<input type="checkbox"/> <b>Indigenous Peoples</b>		
	<input checked="" type="checkbox"/> <b>Private Sector</b>		
		<input type="checkbox"/> <b>Capital providers</b>	
		<input type="checkbox"/> <b>Financial intermediaries and market facilitators</b>	
		<input type="checkbox"/> <b>Large corporations</b>	
		<input type="checkbox"/> <b>SMEs</b>	
		<input type="checkbox"/> <b>Individuals/Entrepreneurs</b>	
		<input type="checkbox"/> <b>Non-Grant Pilot</b>	
		<input type="checkbox"/> <b>Project Reflow</b>	
	<input type="checkbox"/> <b>Beneficiaries</b>		
	<input type="checkbox"/> <b>Local Communities</b>		
	<input type="checkbox"/> <b>Civil Society</b>		
		<input type="checkbox"/> <b>Community Based Organization</b>	
		<input type="checkbox"/> <b>Non-Governmental Organization</b>	
		<input type="checkbox"/> <b>Academia</b>	
		<input type="checkbox"/> <b>Trade Unions and Workers Unions</b>	
	<input type="checkbox"/> <b>Type of Engagement</b>		
		<input type="checkbox"/> <b>Information Dissemination</b>	
		<input type="checkbox"/> <b>Partnership</b>	
		<input type="checkbox"/> <b>Consultation</b>	
		<input type="checkbox"/> <b>Participation</b>	
	<input type="checkbox"/> <b>Communications</b>		
		<input type="checkbox"/> <b>Awareness Raising</b>	
		<input type="checkbox"/> <b>Education</b>	
		<input type="checkbox"/> <b>Public Campaigns</b>	
		<input type="checkbox"/> <b>Behavior Change</b>	
<input checked="" type="checkbox"/> <b>Capacity, Knowledge and Research</b>			
	<input type="checkbox"/> <b>Enabling Activities</b>		
	<input checked="" type="checkbox"/> <b>Capacity Development</b>		
	<input checked="" type="checkbox"/> <b>Knowledge Generation and Exchange</b>		
	<input type="checkbox"/> <b>Targeted Research</b>		
	<input type="checkbox"/> <b>Learning</b>		
		<input type="checkbox"/> <b>Theory of Change</b>	
		<input type="checkbox"/> <b>Adaptive Management</b>	
		<input type="checkbox"/> <b>Indicators to Measure Change</b>	
	<input type="checkbox"/> <b>Innovation</b>		
	<input type="checkbox"/> <b>Knowledge and Learning</b>		
		<input type="checkbox"/> <b>Knowledge Management</b>	
		<input type="checkbox"/> <b>Innovation</b>	
		<input type="checkbox"/> <b>Capacity Development</b>	
		<input type="checkbox"/> <b>Learning</b>	
	<input type="checkbox"/> <b>Stakeholder Engagement Plan</b>		

Level 1	Level 2	Level 3	Level 4
<input checked="" type="checkbox"/> Gender Equality	<input checked="" type="checkbox"/> Gender Mainstreaming		
		<input type="checkbox"/> Beneficiaries	
		<input type="checkbox"/> Women groups	
		<input type="checkbox"/> Sex-disaggregated indicators	
		<input type="checkbox"/> Gender-sensitive indicators	
	<input type="checkbox"/> Gender results areas		
		<input type="checkbox"/> Access and control over natural resources	
		<input type="checkbox"/> Participation and leadership	
		<input type="checkbox"/> Access to benefits and services	
		<input type="checkbox"/> Capacity development	
		<input type="checkbox"/> Awareness raising	
		<input type="checkbox"/> Knowledge generation	
<input checked="" type="checkbox"/> Focal Areas/Theme			
	<input checked="" type="checkbox"/> Integrated Programs		
		<input type="checkbox"/> Commodity Supply Chains ( <sup>29</sup> Good Growth Partnership)	
			<input type="checkbox"/> Sustainable Commodities Production
			<input type="checkbox"/> Deforestation-free Sourcing
			<input type="checkbox"/> Financial Screening Tools
			<input type="checkbox"/> High Conservation Value Forests
			<input type="checkbox"/> High Carbon Stocks Forests
			<input type="checkbox"/> Soybean Supply Chain
			<input type="checkbox"/> Oil Palm Supply Chain
			<input type="checkbox"/> Beef Supply Chain
			<input type="checkbox"/> Smallholder Farmers
			<input type="checkbox"/> Adaptive Management
		<input type="checkbox"/> Food Security in Sub-Sahara Africa	
			<input type="checkbox"/> Resilience (climate and shocks)
			<input type="checkbox"/> Sustainable Production Systems
			<input type="checkbox"/> Agroecosystems
			<input type="checkbox"/> Land and Soil Health
			<input type="checkbox"/> Diversified Farming
			<input type="checkbox"/> Integrated Land and Water Management
			<input type="checkbox"/> Smallholder Farming
			<input type="checkbox"/> Small and Medium Enterprises
			<input type="checkbox"/> Crop Genetic Diversity
			<input type="checkbox"/> Food Value Chains
			<input type="checkbox"/> Gender Dimensions
			<input type="checkbox"/> Multi-stakeholder Platforms
		<input type="checkbox"/> Food Systems, Land Use and Restoration	
			<input type="checkbox"/> Sustainable Food Systems
			<input type="checkbox"/> Landscape Restoration
			<input type="checkbox"/> Sustainable Commodity Production
			<input type="checkbox"/> Comprehensive Land Use Planning
			<input type="checkbox"/> Integrated Landscapes
			<input type="checkbox"/> Food Value Chains
			<input type="checkbox"/> Deforestation-free Sourcing
			<input type="checkbox"/> Smallholder Farmers
		<input checked="" type="checkbox"/> Sustainable Cities	
			<input type="checkbox"/> Integrated urban planning
			<input type="checkbox"/> Urban sustainability framework
			<input type="checkbox"/> Transport and Mobility
			<input type="checkbox"/> Buildings
			<input type="checkbox"/> Municipal waste management
			<input type="checkbox"/> Green space
			<input type="checkbox"/> Urban Biodiversity
			<input type="checkbox"/> Urban Food Systems
			<input type="checkbox"/> Energy efficiency
			<input type="checkbox"/> Municipal Financing
			<input checked="" type="checkbox"/> Global Platform for Sustainable Cities
			<input type="checkbox"/> Urban Resilience

Level 1	Level 2	Level 3	Level 4
	<input checked="" type="checkbox"/> Biodiversity		
		<input type="checkbox"/> Protected Areas and Landscapes	
			<input type="checkbox"/> Terrestrial Protected Areas
			<input type="checkbox"/> Coastal and Marine Protected Areas
			<input type="checkbox"/> Productive Landscapes
			<input type="checkbox"/> Productive Seascapes
			<input type="checkbox"/> Community Based Natural Resource Management
		<input type="checkbox"/> Mainstreaming	
			<input type="checkbox"/> Extractive Industries (oil, gas, mining)
			<input type="checkbox"/> Forestry (Including HCVF and REDD+)
			<input type="checkbox"/> Tourism
			<input type="checkbox"/> Agriculture & agrobiodiversity
			<input type="checkbox"/> Fisheries
			<input type="checkbox"/> Infrastructure
			<input type="checkbox"/> Certification (National Standards)
			<input type="checkbox"/> Certification (International Standards)
		<input type="checkbox"/> Species	
			<input type="checkbox"/> Illegal Wildlife Trade
			<input type="checkbox"/> Threatened Species
			<input type="checkbox"/> Wildlife for Sustainable Development
			<input type="checkbox"/> Crop Wild Relatives
			<input type="checkbox"/> Plant Genetic Resources
			<input type="checkbox"/> Animal Genetic Resources
			<input type="checkbox"/> Livestock Wild Relatives
			<input type="checkbox"/> Invasive Alien Species (IAS)
		<input type="checkbox"/> Biomes	
			<input type="checkbox"/> Mangroves
			<input type="checkbox"/> Coral Reefs
			<input type="checkbox"/> Sea Grasses
			<input type="checkbox"/> Wetlands
			<input type="checkbox"/> Rivers
			<input type="checkbox"/> Lakes
			<input type="checkbox"/> Tropical Rain Forests
			<input type="checkbox"/> Tropical Dry Forests
			<input type="checkbox"/> Temperate Forests
			<input type="checkbox"/> Grasslands
			<input type="checkbox"/> Paramo
			<input type="checkbox"/> Desert
		<input type="checkbox"/> Financial and Accounting	
			<input type="checkbox"/> Payment for Ecosystem Services
			<input type="checkbox"/> Natural Capital Assessment and Accounting
			<input type="checkbox"/> Conservation Trust Funds
			<input type="checkbox"/> Conservation Finance
		<input type="checkbox"/> Supplementary Protocol to the CBD	
			<input type="checkbox"/> Biosafety
			<input type="checkbox"/> Access to Genetic Resources Benefit Sharing
	<input type="checkbox"/> Forests		
		<input type="checkbox"/> Forest and Landscape Restoration	
			<input type="checkbox"/> REDD/REDD+
		<input type="checkbox"/> Forest	
			<input type="checkbox"/> Amazon
			<input type="checkbox"/> Congo
			<input type="checkbox"/> Drylands
	<input checked="" type="checkbox"/> Land Degradation		
		<input type="checkbox"/> Sustainable Land Management	
			<input type="checkbox"/> Restoration and Rehabilitation of Degraded Lands
			<input type="checkbox"/> Ecosystem Approach
			<input type="checkbox"/> Integrated and Cross-sectoral approach
			<input type="checkbox"/> Community-Based NRM

Level 1	Level 2	Level 3	Level 4
			<input type="checkbox"/> Sustainable Livelihoods
			<input type="checkbox"/> Income Generating Activities
			<input type="checkbox"/> Sustainable Agriculture
			<input type="checkbox"/> Sustainable Pasture Management
			<input type="checkbox"/> Sustainable Forest/Woodland Management
			<input type="checkbox"/> Improved Soil and Water Management Techniques
			<input type="checkbox"/> Sustainable Fire Management
			<input type="checkbox"/> Drought Mitigation/Early Warning
		<input type="checkbox"/> Land Degradation Neutrality	
			<input type="checkbox"/> Land Productivity
			<input type="checkbox"/> Land Cover and Land cover change
			<input type="checkbox"/> Carbon stocks above or below ground
		<input type="checkbox"/> Food Security	
	<input type="checkbox"/> International Waters		
		<input type="checkbox"/> Ship	
		<input type="checkbox"/> Coastal	
		<input type="checkbox"/> Freshwater	
			<input type="checkbox"/> Aquifer
			<input type="checkbox"/> River Basin
			<input type="checkbox"/> Lake Basin
		<input type="checkbox"/> Learning	
		<input type="checkbox"/> Fisheries	
		<input type="checkbox"/> Persistent toxic substances	
		<input type="checkbox"/> SIDS : Small Island Dev States	
		<input type="checkbox"/> Targeted Research	
		<input type="checkbox"/> Pollution	
			<input type="checkbox"/> Persistent toxic substances
			<input type="checkbox"/> Plastics
			<input type="checkbox"/> Nutrient pollution from all sectors except wastewater
			<input type="checkbox"/> Nutrient pollution from Wastewater
		<input type="checkbox"/> Transboundary Diagnostic Analysis and Strategic Action Plan preparation	
		<input type="checkbox"/> Strategic Action Plan Implementation	
		<input type="checkbox"/> Areas Beyond National Jurisdiction	
		<input type="checkbox"/> Large Marine Ecosystems	
		<input type="checkbox"/> Private Sector	
		<input type="checkbox"/> Aquaculture	
		<input type="checkbox"/> Marine Protected Area	
		<input type="checkbox"/> Biomes	
			<input type="checkbox"/> Mangrove
			<input type="checkbox"/> Coral Reefs
			<input type="checkbox"/> Seagrasses
			<input type="checkbox"/> Polar Ecosystems
			<input type="checkbox"/> Constructed Wetlands
	<input type="checkbox"/> Chemicals and Waste		
		<input type="checkbox"/> Mercury	
		<input type="checkbox"/> Artisanal and Scale Gold Mining	
		<input type="checkbox"/> Coal Fired Power Plants	
		<input type="checkbox"/> Coal Fired Industrial Boilers	
		<input type="checkbox"/> Cement	
		<input type="checkbox"/> Non-Ferrous Metals Production	
		<input type="checkbox"/> Ozone	
		<input type="checkbox"/> Persistent Organic Pollutants	
		<input type="checkbox"/> Unintentional Persistent Organic Pollutants	
		<input type="checkbox"/> Sound Management of chemicals and Waste	
		<input type="checkbox"/> Waste Management	
			<input type="checkbox"/> Hazardous Waste Management
			<input type="checkbox"/> Industrial Waste
			<input type="checkbox"/> e-Waste
		<input type="checkbox"/> Emissions	
		<input type="checkbox"/> Disposal	
		<input type="checkbox"/> New Persistent Organic Pollutants	

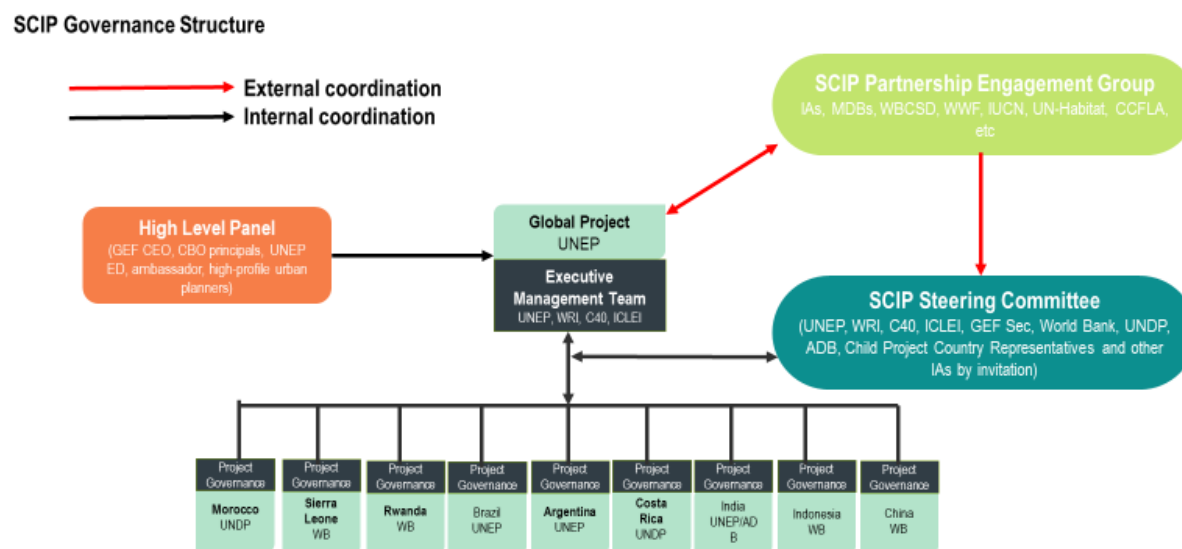


Level 1	Level 2	Level 3	Level 4
		<input type="checkbox"/> Polychlorinated Biphenyls	
		<input type="checkbox"/> Plastics	
		<input type="checkbox"/> Eco-Efficiency	
		<input type="checkbox"/> Pesticides	
		<input type="checkbox"/> DDT - Vector Management	
		<input type="checkbox"/> DDT - Other	
		<input type="checkbox"/> Industrial Emissions	
		<input type="checkbox"/> Open Burning	
		<input type="checkbox"/> Best Available Technology / Best Environmental Practices	
		<input type="checkbox"/> Green Chemistry	
	<input checked="" type="checkbox"/> Climate Change		
		<input checked="" type="checkbox"/> Climate Change Adaptation	
			<input type="checkbox"/> Climate Finance
			<input type="checkbox"/> Least Developed Countries
			<input type="checkbox"/> Small Island Developing States
			<input type="checkbox"/> Disaster Risk Management
			<input type="checkbox"/> Sea-level rise
			<input type="checkbox"/> Climate Resilience
			<input type="checkbox"/> Climate information
			<input type="checkbox"/> Ecosystem-based Adaptation
			<input type="checkbox"/> Adaptation Tech Transfer
			<input type="checkbox"/> National Adaptation Program of Action
			<input type="checkbox"/> National Adaptation Plan
			<input type="checkbox"/> Mainstreaming Adaptation
			<input type="checkbox"/> Private Sector
			<input type="checkbox"/> Innovation
			<input type="checkbox"/> Complementarity
			<input type="checkbox"/> Community-based Adaptation
			<input type="checkbox"/> Livelihoods
		<input checked="" type="checkbox"/> Climate Change Mitigation	
			<input type="checkbox"/> Agriculture, Forestry, and other Land Use
			<input type="checkbox"/> Energy Efficiency
			<input type="checkbox"/> Sustainable Urban Systems and Transport
			<input type="checkbox"/> Technology Transfer
			<input type="checkbox"/> Renewable Energy
			<input type="checkbox"/> Financing
			<input type="checkbox"/> Enabling Activities
		<input type="checkbox"/> Technology Transfer	
			<input type="checkbox"/> Poznan Strategic Program on Technology Transfer
			<input type="checkbox"/> Climate Technology Centre & Network (CTCN)
			<input type="checkbox"/> Endogenous technology
			<input type="checkbox"/> Technology Needs Assessment
			<input type="checkbox"/> Adaptation Tech Transfer
		<input type="checkbox"/> United Nations Framework on Climate Change	
			<input type="checkbox"/> Nationally Determined Contribution

## ANNEX H: PROJECT IMPLEMENTATION ARRANGEMENTS

### Internal coordination and governance

**Implementation and Execution.** UNEP will be the Lead Implementing Agency of the Sustainable Cities Impact Program. UNEP cities unit,<sup>30</sup> WRI, C40 and ICLEI will be the co-executing agencies of the global child project, with WRI acting as the Lead. In-country Child Projects will be implemented by UNEP, UNDP, ADB and the World Bank. The project will be implemented in the spirit of partnership and coordination wherein all the executing agencies will contribute to the different project components, regardless of the lead.



UNEP as the Lead Implementing Agency will:

- Ensure timely disbursement/sub-allotment to executing agency based on agreed legal document and in accordance with UNEP and GEF fiduciary standards
- Follow-up with executing agency for progress, equipment, financial and audit reports

<sup>30</sup> UNEP's Cities Unit would co-execute a small portion of the global child project fund coming from the global set aside funding, not from country STAR allocations. The global child project aims to encourage cities to engage, embrace and own the concept of integrated planning and investment that is the core of the SCIP. UNEP Cities Unit will use its access and convening power to engage strategic actors, expand partnership of the global platform on cities with important players and leverage processes for influencing global urban sustainability policies through the United Nations Environment Assembly, the High Level Panel Political Forum on Sustainable Development, COPs of UNFCCC, CBD and UNCCD and the SDG related forums and negotiations.  
GEF 7 CEO Endorsement August 17, 2018

- Provide consistent and regular oversight on project execution and conduct project supervisory missions as per supervision plans and in doing so ensures that all UNEP and GEF criteria, rules and regulations are adhered to by project partners
- Technically assess and oversee quality of project outputs, products and deliverables – including formal publications
- Provide no-objection to main TORs and subcontracts issued by the project, including selection of the Chief Technical Advisors and Regional/Country Coordinators
- Attend and facilitate project meetings, field visits where relevant, and Executive Management Team and SCIP Steering Committee (SC) meetings
- Assess project risks, and monitor and enforce a risk management plan if needed
- Regularly monitor project progress and performance and rate progress towards meeting project objectives, project execution progress, quality of project monitoring and evaluation, and risks
- Monitor reporting by project executing partners and provide prompt feedback on the contents and quality of the reports
- Promptly inform the management of any significant risks or project problems and take action and follow up on decisions made
- Apply adaptive management principles to the supervision of the project
- Review of reporting, checking for consistency between execution activities and expenditures, and ensuring that it respects both UNEP and GEF rules
- Clear cash requests, and authorization of disbursements once reporting found to be complete and accurate
- Approve budget revisions, certify funds availability and transfer funds when needed
- Ensure that GEF and UNEP quality standards are applied consistently to the project, including branding and safeguards
- Certify project operational completion
- Link the project partners to any events organized by GEF and UNEP to disseminate information on project results and lessons
- Manage relations with the GEF

WRI as the Lead Executing Agency (WRI) will:

- Ensure that the project meets its objectives and achieves expected deliverables, outputs and outcomes
- Ensure technical execution (including of co-executing partners) according to workplan and budget
- Ensure technical execution of the deliverables under its responsibility according to the workplan and deliverables list laid out in this CEO Endorsement (Alternative Scenario);
- Ensure technical quality of products, outputs and deliverables
- Ensure compilation and submission of progress, financial and audit reporting to UNEP
- Submit budget revisions to UNEP for approval
- Address and propose solutions to any problem or inconsistency raised by UNEP in its functions detailed above
- Bring issues raised by or associated with clients and/or partners to UNEP for discussion and resolution
- Facilitate meetings of the Executive Management Team, the SCIP Steering Committee (SC) and the High-Level Advisory Panel
- Submit all technical reports and completion reports to UNEP after having cleared and compiled inputs from all co-executing agencies (realized outputs, inventories, verification of co-finance, terminal reporting, etc.)
- Collect project baseline, monitor and report against the project indicators and targets on an annual basis
- Ensure effective use of project and partners resources
- Coordinate with all project stakeholders, in particular with SCIP child projects actors
- Submit all project reports, including work plans and financial reports on time

UNEP implementation rules require WRI to use their own procedures for project financial management, reporting back regularly to UNEP on the use of those funds. The WRI financial management procedures must meet minimum international standards for transparency, accountability and value for money, consistent with minimum criteria laid out by UNEP and GEF. UNEP conducts due diligence on partners to ensure their procedures adhere to these minimum criteria before entering into partnership.

ICLEI, C40 and UNEP-cities as co-executing partners will:

- Contribute to the achievement of the project outcomes, and the delivery of outputs
- Ensure technical execution of the deliverables under its responsibility according to the workplan and deliverables list laid out in this CEO Endorsement (Alternative Scenario)
- Ensure technical quality and timely delivery of outputs and deliverables under its responsibility
- Ensure submission of progress and financial reports to WRI
- Address and propose solutions to any problem or inconsistency raised by WRI or UNEP
- Bring issues raised by or associated with clients to WRI and UNEP for discussion and resolution
- Ensure execution of the day-to-day activities under its responsibility
- Provide inputs to WRI on project baseline, indicators and targets to support the monitoring of project indicators
- Ensure effective use of project resources
- Coordinate with all project stakeholders, in particular with SCIP child projects actors through the Regional/Country coordinators
- Submit all relevant project reports in a timely fashion

The GP has four governance bodies to manage, guide and coordinate its work. The *Executive Management Team* is the formal body for managing the operations of the project. The EMT will take guidance from the *SCIP Steering Committee*, which governs the relationship between the global and child projects, and approves annual budgets and workplans and reviews progress from the previous year. The global and country child projects share their experience in working with each other and review and revise their operations to improve how they work together. The *High-Level Panel* discusses progress and advises the EMT on high-level program strategy and stirs it in new directions. Finally, the *SCIP Partnership Engagement Group (PEG)* links the global child project to emerging themes in the city space and key actors and initiatives to help the program remain relevant and extend its reach through partnerships. The PEG is also linked to the project Steering Committee to provide direct links between potential new partners and country child projects. As needed the EMT will table discussions between members of the steering committee and members of the PEG to make introductions between country child projects and potential new partners, as opportunities arise from PEG meetings.

**High Level Advisory Panel:** Members of the High-Level Advisory Panel will meet ad hoc or on request of a panel member to discuss progress and high-level program strategy. The panel is made up of the GEF CEO, a pro-bono high-level cities ambassador<sup>31</sup>, the principals<sup>32</sup> from the executive management team, and internationally recognized urban experts on a thematic ad-hoc basis. These meetings can happen face to face in conjunction with global events where the members will be in attendance or virtually.

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<sup>31</sup> The City Ambassador should be a person internationally recognised for his or her work on cities, such as a high-profile former Mayor, prepared to be a pro-bono public face of the program.

<sup>32</sup> The Principals are the heads of the 5 organisations on the Panel, or their designates.  
GEF 7 CEO Endorsement August 17, 2018

**The SCIP Steering Committee (SC)** is the mechanism for internal oversight of the entire SCIP program. The members of the SC will be representatives of UNDP, the World Bank, UNEP, ADB, the GEF Secretariat, WRI, C40, and ICLEI, including the global child project regional/country focal points and one city focal point (or the country focal points) for each country, and other participating partners or experts by invitation. WRI will serve as the Secretariat of the meetings and UNEP will chair the meetings as the SCIP Program Lead Agency. The role of the SC members will be: to review project implementation progress and progress towards project objectives; review and agree on the annual project work plan and budget; and to discuss ways of improving effectiveness and efficiency of cooperation and support between the global and country child projects. The Committee will also promote coordination between Program projects. The SC will meet every year, or more frequently by request of one of the steering committee members. Meetings will be virtual or face to face and where possible in conjunction with other meetings to manage costs. The GP will draft TORs for the SC and present them during the first meeting.

**The Executive Management Team (EMT)** is responsible for oversight of the Global Platform. The members of the EMT will be the operational leads from: UNEP, WRI, ICLEI, and C40. WRI will serve as the Secretariat to the EMT and UNEP will chair the meetings. The role of the EMT will be to prepare and revise the annual project work plan and budget according to agreements made by the SC; and process related project revisions. The EMT will also ensure a smooth coordination amongst the 4 executing partners and consistency in the delivery of project activities. The EMT will meet at least twice per year around the SCIP SC meetings and more frequently at the request of any member. The EMT meetings can be held virtually or face to face.

**SCIP Regional/ Country Coordinators:** to promote good relationships and coordination between the global child project and the cities of country child projects, C40, WRI and ICLEI will appoint SCIP Regional or SCIP Country Focal Points, around the follow geographic arrangement:

- WRI: Argentina, Brazil and Costa Rica (1 Regional Coordinator)
- C40: Rwanda, Morocco and Sierra Leone (1 Regional Coordinator)
- ICLEI: Indonesia, India and China (3 Country Focal Points).

Full due diligence will be conducted with selected candidates to ensure there are no impediments preventing them from being effective in executing their duties, including relations with city and national counterparts. The geographical scope of the work for the Regional/ Country Coordinators is primarily with the GEF 7 Cities but can also expand to other cities and actors in the GEF 7 Countries.

