



## **Mainstreaming biodiversity conservation and climate change mitigation in sustainable tourism development in Cuba**

### **Part I: Project Information**

#### **GEF ID**

10670

#### **Project Type**

FSP

#### **Type of Trust Fund**

GET

#### **CBIT/NGI**

CBIT **No**

NGI **No**

#### **Project Title**

Mainstreaming biodiversity conservation and climate change mitigation in sustainable tourism development in Cuba

#### **Countries**

Cuba

#### **Agency(ies)**

UNDP

#### **Other Executing Partner(s)**

Environmental Agency (AMA)/ Ministry for Science, Technology and Environment (CITMA)

#### **Executing Partner Type**

Government

#### **GEF Focal Area**

Multi Focal Area

#### **Taxonomy**

Focal Areas, Biodiversity, Biomes, Wetlands, Mangroves, Coral Reefs, Sea Grasses, Mainstreaming, Certification -National Standards, Ceritification - International Standards, Tourism, Infrastructure, Climate Change, Climate Change Mitigation, Technology Transfer, Energy Efficiency, Renewable Energy, Agriculture, Forestry, and Other Land Use, Influencing models, Strengthen institutional capacity and decision-making, Demonstrate innovative approache, Deploy innovative financial instruments, Transform policy and regulatory environments, Convene multi-stakeholder alliances, Stakeholders, Civil Society, Non-Governmental Organization, Community Based Organization, Beneficiaries, Type of Engagement, Participation, Information Dissemination, Partnership, Private Sector, Individuals/Entrepreneurs, Large corporations, Communications, Education, Awareness Raising, Public Campaigns, Behavior change, Local Communities, Gender Equality, Gender results areas, Access and control over natural resources, Participation and leadership, Capacity Development, Access to benefits and services, Gender Mainstreaming, Gender-sensitive indicators, Sex-disaggregated indicators, Capacity, Knowledge and Research, Knowledge Exchange, Learning, Adaptive management, Indicators to measure change, Theory of change, Knowledge Generation, Innovation

**Sector**

Mixed & Others

**Rio Markers**

**Climate Change Mitigation**

Climate Change Mitigation 2

**Climate Change Adaptation**

Climate Change Adaptation 1

**Submission Date**

9/15/2020

**Expected Implementation Start**

9/1/2022

**Expected Completion Date**

8/31/2028

**Duration**

72In Months

**Agency Fee(\$)**

341,870.00

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

<b>Objectives/Programs</b>	<b>Focal Area Outcomes</b>	<b>Trust Fund</b>	<b>GEF Amount(\$)</b>	<b>Co-Fin Amount(\$)</b>
BD-1-1	Mainstream biodiversity across sectors as well as landscapes and seascapes through biodiversity mainstreaming in priority sectors	GET	2,710,388.00	23,334,773.00
CCM-1-3	Promote innovation and technology transfer for sustainable energy breakthroughs for accelerating energy efficiency adoption	GET	888,242.00	7,796,400.00
<b>Total Project Cost(\$)</b>			<b>3,598,630.00</b>	<b>31,131,173.00</b>

## B. Project description summary

### Project Objective

To contribute to the sustainability of tourism in Cuba through the mainstreaming of conservation and sustainable use of biodiversity and mitigation of climate change with emphasis on vulnerable coastal-marine areas through the design and implementation of innovative models with strengthened capacities and financial mechanisms

<b>Project Component</b>	<b>Financing Type</b>	<b>Expected Outcomes</b>	<b>Expected Outputs</b>	<b>Trust Fund</b>	<b>GEF Project Financing(\$)</b>	<b>Confirmed Co-Financing(\$)</b>
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Project Component	Financing Type	Expected Outcomes	Expected Outputs	Trust Fund	GEF Project Financing(\$)	Confirmed Co-Financing(\$)
1. Strengthened institutional, regulatory and financial-economic framework for environmental sustainability of the tourism sector in Cuba	Technical Assistance	<p>1.1: Improved institutional coordination for mainstreaming biodiversity conservation and climate change mitigation measures in the tourism sector, measured by: <i>a) 50 instruments / tools that support the strengthening of institutional capacities (planning, policies, regulations, study programs).</i></p> <p><i>b) 450 people trained (50% women and 50% men).</i></p> <p>1.2: Economic and financial mechanisms implemented facilitate the management and conservation of biodiversity and promotion of CCM in the Cuban tourism sector, measured by:</p> <p><i>a) Two (2) new proposed and / or existing financial mechanisms updated</i></p>	<p>1.1.1: Comprehensive plan to guide long-term environmental sustainability policies mainstreaming biodiversity conservation (promoting its resilience) and climate change mitigation (CCM) (low emissions) for restructuring the tourism sector post-pandemic (green recovery).</p> <p>1.1.2: Proposal