The SCIP Regional/ Country Coordinators will establish contact and maintain relations with the GEF 7 cities in the countries they are responsible for. They will act as a communication conduit between the Global Child project and the cities as per an agreed communications protocol with each Implementing Agency. Each SCIP Regional Coordinator will also have additional functions, including setting the city monitoring baselines and conduct ISUDAs, helping to generate city climate ambitions, help identify participants for the SCIP events and reach out to other in-country stakeholder groups in their geographic region as needed by the SCIP. These functions are defined exhaustively in the ToR for Regional Coordinators in Annex K.

**Country National Child Project (CP) Focal Points.** The Lead Agency will agree with each IA a communications protocol between the Global Platform and the Country Child Projects. The aim will be to streamline operational communications; directing communication between parties that are taking action, while keeping others informed that need to be keep abreast of project implementation. The expectation is that the IA for each project will appoint a primary project contact for the Lead Agency and the CBOs of the GP to address the following issues:

- support steps to formalize commitments from cities to the SCIP GP (for example through an exchange of letters);
- where appropriate, support a process to review and raise city ambitions;
- identify appropriate staff to participate in meetings;
- identify the correct counterparts for the capacity building needs assessment;

- help to identify opportunities for peer to peer exchanges, and other capacity building events;
- help to identify trainees for capacity building events;
- participate in the Steering Committee meetings and other cohort events;
- identify the right counterpart to help organize national or city training events sponsored by the Global Platform;
- help with the transfer of lessons learned to the Global Platform;
- liaise for the preparation of the annual program reporting;
- support other organizational or coordination issues between the Global Child Project and the country Child Project (CP).

The communications protocol will include a list of individuals that should be kept on copy of communications with the Country CP Focal Point, and guidance on decision making authorities of those involved. Suitable individuals to be assigned as Country CP Focal Points are the Project Director, or the Project Manager, however, this will be the decision of the IA, which they will communicate to the Lead Agency. See the Regional/Country Coordinator Terms of Reference (TOR) in Annex K for more details.

**Country Child Project City Focal Points.** Each Country Child Project in combination with the city’s Mayor, will assign City Focal Points to create a city network for communications between the Country CP and the Global CP. The City Focal Points will support the Child Project to respond to operational requests listed above. Ideally, mayors should appoint the project city focal points to build trust and ownership of this project. In agreement with the Country CP IA, the Global CP may communicate directly with the City Focal Points.

### SCIP Operational Coordination and Communication



### External coordination and governance

**Partnership Engagement Group (PEG).** The PEG is the external coordination mechanism of the SCIP GP. The PEG will be a high-level, strategic group, with participation of key global actors, initiatives, alliances and networks in the urban development space, that will provide inputs to the program about key trends, thematic areas and approaches shaping implementation of the program. The PEG aims to establish a multi-stakeholder coalition of key urban actors,

urban initiatives, alliances and networks driving the integrated urban planning agenda related to global environmental benefits. The PEG will be a two-way coordination mechanism: creating an external feedback loop to enhance, update and expand the SCIP GP offer and influencing external initiatives to include integrating planning approaches as part of their vision and work.

The group will include representatives from key urban actors, leading urban initiatives, alliances and networks (see stakeholder mapping). By including alliances and networks, the PEG will provide a new platform and added value to the existing global coordination mechanisms in the urban space which will in turn maximize their influence and impact. Initiatives invited to the PEG are comprised of several institutions and partners which provide the opportunity to expand the collaboration across multiple organizations.

In addition to IAs, MDBs, UN-Habitat, CCFLA, WBCSD, WWF, IUCN, GEF, UNEP, C40, ICLEI and WRI, the GP will extend invitations to multi-stakeholder initiatives, alliances and networks, such as: the Cities Climate Finance Leadership Alliance (CCFLA), the Science-Based Targets Network (SBTN), Urban Nature Alliance, Global Initiative for Resource Efficient Cities (GI-REC), Coalition for Urban Transitions (CUT), the City-Business Climate Alliance (CBCA), Cities Alliance (CA) Strategic City Planning initiative, the One Planet City Challenge (OPCC), Gender Equal Cities – URBACT, the Global Covenant of Mayors (GCoM). In addition, the PEG will also invite urban finance facilities hosted by multilateral development banks such as AFDB'S Urban and Municipal Development Fund (UMDF) and ADB's Urban Financing Partnership Facility (UFPF). A more detailed view of potential member of the PEG is laid out in the stakeholder mapping above.

Attendance at the PEG will be by invitation. The CBO leading the organization of the SCIP Forum will serve as the Secretariat of the meetings and UNEP will chair the meetings as the SCIP Lead Agency. The SCIP GP will produce a report for each PEG meeting, develop and implement workplans on identified joint activities and post all these documents on the SCIP website for consultation.

The PEG will have the following goals:

- Identification of key integrated urban development themes and emerging global trends to enhance the SCIP Global Platform offer.
- Coordination and alignment with other key urban initiatives, alliances and networks with the SCIP's vision on integrated urban planning
- Identification of opportunities for collectively supporting SCIP cities (GEF-6 and GEF-7); and extension of the SCIP GP offer to other cities that are being supported by partner initiatives.
- Identification of potential implementation and delivery partners for the GP's outputs
- Identification of events and materials for complementarities and coordination

### **Flexibility and Adaptive Management**

Flexibility and adaptive management are incredibly important given the uncertainty of potential crisis and the changes in global urban trends. The project has a range of processes, methodologies and approaches in place for adaptive management, through the normal channels described above. More specifically, the project also has flexibility to respond to the recommendations from city consultations, the Steering Committee and the Partnership Engagement Group (PEG). The GP's design offers flexibility in two ways:

**Substance Flexibility.** Mechanisms for flexibility in re-allocating resources responding to changing SCIP city or global trends requirements on topics, themes, substance and approaches to project work and to shift activities and priorities have been embedded in project design, both from bottom-down and top-down, in the following ways:

- Partnership Engagement Group (PEG): the PEG will provide ideas and recommendations about evolving global trends on urban development that could improve project implementation. We will organize the first PEG meeting right after the CEO endorsement is approved to open up the floor

for ideas at this early stage. The timing of the first PEG meeting has been moved up to respond to your question on how to have meaningful consultations and opportunities for partnerships from project start. The GP now plans to hold a PEG early on as a way to gauge not only global trends but also to respond to the SCIP cities' needs, by tailor-making (and if needed adjusting) the training categories before approaching the cities with the final GP offer of support. This will give a high degree of flexibility to the PEG meeting in influencing training topics, approaches and methodologies for training.

- **Light-touch City Needs Assessments:** Through the planned Light-touch City Needs Assessment to be carried out during the PPG phase of the SCIP, participant cities will signal which topical areas and types of capacity building fits their needs and current challenges (e.g. Post COVID-19 recovery). In addition, the Light touch City Needs Assessment will provide a baseline of local government context and background information that contributes to project implementation. The Light-touch City Needs Assessment will be conducted after the first PEG meeting takes place, to incorporate ideas harvested during the PEG into the city assessments.
- **Steering Committee:** As part of the governance of the programme, the SC will provide inputs about overall project implementation and how it can be improved on a periodic basis.

All these inputs can potentially lead to adjustments in activities and topics directed towards capacity building, technical assistance, knowledge sharing and global advocacy efforts, that will then be reflected in work plans and budget. Changes can affect the project implementation in two ways:

- Simply changing the direction of existing activities, such as training topics, the location of a training event, or even the approach of a training event;
- Proposing activities that had not been programmed, and that would require swapping out new activities for existing ones, such as dropping a planned training event in favour of a new activity set.

**Budget Flexibility.** The CBOs and UNEP are prepared to partner when interesting opportunities arise that will strengthen the delivery of outcomes and outputs of the SCIP. To that end the design of the project has identified concrete activities that are not fixed for implementation by the CBOs and UNEP, and can be contracted to outside partners, if this is a better alternative. These are substantive areas of work (on top the other 2M contracts that have been identified in the previous response), which include:

- In country implementation of SCIP Labs (Strategic Planning and Data Workshops)
- Content experts for SCIP Regional Forums and City Academies, and Global Events
- Experts to develop content for training modules in content design
- External experts and delivery of the city business marketplaces
- Experts and delivery of SCIP investors roundtables
- Light touch technical assistance to city projects for finance component
- Case studies for private sector component
- Communications experts for Climate Commitments

We have identified budget flexibility of around USD 1 million which can be drawn from the following budget lines:

W-0105	City Academy Regional Forum External experts
W-0106	SCIP Forum Experts
W-0110	Strategic Planning and Data Workshops - Local experts for training
W-0113	Technical Expert in Urban Resilience And Nature-Based Solutions [content, revision, training materials, adaptation to web]
I-0109	Urban Development Specialists
U-0106	City business marketplaces



W-1205	Strategic Planning and Data Workshops
C-1203	Design, preparation and implementation of investors roundtables
C-1204	Light touch technical assistance for 9 projects
C-1206	Contract Services Private Sector Case Studies Publication
C-1207	Communication and engagement package on Climate Action Commitments - Consultant Services
C-1208	Design, preparation and implementation of city-business marketplaces
I-1403	Regional Office Experts Transfer to ICLEI regional/country office to cover for experts

**ANNEX I-1 DETAILED GEF BUDGET <sup>33</sup>**

Project Component	Project Outputs	Budget Class	Institution	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Input code	Description
Component 1: Support to sustainable integrated urban planning, policy reform, investments, and innovative financing and scaling-up	1.1. Child project teams receive strategic support to design and implement the national projects	010 - Staff & Personnel (Including Consultants)	WRI	183,401	183,401	183,401	83,401	83,401	717,005	W-0101 ; W-0102 ; W-0104 ; W-0114 ;	Chief Technical Advisor ; SCIP Regional Coordinator for Latin America ; Spatial Analytics (includes methodology and analysis for 24 cities) ; Grants and Finance Specialist
		010 - Staff & Personnel (Including Consultants)	UNEP	12,125	12,125	12,125	12,125	12,125	60,625	U-0101 ;	Labor Baseline assessment
		010 - Staff & Personnel (Including Consultants)	ICLEI	171,850	7,500	15,300	7,500	55,917	258,067	I-0101 ; I-0102 ; I-0103 ; I-0104 ; I-0105 ; I-0107 ; I-0108 ; I-0109 ; I-0110 ;	Project Director ; ICLEI Senior Technical Advisor ; Technical Officer 1 ; Technical Officer 2 ; Events Coordinator ; Research Specialist ; Knowledge Management Specialist ; Urban Development Specialists ; Communications Specialist ;
		010 - Staff & Personnel (Including Consultants)	C40	90,054	90,054	90,054	90,054	45,027	405,242	C-0101 ;	SCIP Regional Coordinator for Africa
		120 - Printing	ICLEI	6,000	-	-	-	-	6,000	I-1201 ;	Printing
		140 - Regional Staff/Personnel	ICLEI	425,119	42,519	42,519	42,519	122,719	675,395	I-1401 ; I-1404 ;	Regional/Country Coordinator India ; SCIP Country Coordinator for Indonesia ;
		160 - Travel	ICLEI	15,600	-	-	-	-	15,600	I-1601 ;	Travel to support child projects ;
		160 - Travel	C40	13,500	13,500	13,500	13,500	13,500	67,500	C-1601 ;	Regional Coordinator Travel (Africa) ;
		160 - Travel	WRI	57,000	57,000	57,000	57,000	-	228,000	W-1601 ;	Travel - Regional Coordinator Latin America ;
					<b>974,649</b>	<b>406,099</b>	<b>413,899</b>	<b>306,099</b>	<b>332,689</b>	<b>2,433,435</b>	
	1.2. Key urban actors are trained through regional city academies group around identified topics, regions and languages	010 - Staff & Personnel (Including Consultants)	WRI	12,121	22,121	57,121	22,121	12,121	125,607	W-0101 ; W-0105 ; W-0106 ; W-0107 ;	Chief Technical Advisor ; City Academy Regional Forum External experts ; SCIP Forum Experts ; SCIP Forum Event organizer ;
		010 - Staff & Personnel (Including Consultants)	UNEP	4,800	4,800	4,800	4,800	4,800	24,000	U-0102 ;	UNEP Integrated Approaches Expert ;
		010 - Staff & Personnel (Including Consultants)	ICLEI	42,150	53,150	74,500	48,050	43,550	261,400	I-0103 ; I-0104 ; I-0105 ; I-0109 ; I-0110 ; I-0111 ;	Technical Officer 1 ; Technical Officer 2 ; Events Coordinator ; Urban Development Specialists ; Communications Specialist ; Finance Specialist ;
		010 - Staff & Personnel (Including Consultants)	C40	89,986	89,986	89,986	89,986	89,986	449,928	C-0102 ;	Engagement and Training Officer ;
		120 - Trainings and Meetings	WRI	-	39,000	109,000	39,000	-	187,000	W-1202 ; W-1203 ; W-1204 ;	City Academy Regional Forum Translation, Venue, Catering ; SCIP Forum Venue, Catering, Additional comms (video production, photograph), Translations/Interpretation ; SCIP Forum IT Support ;
		120 - Trainings and Meetings	ICLEI	52,000	52,000	52,000	-	52,000	208,000	I-1202 ; I-1203 ;	Translations ; Printing, catering, venue ;
		120 - Trainings and Meetings	C40	-	267,800	127,800	127,800	-	523,400	C-1201 ;	3 Africa Regional Academies venue, catering, translation and logistics costs ;
		135 - Equipment & Furniture	ICLEI	3,133	-	3,133	-	3,133	9,400	I-1351 ;	IT equipment ;
		140 - Regional Staff/Personnel	ICLEI	41,920	41,920	41,920	41,920	41,920	209,600	I-1401 ; I-1402 ; I-1403 ;	Regional/Country Coordinator India ; Regional/Country Coordinator China ; Regional Office Experts ;
		160 - Travel	ICLEI	51,000	45,000	51,000	51,000	48,000	246,000	I-1602 ;	Travel to regional city academies (participants and staff) ;
160 - Travel	WRI	-	78,800	113,800	78,800	-	271,400	W-1603 ; W-1604 ; W-1605 ; W-1606 ;	City Academy Regional Forum Travel for staff ; City Academy Regional Forum Travel and hotel costs external experts ; City Academy Regional Forum Travel cities outside SCIP ; SCIP Forum High level participants at the plenary SCIP Forum (travel) ;		
160 - Travel	UNEP	5,600	5,600	5,600	5,600	5,600	28,000	U-1601 ; U-1602 ;	Travel of UNEP Subject Experts (as necessary) ; Travel to support other work packages (as necessary) ;		
			<b>302,710</b>	<b>700,177</b>	<b>730,660</b>	<b>509,077</b>	<b>301,110</b>	<b>2,543,735</b>			

<sup>33</sup> All budgeted line-items represent total costs associated with each expenditure. For Staff and Personnel, this includes costs such as rental of premises/equipment; utilities; cleaning, communications costs, provision of technical quality assurance directly related to the project; along with organization-wide costs for management, HR, accounting, legal services and insurance. For Travel and Contractual Services, all line-items incorporate costs associated with expenses including communications, research and quality assurance, IT equipment, and other direct costs (miscellaneous costs, including GHG taxes for improving sustainability). Similar total costs are also included within the line-items of the additional partners: ICLEI and C40.

Project Component	Project Outputs	Budget Class	Institution	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Input code	Description	
Component 1: Support to sustainable integrated urban planning, policy reform, investments and innovative financing and scaling-up	1.3. City officials receive technical assistance on integrated urban solutions	010 - Staff & Personnel (Including Consultants)	WRI	140,700	185,700	95,700	95,700	12,121	529,920	W-0101 ; W-0108 ; W-0109 ; W-0110 ;	Chief Technical Advisor ; Technical Expert in Strategic Urban Planning (SCIP labs and follow up) ; Technical Expert in Urban Data Governance (SCIP labs and follow up) ; Strategic Planning and Data Workshops - Local experts for training ;	
		120 - Trainings and Meetings	WRI	40,200	80,400	-	-	-	120,600	W-1205 ;	Strategic Planning and Data Workshops (translations, venue, printing, catering) ; ;	
		160 - Travel	WRI	45,000	90,000	-	-	-	135,000	W-1607 ;	Strategic Planning and Data Workshops - Travel for staff ;	
				225,900	356,100	95,700	95,700	12,121	785,520			
	1.4. Key urban actors participate in peer exchanges, matching cities by interest, with knowledge providers from City-Based Organizations (CBO's) network opportunities and extended partners	010 - Staff & Personnel (Including Consultants)	WRI	12,121	12,121	12,121	12,121	12,121	12,121	60,607	W-0101 ;	Chief Technical Advisor ;
		010 - Staff & Personnel (Including Consultants)	ICLEI	8,640	8,640	8,640	8,640	8,640	43,200	I-0103 ; I-0104 ;	Technical Officer 1 ; Technical Officer 2 ;	
		010 - Staff & Personnel (Including Consultants)	C40	2,235	6,735	37,235	6,735	32,735	85,675	C-0102 ; C-0103 ; C-0104 ;	Engagement and Training Officer ; Peer Exchanges at Regional City Academies (Consultant Services) ; Stand alone Peer Exchange (Consultant Services) ;	
		120 - Trainings and Meetings	WRI	-	10,000	10,000	3,500	-	23,500	W-1206 ; W-1207 ;	Peer exchange during Forum - Materials and Catering ; Outside Peer Exchange Forum - Experts, Venue, Catering ;	
		120 - Trainings and Meetings	ICLEI	23,200	23,200	23,200	23,200	23,200	116,000	I-1203 ;	Printing, catering, venue ;	
		140 - Regional Staff/Personnel	ICLEI	20,000	10,000	10,000	10,000	10,000	60,000	I-1401 ; I-1402 ;	Regional/Country Coordinator India ; Regional/Country Coordinator China ;	
		160 - Travel	ICLEI	8,600	-	6,800	-	8,600	24,000	I-1603 ;	Travel for Peer exchanges (participants) ;	
		160 - Travel	WRI	-	25,000	25,000	1,000	-	51,000	W-1608 ; W-1609 ; W-1610 ;	Peer exchange during Forum (2 days) - Transport ; Outside Peer Exchange Forum - Travel for cities ; Outside Peer Exchange Forum - Travel for organizers ;	
					74,796	95,696	132,996	65,196	95,296	463,982		
		1.5. Cities receive support to access finance opportunities through existing project preparation facilities, Regional Development Banks (RDB) and International Financial Institutions (IFIs) cities initiatives, and SCIP Global Platform sponsored matchmaking opportunities	010 - Staff & Personnel (Including Consultants)	WRI	12,121	12,121	12,121	12,121	12,121	12,121	60,607	W-0101 ;
	010 - Staff & Personnel (Including Consultants)		UNEP	6,125	6,125	6,125	6,125	6,125	30,625	U-0103 ;	Cities Project Officer - Global Advocacy (P3 part time) ;	
	010 - Staff & Personnel (Including Consultants)		ICLEI	85,858	85,858	50,980	85,858	85,850	394,402	I-0101 ; I-0102 ; I-0103 ; I-0104 ; I-0105 ; I-0111 ;	Project Director ; ICLEI Senior Technical Advisor ; Technical Officer 1 ; Technical Officer 2 ; Events Coordinator ; Finance Specialist ;	
	010 - Staff & Personnel (Including Consultants)		C40	229,063	229,063	229,063	229,063	139,875	1,056,126	C-0105 ; C-0106 ;	C40 Finance Experts ; C40 Senior Technical Advisor ;	
	120 - Trainings and Meetings		C40	-	28,800	118,800	118,800	-	266,400	C-1203 ; C-1204 ;	Design, preparation and implementation of investors roundtables ; Light touch technical assistance for 9 projects ;	
	160 - Travel		ICLEI	-	4,800	2,400	-	-	7,200	I-1604 ;	Travel for Output 1.5 ;	
	160 - Travel		C40	-	63,300	63,300	63,300	-	189,900	C-1602 ;	Travel additional participants and staff for Finance Academies	
					333,167	430,067	482,789	515,267	243,971	2,005,261		
	1.6. National governments and cities receive support to take policy and political leadership to unlock action on sustainable and integrated urban planning	010 - Staff & Personnel (Including Consultants)	WRI	12,121	12,121	12,121	12,121	12,121	12,121	60,607	W-0101 ;	Chief Technical Advisor ;
		010 - Staff & Personnel (Including Consultants)	UNEP	11,025	11,025	11,025	11,025	11,025	55,125	U-0103 ;	Cities Project Officer - Global Advocacy (P3 part time) ;	
		010 - Staff & Personnel (Including Consultants)	ICLEI	82,133	73,450	-	74,450	77,368	307,401	I-0102 ; I-0103 ; I-0104 ; I-0105 ; I-0109 ; I-0110 ;	ICLEI Senior Technical Advisor ; Technical Officer 1 ; Technical Officer 2 ; Events Coordinator ; Urban Development Specialists ; Communications Specialist ;	
		120 - Trainings and Meetings	ICLEI	7,500	6,000	-	7,500	6,000	27,000	I-1204 ; I-1203 ;	Translations / Photographer ; Printing, catering, venue ;	
		140 - Regional Staff/Personnel	ICLEI	97,200	61,200	-	97,200	61,200	316,800	I-1401 ; I-1402 ; I-1403 ;	Regional/Country Coordinator India ; Regional/Country Coordinator China ; Regional Office Experts ;	
		160 - Travel	ICLEI	34,641	27,159	-	34,641	27,159	123,600	I-1605 ;	Travel to National dialogues (staff and participants) ;	
		160 - Travel	UNEP	1,400	1,400	1,400	1,400	1,400	7,000	U-1603 ;	National Dialogue based travel ;	
				246,020	192,356	24,546	238,337	196,273	897,533			
			2,157,242	2,180,495	1,880,591	1,729,676	1,181,462	9,129,466				

Project Component	Project Outputs	Budget Class	Institution	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Input code	Description	
Component 2: Global Platform for knowledge management, exchange and program coordination	2.1. Existing knowledge is curated, and a menu of sustainable urban development and integrated planning solutions is available to key urban actors and experts.	010 - Staff & Personnel (Including Consultants)	WRI	12,121	12,121	12,121	12,121	12,121	60,607	W-0101	Chief Technical Advisor ;	
		010 - Staff & Personnel (Including Consultants)	UNEP	6,000	6,000	6,000	6,000	6,000	30,000	U-0104	Experts, Knowledge Creation and Curation ;	
		010 - Staff & Personnel (Including Consultants)	ICLEI	18,000	14,500	17,500	14,500	10,500	75,000	I-0104 ; I-0107 ; I-0108 ;	Technical Officer 2 ; Research Specialist ; Knowledge Officer ;	
				<b>36,121</b>	<b>32,621</b>	<b>35,621</b>	<b>32,621</b>	<b>28,621</b>	<b>165,607</b>			
	2.2. New knowledge is generated and made available to key urban actors and experts responding to local demands and identified gaps, including case studies, training materials, reports, training modules	010 - Staff & Personnel (Including Consultants)	WRI	134,630	134,630	109,630	109,630	109,630	598,148	W-0101 ; W-0111 ; W-0112 ; W-0113 ;	Chief Technical Advisor ; Knowledge and Partnerships Officer ; Webinar Support ; Technical Expert in Urban Resilience And Nature-Based Solutions (content, revision, training materials, adaptation to web) ;	
		010 - Staff & Personnel (Including Consultants)	UNEP	21,658	21,658	21,658	21,658	21,658	108,292	U-0105	Staff and Personnel City Academy module production ;	
		010 - Staff & Personnel (Including Consultants)	ICLEI	174,350	25,250	9,800	9,800	9,800	229,000	I-0103 ; I-0108 ; I-0111 ; I-0109 ; I-0110 ;	Technical Officer 1 ; Knowledge Officer ; Finance Specialist ; Urban Development Specialists ; Communications Specialist ;	
		010 - Staff & Personnel (Including Consultants)	C40	51,590	51,590	51,590	51,590	44,737	251,096	C-0106 ; C-0107 ;	C40 Senior Technical Advisor ; Private Sector Engagement Officer ;	
		120 - Materials development/publications	WRI	2,500	26,000	26,000	2,500	2,500	59,500	W-1208 ; W-1209 ; W-1210 ;	Report production [design, visual presentation] ; Translations ; Webinars ;	
		120 - Materials development/publications	UNEP	3,500	3,500	3,500	3,500	3,500	17,500	U-1201	City Academy Module Production ;	
		120 - Materials development/publications	C40	155,200	38,800	43,000	-	-	237,000	C-1205 ; C-1206 ;	Contract Services 2 City Academy Modules ; Contract Services Private Sector Case Studies Publication ;	
		125 - Operating & Other Costs	ICLEI	1,000	1,000	1,000	1,000	1,000	5,000	I-1251	Webinar tool ;	
		140 - Regional Staff/Personnel	ICLEI	120,000	-	-	-	-	120,000	I-1402 ; I-1403 ; I-1403 ;	Regional/Country Coordinator China ; Regional Office Experts ; Regional Office Experts ;	
				<b>664,428</b>	<b>302,428</b>	<b>266,178</b>	<b>199,678</b>	<b>192,825</b>	<b>1,625,537</b>			
		2.3. Global convening space with website is created and made available for cities to exchange knowledge	010 - Staff & Personnel (Including Consultants)	WRI	12,121	12,121	12,121	12,121	12,121	60,607	W-0101	Chief Technical Advisor ;
			120 - Website development	WRI	80,000	80,000	80,000	80,000	80,000	400,000	W-1211	Website Development ;
				<b>92,121</b>	<b>92,121</b>	<b>92,121</b>	<b>92,121</b>	<b>92,121</b>	<b>460,607</b>			
			<b>792,671</b>	<b>427,171</b>	<b>393,920</b>	<b>324,421</b>	<b>313,568</b>	<b>2,251,751</b>				

Project Component	Project Outputs	Budget Class	Institution	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Input code	Description
Component 3: Advocacy, Awareness Raising and Partnerships	3.1. Mayors or equivalent in participating and new cities receive support to set science-based targets and prepare climate action plans	010 - Staff & Personnel (Including Consultants)	WRI	12,121	12,121	12,121	12,121	12,121	60,607	W-0101	Chief Technical Advisor ;
		010 - Staff & Personnel (Including Consultants)	ICLEI	46,437	46,200	45,850	45,850	46,528	230,865	I-0102 ; I-0103 ; I-0104 ; I-0105 ; I-0109	ICLEI Senior Technical Advisor ; Technical Officer 1 ; Technical Officer 2 ; Staff and Personnel - Project Administration Support ; Urban Development Specialists ;
		010 - Staff & Personnel (Including Consultants)	C40	37,822	37,822	37,822	37,822	37,822	189,112	C-0106	C40 Senior Technical Advisor ;
		120 - Materials development/publications	C40	41,700	41,700	-	-	-	83,400	C-1207	Communication and engagement package on Climate Action Commitments - Consultant Services ;
		160 - Travel	C40	6,000	14,000	14,000	14,000	3,000	51,000	C-1603 ; C-1604	Travel climate action commitments C40 staff ; Travel science based targets cities ;
					144,081	151,844	109,794	109,794	99,471	614,984	
	3.2. Awareness of policy makers and key urban actors is raised, and action is promoted at a global level on the importance of cities in the achievement of MEA goals	010 - Staff & Personnel (Including Consultants)	WRI	12,121	12,121	12,121	12,121	12,121	60,607	W-0101	Chief Technical Advisor ;
		010 - Staff & Personnel (Including Consultants)	UNEP	73,500	73,500	73,500	73,500	73,500	367,500	U-0103	Cities Project Officer - Global Advocacy (P3 part time) ;
		010 - Staff & Personnel (Including Consultants)	ICLEI	24,000	24,000	31,400	32,000	32,000	143,400	I-0112	Advocacy Specialist ;
		160 - Travel	WRI	6,000	6,000	6,000	6,000	6,000	30,000	W-1611	Travel for global advocacy ;
		160 - Travel	UNEP	45,500	45,500	45,500	45,500	45,500	227,500	U-1604 ; U-1605	Global Advocacy Events (Travel) ; Regional Events with SCIP City Participation ;
					161,121	161,121	168,521	169,121	169,121	829,007	
	3.3 Private sector networks and cities are mobilized to forge city-business partnerships	010 - Staff & Personnel (Including Consultants)	WRI	12,121	12,121	12,121	12,121	12,121	60,607	W-0101	Chief Technical Advisor ;
		010 - Staff & Personnel (Including Consultants)	UNEP	6,000	6,000	6,000	6,000	6,000	30,000	U-0106	City business marketplaces - Staff & Personnel - Other Expert Time ;
		010 - Staff & Personnel (Including Consultants)	ICLEI	12,050	12,400	12,400	12,400	14,750	64,000	I-0102 ; I-0103 ; I-0104 ; I-0109	ICLEI Senior Technical Advisor ; Technical Officer 1 ; Technical Officer 2 ; Urban Development Specialists ;
		010 - Staff & Personnel (Including Consultants)	C40	84,446	84,446	84,446	84,446	59,600	397,384	C-0106 ; C-0107	C40 Senior Technical Advisor ; Private Sector Engagement Officer ;
		120 - Trainings and Meetings	C40	-	29,900	29,900	29,900	-	89,700	C-1208	Design, preparation and implementation of city-business marketplaces ;
		140 - Regional Staff/Personnel	ICLEI	-	30,000	-	30,000	-	60,000	I-1402 ; I-1403	Regional/Country Coordinator China ; Regional Office Experts ;
		160 - Travel	ICLEI	-	7,500	-	7,500	-	15,000	I-1606	Travel for Output 3.3 ;
		160 - Travel	C40	4,000	4,000	4,000	4,000	2,000	18,000	C-1605	Travel costs to engage with CBCA pilots ;
		160 - Travel	UNEP	2,800	2,800	2,800	2,800	2,800	14,000	U-1602	Travel to support other work packages (as necessary) ;
					121,417	189,167	151,667	189,167	97,272	748,692	
	3.4. The SCIP Global Platform partnership vision on integrated sustainable urban planning is communicated to policy makers and key urban actors	010 - Staff & Personnel (Including Consultants)	WRI	168,889	168,889	168,889	168,889	90,592	766,148	W-0101 ; W-0117	Chief Technical Advisor ; Comms Lead (SCIP communications strategy and social media presence) ;
		010 - Staff & Personnel (Including Consultants)	ICLEI	17,975	14,550	14,975	14,284	15,950	77,734	I-0102 ; I-0103 ; I-0104 ; I-0105 ; I-0110	ICLEI Senior Technical Advisor ; Technical Officer 1 ; Technical Officer 2 ; Events Coordinator ; Communications Specialist ;
		120 - Materials development/publications	WRI	14,561	14,561	14,561	14,561	14,561	72,804	W-1212 ; W-1213 ; W-1214	Annual Reports ; Brochures ; Video Production ;
		140 - Regional Staff/Personnel	ICLEI	45,000	-	-	-	-	45,000	I-1401 ; I-1402 ; I-1403	Regional/Country Coordinator India ; Regional/Country Coordinator China ; Regional Office Experts ;
		160 - Travel	WRI	8,000	8,000	8,000	8,000	8,000	40,000	W-1612	Travel for communication purposes ;
					254,425	206,000	206,425	205,734	129,103	1,001,686	
				681,045	708,133	636,408	673,817	494,967	3,194,369		

Project Component	Project Outputs	Budget Class	Institution	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Input code	Description
<b>Component 4: Governance, monitoring and evaluation</b>	4.1. M&E systems and project coordination are applied by the project teams and governance bodies	010 - Staff & Personnel (Including Consultants)	WRI	81,445	81,445	116,645	81,445	191,145	<b>552,125</b>	W-0101 ; W-0114 ; W-0115 ; W-0116 ; W-0118 ;	Chief Technical Advisor ; Grants and Finance specialist ; Project Director (Annual SCIP Steering Committee meetings (SC) ; Gender Lead ; Independent consultant for Mid-Term Evaluation/Review and Terminal Evaluation
		010 - Staff & Personnel (Including Consultants)	ICLEI	33,800	28,000	28,000	28,000	32,934	<b>150,734</b>	I-0101 ; I-0102 ; I-0103 ;	Project Director ; ICLEI Senior Technical Advisor ; Technical Officer 1 ;
		010 - Staff & Personnel (Including Consultants)	C40	24,048	24,048	24,048	24,048	24,048	<b>120,240</b>	C-0106 ;	C40 Senior Technical Advisor ;
		160 - Travel	WRI	8,599	8,599	8,599	8,599	8,599	<b>42,993</b>	W-1613 ;	Travel for monitoring purposes ;
				<b>147,892</b>	<b>142,092</b>	<b>177,292</b>	<b>142,092</b>	<b>256,725</b>	<b>866,091</b>		
				<b>147,892</b>	<b>142,092</b>	<b>177,292</b>	<b>142,092</b>	<b>256,725</b>	<b>866,091</b>		
<b>Project Management Costs (PMC)</b>	Project Management Costs (PMC)	010 - Staff & Personnel (Including Consultants)	WRI	46,118	46,118	50,918	46,118	46,418	<b>235,689</b>	W-0114 ;	Grants and Finance specialist ;
		010 - Staff & Personnel (Including Consultants)	ICLEI	9,900	9,900	5,100	9,900	9,600	<b>44,400</b>	I-0106 ;	Finance & Controlling Expert ;
		120 - Independent financial audits	WRI	5,000	5,000	5,000	5,000	5,000	<b>25,000</b>	W-1215 ;	Independent financial audits ;
		140 - Partner Subgrant Fees	WRI	93,399	93,399	93,399	93,399	93,399	<b>466,995</b>	W-1401 ;	Partner Subgrant Fees ;
				<b>154,417</b>	<b>154,417</b>	<b>154,417</b>	<b>154,417</b>	<b>154,417</b>	<b>772,084</b>		
		<b>154,417</b>	<b>154,417</b>	<b>154,417</b>	<b>154,417</b>	<b>154,417</b>	<b>772,084</b>				
		<b>3,933,266</b>	<b>3,612,306</b>	<b>3,242,627</b>	<b>3,024,422</b>	<b>2,401,139</b>	<b>16,213,761</b>				

## ANNEX I-2 DETAILED CO-FINANCE BUDGET

No.	Co-finance partner		Nature of co-finance		Co-finance contribution per project Component in US\$					Total in US\$	Description of co-finance contributions
	Name	Source	Type	Investment Mobilized	C1	C2	C3	C4	PMC		
1	WRI	Civil Society Organization	Grant	Investment mobilized	2,973,000	5,399,309	856,500	304,691	216,500	<b>9,750,000</b>	Development of complementary knowledge products and publications covering topics such as nature-based solutions, electric-mobility, green infrastructure, and energy efficiency. Participation of SCIP urban actors in webinars, workshops, trainings and events not funded by SCIP. Involvement of technical staff, funded through projects (E.g., Africa Urban Water Resilience, Cities4Forests, E-Mobility, Health and Road Safety) in the development of workshops and training materials, events, and webinars.
2	ICLEI	Civil Society Organization	Grant	Investment mobilized	2,465,903	2,839,749	800,000	160,251	200,000	<b>6,465,903</b>	Development of complementary knowledge products on topics such as local climate action, resilient development, nature-based solutions, sustainable mobility, and people-centered development. Involvement of technical staff, funded through other projects (e.g., Urban-LEDS II) in the development of workshops and training materials, events and webinars. Use of ICLEI tools and platforms by the SCIP and non-SCIP cities, such as the Solutions Gateway, reporting platforms and TAP project pipeline. High level consultations with the GEF and SCIP team leadership.
3	C40	Civil Society Organization	Grant	Investment mobilized	2,593,983	1,927,111	1,814,495	108,750	322,217	<b>6,766,556</b>	Global climate action leadership and engagement with SCIP cities through Deadline2020, C40's sectoral declarations and C40's Mayors Summit. Engagement and support to SCIP cities via C40's Financing Sustainable Cities Initiative and City-Business Climate Alliance. Development of complementary knowledge products on local climate action planning. Inclusion and promotion of SCIP cities work in C40's Knowledge Hub as well as city access to features non-funded by SCIP such as forums, webinars and curated resources. Participation of SCIP cities in non-funded by SCIP workshops and events on climate action leadership, finance and business engagement. Technical feedback from C40 sector based experts on SCIP knowledge products and publications.
4	UNEP	GEF Agency	In-Kind	Recurrent expenditures	224,375	663,831	167,708	37,461	245,000	<b>1,338,375</b>	Cities Unit staff time within the project's five-year implementation for : (i) strategic direction, technical oversight, and direct technical input on the finance and private sector engagement work package; (ii) overall project management and to contribute to key content of the city academies, events, and knowledge products especially on resilience, integrated urban planning, and circular economy; (iii) other UNEP core staff/experts and regional staff to contribute to content of the city academies especially on nature-based solutions and energy efficiency and finally travel of senior staff to high level events.
<b>Total</b>					<b>8,257,261</b>	<b>10,830,001</b>	<b>3,638,703</b>	<b>579,822</b>	<b>983,717</b>	<b>24,320,834</b>	

## ANNEX J: M&E BUDGET AND WORKPLAN

M&E Activity	Description	Responsible Parties	Timeframe	Indicative budget (USD)
Executive Management Team Meeting	Prepare minutes for every Executive Management Team Meeting.	Execution: Chief Technical Advisor  Support: Executive Management Team (EMT) <sup>34</sup>	At least 1 per year Minutes to be submitted 1 week following each Executive Management Team meeting	GEF: as part of PM budget
Half-yearly progress report	Part of UNEP requirements for project monitoring. - Narrative of the activities undertaken during the considered semester - Analyses project implementation progress over the reporting period - Describes constraints experienced in the progress towards results and the reasons.	Execution: Chief Technical Advisor  Support: EMT	Two (2) half-yearly progress reports for any given year, submitted by July 31 and January 31 (latest)	GEF: as part of PM budget
Quarterly expenditure reports	Detailed expenditure reports (in excel) broken down per project component and budget line, with explanations and justification of any change	Execution: Chief Technical Advisor and Financial Officer  Support: EMT	Four (4) quarterly expenditure reports for any given year, submitted by January 31, April 30, July 31 and October 31 (latest)	GEF: as part of PM budget
Project Implementation Review (PIR)	Analyzes project performance over the reporting period. Describes constraints experienced in the progress towards results and the reasons. Draws lessons and makes clear recommendations for future orientation in addressing the key problems in the lack of progress. The PIRs shall be documented with the evidence of the achievement of end-of-project targets (as appendices).	Execution: Chief Technical Advisor and TM  Support: EMT	1 report to be prepared on an annual basis, to be submitted by 15 July latest	GEF: as part of PM budget
Annual Inventory of Non-expendable equipment	Report with the complete and accurate records of non-expendable equipment purchased with GEF project funds	Execution: Chief Technical Advisor  Support: EMT	1 report per year as at 31 December, to be submitted by 31 January latest	GEF: as part of PM budget

<sup>34</sup> The EMT includes the project managers of the main co-executing partners.



<b>M&amp;E Activity</b>	<b>Description</b>	<b>Responsible Parties</b>	<b>Timeframe</b>	<b>Indicative budget (USD)</b>
Co-financing Report	Report on co-financing (cash and/or in-kind) fulfilled contributions from all project partners that provided co-finance letters.	Execution: Chief Technical Advisor  Support: co-finance partners	1 annual report from each co-finance partner, and 1 consolidated report, to be submitted by 31 July latest	GEF: as part of CTA budget
Medium-Term Review (MTR)	The purpose of the MTE or MTR is to provide an independent assessment of project performance at mid-term, to analyze whether the project is on track, what problems and challenges the project is encountering, and which corrective actions are required so that the project can achieve its intended outcomes by project completion in the most efficient and sustainable way. It will verify information gathered through the GEF tracking tools.	Execution: Independent Evaluator / TM  Support: Chief Technical Advisor, EMT	At mid-point of project implementation if deemed needed by the Task Manager	GEF: US\$ 40,000
Final Report	The project team will draft and submit a Project Final Report, with other docs (such as the evidence to document the achievement of end-of-project targets). Comprehensive report summarizing all outputs, achievements, lessons learned, objectives met or not achieved structures and systems implemented, etc. Lays out recommendations for any further steps to be taken to ensure the sustainability and replication of project outcomes.	Execution: Chief Technical Advisor  Support: EMT	Final report to be submitted no later than three (3) months after the technical completion date	GEF: as part of CTA budget
Terminal Evaluation (TE)	Further review the topics covered in the mid-term evaluation. Looks at the impacts and sustainability of the results, including the contribution to capacity development and the achievement of global environmental goals.	Execution: Independent Evaluator / TM  Support: CTA, EMT	Can be initiated within six (6) months prior to the project's technical completion date	GEF: US\$ 110,000
<b>TOTAL M&amp;E COST</b>			<b>GEF: US\$ 150,000</b>	

## **ANNEX K: INDICATIVE TERMS OF REFERENCE FOR PROJECT PERSONNEL, CONSULTANTS AND SUBCONTRACTS**

### **WRI SCIP TEAM**

WRI PROJECT DIRECTOR  
WRI CHIEF TECHNICAL ADVISOR  
WRI COMMUNICATIONS LEAD  
WRI GENDER LEAD  
WRI GRANTS AND FINANCE SPECIALIST  
WRI KNOWLEDGE AND PARTNERSHIPS OFFICER  
WRI TECHNICAL EXPERT IN STRATEGIC URBAN PLANNING  
WRI TECHNICAL EXPERT IN URBAN DATA GOVERNANCE  
WRI TECHNICAL EXPERT IN URBAN RESILIENCE AND NATURE-BASED SOLUTIONS  
SCIP REGIONAL COORDINATOR FOR LATIN AMERICA

### **C40 SCIP TEAM**

C40 PROJECT DIRECTOR (co-finance)  
C40 SENIOR TECHNICAL ADVISOR  
C40 ENGAGEMENT AND TRAINING OFFICER  
C40 FINANCE EXPERTS  
C40 PRIVATE SECTOR ENGAGEMENT OFFICER  
SCIP REGIONAL COORDINATOR FOR AFRICA

### **ICLEI SCIP TEAM**

ICLEI PROJECT DIRECTOR  
ICLEI SENIOR TECHNICAL ADVISOR  
ICLEI TECHNICAL OFFICER 1 (WS)  
ICLEI TECHNICAL OFFICER 2 (WS)  
ICLEI FINANCE & CONTROLLING EXPERT (WS)  
ICLEI EVENTS COORDINATOR (WS)  
ICLEI COMMUNICATIONS SPECIALIST (WS)  
ICLEI RESEARCH SPECIALIST (WS)  
ICLEI KNOWLEDGE OFFICER (WS)  
ICLEI URBAN DEVELOPMENT SPECIALISTS: CIRCULAR ECONOMY, CLIMATE, ENERGY, FINANCE, MOBILITY, NATURE-BASED SOLUTIONS, RESILIENCE (WS)  
ICLEI FINANCE SPECIALIST  
ICLEI ADVOCACY SPECIALIST  
ICLEI REGIONAL OFFICE EXPERTS  
SCIP COUNTRY COORDINATOR CHINA

SCIP COUNTRY COORDINATOR INDIA  
 SCIP COUNTRY COORDINATOR FOR INDONESIA

**UNEP SCIP TEAM**

UNEP CITIES STRATEGIC LEAD (P5) (co-finance)  
 UNEP CITIES TECHNICAL LEAD (P4) (co-finance)  
 UNEP CITIES PROJECT OFFICER - GLOBAL ADVOCACY (P3)  
 UNEP TECHNICAL EXPERTS

The table below summarises the estimated percentage of time for each staff profile for this project. It includes information on planned new hires as well. Note that the core substantive team positions are full time or almost full time (80 to 100%), while there is a mixed approach by the CBO's and UNEP in recruiting new staff/ consultant's versus using their own staff that will be assigned to work specifically for the project based on a clear set deliverables.

<b>Position</b>	<b>% dedication</b>	<b>New hire</b>
WRI PROJECT DIRECTOR	15% of time over 5 years	
WRI CHIEF TECHNICAL ADVISOR	100% of time over 5 years	
WRI COMMUNICATIONS LEAD	100% of time over 5 years	X
WRI GENDER LEAD	10% of the time over 5 years	
WRI GRANTS AND FINANCE SPECIALIST	50% of the time over 5 years	
WRI KNOWLEDGE AND PARTNERSHIPS OFFICER	90% of the time over 5 years	
WRI TECHNICAL EXPERT IN STRATEGIC URBAN PLANNING	25% of the time over 4 years	
WRI TECHNICAL EXPERT IN URBAN DATA GOVERNANCE	25% of the time over 4 years	
WRI TECHNICAL EXPERT IN URBAN RESILIENCE AND NATURE-BASED SOLUTIONS	15% of the time over 2 years	
SCIP REGIONAL COORDINATOR FOR LATIN AMERICA	80% of the time over 5 years	X
SCIP COUNTRY COORDINATOR FOR INDONESIA	80% of the time over 5 years	X
C40 PROJECT DIRECTOR (CO-FINANCE)	15% of time over 5 years	
C40 SENIOR TECHNICAL ADVISOR	100% of the time over 5 years	X
C40 ENGAGEMENT AND TRAINING OFFICER	100% of time over 5 years	X
C40 FINANCE EXPERTS (TEAM OF 6 PEOPLE)	30% of time over 4 ½ years	
C40 PRIVATE SECTOR ENGAGEMENT OFFICER	100% of time over 4 ½ years	X
SCIP REGIONAL COORDINATOR FOR AFRICA	100% of the time over 4 ½ years	X
ICLEI PROJECT DIRECTOR	9% of the time over 5 years	
ICLEI SENIOR TECHNICAL ADVISOR	42% of the time over 5 years	X
ICLEI TECHNICAL OFFICER 1 (WS)	56% of the time over 5 years	
ICLEI TECHNICAL OFFICER 2 (WS)	53% of the time over 5 years	
ICLEI FINANCE & CONTROLLING EXPERT (WS)	5% of the time over 5 years	
ICLEI EVENTS COORDINATOR (WS)	6% of the time over 5 years	
ICLEI COMMUNICATIONS SPECIALIST (WS)	6% of the time over 5 years	
ICLEI RESEARCH SPECIALIST (WS)	32% of the time over 5 years	
ICLEI KNOWLEDGE OFFICER (WS)	8% of the time over 5 years	
ICLEI URBAN DEVELOPMENT SPECIALISTS: CIRCULAR ECONOMY, CLIMATE, ENERGY, FINANCE, MOBILITY, NATURE-BASED SOLUTIONS, RESILIENCE (WS)	62% of the time over 5 years	

ICLEI FINANCE SPECIALIST	16% of the time over 5 years	
ICLEI ADVOCACY SPECIALIST	13% of the time over 5 years	
ICLEI REGIONAL OFFICE EXPERTS	94% of the time over 5 years	
ICLEI SCIP REGIONAL/COUNTRY COORDINATOR INDIA	80% of the time over 5 years	X
ICLEI REGIONAL/COUNTRY COORDINATOR CHINA	80% of the time over 5 years	X
UNEP CITIES STRATEGIC LEAD (P5) (CO-FINANCE)	25% of the time over 5 years	
UNEP CITIES TECHNICAL LEAD (P4) (CO-FINANCE)	42% of the over 5 years	
UNEP CITIES PROJECT OFFICER - GLOBAL ADVOCACY (P3)	50% of the time for 2 years and 100% of the time for 3 years	X
UNEP TECHNICAL EXPERT(S)	Multiple experts – equivalent of 58% over 5 years	

**WRI SCIP TEAM**  
**WRI PROJECT DIRECTOR**

**Duration:** 60 months, 15% of time (duration of project)

**Date required:** Month 1

**Duty station:** WRI, Washington, DC

**Reporting structure:** The Project Director will report to the Cities Global Director

**Main outputs:** 4.1

**Description of duties**

The Project Director provides strategic guidance to the Project and fosters a collaborative partnership among WRI, C40, ICLEI, and UNEP Cities, and provides technical support for project implementation.

- Deliver, driving forward and managing the implementation of the SCIP in coordination with project directors from partner organizations (UNEP, ICLEI, C40).
- Provide technical, administrative and strategic leadership for the SCIP
- Lead effective planning, delivery and strategy under the framework of UNEP/GEF terms and conditions
- Ensure high quality outputs and analysis through tracking, review, guidance and sign off.
- Convene and facilitate meetings (including SCIP Steering Committee/Executive Management Team), relationship building and partnerships with collaborators and donors as part of a cross-sectoral and global approach.
- Ensure technical quality and timely delivery of work plan activities; including rigorous evaluation of project activities and interventions, with adaptive management approaches to amplify project impact.
- Proactively manage relationships and fostering dialogue amongst all Project partners, stakeholders and collaborators.
- Proactively manage relationships with UNEP/GEF initiatives and programs for synergy and opportunities to collaborate.
- Proactively fundraise for the SCIP to amplify its impact

**Expected outputs and deliverables**

- Lead Steering Committee meetings (5 meetings: 3 in person, 2 virtually)
- Represent the SCIP at high-level global events
- Oversight function: Provide rigorous evaluation of project activities and materials

**Qualifications:**

- Advanced degree in urban planning, business, environmental studies, or related field.
- Minimum 15 years of full-time work experience in relevant field, with program implementation and project management experience.
- Substantial experience in leading teams of national and international experts and managing a project budget.
- Prior supervision and mentorship of large international projects and programs.
- Good interpersonal and leadership skills and ability to work effectively as part of a small team, with respect for and sensitivity to multi-cultural approaches.
- Skills and experience in effectively communicating mission and objectives to partners and team
- A demonstrated ability in liaising and co-operating with all project partners including government officials, NGOs and international organizations

**Language:** English

## **WRI CHIEF TECHNICAL ADVISOR**

**Duration:** 60 months duration of project, (100% of time)

**Date required:** Month 1

**Duty station:** WRI, Washington, DC

**Reporting structure:** The WRI Chief Technical Advisor will report to the WRI Project Director and UNEP Task Manager.

**Main outputs:** All

### **Description of duties**

#### *Technical, Strategic, and Communications*

- Coordinate and contribute to preparatory activities for public events, such as seminars, workshops, and symposiums to be held under the project
- Co-author and contribute to SCIP knowledge products
- Develop, and manage others to develop, presentations for internal and external audiences.
- Assist with establishment of and provide operational and strategic support to SCIP steering committee.
- Represent the SCIP at global, regional, and local events

#### *Research and Knowledge*

- Coordinates the delivery, curation and organization of the SCIP's Library of Knowledge
- Supervises knowledge curation and creation for SCIP
- Create template and guidance for the development of project content
- Coordinate and manage the delivery of cutting-edge modules of content for SCIP's City Academy
- Manage quality review of toolkits
- Manage the technical content of SCIP trainings
- Ensure a coherent offering of trainings under the SCIP plan

#### *Project Management*

- Provide day to day management, coordination and supervision of the project, its human and financial resources.
- Supervise and coordinate the production of project outputs and deliverables, as per the project document, including the Inception Report, Combined Project Implementation Review/Annual Project Report (PIR/APR) and other required reports.
- Manages the SCIP GP project and maintains objective relationship with key partners including the UNEP, C40, WRI and ICLEI
- Makes decisions regarding budget and program administration
- Liaise with UNEP, relevant government agencies, donor organizations, NGOs and all project partners for effective coordination of all project activities.
- Coordinate the work of project staff, consultants and sub-contractors.
- Manages outcomes and partnerships with UNEP and within the SCIP Core Team
- Demonstrates extensive depth and breadth of knowledge in program staff, operations and budget
- Report progress of project to SCIP Steering Committee and ensure the fulfilment of SCIP Steering Committee directives.
- Identify and set procedures for project evaluation and monitoring, data collection and recording, project implementation and follow up, optimization of use of human and financial resources, team performance monitoring and analysis.
- Mainstream the gender approach in project components, outcomes, outputs and activities

**Expected outputs and deliverables:***Project Management and Coordination*

- On-time and high-quality delivery of project outputs, deliverables, and required reports
- Up-to-date presentations for internal and external audiences
- Frequent coordination meetings with all project staff for output delivery
- Regional/Country Coordinators are recruited for WRI regions and countries (LAC)
- Strategic guidance to regional coordinator and management of internal communications including communications protocols agreed with each Implementing Agency
- Develops template, guide and 10 monitoring plans to collect child project annual progress in subsequent years for contributing to the GP annual monitoring report
- Oversees and manages EMT, SC, and PEG meetings
- Manages the organization and deployment of the SCIP Forum in LAC

*Knowledge Management*

- Oversees the delivery of 14 Light-touch City Assessments with gender considerations integrated in their analysis
- Delivers and ensures quality reviews of SCIP GP knowledge products
- Ensures coherent curriculum for the City Academy, including a structure and methodology for the SCIP Labs on Strategic Planning and Data and how to select participating cities and the thematic modules for the Regional City Academies
- Oversees the production of 8 quality modules on strategic urban planning, data governance, nature-based solutions, urban finance, climate action planning, circular economy, neighborhood approach, and managing urban growth
- Oversees production of module template methodology
- Delivers and organizes City Academies, ensuring 50% of panelists and presenters are women, for which WRI is responsible
- Develops survey methodology to capture how capacity building activities from the SCIP global platform have been applied and improved sustainable integrated planning
- Oversees curation and compilation of the SCIP library of knowledge, ensuring 1 section is focused on gender and urban sustainability
- Develops SCIP Labs lessons learned report as part of the Knowledge Management strategy
- Develops template and guide for collecting all child project annual progress in subsequent years for contributing to the GP annual monitoring report

**Qualifications:**

- Minimum 7 -10 years full time work experience and previous experience in program implementation or project management
- Master's degree in urban planning, or related field, required
- Experience leading teams of national and international experts and managing a project budget.
- Prior supervision and mentorship of one or more junior staff.
- Exceptionally good communication and interpersonal skills.
- Strong quantitative, analytical research skills.
- A demonstrated ability in liaising and co-operating with all project partners including government officials, NGOs and international organizations
- Detail oriented and organized thinker who can juggle multiple, competing priorities
- Experience developing trainings materials for face to face and web-based learning, including case studies
- Demonstrates ability to analyze and organize complex issues into detailed and logical decision points

**Language:** English; one other SCIP language desirable

## **WRI COMMUNICATIONS LEAD**

**Duration:** 60 months (duration of project) (100% of the time)

**Date required:** Month 1

**Duty station:** WRI, Washington, DC

**Reporting structure:** The WRI Communications Lead will report to the WRI Chief Technical Advisor.

**Main outputs:** 3.4

### **Description of duties**

The Communications Lead will manage communication efforts to build awareness of and support for the Sustainable Cities Impact Program. Housed in WRI Ross Center for Sustainable Cities, SCIP will be a global space for dialogue and advocacy focused on governance of urban sustainability and will engage in actions to contribute to the global discourse around sustainable cities and integrated planning. The Communications Lead will build out this new area of work by developing and executing a communications strategy, supporting SCIP's web presence and engaging with the media. He/she will:

- Manage development of the SCIP website
- Write, edit and manage internal and external communications projects including blogs, press releases, slide presentations, newsletters, messaging, brochures, op-eds, infographics, web content, social media and more under the guidance of the WRI Chief Technical Advisor
- Develop a strong, gender-sensitive communications strategy for SCIP that reflects its special needs, including socialization of a new name and branding, responding rapidly to developments in cities around the world, and clearly communicating about SCIP in the global urban sustainability ecosystem
- Coordinate closely with WRI, ICLEI, C40, GEF, UNEP/GEF and UNEP Cities communications teams to expand SCIP's presence and to leverage the network's existing expertise and reach
- Engage with the comms teams of the GEF implementing agencies and national and local governments associated with the child projects to expand the outreach of SCIP communications work, particularly during SCIP events
- Manage a blog stream on cutting-edge urban sustainability topics related to SCIP, both leveraging partner content and creating original content
- Manage and coordinate the maintenance of the SCIP knowledge library
- Coordinate the production of SCIP's annual reports
- Manage SCIP's social media presence
- Follow and respond to new urban sustainability news items
- Coordinate the project's webinar series and promote it
- Contribute to mainstream the gender approach in communication outputs and activities
- Perform other tasks as needed

### **Expected outputs and deliverables:**

- Produces high-quality branding package for SCIP trainings, events and activities
- Develops clear, coherent gender-sensitive communication strategy (both social media and website strategy) to increase the visibility of the SCIP and make it a strong player in the space, updated annually
- Oversees the development of the SCIP website including maintenance
- Delivers 16 quarterly newsletters, starting year 2
- Produces 5 external-facing annual monitoring reports, 2 printed reports (Year 1 and Year 5)
- Produces Communications materials such as flyers/brochures, etc. as needed; city and partner recruiting materials



- Oversees development of 3 videos for SCIP forums
- Develops a media strategy for all SCIP events and activities
- Edits, coordinates and publishes 15 blogs on lessons learned/best practices from SCIP and other cities related to integrated urban planning
- Promotes SCIP webinars
- 1 full functioning SCIP website with regularly updated content, and features listed in CEO Endorsement document including an interactive section on the GP website for hosting the template and collecting child project indicators, baselines, targets and progress
- Develop the SCIP website exit strategy for continuity and sustainability

**Qualifications:**

- 5+ years of full-time professional experience in creating and implementing communications strategies and high-level content
- Master's degree in communications, journalism, international relations, or related field. In lieu of master's degree, a bachelor's degree in a related field with two+ years of additional work experience
- Comprehensive understanding of communications strategies and execution
- Excellent writing, web content and email marketing skills
- Ability to think visually and create persuasive visual content for web and social media
- Professional experience at an environmental or scientific organization and understanding of issues related to the environment, sustainability and urban development, especially as it relates to sustainable cities
- Ability to communicate clearly and persuasively in conversation and in writing
- Excellent design sense and visual storytelling ability
- Critical thinker who can analyze complex and technical content and convey it in engaging infographics and other visual forms
- Strong organizational, coordination, and project management skills.
- Ability to work cooperatively with others, to demonstrate flexibility in fulfilling assignments, and to be proactive in planning, researching, and pitching stories
- Strong computer skills, including knowledge of website content management systems
- Ability to work calmly and enthusiastically under high pressure
- Ability to assess impact of communications strategies and outputs, familiarity with Google Analytics
- Detail oriented and organized thinker who can juggle multiple, competing priorities

**Language:** English; one other SCIP language

## **WRI GENDER LEAD**

**Duration:** 60 months (Duration of project) (10% for 5 years)

**Date required:** Month 1

**Duty station:** WRI, Washington, DC

**Reporting structure:** The WRI Gender Lead will report to the WRI Chief Technical Advisor.

**Main outputs:** 4.1

### **Description of duties:**

- Organize consultations with key stakeholders, women's organizations and focal points to complete and improve gender analysis and action plan
- Manage the gender action plan implementation, to ensure gender mainstreamed for the duration of the project
- Provide guidance on gender sections of the communication strategy, training materials and knowledge products
- Provide general guidance for child projects on gender mainstreaming
- Monitor gender action plan indicators

### **Expected outputs and deliverables:**

- Final Gender analysis for SCIP, including a compilation of gender analyses from country Child Projects
- Final Gender action plan for SCIP, including a compilation of gender action plans from country Child Projects
- Mid-terminal and terminal reports on gender action plan

### **Qualifications:**

- Master's degree in Gender and development, Social Science, Environmental Studies, Sustainable Development, Geography, Anthropology or another relevant field
- 2- 5 years of experience in gender mainstreaming in environmental/public sector initiatives
- Knowledgeable about sustainable urban development, environmental issues, and climate change impacts
- Experience in conducting gender analyses and tracking gender-related indicators for international, multilateral, bilateral donor funded environmental initiatives
- Excellent writing skills
- Experience with project management tools
- Able to build strong relationships with stakeholders, focuses on impact and result for the stakeholders and responds positively to feedback; consensus-oriented

**Language:** English; other languages relevant to SCIP is advantageous (Spanish, French, Chinese, Bahasa, and Portuguese)

## **WRI GRANTS AND FINANCE SPECIALIST**

**Duration:** 60 months (Duration of project) (50% for 5 years)

**Date required:** Month 1

**Duty station:** WRI, Washington, DC

**Reporting structure:** Reports to WRI Chief Technical Advisor.

**Main output:** Support all project implementation

### **Description of duties:**

The Grants and Finance Specialist provides management support for financial and administrative tasks on SCIP components.

#### *Program/Project Coordination and Monitoring*

- Coordinate and schedule meetings regarding projects among team
- Process documentation for project commitments (i.e. agreements, contracts, work authorizations, and purchase orders).
- Demonstrates knowledge and understanding of all the pertinent procedures, stipulations, requirements, and fees for all grants and contracts associated with donors
- Contribute to periodic monitoring reports

#### *Financial Management*

- Process invoices and pay applications for projects in compliance with established governance procedures.
- Monitor financial performance and takes appropriate action to ensure key financial objectives are met for the project
- Lead or assist project team in project closeout process including turnover documentation and financial reconciliation.
- Support the decision-making process by providing project information, status, and content to decision makers
- Coordinate and advise on project budget management and reports under supervision
- Coordinate audits and procurement processes for contracts

### **Expected outputs and deliverables:**

- On-time delivery of documentation for project commitments (including subgrant agreements, contracts, purchase orders)
- On-time processing of invoices
- Budget tracking, management and reporting
- Inputs to the M&E reports

### **Qualifications:**

- Bachelor's degree in business, financial management, or related field.
- Minimum 3-5 years of relevant full-time work experience.
- Experience with providing program and project coordination and administrative support following the processes and procedures of international organizations
- Excellent computer skills in Microsoft Office.
- Strong interpersonal skills and the ability to work with teams of individuals and colleagues around the world.

- **Language:** English

## **WRI KNOWLEDGE AND PARTNERSHIPS OFFICER**

**Duration:** 60 months (Duration of project) (90%, 5 years)

**Date required:** Month 1

**Duty station:** WRI, Washington, DC

**Reporting structure:** The Knowledge and Partnerships Officer will report to the WRI Chief Technical Advisor.

**Main outputs:** 2.2

### **Description of duties**

#### *Program/project coordination*

- Support day-to-day operations of the SCIP including organizing meetings and tracking progress on various fronts.
- Liaise with SCIP global and local partners.
- Support SCIP communications and media relations responsibilities
- Prepare standard project status reports for project delivery team or work group, client and management.
- Track past performance and lessons learned information to use on SCIP.
- Monitor program/project performance against contract requirements.
- Represent the SCIP at global, regional, and local events
- The gender approach is mainstreamed in project components, outcomes, outputs and activities

#### *Grant management*

- Develop processes for coordination and tracking within the SCIP.
- Coordinate outreach efforts on behalf of program/projects
- Lead M&E tracking for the project
- Support production of annual reports

#### *Research and Knowledge*

- Conduct substantive research including literature reviews, qualitative or quantitative analysis, and other research products on the implementation of sustainable integrated urban planning in cities
- Prepare PowerPoints and other training materials for SCIP
- Author blog posts and other communication documents
- Present at internal/external meetings

### **Expected outputs and deliverables:**

- Provide regular updates provided to the partnership for coordination and tracking of city progress within the SCIP
- Contribute to communications materials documenting results and lessons learned
- Contribute to knowledge management and production of the City Academy Curriculum
- Contribute to city and partner recruiting materials and presentations for internal and external audiences
- Support with the compilation of library of knowledge (LOK) on the GP website with innovative solutions organised by the 8 themes of the city academies and others

- Manage SCIP webinars with the SCIP Communications Lead, C40, ICLEI, and UNEP Cities
- Monitor SCIP GP performance against contract requirements
- Lead development and synthesis of annual reports

**Qualifications:**

- Master's degree in urban planning, energy or natural resource policy, international development, finance/economics, or related field
- Minimum 3-5 years of relevant full-time work experience.
- A successful candidate will demonstrate excellent qualitative and/or quantitative research and writing skills.
- Experience with providing program and project coordination.
- Excellent computer skills in Microsoft Office including PowerPoint, and strong internet research skills.
- Strong interpersonal skills and the ability to work with teams of individuals and colleagues around the world.
- Strong project management skills.
- Flexibility to travel.

**Language:** English

## **WRI TECHNICAL EXPERT IN STRATEGIC URBAN PLANNING**

**Duration:** 48 months (over Duration of project) (25%, for 4 years)

**Date required:** Month 1

**Duty station:** WRI, Washington, DC

**Reporting structure:** The WRI Technical Expert in Strategic Urban Planning will report to the WRI Chief Technical Advisor and WRI Project Director.

**Main outputs:** 1.3

### **Description of duties:**

- Develop content for City Academy [labs and thematic trainings]
- Provide advice and quality control for the design and implementation of toolkits and capacity development
- Provide guidance and review of technical assessments and studies carried out by the partners and consultants
- Organize and deliver with technical trainings, webinars, and workshops

### **Expected outputs and deliverables:**

- Develop Strategic Urban Planning module
- Structure content and resource development and delivery at SCIP Labs
- Develop content for trainings at SCIP Labs or by webinar and for other resources as needed (case studies, fact sheets, guidance document)
- Advise cities on related technical assistance request
- Identify city partners to complement training with a peer exchange

### **Qualifications:**

- Advanced degree in urban planning or related field.
- 5-15 years of work experience in relevant field including strategic urban planning
- Regarded by outside experts as expert in specialty area
- Consistently follows internal quality assurance and quality control procedures to ensure high quality products
- Demonstrates the ability to independently analyse complex data and resolve complex challenges
- Demonstrates substantial depth and breadth of knowledge in focus area

**Language:** English

## **WRI TECHNICAL EXPERT IN URBAN DATA GOVERNANCE**

**Duration:** 48 months (over Duration of project) (25% during 4 years)

**Date required:** Month 1

**Duty station:** WRI, Washington, DC

**Reporting structure:** The Technical Expert in Urban Data Governance will report to the WRI Chief Technical Advisor and WRI Project Director.

**Main outputs:** 1.3

### **Description of duties:**

- Develop content for City Academy [labs and thematic trainings]
- Provide advice and quality control for the design and implementation of toolkits and capacity development
- Provide guidance and review of technical assessments and studies carried out by the partners and consultants
- Organize and deliver with technical trainings, webinars, and workshops

### **Expected outputs and deliverables:**

- Develop geo-spatial base map methodology
- Produce 24 sets of maps for each SCIP participating city
- Develop data governance module
- Structure content and resource development and delivery
- Develop content for trainings at regional meetings or by webinar and for other resources as needed (case studies, fact sheets, guidance document)
- Advise cities on related technical assistance requests
- Identify city partners to complement training with a peer exchange

### **Qualifications:**

- Advanced degree in urban planning or related field.
- 5-15 years of work experience in relevant field such as geospatial data and data governance of urban areas
- Regarded by outside experts as expert in specialty area
- Consistently follows internal quality assurance and quality control procedures to ensure high quality products
- Demonstrates the ability to independently analyse complex data and resolve complex challenges
- Demonstrates substantial depth and breadth of knowledge in focus area

**Language:** English

## **WRI TECHNICAL EXPERT IN URBAN RESILIENCE AND NATURE-BASED SOLUTIONS**

**Duration:** 24 months (Duration of project) (15% for 2 years)

**Date required:** Month 1

**Duty station:** WRI, Washington, DC

**Reporting structure:** The WRI Technical Expert in Urban Resilience and Nature-based Solutions will report to the WRI Chief Technical Advisor and WRI Project Director.

**Main outputs:** 2.2

### **Description of duties:**

- Develop content for City Academy
- Provide advice and quality control for the design and implementation of toolkits and capacity development
- Provide guidance and review of technical assessments and studies carried out by the partners and consultants
- Organize and deliver technical trainings, webinars, and workshops

### **Expected outputs and deliverables:**

- Develop Nature-based solutions and urban resilience module
- Structure content and resource development and delivery
- Develop content for trainings at regional meetings or by webinar and for other resources as needed (case studies, fact sheets, guidance document)
- Advise cities on related technical assistance request
- Identify city partners to complement training with a peer exchange

### **Qualifications:**

- Advanced degree in urban planning or related field.
- 5-15 years of work experience in relevant field including strategic urban planning
- Regarded by outside experts as expert in specialty area
- Consistently follows internal quality assurance and quality control procedures to ensure high quality products
- Demonstrates the ability to independently analyse complex data and resolve complex challenges
- Demonstrates substantial depth and breadth of knowledge in focus area

**Language:** English



## **SCIP REGIONAL COORDINATOR FOR LATIN AMERICA**

**Duration:** 60 months (80% of the time)

**Date required:** Month 1

**Duty station:** Porto Alegre or São Paulo, Brazil (the city is to be decided)

**Reporting structure:** The Regional coordinator will report to the WRI Chief Technical Advisor.

**Main outputs:** Support all project implementation [budgeted under output 1.1]

### **Description of duties:**

The regional coordinator will:

- Be the focal point between SCIP cities and the SCIP Core team in his/her assigned region or country
- Maintain an excellent relationship with SCIP child project teams and the GEF implementing agencies in-country staff
- Build and maintain relationships, liaise and act as the interlocutor for SCIP cities and countries in his/her assigned region
- Liaise with the city to raise its climate ambition and guide cities on how to commit to international climate action targets
- Mobilize and facilitate city participation in SCIP Global Platform events and initiatives
- Conduct ISUDAs (Integrated Sustainable Urban Development Assessments in assigned cities.
- Conduct final ISUDAs
- Coordinate among SCIP organizations (C40, ICLEI, UNEP, WRI) in his/her respective regions to ensure networks are utilized effectively
- Following guidance from the SCIP Core Team engage with key urban development stakeholders in the region such as private sector and regional development banks as it relates to the project
- Work with SCIP Communications Lead to communicate SCIP events and knowledge products to SCIP cities
- Maintain a schedule and timeline for all activities pertaining the countries, cities, coordinating with all experts leading on the various components of the SCIP
- Work with the various component leads to develop events in the country, including Forums, City Academies, Peer Exchanges, finance related events, National Dialogues
- Identify potential additional non-SCIP cities to be invited to learning opportunities
- Mainstream the gender approach in project deliverables and activities

### **Expected outputs and deliverables:**

- Provide biannual written progress reports, as part of internal communications protocol, which provide inputs for annual program reporting, ask for advice, feedback and assess potential opportunities for further engagement.
- Conduct initial project ISUDAs including quantitative and program framework indicators and gender considerations in their analysis of SCIP cities in Latin America (Argentina, Brazil, and Costa Rica)
- Identify demand (topics) and providers (city hosts) based of needs assessments and request from participating cities
- Identify areas of expertise in the cities participating in the program, to act as hosts for SCIP events
- Assist with final project ISUDAs
- Provide workshop and stakeholder meeting summaries
- Identify cities that could commit to increasing climate ambition

- Ensure resolutions, declarations and/or commitments to increase climate action targets/science-based targets are signed at high-level SCIP hosted events based on regional/country coordinator's jurisdiction (assumption 1 commitment per country, 3 cities per region)
- Organize and lead public commitments for SCIP cities within assigned region
- Provide full attendance sheet for all SCIP-related local events and meetings, including gender and sector data
- Follow internal communications protocol to ensure the SCIP global team is updated
- Develop and manage relationships with SCIP city and national government actors
- Mobilize SCIP city participation in SCIP events for activities like City Academies, SCIP Forums, aligning climate action plans with Paris Agreement targets and other opportunities such as applying to the TAP and CBCA
- Present about SCIP to city and national government actors in addition to internal and external stakeholders
- Share lessons learned to the Global Platform
- Identify correct counterparts for SCIP GP learning opportunities
- Participate in the Steering Committee meetings and other cohort events

**Qualifications:**

- Minimum of five years of full-time work experience.
- Bachelor's degree required; Master's degree preferred
- Demonstrable experience working with city and national governments on urban development issues
- Technical expertise in urban planning, sustainable urban development, sustainability or climate action
- Exceptional interpersonal, relationship building and written and verbal communication skills, including presentation experience
- Excellent Project-management, strategic thinking and analytical capabilities, with MS Excel experience and data management skills;
- Strong stakeholder engagement experience, as well as experience in developing or facilitating webinars and workshops;
- Ability to travel to assigned cities and internationally

**Languages:** English, Portuguese and Spanish.

## **C40 SCIP TEAM**

### **C40 PROJECT DIRECTOR**

**Duration:** 60 months (duration of project), 15% of time (cofinance)

**Date required:** Month 1

**Duty station:** C40, London, UK

**Reporting structure:** The C40 Project Director will coordinate periodically with WRI Project Director, UNEP Task Manager and WRI Chief Technical Advisor as solicited.

**Main outputs:** 3.1, 3.3, 4.1

#### **Description of duties**

The C40 Project Director is a senior management representative (director level) from C40 to the SCIP and provides strategic guidance to the impact program and fosters a collaborative partnership among WRI, C40, ICLEI, and UNEP Cities

- Oversee the implementation of the SCIP in coordination with project directors from partner organizations (UNEP, WRI and ICLEI).
- Provide tactical and strategic leadership for the SCIP
- Ensure C40's high quality outputs and analysis through tracking, review, guidance and sign off.
- Attend SCIP strategic management meetings (including SCIP Steering Committee/Executive Management Team/Partnership Engagement Group), relationship building and partnerships with collaborators and donors as part of a cross-sectoral and global approach.
- Ensure technical quality and timely delivery of C40's work plan activities; including rigorous evaluation of project activities and interventions, with adaptive management approaches to amplify project impact.
- Proactively manage relationships and fostering dialogue amongst all Project partners, stakeholders and collaborators.
- Proactively manage relationships with UNEP/GEF initiatives and programs for synergy and opportunities to collaborate.
- Proactively fundraise for the SCIP to amplify its impact

#### **Expected outputs and deliverables**

- Represent C40 at the Steering Committee and Executive Management Team meetings
- Provide rigorous oversight and evaluation of project activities and materials
- Represent the SCIP at high-level global events

#### **Qualifications:**

- Advanced degree in urban planning, business, environmental studies, or related field.
- Minimum 15 years of full-time work experience in relevant field, with program implementation and project management experience.
- Substantial experience in leading teams of national and international experts and managing a project budget.
- Prior supervision and mentorship of large international projects and programs.
- Good interpersonal and leadership skills and ability to work effectively as part of a small team, with respect for and sensitivity to multi-cultural approaches.
- Skills and experience in effectively communicating mission and objectives to partners and team
- A demonstrated ability in liaising and co-operating with all project partners including government officials, NGOs and international organizations

**Language:** English

## **C40 SENIOR TECHNICAL ADVISOR**

**Duration:** 60 months (duration of project) (100% of the time)

**Date required:** Month 1

**Duty station:** C40, London, UK or Copenhagen, Denmark

**Reporting structure:** The C40 Senior Technical Advisor will report to C40 Project Director and coordinate work with the WRI Chief Technical Advisor

**Main outputs:** 1.5, 2.2, 3.1, 3.3, 4.1

### **Description of duties:**

#### *Project Management*

- Provide day to day management of C40 deliverables
- Makes decisions regarding budget and program administration for C40
- Coordinate the work of project staff, consultants and sub-contractors for C40 deliverables
- Manages outcomes and partnerships with the SCIP Core Team
- Demonstrates extensive depth and breadth of knowledge in program staff, operations and budget
- Leads the Finance, Private Sector and Local Climate Action components of the project
- Leads the coordination of financial reporting to WRI
- Leads the organization of one SCIP Forum in Africa
- Lead the high-level investor roundtables and the city-business marketplaces at the SCIP Forums
- Provides content and supports the development of other components, including Regional City Academies, peer exchanges, webinars and global advocacy events
- Liaise and manage SCIP private sector partnerships
- Coordinate with SCIP Core Team identification and curation finance and private sector related knowledge products
- Manage staff hired in C40 to deliver C40 SCIP workplan

#### *Technical, Strategic, and Communications*

- Lead the design and delivery of City Academy modules (Integrated Climate Action Planning and Managing Urban Growth in the Global South) assigned to C40
- Lead the preparation of Regional City Academy training sessions assigned to C40
- Manage on behalf of SCIP the relationship with the City Finance Leadership Alliance (CCFLA); consult with SCIP Core Team when deemed necessary
- Manage on behalf of SCIP the relationship with the World Business Council for Sustainable Development (WBCSD); consult with SCIP Core Teams when deemed necessary
- Coordinate and contribute to preparatory activities for SCIP public events
- Coordinate internally with staff C40 to deliver C40 SCIP workplan
- Liaise with WRI SCIP Communications Lead and C40 Comms teams
- Represent SCIP at global, regional, and local events
- Mainstream the gender approach in C40 deliverables and activities

**Expected outputs and deliverables:**

- Delivers on-time and high-quality project outputs, deliverables, and required reports
- Oversees the delivery of 3 Light-touch City Assessments with gender considerations integrated in their analysis
- Maintains up-to-date city and partner recruiting materials and presentations for internal and external audiences
- Delivers climate action planning and managing urban growth modules
- Manages the organization and deployment of the SCIP Forum in Africa
- Manages finance light-touch technical assistance program
- Delivers and organizes City Academies, ensuring 50% of panelists and presenters are women, for which C40 is responsible
- Provides guidance and methodology for local climate action workstream
- Recruits regional coordinator for C40 region (Africa)
- Identifies 9 SCIP climate leader cities (assumption 3 per region) with support from WRI and ICLEI regional/country coordinators
- Oversees 9 resolutions, declarations and/or commitments by cities to increase climate action targets/science-based targets signed at high-level SCIP hosted events
- Manages climate action delivery including 6 SCIP cities working towards a climate action plan aligned with Paris Agreement targets
- Supports delivery of communication and engagement package on climate action and science-based targets for SCIP cities.

**Qualifications:**

- Minimum 7 years full time work experience and previous experience in program implementation or project management
- Advanced degree in urban planning, public administration or related field
- Master's degree required
- Experience leading teams of national and international experts and managing a project budget.
- Prior supervision and mentorship of one or more junior staff.
- Exceptionally good communication and interpersonal skills.
- Strong quantitative, analytical research skills.
- A demonstrated ability in liaising and co-operating with all project partners including government officials, NGOs and international organizations
- Detail oriented and organized thinker who can juggle multiple, competing priorities

**Language:** English and another SCIP relevant language is highly desirable

## **C40 ENGAGEMENT AND TRAINING OFFICER**

**Duration:** 60 months (Duration of project); 100% of time

**Date required:** Month 1

**Duty station:** C40, London, UK or Copenhagen, Denmark

**Reporting structure:** The C40 Engagement and Training Officer will report to the C40 Senior Technical Advisor.

**Main outputs:** 1.2, 1.4

### **Description of duties**

#### *Program/project coordination*

- Support C40 Senior Technical Advisor on day-to-day SCIP operations including team coordination and tracking progress on various fronts.
- Maintain an excellent collaboration with SCIP Core Team partners
- Liaise with SCIP global and local partners.
- Support SCIP communications and media relations responsibilities
- Prepare standard project status reports as requested by WRI and UNEP

#### *Training and events*

- Maintain an updated calendar of all SCIP global and regional events and plan C40 events accordingly based
- Liaise with Africa regional coordinator to choose best dates and cities to host the Africa SCIP regional city academies and SCIP Forum
- Coordinate logistics and procurement processes to deliver high-quality infrastructure and services for the three Regional City Academies and the SCIP Africa Forum assigned to C40
- Support logistics and procurement processes to organize the high-level investors roundtable and the city-business marketplaces in all SCIP Forums
- Coordinate with SCIP Core Team partners leading Regional City Academies modules presentations in the Africa region
- Prepare PowerPoints, guidance documents and other training materials for SCIP

#### *Grant management*

- Follow UNEP and WRI guidance on tracking and reporting of SCIP budget
- Maintain a systematic archive of project procurement processes and expenses
- Lead the M&E tracking for C40 workplan deliverables

#### *Research and Knowledge*

- Conduct substantive research including literature reviews, qualitative or quantitative analysis, and other research products to support the design and development of C40 assigned toolkits
- Liaise with C40 Knowledge Hub to leverage synergies between SCIP and C40 knowledge sharing efforts

### **Expected outputs and deliverables:**

- Coordinate, plan and deliver logistics and services for main SCIP events assigned to C40
- Prepare periodic financial and progress reports as requested by UNEP and WRI
- Contribute to communications materials documenting results and lessons learned
- Manage delivery of 5 webinars

- Monitor program/project performance against C40 workplan

**Qualifications:**

- Master's degree in business, urban planning, international development, finance/economics, or related field
- Minimum 3-5 years of relevant full-time work experience.
- A successful candidate will demonstrate excellent qualitative and/or quantitative research and writing skills.
- Experience with providing program and project coordination.
- Excellent computer skills in Microsoft Office including PowerPoint, and strong internet research skills.
- Strong interpersonal skills and the ability to work with teams of individuals and colleagues around the world.
- Strong project management skills.
- Flexibility to travel.

**Language:** English and another SCIP relevant language is highly desirable

## **C40 FINANCE EXPERTS**

**Duration:** 54 months, 100% of time

**Date required:** Month 1

**Duty station:** C40, London, UK

**Reporting structure:** The C40 Finance Expert will report to the C40 Senior Technical Advisor.

**Main outputs:** 1.5

### **Description of duties:**

- Leads design, organization and deliverable of the Finance Academies in collaboration with C40 City Finance Team
- Coordinate with C40 City Finance Programme team to leverage existing finance trainings resources and technical experts to be deployed at SCIP Finance Academies
- Liaise with experts to develop a methodology for project identification
- Support C40 CTA to design and deliver high-level investment roundtables at SCIP Forums
- In collaboration with C40 City Finance team, project manage light-touch technical assistance openings and grants to be allocated to SCIP cities
- Liaise with ICLEI Finance technical experts to obtain results from TAP Screening processes and design content for Finance Academies accordingly
- Maintain a database of key contacts on multilateral development banks and other financial institutions relevant to SCIP
- Maintain a systematic archive of procurement processes and expenses allocated for the C40-led finance workstream; liaise with C40 CTA to prepare financial reports
- Maintain excellent coordination between SCIP Core Team partners involved under SCIP Finance workstream activities
- Prepare progress reports on activities and deliverables of the SCIP Finance workstream

### **Expected outputs and deliverables:**

- Develop coherent curriculum for the SCIP Finance Academies and perform annual updates depending on cities needs on project development support
- In collaboration with regional/country coordinators, provides identification of 18 integrated investment projects
- Successfully allocate and deliver light-touch technical assistance grants to SCIP cities
- Deliver SCIP Finance Academies as established in the SCIP workplan
- Deliver High-level investors roundtables as established in the SCIP workplan
- Deliver 3 Investments profile briefs for financial institutions to be presented at investment roundtables
- Report on SCIP Finance activities progress and results as requested by WRI and UNEP.

### **Qualifications:**

- Master's degree in business, finance/economics, international development or related field
- Minimum 5 years of relevant full-time work experience.
- A successful candidate will demonstrate excellent qualitative and/or quantitative research and writing skills.
- Strong project management skills.
- Experience with providing program delivery
- Proven capacity to work independently
- Excellent computer skills in Microsoft Office including PowerPoint, and strong internet research skills.



- Strong interpersonal skills and the ability to work with teams of individuals and colleagues around the world.
- Flexibility to travel.

**Language:** English and another SCIP relevant language is highly desirable

## **C40 PRIVATE SECTOR ENGAGEMENT OFFICER**

**Duration:** 54 months (100% of time)

**Date required:** Month 1

**Duty station:** C40, London, UK or Copenhagen, Denmark

**Reporting structure:** The C40 Private Sector Engagement Officer will report to the C40 Senior Technical Advisor.

**Main outputs:** 2.2, 3.3

### **Description of duties:**

- Support the cooperation between the City-Businesses Climate Alliances partnership (CBCA) and the SCIP partnership
- Seek and support the participation of private sector representatives in SCIP events such as the SCIP Forum, Regional City Academies, peer exchanges and webinars.
- Support the relationship with private sector actors such as the World Business Council for Sustainable Development (WBCSD) and Carbon Disclosure Project (CDP)
- Support the delivery of the SCIP Forum City-Business Marketplaces at the SCIP Forum.
- Coordinate a publication on private sector best case studies on successful city-business collaboration
- Expand SCIP network and collaboration with private sector associations and leading businesses
- Prepare progress reports on private sector engagement when requested by UNEP and WRI.
- Mainstream the gender approach in deliverables and activities

### **Expected outputs and deliverables:**

- Manage successful engagement of the CBCA in the SCIP private sector activities including City Academies, SCIP Forums and selected webinars
- Produce publication on city-business collaboration (case studies)
- Deliver City-business marketplaces as established in the SCIP workplan and oversees SCIP city applications to join the CBCA
- Report on SCIP private sector engagement progress and results as requested by WRI and UNEP.

### **Qualifications:**

- Master's degree in business, urban planning, international development, finance/economics, or related field
- Minimum 3-5 years of relevant full-time work experience.
- A successful candidate will demonstrate excellent qualitative and/or quantitative research and writing skills.
- Experience with providing program and project coordination.
- Excellent computer skills in Microsoft Office including PowerPoint, and strong internet research skills.
- Strong interpersonal skills and the ability to work with teams of individuals and colleagues around the world.
- Strong project management skills.
- Flexibility to travel.

**Language:** English and another SCIP relevant language is highly desirable

## **SCIP REGIONAL COORDINATOR FOR AFRICA**

**Budget line number:** The Global Program will cover the costs of the coordinator.

**Duration:** 54 months (100% of time)

**Date required:** Month 1

**Duty station:** Africa, city location to be decided

**Reporting structure:** The Regional Coordinator for Africa will report to C40 Senior Technical Advisor.

**Main outputs:** Support all project implementation [budgeted under output 1.1]

### **Description of duties:**

The regional coordinator will:

- Be the focal point between SCIP cities and the SCIP Core team in his/her assigned region or country
- Maintain an excellent relationship with SCIP child project teams and the GEF implementing agencies in-country staff
- Build and maintain relationships, liaise and act as the interlocutor for SCIP cities and countries in his/her assigned region
- Liaise with the city to raise its climate ambition and guide cities on how to commit to international climate action targets
- Mobilize and facilitate city participation in SCIP Global Platform events and initiatives
- Conduct ISUDAs (Integrated Sustainable Urban Development Assessments in assigned cities.
- Conduct final ISUDAs
- Coordinate among SCIP organizations (C40, ICLEI, UNEP, WRI) in his/her respective regions to ensure networks are utilized effectively
- Following guidance from the SCIP Core Team engage with key urban development stakeholders in the region such as private sector and regional development banks as it relates to the project
- Work with SCIP Communications Lead to communicate SCIP events and knowledge products to SCIP cities
- Maintain a schedule and timeline for all activities pertaining the countries, cities, coordinating with all experts leading on the various components of the SCIP
- Work with the various component leads to develop events in the country, including Forums, City Academies, Peer Exchanges, finance related events, National Dialogues
- Identify potential additional non-SCIP cities to be invited to learning opportunities
- Mainstream the gender approach in deliverables and activities

### **Expected outputs and deliverables:**

- Provide biannual written progress reports, as part of internal communications protocol, which provide inputs for annual program reporting, ask for advice, feedback and assess potential opportunities for further engagement.
- Conduct initial project ISUDAs including quantitative and program framework indicators and gender considerations in their analysis of Kigali (Rwanda), Free Town (Sierra Leone) and Marrakech (Morocco).
- Identify demand (topics) and providers (city hosts) based of needs assessments and request from participating cities
- Identify areas of expertise in the cities participating in the program, to act as hosts for SCIP events
- Assist with final project ISUDAs
- Provide workshop and stakeholder meeting summaries
- Identify cities that could commit to increasing climate ambition

- Ensure resolutions, declarations and/or commitments to increase climate action targets/science-based targets are signed at high-level SCIP hosted events based on regional/country coordinator's jurisdiction (assumption 1 commitment per country, 3 cities per region)
- Organize and lead public commitments for SCIP cities within assigned region
- Provide full attendance sheet for all SCIP-related local events and meetings, including gender and sector data
- Follow internal communications protocol to ensure the SCIP global team is updated
- Develop and manage relationships with SCIP city and national government actors
- Mobilize SCIP city participation in SCIP events for activities like City Academies, SCIP Forums, aligning climate action plans with Paris Agreement targets and other opportunities such as applying to the TAP and CBCA
- Present about SCIP to city and national government actors in addition to internal and external stakeholders
- Share lessons learned to the Global Platform
- Identify correct counterparts for SCIP GP learning opportunities
- Participate in the Steering Committee meetings and other cohort events

**Qualifications:**

- Minimum of five years of full-time work experience.
- Bachelor's degree required; Master's degree preferred
- Demonstrable experience working with city and national governments on urban development issues
- Technical expertise in urban planning, sustainable urban development, sustainability or climate action
- Exceptional interpersonal, relationship building and written and verbal communication skills, including presentation experience
- Excellent Project-management, strategic thinking and analytical capabilities, with MS Excel experience and data management skills;
- Strong stakeholder engagement experience, as well as experience in developing or facilitating webinars and workshops;
- Ability to travel to assigned cities and internationally

**Languages:** English and French and any other languages relevant to the African continent

## **ICLEI PROJECT DIRECTOR**

**Duration:** 60 months (duration of project) (9% of the time)

**Date required:** Month 1

**Duty station:** ICLEI World Secretariat, Bonn, Germany

**Reporting structure:** The Project Director will coordinate periodically with WRI Project Director, UNEP Task Manager and WRI Chief Technical Advisor as solicited.

**Main outputs:** 1.1, 1.2, 1.5, 1.6, 4.1

### **Description of duties**

The ICLEI Project Director is a senior management representative (director level) from ICLEI to the SCIP and provides strategic guidance to the impact program and fosters a collaborative partnership among WRI, C40, ICLEI, and UNEP Cities

- Oversee the implementation of the SCIP in coordination with project directors from partner organizations (UNEP, WRI and ICLEI).
- Provide tactical and strategic leadership for the SCIP
- Ensure ICLEI's high-quality outputs and analysis through tracking, review, guidance and sign off.
- Attend SCIP strategic management meetings (including SCIP Steering Committee/Executive Management Team/Partnership Engagement Group), relationship building and partnerships with collaborators and donors as part of a cross-sectoral and global approach.
- Ensure technical quality and timely delivery of ICLEI's work plan activities; including rigorous evaluation of project activities and interventions, with adaptive management approaches to amplify project impact.
- Proactively manage relationships and fostering dialogue amongst all project partners, stakeholders and collaborators.
- Proactively manage relationships with UNEP/GEF initiatives and programs for synergy and opportunities to collaborate.
- Proactively fundraise for the SCIP to amplify its impact

### **Expected deliverables**

- Represent ICLEI at the Steering Committee, Executive Management Team, and Partnership Engagement Group meetings
- Provide rigorous oversight and evaluation of project activities and materials
- Represent the SCIP at high-level global events

### **Qualifications:**

- Advanced degree in international political studies, urban planning, business, environmental studies, or related field.
- Minimum 15 years of full-time work experience in relevant field, with program implementation and project management experience.
- Substantial experience in leading teams of national and international experts and managing a project budget.
- Prior supervision and mentorship of large international projects and programs.
- Good interpersonal and leadership skills and ability to work effectively as part of a small team, with respect for and sensitivity to multi-cultural approaches.
- Skills and experience in effectively communicating mission and objectives to partners and team
- A demonstrated ability in liaising and co-operating with all project partners including government officials, NGOs and international organizations

**Language:** English

## **ICLEI SENIOR TECHNICAL ADVISOR**

**Duration:** 60 months (duration of project), 42% of the time

**Date required:** Month 1

**Duty station:** ICLEI World Secretariat, Bonn, Germany

**Reporting structure:** The ICLEI Senior Technical Advisor will report to the ICLEI Project Director and coordinate with the WRI Chief Technical Advisor.

**Main Outputs:** execute the project and deliver specifically on outputs 1.1; 1.2; 1.5; 1.6; 3.1; 3.3; 3.4; 4.1

### **Description of duties**

#### *Project Management*

- Provides day to day management of ICLEI deliverables, also of delivery via ICLEI offices engaged in the project.
- Makes decisions regarding budget and program administration for ICLEI.
- Coordinates the work of project staff, consultants and sub-contractors for ICLEI deliverables.
- Manages outcomes and partnerships with the SCIP Core Team.
- Demonstrates extensive depth and breadth of knowledge in program staff, operations and budget.
- Leads the work on Baseline Assessments, National Dialogues' components and ICLEI's technical inputs for the project.
- Leads the coordination of financial reporting to WRI
- Leads the organization of one SCIP Forum in Asia.
- Provides content and supports the development of other components, including Regional City Academies, peer exchanges, webinars and global advocacy events.
- Coordinates with SCIP Core Team identification and curation of finance and circular development related knowledge products.
- Manage ICLEI staff delivering ICLEI's SCIP work plan.

#### *Technical, Strategic, and Communications*

- Coordinates and contributes to preparatory activities for public events, such as seminars, workshops, and symposiums to be held under the project.
- Co-author and contribute to SCIP knowledge products.
- Represents the SCIP at global, regional, and local events.
- Engages in SCIP steering mechanisms, as appropriate.
- Lead the design and delivery of City Academy modules (Finance and Circular Economy) assigned to ICLEI.
- Lead the preparation of City Academy training sessions assigned to ICLEI.
- Manage on behalf of SCIP the relationship with the Science-Based Targets Partnership;
- Consult with SCIP Core Teams when deemed necessary.
- Coordinate and contribute to preparatory activities for SCIP public events.
- Coordinate internally with ICLEI staff to deliver ICLEI's SCIP work plan.
- Liaise with WRI Communications Lead and ICLEI Communications teams
- Represent SCIP at global, regional, and local events.
- Mainstream the gender approach in ICLEI deliverables and activities

**Expected outputs and deliverables:**

- Provides on-time and high-quality delivery of project outputs, deliverables, and required reports.
- Maintains up-to-date city and partner recruiting materials and presentations for internal and external audiences.
- Delivers related modules and quality review of ICLEI deliverables.
- Recruits regional coordinators for ICLEI countries (Indonesia, India and China)
- Provides guidance and produces methodology for Light-touch City Assessments with gender considerations integrated in their analysis, ISUDAs, SCIP Forums and National Dialogues.
- Delivers 9 preparatory plans for each National Dialogue in agreement with the relevant Implementing Agency for each child project with a clear outline of the National Dialogue structure, agenda, participants and expected outcomes
- Delivers 9 country factsheets or national urban policy
- 9 recommended roadmaps for multi-level collaboration
- Oversees at least 4 national commitments to sustainable urban development
- Manages 18 National Dialogues, of which 6 include attendance and participation from women's organizations, led by ICLEI
- Delivers and organizes City Academies, ensuring 50% of panellists and presenters are women, for which ICLEI is responsible
- Manages the organization and deployment of the SCIP Forum in Asia
- Engages in frequent coordination meetings with WRI and the partners
- Uses the CDP-ICLEI unified reporting system to track climate action activities performed by SCIP cities
- Delivers 3 online training sessions (1 per region) to SCIP cities on how to use the CDP-ICLEI reporting system, ensuring at least 15 new cities use CDP-ICLEI reporting

**Qualifications:**

- Minimum 7 years full time work experience and previous experience in program implementation and/or project management.
- Advanced degree in urban planning, public administration or related field, Master's degree or equivalent.
- Experience in leading teams of national and international experts, and managing a project budget.
- Line management experience, prior supervision and mentorship of one or more junior staff.
- Excellent communication and interpersonal skills.
- Strong quantitative, analytical research skills.
- A demonstrated ability in liaising and cooperating with all project partners including government officials, NGOs and international organizations.
- Detail-oriented and organized thinker who can juggle multiple, competing priorities.

**Language:** English, and another SCIP relevant language is highly desirable.

## **ICLEI TECHNICAL OFFICER 1 (WS)**

**Duration:** 60 months (duration of project) (56% of time)

**Date required:** Month 1

**Duty station:** ICLEI World Secretariat, Bonn, Germany

**Reporting structure:** This position will report to the ICLEI Senior Technical Advisor.

**Main outputs:** support to all project outputs

### **Description of duties**

#### *Project coordination*

- Supports the ICLEI Senior Technical Advisor by day-to-day project coordination, including team coordination and tracking progress on all ICLEI project activities and deliverables.
- Maintains excellent collaboration with SCIP Core Team partners.
- Liaises with SCIP global, regional and local partners.
- Supports SCIP communications.
- Prepares ICLEI inputs for project narrative and financial reports, as requested by WRI and UNEP, following their guidance on monitoring and reporting.
- Manages the project procurement processes and expenses.
- Leads the M&E tracking for ICLEI work plan deliverables.
- Reports to ICLEI's Senior Technical Advisor on a regular basis.

#### *Thematic contribution and events*

- Maintains an updated calendar of all SCIP global and regional events and plans ICLEI's input and organization of events, working closely with the support and thematic teams, as needed.
- Liaises with the Indonesia, China and India (Regional) Country Coordinators on delivery of their tasks and coordinated events scheduling in the region (SCIP regional city academies and SCIP Forum), also coordinating with WRI team in Indonesia.
- Leads on planning, organizing and delivery of all National Dialogues.
- Coordinates logistics and procurement processes to deliver high-quality infrastructure and services for the three Regional City Academies and the SCIP Asia Forum assigned to ICLEI.
- Coordinates ICLEI's thematic expert input as needs, including as speakers at events and for training module development.
- Coordinates with SCIP Core Team partners on peer exchanges, should these take place as South-South cooperation.
- Prepares PowerPoints, guidance documents and other training materials for SCIP.

#### *Research and Knowledge*

- Compile the City Needs Assessments template and monitor delivery of City Support Plans for the ICLEI allocated region/countries.
- Liaise with ICLEI Research Team and Knowledge Management Team to leverage synergies between SCIP and ICLEI knowledge sharing efforts.
- Review all knowledge collected and created, to ensure quality of materials and knowledge products.

### **Expected outputs and deliverables:**

- Coordinates ICLEI work plan.
- Monitors project performance.



- Support event logistics and services as needed for main SCIP events organized by ICLEI.
- Provides periodic financial and progress reports as requested by UNEP and WRI.
- Contributes to communications materials documenting results and lessons learned.

**Qualifications:**

- Master's degree or equivalent in business, urban planning, international development, finance/economics, or related field
- Minimum 5 years of relevant full-time work experience.
- Proven track record of project coordination and team management skills.
- Excellent communication skills.
- Excellent computer skills in Microsoft Office.
- Strong interpersonal skills and the ability to work with teams of individuals and colleagues around the world.
- Flexibility to travel.

**Language:** English, and another SCIP relevant language is highly desirable.

## **ICLEI TECHNICAL OFFICER 2 (WS)**

**Duration:** 60 months (duration of project) (53% of time)

**Date required:** Month 1

**Duty station:** ICLEI World Secretariat, Bonn, Germany

**Reporting structure:** Reports to ICLEI Senior Technical Advisor.

**Main outputs:** support to all project outputs

### *Project coordination support*

- Coordinate and schedule meetings regarding projects deliverables among team
- Assists communication and meetings with SCIP Core Team partners, including taking minutes and action points
- Supports the ICLEI Technical Officer by day-to-day project coordination and tracking progress on all ICLEI project activities and deliverables.
- Process documentation for project commitments (i.e. agreements, contracts, work authorizations, and purchase orders).
- Supports project M&E and reporting, as requested by WRI and UNEP
- Supports project procurement processes and expenses.
- Reports to ICLEI Senior Technical Advisor and ICLEI Technical Officer 1.

### *Event support*

- Supports update the calendar of all SCIP global and regional events
- Supports planning, organizing and delivery of all National Dialogues and SCIP Forum in Asia
- Assists logistics and procurement processes to deliver high-quality infrastructure and services for the three Regional City Academies and the SCIP Asia Forum assigned to ICLEI.
- Assists communication with speakers and participants, as well as SCIP Core Team partners for the delivery of events
- Supports the overall event program organization and delivery, with invitation letters, communication with speakers, on site implementation of sessions

### **Expected outputs and deliverables:**

- Maintain ICLEI work plan.
- Support project performance monitoring.
- Support event logistics and services as needed for main SCIP events organized by ICLEI.
- Periodic support to financial and progress reports as requested by UNEP and WRI.

### **Qualifications:**

- Bachelor's degree in business, administration, financial management, or related field.
- Minimum 3-5 years of relevant full-time work experience.
- Experience with providing program and project coordination and administrative support following the processes and procedures of international organizations
- Excellent computer skills in Microsoft Office.
- Strong interpersonal skills and the ability to work with teams of individuals and colleagues around the world.

**Language:** English

## **ICLEI FINANCE & CONTROLLING EXPERT (WS)**

**Budget line number:**

**Duration:** 60 months (duration of project) (5% of time)

**Date required:** Month 1

**Duty station:** ICLEI World Secretariat, Bonn, Germany

**Reporting structure:** Reports to ICLEI Senior Technical Advisor.

**Main outputs:** PMC

**Description of duties:**

*Financial and Program Management*

- Process invoices and pay applications for projects in compliance with established governance procedures.
- Monitor financial performance and takes appropriate action to ensure key financial objectives are met for the project
- Lead or assist project team in project closeout process including turnover documentation and financial reconciliation.
- Support the decision-making process by providing project information, status, and content to decision makers
- Coordinate and advise on project budget management and reports under supervision
- Coordinate audits and procurement processes for contracts
- Process documentation for project commitments (i.e. agreements, contracts, work authorizations, and purchase orders).
- Demonstrate knowledge and understanding of all the pertinent procedures, stipulations, requirements, and fees for all grants and contracts associated with donors

**Expected outputs and deliverables:**

- On-time delivery of documentation of project financial status for ICLEI
- On-time processing of ICLEI's invoices
- Budget tracking, management and reporting in coordination with the Technical Officer 1 and Technical Officer 2.

**Qualifications:**

- Bachelor's degree in business, administration, financial management, or related field.
- Minimum 3-5 years of relevant full-time work experience.
- Experience with providing program and project coordination and administrative support following the processes and procedures of international organizations
- Excellent computer skills in Microsoft Office.
- Strong interpersonal skills and the ability to work with teams of individuals and colleagues around the world.

**Language:** English

## **ICLEI EVENTS COORDINATOR (WS)**

**Duration:** 60 months (Duration of project) (6% of time)

**Date required:** Month 1

**Duty station:** ICLEI WS, Bonn, Germany

**Reporting structure:** The Events Coordinator will report to the ICLEI Senior Technical Advisor.

**Main outputs:** 1.1; 1.2; 1.5; 1.6; 3.4

### **Description of duties:**

- Manages the delivery of SCIP events (SCIP Asia Forum, City Academies, peer exchanges, National Dialogues), and supports local event teams with logistical advice on a coordinated approach.
- Liaises with ICLEI technical staff and the SCIP teams for program development and successful delivery of events.
- Coordinates with the ICLEI Communications Lead and SCIP Communications lead to ensure the necessary media coverage of the events, hiring of photographers and translators, as needed.
- Manage and oversee all events Logistics including coordination with venue, catering, technical equipment, translation company, travel and accommodation of staff and participants (incl. Local transport)

### **Expected outputs and deliverables:**

- Ensure high quality coordination of all SCIP events organized by ICLEI.
- Ensure all details from ICLEI-organised events are collected and reported, including attendance lists (gender and sector categorization), media coverage and photos, programs and evaluation surveys.

### **Qualifications:**

- Typically, 5 years of full-time experience.
- Bachelor's or equivalent degree required.
- Demonstrable experience with planning of high-level international events and technical events such as peer exchanges
- Exceptionally good communication and interpersonal skills.

**Language:** English, and another SCIP relevant language is highly desirable.

## **ICLEI COMMUNICATIONS SPECIALIST (WS)**

**Duration:** 60 months (duration of project) (6% of time)

**Date required:** Month 1

**Duty station:** ICLEI World Secretariat, Bonn, Germany

**Reporting structure:** The Communications Lead will report to the ICLEI Senior Technical Advisor and Technical Officer 1.

**Main Outputs:** 1.1; 1.2; 1.6; 2.2; 3.4

### **Description of duties**

- Manages ICLEI's communication efforts to build awareness of the Sustainable Cities Impact Program through ICLEI communications channels.
- Contributes to the SCIP communications strategy, and use social media opportunities on demand.
- Write, edit and manage internal and external communications projects including blogs, press releases, slide presentations, newsletters, messaging, all to be shared with the ICLEI Project Coordinator and informing the WRI SCIP Communications Lead.
- Coordinate closely with WRI, C40, GEF, UNEP/GEF and UNEP Cities communications teams to expand SCIP's presence and to leverage the network's existing expertise and reach.
- Promote SCIP events through ICLEI media, as required
- Mainstream the gender approach in communication deliverables and activities

### **Expected outputs and deliverables:**

- High-quality communications materials and clear messaging.
- Contribute to SCIP news and disseminate SCIP newsletters through ICLEI channels
- Promotion of all SCIP events and activities

### **Qualifications:**

- 5+ years of full-time professional experience in creating and implementing communications strategies and high-level content.
- Master's degree or equivalent in communications, journalism, international relations, or related field.
- Comprehensive understanding of communications strategies and execution.
- Excellent writing skills.
- Ability to communicate clearly and persuasively in writing.
- Ability to work cooperatively with others, to demonstrate flexibility in fulfilling assignments, and to be proactive in planning and pitching stories.

**Language:** English, and another SCIP relevant language is highly desirable.

## **ICLEI RESEARCH SPECIALIST (WS)**

**Duration:** 60 months (Duration of project) (32% of time)

**Date required:** Month 1

**Duty station:** ICLEI World Secretariat, Bonn, Germany

**Reporting structure:** The Research Specialist will report to the ICLEI Senior Technical Advisor and ICLEI Technical Officer 1.

**Main outputs:** 1.1; 2.1

### **Description of duties:**

- Ensure coordination of ISUDA template translation from English into the 5 other SCIP languages.
- Coordinate the ISUDA gathering of information and knowledge, working in close cooperation with ICLEI's Knowledge Management Specialist and WRI Knowledge Management team.
- Ensure excellent cooperation with the Regional Coordinators, training them and mentoring the process of ISUDA compilation.
- Support the delivery and knowledge capture of the ISUDAs and information useful for the National Dialogues, such as summary results.

### **Expected outputs and deliverables:**

- Quality review of ICLEI's contribution of information and knowledge used for the SCIP
- ISUDA methodology including quantitative and program framework indicators and gender considerations in their analysis
- Review of quality of initial ISUDAs and assess improvements made from final ISUDAs delivered by local governments on project conclusion.
- ISUDA outcome impact analysis
- 24 city level summary reports with detailed project and program impact analysis based on quantitative and qualitative data collection. This information will also be used for the final report and evaluation of the project
- 1 report on lessons learned on multi-level government collaboration

### **Qualifications:**

- Master's degree in international development or related field
- Minimum 5 years of relevant work experience.
- Excellent qualitative and/or quantitative research and writing skills.
- Excellent computer skills, data analysis, and strong research skills.
- Strong interpersonal skills and the ability to work with teams of individuals around the world.

**Language:** English

## **ICLEI KNOWLEDGE OFFICER (WS)**

**Duration:** 60 months (Duration of project) (8% of time)

**Date required:** Month 1

**Duty station:** ICLEI World Secretariat, Bonn, Germany

**Reporting structure:** The Knowledge Officer will report to the ICLEI Chief Technical Advisor and ICLEI Technical Officer 1.

**Main outputs:** 2.1, 2.2

### **Description of duties:**

- Ensure coordination of knowledge used and generated within ICLEI for the SCIP in close cooperation with ICLEI's team of thematic experts, to ensure excellent cooperation with the SCIP partners and contribution of information to the SCIP web platform.
- Support the delivery and knowledge capture of the ISUDAs and information useful for the National Dialogues.
- Host and support the webinar series for ICLEI's SCIP contribution.

### **Expected outputs and deliverables:**

- Produce an overview of ICLEI's contribution of information and knowledge used for the SCIP.
- Capture ISUDA data points.
- Deliver 5 webinars

### **Qualifications:**

- Master's degree in data management, international development or related field
- Minimum of 5 years of relevant work experience.
- Experience with data and knowledge management.

**Language:** English and another SCIP relevant language is highly desirable

## **ICLEI URBAN DEVELOPMENT SPECIALISTS: CIRCULAR ECONOMY, CLIMATE, ENERGY, FINANCE, MOBILITY, NATURE-BASED SOLUTIONS, RESILIENCE (WS)**

**Duration:** 60 months (62 % of time)

**Date required:** Month 1

**Duty station:** ICLEI World Secretariat, Bonn, Germany, or ICLEI Regional Secretariat

**Reporting structure:** The Urban Development Specialists will report to the ICLEI Technical Officer 1 and ICLEI Senior Technical Advisor.

**Main outputs:** 1.1; 1.2; 1.6; 2.2; 3.1; 3.3

### **Description of duties:**

- Responsible for the timely delivery and contribution of quality inputs for knowledge generated on topics: Circular Economy, Climate, Energy, Finance, Mobility, Nature-Based Solutions, and Resilience, specifically on all SCIP training modules as requested by the ICLEI Project Coordinator.
- Leads on the development of the Circular Economy training module / toolkit, working with SCIP partners and external partners on leveraging existing finance training resources and defining new knowledge elements, as required.
- Provides thematic expertise and speaks at events, such as the Forums, City Academies, peer exchanges, National Dialogues, technical training, webinars and workshops, as per request of ICLEI's Senior Technical Advisor and Technical Officer 1.

### **Expected outputs and deliverables:**

- Contribute to City Academy modules and capacity development training for SCIP.
- Structure content, resource development and delivery.
- Provide content for trainings at regional meetings or by webinar and for other resources as needed (case studies, fact sheets, guidance document)
- Advise on light touch technical assistance requests.
- Identify city partners to complement training during peer exchanges.

### **Qualifications:**

- Master's degree or equivalent in international development or related field (relevant as per theme)
- Minimum 5 years of relevant work experience.
- Excellent writing skills on thematic messaging.
- Strong interpersonal skills and the ability to work with teams of individuals around the world.
- Flexibility to travel.

**Language:** English



## **ICLEI FINANCE SPECIALIST**

**Duration:** 60 months, 16% of time

**Date required:** Month 1

**Duty station:** ICLEI World Secretariat, Bonn, Germany

**Reporting structure:** The finance specialist will report to the ICLEI Technical Officer 1 and ICLEI Senior Technical Advisor

**Main outputs:** 1.2, 1.5, 2.2

### **Description of duties:**

- Provides ICLEI's thematic input into the design of SCIP Finance Academies.
- Leads and coordinates the development of the finance training module, working with SCIP partners and the CCFLA on leveraging existing finance training resources and defining new knowledge elements, as required.
- Liaise with C40 and WRI's finance teams on the methodology for project identification, and cooperation approach to jointly promote the annual opening of the TAP project pipeline, as intake space for projects seeking finance for infrastructure.
- Manages TAP project screening with delivery of a summary report outlining recommendations for improvement per project.
- Support ICLEI's Senior Technical Advisor and Technical Officer 1 on all access to finance related activities, including light touch technical assistance to selected cities, expert speaker at SCIP finance related events such as the high-level roundtables at SCIP Forums.

### **Expected outputs and deliverables:**

- Provide finance light-touch technical assistance.
- Develop the Finance module and trainings.
- Screen 24 TAP projects and provide recommendations for improvement
- Provide input to 4 annual reports that include results from SCIP cities projects screened via TAP
- Develop 4 annual finance newsletters on upcoming opportunities for cities to access PPF and urban finance opportunities
- Over sees that 3 TAP approved project receives support from ICLEI directly
- Ensure 12 TAP projects presented to Project Preparation Facilities, TAP partners providing further services and/or to potential investors (public and private)
- Coordinate with C40 and WRI on the SCIP relationship with the City Finance Leadership Alliance (CCFLA); consult with SCIP Core Teams when deemed necessary
- Deliver 3 CiBiX (City-Business Ideator) workshops

### **Qualifications:**

- Master's degree or equivalent in business, finance, economics, international development or related field.
- Minimum 5 years of relevant full-time work experience.
- Excellent communication and writing skills.
- Strong interpersonal skills and the ability to work with teams of individuals and colleagues around the world.
- Flexibility to travel.

**Language:** English and another SCIP relevant language is highly desirable

## **ICLEI ADVOCACY SPECIALIST**

**Duration:** 60 months (13% of time)

**Date required:** Month 1

**Duty station:** ICLEI World Secretariat, Bonn, Germany

**Reporting structure:** The Advocacy Specialist will report to the ICLEI Technical Officer 1 and the ICLEI Senior Technical Advisor

**Main outputs:** 3.2

### **Description of duties:**

- Leads ICLEI's advocacy input for the SCIP into high-level events, working in close collaboration with the UNEP Cities team.
- Speaks at high level events, including international and regional events.

### **Expected outputs and deliverables:**

- Presentations and key messaging inputs for high level events

### **Qualifications:**

- Master's degree or equivalent in international development or related field.
- Minimum 7 years of relevant full-time work experience.
- Excellent communication skills.
- Strong interpersonal skills and the ability to work with teams around the world.
- Flexibility to travel.

**Language:** English

## **ICLEI REGIONAL OFFICE EXPERTS**

**Duration:** 60 months (94% of time)

**Date required:** Month 1

**Duty station:** ICLEI Regional Offices (Worldwide)

**Reporting structure:** The Regional Office Experts will report to the ICLEI Senior Technical Advisor and ICLEI Technical Officer 1.

**Main outputs:** 1.1; 1.2; 1.6; 2.2; 3.3; 3.4

ICLEI will engage the regional experts as necessary to provide input to the city assessments, National Dialogues and other knowledge products and events part of the SCIP.

### **Description of duties:**

- Translate and adapt the Integrated Sustainable Urban Development Assessments (ISUDAs) to the local language
- Support the preparation and implementation of the National Dialogues
- Provide input to the city capacity development plans in their region
- Provide expert input in the City Academies, peer exchanges and SCIP Asia Forum, as appropriate
- Support the coordination of technical trainings, webinars and workshops in their region, as requested
- Contribute to the development of the City Support Plans
- Lead on organizing and conducting the National Dialogues (2 per country) in Costa Rica, Argentina, Brazil, Indonesia, Rwanda, Morocco, and Sierra Leone, ensuring the program responds to the SCIP and cities' needs.
- Coordinate with rapporteur role at the National Dialogues and manage local logistics
- Expert speakers on demand at SCIP events
- Provide feedback on reports
- Translate 2 ICLEI training module materials into local language, including cultural focus.

### **Expected outputs and deliverables:**

- ISUDAs translated and adapted to local language
- Advise cities on related technical assistance request
- Identify city partners for National Dialogues, peer exchanges, City Academies, and SCIP Asia Forum
- National Dialogues (2 per country) organized in Costa Rica, Argentina, Brazil, Indonesia, Rwanda, Morocco, and Sierra Leone
- Preparation and on-site support for events, accordingly

**Language:** English and local country language (Spanish, Portuguese, French, Indonesian Bahasa)

## **ICLEI SCIP REGIONAL/COUNTRY COORDINATOR INDIA**

**Budget line number:**

**Duration:** 60 months (80% of time)

**Date required:** Month 1

**Duty station:** Most likely at the ICLEI South Asia Secretariat, Delhi, India

**Reporting structure:** The Regional/Country Coordinator will report to the ICLEI Senior Technical Advisor and the ICLEI Technical Officer 1, as well as the line manager in the local office

**Main outputs:** Support all project implementation

**Description of duties:**

- Engages as lead for the SCIP in India, as the focal point between SCIP cities and the SCIP Core team, building and maintaining relationships, liaises and acts as the interlocutor for SCIP cities in India.
- Maintains an excellent relationship with the Indian SCIP child project teams and the GEF implementing agencies in-country staff.
- Liaises with the cities to raise their climate ambition and make commitments, guides cities on how to commit to international climate action and other targets, using reporting platforms such as the CDP-ICLEI unified reporting platform (for climate and energy commitments and action) and the CitiesWithNature (for NBS and biodiversity commitments and action) reporting platform.
- Mobilizes and facilitates city participation in the SCIP Global Platform events and opportunities for learning, networking and peer exchange.
- Compiles ISUDAs (Integrated Sustainable Urban Development Assessments) for all Indian SCIP cities and mobilize the local governments to take ownership and update the ISUDA at least once on project conclusion.
- Leads on compiling the Cities Needs Assessments and City Support Plans in India for the SCIP cities.
- Follows guidance from ICLEI and the SCIP Core Team on engaging with key urban development stakeholders in the country, such as private sector and regional development banks as it relates to the project.
- Communicate SCIP events and knowledge products to SCIP cities in the region.
  - Leads on organizing and conducting the National Dialogues (2 per country), ensuring the program responds to the SCIP and cities' needs.
- Leads on event program development for SCIP events in the region, to respond to the needs of the Indian SCIP cities.
- Works with the various component leads to develop events in the country, including Forums, City Academies, Peer Exchanges, finance related events.
- Identify potential additional non-SCIP Indian cities to be invited to learning opportunities.
- Mainstream the gender approach in deliverables and activities

**Expected outputs and deliverables:**

- Lead on in-country activities.
- Develop and manage relationships with SCIP city and national government actors.
- Provide input to reports.
- Present the SCIP and opportunities for engagement to city and national government actors, as well as ICLEI internal and external stakeholders.
- Mobilize city engagement.
- Compile ISUDAs, City Needs Assessments and City Support Plans for assigned cities.
- Develop and manage relationships with SCIP city and national government actors.

- Provide summaries of all workshops and stakeholder meetings to the ICLEI Technical Officer 1
- Provide attendance sheets for all SCIP-related local events and meetings, including gender and sector data, programs, local procurement process information.
- Assess potential opportunities for further engagement.
- Identify and follow up with cities that could commit to increasing climate ambition and make other commitments.
- Organize and lead public commitments for SCIP cities within assigned country.
- Share lessons learned with the ICLEI Technical Officer 1.
- Identify correct counterparts for SCIP GP learning opportunities.

**Qualifications:**

- Master's degree or equivalent in international development or related field
- Minimum of five years of full-time work experience, demonstrable experience working with city and national governments on urban development issues
- Technical expertise in urban planning, sustainable urban development, sustainability or climate action
- Exceptional interpersonal, relationship building and written and verbal communication skills, including presentation experience
- Excellent project coordination (work plan), strategic thinking and analytical capabilities.
- Strong stakeholder engagement experience, as well as experience in developing or facilitating events and webinars
- Flexibility to travel.

**Language:** English and local Indian language(s) a recommendation.

## **ICLEI REGIONAL/COUNTRY COORDINATOR CHINA**

**Duration:** 60 months (80% time)

**Date required:** Month 1

**Duty station:** Either ICLEI East Asia Secretariat, Seoul, Republic of Korea or at the ICLEI Beijing Office, PRC

**Reporting structure:** The Regional/Country Coordinator will report to the ICLEI Senior Technical Advisor and the ICLEI Technical Officer 1, as well as the line manager in the local office

**Main outputs:** Support all project implementation

### **Description of duties:**

- Engages as lead for the SCIP in China, as the focal point between SCIP cities and the SCIP Core team, building and maintaining relationships, liaises and acts as the interlocutor for SCIP cities in China.
- Maintains an excellent relationship with the Chinese SCIP child project teams and the GEF implementing agencies in-country staff.
- Liaises with the cities to raise their climate ambition and make commitments, guides cities on how to commit to international climate action and other targets, using reporting platforms such as the CDP-ICLEI unified reporting platform (for climate and energy commitments and action) and the CitiesWithNature (for NBS and biodiversity commitments and action) reporting platform.
- Mobilizes and facilitates city participation in the SCIP Global Platform events and opportunities for learning, networking and peer exchange.
  - Compiles ISUDAs (Integrated Sustainable Urban Development Assessments) for all Chinese GEF-7 cities and mobilize the local governments to take ownership and update the ISUDA at least once on project conclusion.
  - Leads on compiling the Cities Needs Assessments and City Support Plans in India for the GEF-7 cities.
- Follows guidance from ICLEI and the SCIP Core Team on engaging with key urban development stakeholders in the country, such as private sector and regional development banks as it relates to the project.
- Communicate SCIP events and knowledge products to SCIP cities in the region.
- Leads on organizing and conducting the National Dialogues (2 per country), ensuring the program responds to the SCIP and cities' needs.
- Leads on event program development for SCIP events in the region, to respond to the needs of the Chinese SCIP cities.
- Works with the various component leads to develop events in the country, including Forums, City Academies, Peer Exchanges, finance related events.
- Identify potential additional non-SCIP Chinese cities to be invited to learning opportunities.
- Mainstream the gender approach in deliverables and activities.

### **Expected outputs and deliverables:**

- Lead on in-country activities.
- Develop and manage relationships with SCIP city and national government actors.
- Provide input to reports.
- Present the SCIP and opportunities for engagement to city and national government actors, as well as ICLEI internal and external stakeholders.
- Mobilize city engagement.
- Compile ISUDAs, including quantitative and program framework indicators and gender considerations in their analysis for assigned cities.
- Develop and manage relationships with SCIP city and national government actors.
- Provide summaries of all workshops and stakeholder meetings to the ICLEI Technical Officer 1

- Provide attendance sheets for all SCIP-related local events and meetings, including gender and sector data, programs, local procurement process information.
- Assess potential opportunities for further engagement.
- Identify and follow up with cities that could commit to increasing climate ambition and make other commitments. Organize and lead public commitments for SCIP cities within assigned country.
- Share lessons learned with the ICLEI Technical Officer 1.
- Identify correct counterparts for SCIP GP learning opportunities.

**Qualifications:**

- Master's degree or equivalent in international development or related field
- Minimum of five years of full-time work experience, demonstrable experience working with city and national governments on urban development issues
- Technical expertise in urban planning, sustainable urban development, sustainability or climate action
- Exceptional interpersonal, relationship building and written and verbal communication skills, including presentation experience
- Excellent project coordination (work plan), strategic thinking and analytical capabilities.
- Strong stakeholder engagement experience, as well as experience in developing or facilitating events and webinars
- Flexibility to travel.

**Language:** English and Mandarin.

## **SCIP COUNTRY COORDINATOR FOR INDONESIA**

**Budget line number:** The Global Program will cover the costs of the coordinator.

**Duration:** 60 months (80% time)

**Date required:** Month 1

**Duty station:** Jakarta, Indonesia

**Reporting structure:** The Country Coordinator in Indonesia will report to the ICLEI Senior Technical Advisor.

**Main outputs:** Support all project implementation [budgeted under output 1.1]

### **Description of duties:**

The country coordinator will:

- Be the focal point between SCIP cities and the SCIP Core team in his/her assigned region or country
- Maintain an excellent relationship with SCIP child project teams and the GEF implementing agencies in-country staff
- Build and maintain relationships, liaise and act as the interlocutor for SCIP cities and countries in his/her assigned region
- Liaise with the city to raise its climate ambition and guide cities on how to commit to international climate action targets
- Mobilize and facilitate city participation in SCIP Global Platform events and initiatives
- Conduct ISUDAs (Integrated Sustainable Urban Development Assessments in assigned cities.
- Conduct final ISUDAs
- Coordinate among SCIP organizations (C40, ICLEI, UNEP, WRI) in his/her respective regions to ensure networks are utilized effectively
- Following guidance from the SCIP Core Team engage with key urban development stakeholders in the region such as private sector and regional development banks as it relates to the project
- Work with SCIP Communications Lead to communicate SCIP events and knowledge products to SCIP cities
- Maintain a schedule and timeline for all activities pertaining the countries, cities, coordinating with all experts leading on the various components of the SCIP
- Work with the various component leads to develop events in the country, including Forums, City Academies, Peer Exchanges, finance related events, National Dialogues
- Identify potential additional non-SCIP cities to be invited to learning opportunities
- Mainstream the gender approach in project deliverables and activities

### **Expected outputs and deliverables:**

- Provide biannual written progress reports, as part of internal communications protocol, which provide inputs for annual program reporting, ask for advice, feedback and assess potential opportunities for further engagement.
- Conduct initial project ISUDAs including quantitative and program framework indicators and gender considerations in their analysis of SCIP cities in Indonesia
- Identify demand (topics) and providers (city hosts) based of needs assessments and request from participating cities
- Identify areas of expertise in the cities participating in the program, to act as hosts for SCIP events
- Assist with final project ISUDAs
- Provide workshop and stakeholder meeting summaries



- Identify cities that could commit to increasing climate ambition
- Ensure resolutions, declarations and/or commitments to increase climate action targets/science-based targets are signed at high-level SCIP hosted events based on regional/country coordinator's jurisdiction (assumption 1 commitment per country, 3 cities per region)
- Organize and lead public commitments for SCIP cities within assigned region
- Provide full attendance sheet for all SCIP-related local events and meetings, including gender and sector data
- Follow internal communications protocol to ensure the SCIP global team is updated
- Develop and manage relationships with SCIP city and national government actors
- Mobilize SCIP city participation in SCIP events for activities like City Academies, SCIP Forums, aligning climate action plans with Paris Agreement targets and other opportunities such as applying to the TAP and CBCA
- Present about SCIP to city and national government actors in addition to internal and external stakeholders
- Share lessons learned to the Global Platform
- Identify correct counterparts for SCIP GP learning opportunities
- Participate in the Steering Committee meetings and other cohort events

**Qualifications:**

- Minimum of five years of full-time work experience.
- Bachelor's degree required; Master's degree preferred
- Demonstrable experience working with city and national governments on urban development issues
- Technical expertise in urban planning, sustainable urban development, sustainability or climate action
- Exceptional interpersonal, relationship building and written and verbal communication skills, including presentation experience
- Excellent Project-management, strategic thinking and analytical capabilities, with MS Excel experience and data management skills;
- Strong stakeholder engagement experience, as well as experience in developing or facilitating webinars and workshops;
- Ability to travel to assigned cities and internationally

**Languages:** English and Bahasa Indonesia

## **UNEP TEAM**

### **UNEP CITIES STRATEGIC LEAD (P5) (CO-FINANCE)**

(serving as UNEP Cities' project director equivalent)

**Budget line number:** UNEP Co-financing

**Duration:** 15 months (throughout the lifetime of the project – 3 months per year, 25% of staff time)

**Date required:** Month 1

**Duty station:** UNEP / Paris, France

**Reporting structure:** The UNEP Strategic Lead will liaise with the UNEP GEF team and WRI, C40, and ICLEI Project Directors.

**Main outputs:** 2.1, 2.2, 4.1

#### **Description of duties**

The Strategic Lead provides strategic guidance to the project, fosters a collaborative partnership among WRI, C40, ICLEI, and UNEP Cities, maintains contacts with other UN agencies and cooperating partners, and provides technical support for project implementation:

##### *Strategic leadership function*

- Represent UNEP in the SCIP Steering Committee
- Provide inspirational leadership and guidance for the direction and delivery of the SCIP project
- Proactively manage relationships and foster dialogue amongst all Project partners

##### *Supervisory function*

- Supervise technical and administrative implementation of the SCIP project and activities
- Lead effective planning, delivery and strategy under the framework of UN Environment/GEF terms and conditions
- Ensure high quality outputs and analysis through tracking, review, guidance and sign off

##### *Relationship building and scale up*

- Proactively fundraise for the SCIP to amplify its impact
- Proactively identify and manage relationships with other UN and UNEP initiatives and programs for synergy and collaboration
- Build relationships and partnerships with stakeholders, collaborators and external initiatives as part of a cross-sectoral and global approach and scale up to amplify project impact

##### *Provide technical inputs to specific work packages*

- Lead in providing inputs from UNEP on finance and private sector engagement, sustainable buildings and construction, and energy
- Provide overall guidance on the integrated neighbourhood approach

#### **Expected deliverables**

- Steering Committee meetings (5 meetings: 3 in person, 2 virtually)
- Rigorous review of project activities and materials
- Visibility of the SCIP at high-level global events (SCIP representation)

#### **Qualifications:**

- Minimum 15 years of full-time work experience in relevant field, with program implementation and project management experience.

- Experience in supervision and mentorship of large international projects and programs as well as leading teams of national and international experts and managing a project budget.
- Good interpersonal and leadership skills and ability to work effectively as part of a small team, with respect for and sensitivity to multi-cultural approaches.
- Skills and experience in effectively communicating mission and objectives to partners and team.
- A demonstrated ability in liaising and co-operating with all project partners including government officials, NGOs and international organizations

**Language:** English

## **UNEP CITIES TECHNICAL LEAD (P4) (CO-FINANCE)**

(to serve as UNEP's project manager equivalent)

**Budget line number:** UNEP Co-financing

**Duration:** 25.2 months (42% of staff time throughout project duration, w/ more time in the beginning)

**Date required:** Month 1

**Duty station:** UNEP / Paris, France

**Reporting structure:** The UNEP Technical Lead will report directly to the Strategic lead (Cities Unit Head) and coordinate with WRI Chief Technical Advisor, C40 Senior Technical Advisor and ICLEI Senior Technical Advisor

**Main outputs:** 1.6, 2.1, 2.2, 3.2

### **Description of duties**

#### *Project Management*

- Day to day management, coordination and supervision of UNEP's overall technical contribution to the project
- Provide technical input to the various work packages of the project
- Makes recommendations and decisions (as appropriate) regarding budget and administration
- Liaise with project partners, relevant government agencies, donor organizations, NGOs and all project partners for effective coordination of all project activities.
- Manages outcomes and partnerships with the SCIP Core Team

#### *Technical, Strategic, and Communications*

- Lead UNEP's inputs on circular economy, resilience, and nature-based solutions
- Coordinate and contribute to preparatory activities such as seminars, workshops, and symposiums to be held under the project
- Co-author and contribute to SCIP knowledge products
- Develop, and manage others to develop, presentations for internal and external audiences.
- Assist with establishment of and provide operational and strategic support to SCIP Steering committee.
- Represent the SCIP at global, regional, and local events

### **Expected outputs and deliverables:**

- On-time and high-quality delivery of project outputs, deliverables, and required reports
- Effective management of UNEP's contributions to the knowledge management work package
- Delivers and organizes City Academy module on Neighborhood Approaches for which UNEP Cities is responsible
- Thorough review of UNEP's contributions

### **Qualifications:**

- Minimum 10 years full time work experience and previous experience in program implementation or project management
- Advanced degree in urban planning, or related field
- Master's degree required
- Experience leading teams and managing a project budget.

- Prior supervision and mentorship of one or more junior staff.
- Strong quantitative, analytical research skills.
- A demonstrated ability in liaising and co-operating with all project partners including government officials, NGOs and international organizations
- Detail oriented and organized thinker who can juggle multiple, competing priorities

**Language:** English

## **UNEP CITIES PROJECT OFFICER - GLOBAL ADVOCACY (P3)**

### **Budget line number:**

**Duration:** 48 months (50% of staff time for 2 years, full time for 3 years)

**Date required:** Month 1

**Duty station:** UNEP / Paris, France

**Reporting structure:** Project Officer – Global Advocacy will report to the UNEP Technical Lead

**Main outputs:** 1.5; 1.6; 3.2

### **Description of duties**

The project officer will support project management and manage the overall global advocacy work package

#### **Description of duties:**

*Support to project management and coordination*

- Liaise with SCIP resource team / Coordinate and schedule meetings
- Process documentation for project commitments (i.e. agreements, contracts, work authorizations, and purchase orders).
- Coordinate with UNEP finance and administration to facilitate project implementation

*Focal point for the Advocacy Work Package*

- Mapping of global and regional events as opportunities for the team
- Lead the organization of events (liaising with speakers etc)
- Coordinate closely with SCIP events lead and communications leads
- Author blog posts and other communication documents

*Research and Knowledge Creation/Curation*

- Coordinate UNEP team and other expert inputs on the integrated neighbourhood approach
- Conduct substantive research including literature reviews, qualitative or quantitative analysis, and other research products on sustainable integrated urban planning in cities
- Contribute to and/or prepare PowerPoints and materials for SCIP
- Author blog posts and other communication documents as necessary

Expected outputs and deliverables:

- Clear and effective delivery of the global advocacy work package for which UNEP is directly responsible
- Provide support to the strategic and technical leads in the overall implementation of the project
- Delivery of a 5-year advocacy plan
- Produce 5 detailed workplans for each GP year with the planned events presented in the EMT meetings
- Organize and deliver 5 high level events, including 30% of presentations by female urban decisionmakers, within the project lifetime
- Organize and deliver 10 side events, including 30% of presentations by female urban decisionmakers
- Organize and deliver 5 regional events, including 30% of presentations by female urban decisionmakers
- Manage delivery of 5 webinars

Qualifications:

- Relevant degree in sustainable urban development or related field. Master degree desirable
- Excellent writing, research, and communication skills
- Ability to think visually and create persuasive visual content for web and social media
- Professional experience at an environmental or scientific organization and understanding of issues related to the environment, sustainability and urban development, especially as it relates to sustainable cities
- Critical thinker who can analyze complex and technical content
- Strong organizational, coordination, and project management skills.
- Detail oriented and organized thinker who can juggle multiple, competing priorities

Language: English; knowledge of another SCIP language an advantage

## **UNEP TECHNICAL EXPERT(S)**

**Budget line number:**

**Duration:** 60 months for integrated neighborhood approaches and 10 months for nature-based solutions

**Date required:** To be determined

**Duty station:** UNEP / Paris, France

**Reporting structure:** To report to the strategic lead

**Main outputs:** 1.1; 1.2; 2.1; 2.2; 3.3

### **Description of duties:**

- Develop content for City Academy [thematic trainings]
- Provide guidance and review of technical assessments and studies carried out by the partners and consultants
- Organize and deliver with technical trainings, webinars, and workshops

### **Expected outputs and deliverables:**

- Thematic toolkits and capacity development training for SCIP
- Structure content and resource development and delivery
- Content for trainings at regional meetings or by webinar and for other resources as needed (case studies, fact sheets, guidance document)
- Advise cities on related technical assistance request
- Identification of city partners to complement training with a peer exchange

### **Description:**

- UNEP will be engaging high level experts (both external and in-house) as necessary to provide input to knowledge products

**Language:** English









DELIVERABLES	PROJECT YEAR 1 [July 2020-June 2021]												PROJECT YEAR 2 [July 2021- June 2022]												PROJECT YEAR 3 [July 2022- June 2023]												PROJECT YEAR 4 [July 2023-June 2024]												PROJECT YEAR 5 [July 2024- Jun 2025]												Responsible																																																																								
	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36	M37	M38	M39	M40	M41	M42	M43	M44	M45	M46	M47	M48	M49	M50	M51	M52	M53	M54	M55	M56	M57	M58	M59	M60																																																																									
2.2.1	Methodology, process and quality review for designing and developing each module (WRI)																																																												WRI Chief Technical Advisor and WRI Knowledge and Partnerships Officer																																																																								
2.2.2	8 modules of content [6 thematic + 2 labs] to be used in City Academy face-to-face trainings and on the website in English and translated to Spanish, French, Portuguese, Chinese, and Indonesian Bahasa																																																												WRI Chief Technical Advisor and WRI Knowledge and Partnerships Officer																																																																								
2.3.1	1 full functioning SCIP website with regularly updated content, and features listed in CEO Endorsement document (WRI)																																																												WRI Communications Lead																																																																								
2.3.2	Website maintenance (WRI)																																																												WRI Communications Lead																																																																								
2.3.3	Website exit strategy for continuity and sustainability (WRI)																																																												WRI Communications Lead																																																																								
<b>Component 3: Advocacy, Awareness Raising and Partnerships</b>																																																																																																																																					
3.1.1	9 climate leader cities (assumption 3 per region) (C40 leads with support from WRI and ICLEI regional coordinators)												3 cities identified												3 cities identified												3 cities identified												3 cities identified												C40 Senior Technical Advisor and Regional/country coordinators																																																																								
3.1.2	9 resolutions, declarations and/or commitments to increase climate action targets/science-based targets signed at high-level SCIP hosted events (assumption 1 commitment per country, 3 cities per region) (C40)																								4 Climate Action Commitments												5 Climate Action Commitments																								C40 Senior Technical Advisor																																																																								
3.1.3	6 cities working towards a climate action plan aligned with Paris Agreement targets and are gender-sensitive (assumption 2 per region) (C40)																																				2 SCP cities												2 SCP cities												2 SCP cities												C40 Senior Technical Advisor and Regional/country coordinators																																																												
3.1.4	1 communication and engagement package on climate action and science-based targets for cities (C40).																																				Climate Action Video 1												Climate Action Video 2												Climate Action Video 3												Climate Action Video 4												C40 Senior Technical Advisor and WRI Communications Lead																																																
3.1.5	At least 15 new cities reporting on the CDP-ICLEI unified reporting system to track climate action activities performed by them (ICLEI)																																																												Monitoring report completed												ICLEI Senior Technical Advisor																																																												
3.1.6	3 online training sessions (1 per region) to selected cities on how to use the CDP-ICLEI reporting system (ICLEI)												Online training 1												Online training 2												Online training 3																								ICLEI Senior Technical Advisor																																																																								
3.2.1	A 5-year advocacy plan (UNEP Cities)												Advocacy plan																																																												UNEP Cities Technical Lead and UNEP Cities Project Officer																																																												
3.2.2	5 detailed workplans for each GP year with the planned events presented in the EMT meetings (UNEP Cities)												Detailed workplan 1												Detailed workplan 2												Detailed workplan 3												Detailed workplan 4												Detailed workplan 5												UNEP Cities Technical Lead and UNEP Cities Project Officer																																																												
3.2.3	5 high level events within the project lifetime including 30% of presentations by female urban decisionmakers (UNEP Cities)												Global event 1												Global event 2												Global event 3												Global event 4												Global event 5												UNEP Cities Technical Lead and UNEP Cities Project Officer																																																												
3.2.4	10 side events including 30% of presentations by female urban decisionmakers (UNEP Cities)												Side event 1												Side event 2												Side event 3												Side event 4												Side event 5												Side event 6												Side event 7												Side event 8												Side event 9												Side event 10												UNEP Cities Technical Lead and UNEP Cities Project Officer
3.2.5	5 regional events including 30% of presentations by female urban decisionmakers (UNEP Cities)												Regional event 1												Regional event 2												Regional event 3												Regional event 4												Regional event 5												UNEP Cities Technical Lead and UNEP Cities Project Officer																																																												

DELIVERABLES	PROJECT YEAR 1 [July 2020-June 2021]												PROJECT YEAR 2 [July 2021- June 2022]												PROJECT YEAR 3 [July 2022- June 2023]												PROJECT YEAR 4 [July 2023-June 2024]												PROJECT YEAR 5 [July 2024- Jun 2025]												Responsible																																																																																																																																																
	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36	M37	M38	M39	M40	M41	M42	M43	M44	M45	M46	M47	M48	M49	M50	M51	M52	M53	M54	M55	M56	M57	M58	M59	M60																																																																																																																																																	
3.3.1	3 City-Business Marketplaces in collaboration with the CBCA partners (WBCSD and CDP) (C40)																																																												C40 Private Sector Engagement Officer																																																																																																																																																
3.3.2	1 publication on private sector and cities collaboration that considers gender issues (best practices case study) (C40)																																																												C40 Private Sector Engagement Officer																																																																																																																																																
3.3.3	6 applications from SCIP cities to join the CBCA (C40)												2 cities apply for CBCA												2 cities apply for CBCA												2 cities apply for CBCA												2 cities apply for CBCA												C40 Private Sector Engagement Officer; Regional/country coordinators																																																																																																																																																
3.3.4	3 CiBiX workshops (ICLEI)												CiBiX Workshop 1												CiBiX Workshop 2												CiBiX Workshop 3																								ICLEI Finance Specialist																																																																																																																																																
3.4.1	1 SCIP gender-sensitive communications and social media strategy updated as needed (WRI)												Hire communications lead												Communications strategy																																				WRI Communications Lead																																																																																																																																																
3.4.2	1 branding package for trainings, events and activities (WRI)												Branding package completed																																																WRI Communications Lead																																																																																																																																																
3.4.3	1 Media strategy for each SCIP event [SCIP Forum, Regional City Academies, Peer Exchanges] (WRI)												Media strategy for addtl P2P 1												Media strategy for addtl P2P 2												Media strategy for addtl P2P 3												Media strategy for addtl P2P 4												Media strategy for addtl P2P 5												Media strategy for addtl P2P 6												WRI Communications Lead																																																																																																																								
3.4.4	15 blogs on lessons learned/best practices from SCIP and other cities related to integrated urban planning (WRI)												Blog 1												Blog 2												Blog 3												Blog 4												Blog 5												Blog 6												Blog 7												Blog 8												Blog 9												Blog 10												Blog 11												Blog 12												Blog 13												Blog 14												Blog 15												WRI Communications Lead												
3.4.5	3 videos for SCIP forums (WRI)												SCIP Video 1												SCIP Video 2												SCIP Video 3																																				WRI Communications Lead																																																																																																																																				
3.4.6	16 Quarterly newsletters starting Year 2 (WRI)												Newsletter 1												Newsletter 2												Newsletter 3												Newsletter 4												Newsletter 5												Newsletter 6												Newsletter 7												Newsletter 8												Newsletter 9												Newsletter 10												Newsletter 11												Newsletter 12												Newsletter 13												Newsletter 14												Newsletter 15												Newsletter 16												WRI Communications Lead
3.4.7	5 external-facing annual reports (WRI)												SCIP annual report 1 (printed)												SCIP annual report 2												SCIP annual report 3												SCIP annual report 4												SCIP annual report 5 (printed)																																				WRI Communications Lead																																																																																																												

DELIVERABLES	PROJECT YEAR 1 [July 2020-June 2021]												PROJECT YEAR 2 [July 2021- June 2022]												PROJECT YEAR 3 [July 2022- June 2023]												PROJECT YEAR 4 [July 2023-June 2024]												PROJECT YEAR 5 [July 2024- Jun 2025]												Responsible		
	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36	M37	M38	M39	M40	M41	M42	M43	M44	M45	M46	M47	M48	M49	M50	M51	M52	M53	M54	M55	M56	M57	M58	M59	M60			
<b>Component 4. Governance, Monitoring and Evaluation</b>																																																															
4.1.1	Template and guide for collecting all child project annual progress in subsequent years for contributing to the GP annual monitoring report (WRI)																																																												WRI Chief Technical Advisor		
4.1.2	10 monitoring plans, coming from each child project results frameworks (4 WRI, 3 ICLEI, 3 C40)																																																												WRI Chief Technical Advisor, C40 Senior Technical Advisor, and ICLEI Senior Technical Advisor		
4.1.3	Interactive section on the GP website for hosting the template and collecting child project indicators, baselines, targets and progress (WRI)																																																												WRI Communications Lead		
4.1.4	5 annual monitoring reports, 2 printed reports (year one and year five) to be folded in the GP annual report (WRI with UNEP)																																																												WRI Communications Lead and UNEP		
4.1.5	3 face-to-face SC meetings back-to-back with the SCIP Forums and associated meeting reports (WRI with UNEP)																																																												WRI Chief Technical Advisor and UNEP		
4.1.6	2 virtual meetings of SC and associated meeting reports (WRI with UNEP)																																																												WRI Chief Technical Advisor and UNEP		
4.1.7	5 Executive Management Team Meetings and associated meeting reports (WRI)																																																												WRI Chief Technical Advisor		
4.1.8	4 Partnership Engagement Group (PEG) meetings and associated meeting reports (WRI with UNEP)																																																												WRI Chief Technical Advisor		
4.1.9	2 gender action plan reports (mid-terminal and terminal) (WRI)																																																												WRI Gender Lead		
4.1.10	Tracking system to address recommendations from Steering Committee (WRI)																																																												WRI Chief Technical Advisor		

## ANNEX M: ESTIMATES OF CORE INDICATORS

Core estimators for the SCIP GP were calculated **focusing on additional cities that will receive the GP services** (cities beyond the ones directly covered by the national child projects under the Sustainable Cities Programme in GEF-7 and GEF-6), to avoid double counting. The methodology to estimate the impacts **focuses on the most capable cities in the child project countries**, which will be invited to participate in the city academies, forums and other activities of the SCIP GP offer. The team assumed that these cities will have the capabilities to absorb and implement recommendations of the SCIP GP.

The total estimates captured in the calculation are conservative, as the number of additional cities included in the calculation is limited, and the team expects to have a broader participation and impact in the capacity building activities. The following aspects have not been included in the calculation: (i) marginal additional benefits on the national child projects as a consequence of GP activities; (ii) benefits in GEF-6 cities participating in the activities; (iii) benefits to other cities in additional countries in the region that will participate in activities; (iv) additional benefits in the child project countries' cities that could be achieved from changes in national policies.

The team understands that capacity building activities will impact core indicators in the following way:

- **Policies/regulations/plans:** The package of trainings and other project activities will indirectly lead to GHG emissions reductions and improvement in the management of landscapes to benefit biodiversity by providing tools to decision makers to improve policies and action plans. For example: changing master plans in cities; mainstreaming biodiversity into land use planning; directing urban growth to strategic densification, instead of sprawl and promoting green belts; reducing energy use in transportation (people travel shorter distances, and can use non-motorized transportation in denser cities), promoting stricter building codes. To benefit biodiversity in landscapes policies and action plans might relate to species and diversity planted in green corridors, urban parks and green belts. Native species planted in configurations to providing habitat and food can promote biodiversity in city-scapes.
- **Behaviours and utilization of better technologies:** The GP focuses on providing tools to policy makers for evidence-based decision-making so that they will be able to select and implement new approaches and technologies that will improve GHG emissions avoided and improved management of landscapes. For example, the capacity building activities will present approaches such as low-emission zones, nature-based solutions, circular economy, management of urban growth, to name a few. After receiving the training, local government officials will have a better understanding on how to implement each of these approaches and technologies. In addition, the SCIP GP will hold dialogues with city politicians to encourage them to raise city ambitions on emissions reductions and improved management of landscapes. Where successful, this will provide the enabling environment for city technicians to develop more ambitious policies and action plans.
- **Investments:** The project activities will influence decision making regarding the type and quality of capital investments cities make. A series of training opportunities and activities will support cities to increase the quality and selection of projects at the preparation stage, shifting investments towards low-carbon, green infrastructure, and providing additional opportunities to finance for those projects. For example: the GP will provide access to finance academies in topics such as electric buses, or building efficiency, and then connect identified local investment projects with potential financiers through High-Level Roundtables.

During the project implementation the Global Environmental Benefits (GEB) will be tracked through the planned monitoring reports being cautious not to double count child project impacts.

The capacity building activities (trainings, workshops, peer exchanges, webinars, national dialogues, etc) will lead to GEB related to the Biodiversity focal area (hectares of landscapes under improved management to benefit biodiversity) and the Climate Change focal area (GHG emissions avoided outside AFOLU). These impacts, as well as the number of direct beneficiaries (GEF Core Indicator 11) are estimated below.

## Biodiversity

The table below shows the list of large cities in the child project countries (except from GEF-6 and GEF-7 cities already participating in child projects) that will have the capabilities to absorb and implement recommendations coming from the SCIP GP. These cities are examples of cities that will be invited to participate in the city academies, forums and other activities of SCIP GP offer.

The methodology assumes that the SCIP GP will allow these cities to improve the management practices of 2% of the total green areas, thus estimating an impact in approximately **4,000 hectares** of areas of landscapes that will improve their management practices to benefit biodiversity, examples include green corridors, green belts and urban parks.

Country	Urban cluster	Indicative green areas in the city (Ha) <sup>35</sup>
Argentina	Cordoba	2,507
Brazil	Sao Paulo	19,414
Brazil	Rio de Janeiro	37,120
China	Beijing	61,695
China	Shanghai	34,300
India	Mumbai	257
India	New Delhi	29,635
Indonesia	Bandung (West Java)	1,100
	<b>Total green areas</b>	<b>186,029</b>
	Causality factor	2%
	<b>SCIP GP impact (ha)</b>	<b>3,721</b>

<sup>35</sup> Indicative total green areas in the cities have been estimated based on most recent and conservative available data and will be refined during project implementation based on invited cities. Sources: 1) Cordoba: *Indicadores ciudadanos Nuestra Cordoba, 2014*; 2) Sao Paulo: *Rede social de cidades 2017*; 3) Rio de Janeiro: *Índice de Cidades Verdes de América Latina, 2010*; 4) *Statistical Yearbook of Beijing, 2010*; Shanghai, 6) Mumbai: *Asian Green city index, 2011*; 7) New Delhi: *Urban green in Delhi: A temporal analysis (1995-2016), 2017*; 8) Bandung: *Bandung Spatial Detail Plan, 2019*.



## Climate Change

Following the same approach, it is estimated that the SCIP Global Platform will lead to an additional **4,400,000 tCO<sub>2</sub>** of emission reductions by making SCIP materials and training available to the most capable cities in the child project countries. The methodology takes current annual emissions in 2013 from these cities and assumes, starting in 2025, that SCIP GP actions will reduce them by 1% in total over 20 years.

It is foreseen that the mitigation impacts will come from emissions avoided outside of AFOLU (GEF Core Indicator 6.2). The areas where the project will have more impact are related to integrated approach at neighbourhood scale (sustainable buildings, energy and mobility through integration, for instance by creating low emission zones), integrated climate action and management of urban growth.

Country	Urban cluster	Indicative Footprint (Mt CO <sub>2</sub> )
Argentina	Cordoba	8.4
Brazil	Sao Paulo	33.6
Brazil	Rio de Janeiro	16.7
China	Beijing	83.7
China	Shanghai	181
India	Mumbai	32.1
India	New Delhi	69.6
Indonesia	Bandung (West Java)	14.9
	<b>Total MtCO<sub>2</sub></b>	<b>440</b>
	Causality factor	1%
	<b>SCIP GP impact (tCO<sub>2</sub>)</b>	<b>4,400,000</b>

## Beneficiaries

Finally, taking a similar scope and a 1% causality factor, the project aims to benefit **1,308,000 people**. The beneficiaries include direct beneficiaries from capacity building activities, as well as a minor portion of citizens from capable cities implementing the SCIP Global Platform recommendations, listed in the table below.

Country	Urban Cluster	Indicative population
Argentina	Cordoba	1,367,000
Brazil	Sao Paulo	19,770,000
Brazil	Rio de Janeiro	9,208,000

China	Beijing	19,919,000
China	Shanghai	23,804,000
India	Mumbai	21,450,000
India	New Delhi	27,230,000
Indonesia	Bandung (West Java)	8,025,000
	<b>Total population</b>	<b>130,773,000</b>
	Causality factor	1%
	<b>SCIP GP impact (citizens)</b>	<b>1,307,730</b>

**ANNEX N: OFP ENDORSEMENT LETTER**

Not applicable for global project.

## ANNEX O: COFINANCING COMMITMENT LETTERS FROM PROJECT PARTNERS



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10 G Street, NE Suite 800 Washington, DC 20002 USA (PH) +1 (202) 729-7600 (FAX) +1 (202) 729-7610 www.WRI.org

Mrs. Kelly West  
GEF Coordinator  
UNEP  
Nairobi, Kenya

March 23, 2020

**Subject: World Resources Institute co-financing towards the Sustainable Cities Impact Program project (GEF ID 10452)**

Dear Mrs. West,

I have the pleasure of writing to you to inform you of the World Resources Institute's (WRI) support to the Sustainable Cities Impact Program Global Platform (SCIP-GP) project (GEF ID 10452). The World Resources Institute will make a co-financing contribution worth of US\$ 9,750,000 in the form of grant investments mobilized over the 5 years of the project's implementation, starting early 2020.

Under this co-finance contribution, the WRI intends to support the following project components:

- Support to sustainable integrated urban planning, policy reform, investments; and innovative financing and scaling-up
- Global Platform for knowledge management, exchange and program coordination
- Advocacy, Awareness Raising and Partnerships
- Project Management Costs

The contributions of WRI will take several forms, such as:

- Creation of cutting-edge publications, tools and knowledge products that will be shared with SCIP cities and through the online platform
- Participation of SCIP urban actors in additional trainings, webinars and workshop opportunities not financed by SCIP
- Involvement of technical staff, funded through projects (E.g., Africa Urban Water Resilience, Cities4Forests, E-Mobility, Health and Road Safety) in the development of workshops and training materials, events, and webinars.

The World Resources Institute strongly supports this important GEF project and is pleased to be part of it. We look forward to continuing working with UNEP to successfully support cities pursuing integrated urban



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planning and implementation and increase their ambitions to deliver impactful, sustainable development outcomes with global environmental benefits.

Yours sincerely,

Ani Dasgupta  
Global Director  
WRI Ross Center for Sustainable Cities  
World Resources Institute

30 March 2020



**Mrs. Kelly WEST**  
GEF Coordinator  
UN Environment  
Nairobi, Kenya

**Gino Van Begin**  
Secretary General

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Legally represented by  
ICLEI – Local Governments for  
Sustainability e.V.  
Registration No. VR 8929

**ICLEI's co-financing towards the Sustainable Cities Impact Program project  
(GEF ID 10452)**

Dear Mrs. WEST,

I have the pleasure of writing to you to inform you of ICLEI World Secretariat's support to the **Sustainable Cities Impact Program** project (GEF ID 10452). ICLEI will make a co-financing contribution worth of US\$ 6.465.903 in the form of grants over the 5 years of the project's implementation, starting early 2021.

ICLEI – Local Governments for Sustainability is a global network of more than 1,750 local and regional governments committed to sustainable urban development.

Under this co-finance contribution, ICLEI World Secretariat intends to support the following project components:

- Support to sustainable integrated urban planning, policy reform, investments; and innovative financing and scaling-up
- Global Platform for knowledge management, exchange and program coordination
- Advocacy, Awareness Raising and Partnerships

ICLEI's contributions will take several forms, such as:

- Development of complementary knowledge products on topics such as local climate action, resilient development, nature-based solutions, sustainable mobility, and people-centered development.
- Involvement of technical staff, funded through other projects (e.g., Urban-LEDS II) in the development of workshops and training materials, events and webinars.
- Use of ICLEI tools and platforms by the SCIP and non-SCIP cities, such as the Solutions Gateway, reporting platforms and TAP project pipeline.
- High level consultations with the GEF and SCIP team leadership.

ICLEI strongly supports this important GEF project and is pleased to be part of it. We look forward to continuing working with UNEP to successfully support cities in pursuing integrated urban planning and sustainable development, scale up implementation and increase their ambitions to deliver impactful sustainable development outcomes with global environmental benefits.

Yours sincerely,

Gino Van Begin  
Secretary General  
ICLEI – Local Governments for Sustainability



Date: 31 March 2020

**To: Mrs. Kelly WEST  
GEF Coordinator  
UN Environment  
Nairobi, Kenya**

**Subject: C40 Cities co-financing towards the “Sustainable Cities Impact Programme” project (GEF ID 10452)**

Dear Mrs. WEST,

I have the pleasure of writing to you to inform you of C40 Cities’ support to the Sustainable Cities Impact Programme – Global Platform (SCIP-GP) project (GEF ID 10452). C40 Cities will make a co-financing contribution worth of US\$ 6,766,556 in the form of grant investments mobilized over the 5 years of the project’s implementation, starting early in 2020.

Under this co-finance contribution, C40 Cities intends to support the following project components:

- Component 1: Support to sustainable integrated urban planning, policy reform, investments; and innovative financing and scaling-up
- Component 2: Global Platform for knowledge management, exchange and program coordination
- Component 3: Advocacy, Awareness Raising and Partnerships

The contributions of C40 Cities will take several forms, such as:

- Global climate action leadership and engagement with SCIP cities through Deadline2020, C40’s sectoral declarations and C40’s Mayors Summit.
- Engagement and support to SCIP cities via C40’s Financing Sustainable Cities Initiative and City-Business Climate Alliance.
- Development of complementary knowledge products on local climate action planning.
- Inclusion and promotion of SCIP cities work in C40’s Knowledge Hub as well as city access to features non-funded by SCIP such as forums, webinars and curated resources.
- Participation of SCIP cities in non-funded by SCIP workshops and events on climate action leadership, finance and business engagement.
- Technical feedback from C40 sector-based experts on SCIP knowledge products and publications.



C40 Cities strongly supports this important GEF-7 project and is pleased to be part of it. We look forward to continuing working with UNEP to successfully support cities pursue integrated urban planning and implementation and increase their climate ambitions, to deliver impactful sustainable development outcomes with global environmental benefits.

Yours sincerely,

A handwritten signature in black ink that reads "Juliette Carter". The signature is written in a cursive, flowing style.

Juliette Carter  
Director of Corporate Services  
C40 Cities



Paris, 2 April 2020

**Subject: United Nations Environment Programme (UNEP) co-financing towards the GEF *Sustainable Cities Impact Programme Global Platform* (GEF ID 10452)**

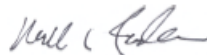
Dear Kelly,

I am pleased to inform you that UNEP's Energy and Climate Branch/Economy Division will provide co-financing contribution of US\$ 1,338,375 to the subject project. Co-financing will be provided in-kind over the 5-year project implementation, starting in year 2020. Our contribution will be as follows:

- Staff time US\$1,023,375
  - 25% of P5 Cities Unit staff time within the project's five-year implementation (US\$250,000) for strategic direction, technical oversight, and direct technical input on the finance and private sector engagement work package
  - 42% of P4 Cities Unit staff time over five years (US\$366,667) for overall project management and to contribute to key content of the city academies, events, and knowledge products especially on resilience, integrated urban planning, and circular economy.
  - Other staff time including my time for overall management and oversight and the contribution of UNEP core staff/experts and regional staff (US\$406,708).
- Travel US\$40,000 of senior staff (myself, our principals, and their staff) to high level events
- Content contributions from tools and approaches of related projects (US\$ 275,000)

UNEP's Energy and Climate Branch/Economy Division strongly supports this important GEF project and is pleased that our Cities Unit can play a substantive role in its implementation. We look forward to working with you and other project partners to support global sustainable urban development through this project.

Yours sincerely,



Mark Radka  
Chief, Energy and Climate Branch

Ms. Kelly WEST  
GEF Coordinator / UNEP

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## ANNEX P: ENVIRONMENTAL, SOCIAL AND ECONOMIC REVIEW NOTE (ESERN)

### I. Project Overview

Identification	<i>UNEP ID: 01795 ; GEF ID: 10452</i>
Project Title	<i>Sustainable Cities Impact Program Global Platform</i>
Managing Division	<i>Economy Division</i>
Type/Location	<i>Global and national Child projects</i>
Region	<i>Global</i>
List Countries	<i>The Sustainable Cities Global Platform is a child project of the GEF-7 Sustainable Cities Impact Program which includes 9 more child project at the national level : Argentina, Brazil, China, Costa Rica, India, Indonesia, Morocco, Rwanda and Sierra Leone.</i>
Project Description	<p><i>This project will build upon the GEF-6 Sustainable Cities Integrated approach program, for which the global project was led by the World Bank.</i></p> <p><i>The GEF-7 SCIP Global Platform main objective is to support cities pursue integrated urban planning and implementation and increase their ambitions, to deliver impactful sustainable development outcomes with global environmental benefits (GEBs).</i></p> <p><i>This platform is designed to provide cities access to innovative approaches for urban transformation and to maximize the impact and scale up of the child project investment component of the program.</i></p> <p><i>The project will result in the following Outcomes:</i></p> <ul style="list-style-type: none"> <li><i>1 - Key urban actors demonstrate improved capacity to undertake sustainable integrated planning and investments</i></li> <li><i>2 - Key urban actors and experts, in addition to those targeted in outcome 1, are using cutting edge knowledge and best practices on sustainable integrated urban planning and investments from a global sustainable cities platform</i></li> <li><i>3 - Policy makers and key urban actors promote sustainable integrated urban planning and investments</i></li> <li><i>4- The Global Platform is kept on track and coordinated at program and project level in all countries</i></li> </ul>
Estimated duration of project:	<i>60 months.</i>
Estimated cost of the project :	<i>Project cost: USD 16 213 761</i>

## II. Environmental Social and Economic Screening Determination

### A. Summary of the Safeguard Risks Triggered

Safeguard Standard Triggered by the Project	Impact of Risk <sup>36</sup>	Probability of Risk	Significance of
SS 1: Biodiversity, natural habitat and Sustainable Management of Living Resources	1	1	L
SS 2: Resource Efficiency, Pollution Prevention and Management of Chemicals and Wastes	1	1	L
SS 3: Safety of Dams	1	1	L
SS 4: Involuntary resettlement	1	1	L
SS 5: Indigenous peoples	1	1	L
SS 6: Labor and working conditions	1	1	L
SS 7: Cultural Heritage	1	1	L
SS 8: Gender equity	1	1	L
SS 9: Economic Sustainability	1	1	L

### B. ESE Screening Decision<sup>37</sup> (Refer to the UNEP ESES Framework (Chapter 2) and the UNEP's ESES Guidelines.)

Low risk  Moderate risk  High risk  Additional information required

### C. Development of ESE Review Note and Screening Decision:

Prepared by: Name: Tania Daccarett, UNEP Consultant Date: 30 March 2020

Safeguard Advisor: Name: Yunae Yi Date: 16 April 2020

Task Manager: Name: Ruth Coutto Date: 17 April 2020

Project Manager: Name: Mariana Orloff Date: 20 April 2020

### D. Recommended further action from the Safeguard Advisor:

This is a low risk project. UNEP ESSF guiding principles-- resilience and sustainability; human rights, gender equality and women empowerment, accountability and leave no one behind--are still applicable for low risk projects. Special attention should be given to potentially affected marginalized and vulnerable population. Project level grievance mechanism should be established for any complaints to be handled swiftly at the project level.

<sup>36</sup> Refer to UNEP Environment, Social and Economic Sustainability (ESES): Implementation Guidance Note to assign values to the Impact of Risk and the Probability of Risk to determine the overall significance of Risk (Low, Moderate or High).

<sup>37</sup> **Low risk:** Negative impacts negligible; no further study or impact management required.

**Moderate risk:** Potential negative impacts, but less significant; few if any impacts irreversible; impact amenable to management using standard mitigation measures; limited environmental or social analysis may be required to develop a ESEMP. Straightforward application of good practice may be sufficient without additional study.

**High risk:** Potential for significant negative impacts, possibly irreversible, ESEA including a full impact assessment may be required, followed by an effective safeguard management plan.

**III. ESES Principle and Safeguard checklist**

<b>Precautionary Approach</b>
The project will take precautionary measures even if some cause and effect relationships are not fully established scientifically and there is risk of causing harm to the people or to the environment.
<b>Human Rights Principle</b>
The project will make an effort to include any potentially affected stakeholders, in particular vulnerable and marginalized groups; from the decision making process that may affect them.
The project will respond to any significant concerns or disputes raised during the stakeholder engagement process.
The project will make an effort to avoid inequitable or discriminatory negative impacts on the quality of and access to resources or basic services, on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups. <sup>38</sup>

Screening checklist	Y/N/ Maybe	Comment
<b>Safeguard Standard 1: Biodiversity, natural habitat and Sustainable Management of Living Resources</b>		
Will the proposed project support directly or indirectly any activities that significantly convert or degrade biodiversity and habitat including modified habitat, natural habitat and critical natural habitat?	Y	Yes, it can indirectly affect biodiversity and habitat, but the aim of the project is to enhance biodiversity within the cityscape and urban periphery as an important ecosystem service.
Will the proposed project likely convert or degrade habitats that are legally protected?	N	This global project will not have a direct impact on legally protected areas but as above will influence child project designs to integrate the management of these areas where they do exist in urban spaces into city plans and use them in a sustainable way including protection.
Will the proposed project likely convert or degrade habitats that are officially proposed for protection? (e.g.; National Park, Nature Conservancy, Indigenous Community Conserved Area, (ICCA); etc.)	N	Same as above for this land use category.
Will the proposed project likely convert or degrade habitats that are identified by authoritative sources for their high conservation and biodiversity value?	N	Same as above for this land use category.

<sup>38</sup> Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to “women and men” or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

Will the proposed project likely convert or degrade habitats that are recognized- including by authoritative sources and /or the national and local government entity, as protected and conserved by traditional local communities?	N	Same as above for this land use category.
Will the proposed project approach possibly not be legally permitted or inconsistent with any officially recognized management plans for the area?	N	The approach of the project is to promote the integration of relevant biodiversity areas into land use planning to keep their eco-systems services. The project aims to include this guidance into training materials.
Will the proposed project activities result in soils deterioration and land degradation?	N	Same as above.
Will the proposed project interventions cause any changes to the quality or quantity of water in rivers, ponds, lakes or other wetlands?	N	This global project will not have a direct impact on waterways and wetlands, however many child projects will work with cities to improve the quality of waterways and wetlands. This project will seek to support these interventions through guidance and best practices.
Will the proposed project possibly introduce or utilize any invasive alien species of flora and fauna, whether accidental or intentional?	N	No, the project will not encourage the use of invasive species as a best practices measure.
<b>Safeguard Standard 2: Resource Efficiency, Pollution Prevention and Management of Chemicals and Wastes</b>		
Will the proposed project likely result in the significant release of pollutants to air, water or soil?	N	The project will be encouraging child projects through its materials and trainings to reduce the release of pollutants to the environment.
Will the proposed project likely consume or cause significant consumption of water, energy or other resources through its own footprint or through the boundary of influence of the activity?	N	The project will be encouraging child projects to use more efficiently water, energy and other resources in their interventions.
Will the proposed project likely cause significant generation of Green House Gas (GHG) emissions during and/or after the project?	N	Some emissions will be generated by the projects related travels and servers needed for the platform. However, the emission reductions expected will be much higher than the ones generated.
Will the proposed project likely generate wastes, including hazardous waste that cannot be reused, recycled or disposed in an environmentally sound and safe manner?	N	The project aims to encourage recycling and reduce the volumes of waste going to landfill.
Will the proposed project use, cause the use of, or manage the use of, storage and disposal of hazardous chemicals, including pesticides?	N	This is not anticipated in the scope of this project.
Will the proposed project involve the manufacturing, trade, release and/or use of hazardous materials subject to international action bans or phase-outs, such as DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Convention on Persistent Organic Pollutants or the Montreal Protocol?	N	This project will not focus on the manufacturing sector, other than in location through urban planning.

Will the proposed project require the procurement of chemical pesticides that is not a component of integrated pest management (IPM) <sup>39</sup> or integrated vector management (IVM) <sup>40</sup> approaches?	N	No, this is not anticipated in the scope of this project.
Will the proposed project require inclusion of chemical pesticides that are included in IPM or IVM but high in human toxicity?	N	No, this is not anticipated in the scope of this project.
Will the proposed project have difficulty in abiding to FAO's International Code of Conduct <sup>41</sup> in terms of handling, storage, application and disposal of pesticides?	N	No, this is not anticipated in the scope of this project.
Will the proposed project potentially expose the public to hazardous materials and substances and pose potentially serious risk to human health and the environment?	N	No, the project aims to reduce traffic emissions and increase green spaces in urban areas.
<b>Safeguard Standard 3: Safety of Dams</b>		
Will the proposed project involve constructing a new dam(s)?	Maybe	Some national child projects are working in wetland areas, and this may involve the construction of dams. The global project expects the Implementing Agencies and associated city governments to apply their own safeguards policies in this event, and it does not plan to have capacity building events on these topics.
Will the proposed project involve rehabilitating an existing dam(s)?	Maybe	Some national child projects are working in wetland areas, and this may involve the construction of dams. The global project expects the Implementing Agencies and associated city governments to apply their own safeguards policies in this event, and it does not plan to have capacity building events on these topics.
Will the proposed project activities involve dam safety operations?	N	No this is not anticipated in the scope of the program.
<b>Safeguard Standard 4: Involuntary resettlement</b>		
Will the proposed project likely involve full or partial physical displacement or relocation of people?	Maybe	Some of the country child projects will be rehabilitating land areas, and this may involve the relocation of people. The global project expects the Implementing Agencies and associated city governments to apply

<sup>39</sup> "Integrated Pest Management (IPM) means the careful consideration of all available pest control techniques and subsequent integration of appropriate measures that discourage the development of pest populations and keep pesticides and other interventions to levels that are economically justified and reduce or minimize risks to human health and the environment. IPM emphasizes the growth of a healthy crop with the least possible disruption to agro-ecosystems and encourages natural pest control mechanisms  
<http://www.fao.org/agriculture/crops/thematic-sitemap/theme/pests/ipm/en/>

<sup>40</sup> "IVM is a rational decision-making process for the optimal use of resources for vector control. The approach seeks to improve the efficacy, cost-effectiveness, ecological soundness and sustainability of disease-vector control. The ultimate goal is to prevent the transmission of vector-borne diseases such as malaria, dengue, Japanese encephalitis, leishmaniasis, schistosomiasis and Chagas disease." ([http://www.who.int/neglected\\_diseases/vector\\_ecology/ivm\\_concept/en/](http://www.who.int/neglected_diseases/vector_ecology/ivm_concept/en/))

<sup>41</sup> Find more information from [http://www.fao.org/fileadmin/templates/agphome/documents/Pests\\_Pesticides/Code/CODE\\_2014Sep\\_ENG.pdf](http://www.fao.org/fileadmin/templates/agphome/documents/Pests_Pesticides/Code/CODE_2014Sep_ENG.pdf)

		their own safeguards policies in this event, and it does not plan to have capacity building events on these topics.
Will the proposed project involve involuntary restrictions on land use that deny a community the use of resources to which they have traditional or recognizable use rights?	Maybe	Some of the country child projects will be rehabilitating land areas, and this may change land use in these areas. The global project expects the Implementing Agencies and associated city governments to apply their own safeguards policies in this event. However, this topic could be covered as a topic to promote multiple land use in urban periphery for public benefit.
Will the proposed project likely cause restrictions on access to land or use of resources that are sources of livelihood?	Maybe	Some of the country child projects will be rehabilitating land areas, and this may change land use in these areas. The global project expects the Implementing Agencies and associated city governments to apply their own safeguards policies in this event. However, this topic could be covered as a topic to promote multiple land use in urban periphery for public benefit.
Will the proposed project likely cause or involve temporary/permanent loss of land?	Maybe	Some of the country child projects will be rehabilitating land areas, and this may involve temporary or permanent loss of land. The global project expects the implementing Agencies and associated city governments to apply their own safeguards policies in this event, and it does not plan to have capacity building events on these topics.
Will the proposed project likely cause or involve economic displacements affecting their crops, businesses, income generation sources and assets?	Maybe	Some of the country child projects will be rehabilitating land areas, and this may include economic displacement. The global project expects the Implementing Agencies and associated city governments to apply their own safeguards policies in this event. However, this topic could be covered as a topic to promote multiple land use in urban periphery for public benefit.
Will the proposed project likely cause or involve forced eviction?	Maybe	Some of the country child projects will be rehabilitating land areas, and this may involve the relocation of people. The global project expects the implementing Agencies and associated city governments to apply

		their own safeguards policies in this event, and it does not plan to have capacity building events on these topics.
Will the proposed project likely affect land tenure arrangements, including communal and/or customary/traditional land tenure patterns negatively?	Maybe	Some of the country child projects will be rehabilitating land areas, and this may affect land tenure. The global project expects the Implementing Agencies and associated city governments to apply their own safeguards policies in this event. However, this topic could be covered as a topic to promote multiple land use in urban periphery for public benefit.
<b>Safeguard Standard 5: Indigenous peoples<sup>42</sup></b>		
Will indigenous peoples be present in the proposed project area or area of influence?	Maybe	Some of the country child projects will be rehabilitating land areas, and this may be in indigenous lands. The global project expects the Implementing Agencies and associated city governments to apply their own safeguards policies in these events, and this topic will not be covered by the global project.
Will the proposed project be located on lands and territories claimed by indigenous peoples?	Maybe	Some of the country child projects will be rehabilitating land areas, and this may be in indigenous lands. The global project expects the Implementing Agencies and associated city governments to apply their own safeguards policies in these events, and this topic will not be covered by the global project.
Will the proposed project likely affect livelihoods of indigenous peoples negatively through affecting the rights, lands and territories claimed by them?	Maybe	Some of the country child projects will be rehabilitating land areas, and this may be in indigenous lands. The global project expects the Implementing Agencies and associated city governments to apply their own safeguards policies in these events, and this topic will not be covered by the global project.
Will the proposed project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	Maybe	Some of the country child projects will be rehabilitating land areas, and this may be in indigenous lands. The global project expects

<sup>42</sup> Refer to the Toolkit for the application of the UNEP Indigenous Peoples Policy Guidance for further information.  
GEF 7 CEO Endorsement August 17, 2018



		the Implementing Agencies and associated city governments to apply their own safeguards policies in these events, and this topic will not be covered by the global project.
Will the project negatively affect the development priorities of indigenous peoples defined by them?	No	No, where projects are involved in indigenous areas, Implementing Agency safeguards require compensation/ shared public benefits.
Will the project potentially affect the traditional livelihoods, physical and cultural survival of indigenous peoples?	No	No, where projects are involved in indigenous areas, Implementing Agency safeguards require compensation/ shared public benefits.
Will the project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No	No, this is not anticipated in the scope of the program.
<b>Safeguard Standard 6: Labor and working conditions</b>		
Will the proposed project involve the use of forced labor and child labor?	No	No, all participating Implementing Agencies have safeguard policies prohibiting this.
Will the proposed project cause the increase of local or regional un-employment?	Maybe	No, the project aims to increase investment, and this will increase employment opportunities.
<b>Safeguard Standard 7: Cultural Heritage</b>		
Will the proposed project potentially have negative impact on objects with historical, cultural, artistic, traditional or religious values and archeological sites that are internationally recognized or legally protected?	Maybe	National child projects will be working in cities with historical, cultural or artistic heritage, and some investments may have an impact on them. The project assumes Implementing Agencies and city governments to apply their own safeguards policies in these cases, and safeguards will not be topics for capacity building for this project.
Will the proposed project rely on or profit from tangible cultural heritage (e.g., tourism)?	Maybe	Cities in national child projects do include tourism as an economic activity. This provides additional incentive for the preservation and use of these assets in a sustainable way.
Will the proposed project involve land clearing or excavation with the possibility of encountering previously undetected tangible cultural heritage?	Maybe	Some of the country child projects will be rehabilitating land areas, and this may involve land clearing or excavation. The global project expects the implementing Agencies and associated city governments to apply their own safeguards policies in this

		event, and it does not plan to have capacity building events on these safeguards.
Will the proposed project involve in land clearing or excavation?	Maybe	Some of the country child projects will be rehabilitating land areas, and this may involve land clearing or excavation. The global project expects the implementing Agencies and associated city governments to apply their own safeguards policies in this event, and it does not plan to have capacity building events on these safeguards.
<b>Safeguard Standard 8: Gender equity</b>		
Will the proposed project likely have inequitable negative impacts on gender equality and/or the situation of women and girls?	N	No, the project stresses gender equality and has set aside resources and has set targets to promote this.
Will the proposed project potentially discriminate against women or other groups based on gender, especially regarding participation in the design and implementation or access to opportunities and benefits?	N	No, the project stresses gender equality and has set aside resources and has set targets to promote this.
Will the proposed project have impacts that could negatively affect women's and men's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services?	N	No the project aims to promote the multiple benefits of ecosystem services in a sustainable way for use by urban inhabitants.
<b>Safeguard Standard 9: Economic Sustainability</b>		
Will the proposed project likely bring immediate or short-term net gain to the local communities or countries at the risk of generating long-term economic burden (e.g., agriculture for food vs. biofuel; mangrove vs. commercial shrimp farm in terms of fishing, forest products and protection, etc.)?	N	No, the project aims to bring long term sustainable benefits over short term gain by promoting forward looking integrated planning practices.
Will the proposed project likely bring unequal economic benefits to a limited subset of the target group?	N	No, the project focuses on public benefits over private benefits.

## ANNEX Q. INITIAL IDEAS TO ADDRESS URBAN RESILIENCE IN A POST-COVID-19 ERA DURING SCIP IMPLEMENTATION

COVID-19 has magnified systemic urban challenges such as a lack of integrated planning, inequity, unemployment, access to goods and services, and lack of safe, affordable housing. Business-as-usual in a post-COVID-19 world will look different. How cities adapt presents an opportunity to build back better, through green growth and resource decoupling with attention on climate resilience and adaptation. In building back better, urban resilience, or the ability and capacity of a city to respond and react to shocks and stresses, should be forefront. Resilient interventions through physical infrastructure investments should emphasize nature-based solutions and equitable access to services and amenities. For these investments to truly transform a city, they need to be facilitated through inclusive, integrated urban planning approaches.

Key themes related to urban resilience in a post-COVID-19 world for consideration during SCIP implementation:

- Inclusive and accessible disaster risk reduction and resilience strategies in integrated urban planning that address multiple hazards and sectors, prevention, response, and recovery from shocks and stresses.
- Tension between densification, urban expansion, land use planning and infectious disease
- Urban resilience should incorporate equitable service provision
- Increase of green spaces for mental and physical health benefits while implementing a strong wildlife management strategy to promote biodiversity, lower zoonotic transmissions and reduce human-wildlife conflict
- Role of micro mobility in urban resilience and in a post-COVID-19 era
- Civic engagement and tactical urbanism<sup>43</sup> approaches in post-COVID-19 era
- Curb side management due to an influx of deliveries as a result of social distancing
- Increasing active mobility and the expansion of pedestrian and bike lanes and creating vehicle-free public spaces
- Need for granular data at the city level for scenario planning to promote adequate crisis response mechanisms
- Value of city networks for urban resilience to communicate openly and exchange knowledge during disaster management
- Smart cities in the age of social distancing and COVID-19 tracking

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<sup>43</sup> Tactical urbanism includes low-cost, temporary changes to the built environment, usually in cities, intended to improve local neighbourhoods and city gathering places. Tactical urbanism is also commonly referred to as guerilla urbanism, pop-up urbanism, city repair, or D.I.Y. urbanism

## ANNEX R. REQUIREMENTS FOR CHILD PROJECTS TO ENGAGE WITH THE GLOBAL PLATFORM

Selected national child projects participating in the Sustainable Cities Impact Program have certain requirements as listed below:

- **Preparation Mission:** During Project Preparation, the SCIP GP should participate in one of the consultation/preparation missions for each of the national child projects. By participating in the missions, the GP will be able to meet the key actors involved in project implementation; start collecting a baseline on each of the participating cities, and conduct city needs assessments so that each national child project selects the activities and trainings that they plan to participate on. During the mission, the GP and the child projects will also agree on indicators to report back at the program level and the GP will present the program's theory of change. The GP will also promote gender mainstreaming in projects design and inclusive urban planning approaches for activities, with emphasis on including minority groups.
- **Focal Points:** Each country child project will nominate a focal point in each the participating cities and one at the national level. The focal points are key to allow a streamlined project implementation, and direct communication between the GP and the projects. Ideally, the appointment of the city focal point will be agreed to, or appointed by the Mayor, to allow for closer commitment and higher profile of the program at the city level, and a close understanding of the local strategic priorities.
- **Communication Protocols:** Each national child project will agree on a communications protocol between the GP and the national child projects, including who should be included in all communications from the GP to the local and national focal points. This is also a key aspect to allow for smooth implementation in the activities to be implemented by the GP.
- **Baseline Assessment:** The Integrated Sustainable Urban Development Assessment (ISUDA) establishes the initial situation in each of the cities participating in the project, regarding their level of integration and sustainability efforts. The baseline assessment also contains a spatial information, a needs assessment and an identification of potential projects to participate in the finance component sections. For the baseline assessments to be applied by the GP, the national child projects should provide the GP access to the right contacts at the local level to gather the information (Output 1.1).
- **National Dialogues:** National Dialogues aim to address system-wide national enabling conditions preventing cities from undertaking integrated planning or investments. The GP aims to organise 2 national dialogues with child projects (including relevant national authorities and cities). For these to be successful it is important to have full support and participation of the national child projects and project cities to help coordinate with the GP the content and topics, and lead on the logistics of the meetings. Specifically, the national child project should include the organization of this event as part of the project activities; co-chair these two events with the support of GP (represented by ICLEI); and promote women leaders to participate in these dialogues. Dialogues should also aim to include discussions on minority and vulnerable groups needs in these national dialogues (Output 1.6).
- **Capacity Building:** The GP has organized a wide variety of capacity building and training activities for specific local and national level target audiences. It is expected that the national child projects will fully participate in the capacity building activities (including SCIP Labs, City Academies, Peer Exchanges, Finance Academies) organized by the GP. The child projects should plan and accommodate participation to these SCIP events within the project. For the events child project staff are expected to help select the right participants for the events. For example, SCIP Labs will be organized for one city per country.
- **Budget Allocation:** to fully benefit from the SCIP offer, the National Child Projects will allocate part of the GEF funds for travel to participate GP events in the following way: USD 200,000 per city; plus USD 50,000 per country. These resources should be used to cover travels for national/local representatives to attend GP events and cover the organization of the National Dialogues. In addition, National Projects are encouraged to allocate budget for gender activities.
- **Monitoring Framework and Annual Reporting:** SCIP has developed a program monitoring framework at the program level with 11 suggested indicators. In order to comply with the monitoring requirements for the program, the National Child Project should pick at least one indicator per outcome from the program monitoring framework and tailor it to the national project. The indicators, means of verification and targets, will be discussed with the GP representative during project design. Each child project should report annually to WRI and UNEP on progress to these indicators for consolidation and program reporting to the GEF. This reporting is additional to the annual Project

Implementation Review that each child project also needs to do. The national child projects should also ensure that gender and vulnerable and marginalized groups are mainstreamed. The ISUDA baseline assessment may also contribute to the project monitoring baseline.

## ANNEX S: ACRONYMS AND ABBREVIATIONS

ACA	Alliances for Climate Action
ADB	Asian Development Bank
AfDB	African Development Bank
AP3F	Asia Pacific Project Preparation Facility
ARUP	Arup Group Limited
ASGM	Artisanal and Small-scale Gold Mining
BD	Biodiversity
BEA	All Building Efficiency Accelerator
BMVBS	Bundesministerium für Verkehr und digitale Infrastruktur - German Federal Ministry of Transport, Building and Urban Development
BRICS	Brazil, Russia, India, China and South Africa
BSDC	Business & Sustainable Development Commission
C40	C40 Cities Climate Leadership Group
CA	Cities Alliance
CBCA	City-Business Climate Alliance
CBD	Convention on Biological Diversity
CBO	Community-Based Organization
CCCI	Cities and Climate Change Initiative
CDIA	Cities Development Initiative for Asia
CDP	Carbon Disclosure Project
CDS	City Development Strategies
CEO	Chief Executive Officer
CCFLA	Cities Climate Finance Leadership Alliance
CNCA	Carbon Neutral Cities Alliance
COPs	Conference of Parties
COVID-19	Coronavirus Disease 2019
COWI	COWI A/S
CP	Child Project
CUT	Coalition for Urban Transition
EA	Executing Agency
EIB	European Investment Bank
EBRD	European Bank for Reconstruction and Development
EMG	Executive Management Team
E.ON	Eon Energy Limited
FAO	Food and Agriculture Organization
FELICITY	Financing Energy for Low-carbon Investment – Cities Advisory Facility
GAMMA	Gender Assessment Method for Mitigation and Adaptation
GCoM	Global Covenant of Mayors
GDP	Gross Domestic Product
GEF	Global Environment Facility
GIREC	Global Initiative for Resource Efficient Cities
GIS	Geographic Information System
GlobalABC	Global Alliance for Buildings and Construction
GP	Global Platform
GPC	Global Protocol for Community-Scale Greenhouse Gas Emission Inventories
GPSC	Global Platform for Sustainable Cities
GHG	Greenhouse gas
HL	High-Level
IA	Implementing Agency
ICLEI	Local Governments for Sustainability
IDB	Inter-American Development Bank

IFIs	International Financial Institutions
IP SC	Impact Program Sustainable Cities
IPCC	Intergovernmental Panel on Climate Change
IRP	International Resource Panel
ISUDA	Integrated Sustainable Urban Development Assessment
IUCN	International Union for Conservation of Nature
LAC	Latina America and Caribbean
LEDS	Low Emission Development Strategies
LDC	Least Developed Countries
LDCF	Least Developed Countries Fund
LSE	London School of Economics and Political Science
MEA	Multilateral Environmental Agreements
MRV	Measure, Report and Verification
NAP	National Action Program
NBS	Nature-based solutions
NCE	New Climate Economy
NOAA	National Oceanic and Atmospheric Administration
NUA	New Urban Agenda
PAGE	Partnership for Action on Green Economy
PIF	Project Information document
PIR	Project Implementation Report
PM	Project Manager
PMC	Project Management Costs
PMU	Project Management Unit
PPF	Project Preparation Facility
PPG	Project Preparation Grant
PPP	Public-Private-Partnerships
PSC	Project Steering Committee
PV	Solar Photovoltaic
RE	Renewable Energies
ROAM	Restoration Opportunities and Assessment Methodology
SC	Steering Committee
SCIP	Sustainable Cities Impact Program
SCIP-GP	Sustainable Cities Impact Program Global Platform
SC-IAP	Sustainable Cities Integrated Approach Pilot
SDGs	Sustainable Development Goals
STAP	Scientific and Technical Advisory Panel
STAR	Species Threat Abatement Recovery
SBTN	Science Based Targets Network
RDB	Regional Development Banks
TA	Technical Assistance
TAP	Transformative Actions Program
TM	Task Manager
TOR	Terms of Reference
UFPF	Urban Financing Partnership Facility
UMDF	Municipal Development Fund
UN	United Nations
UNCCD	United Nations Convention to Combat Desertification
UNDRR	United Nations Office for Disaster Risk Reduction
UNDP	United Nations Development Program
UNEA	United Nations Environment Assembly
UNEP	United Nations Environment Program
UNFCCC	United Nations Framework Convention on Climate Change
UNHA	United Nations Habitat Assembly

UNIDO	United Nations Industrial Development Organization
USICEF	US- India Clean Energy Finance Facility
WB	World Bank
WBCSD	World Business Council for Sustainable Development
WCCD	World Council for City Data
WHO	World Health Organization
WRI	World Resource Institute
WSP	WSP Global Inc.
WWF	World Wildlife Fund



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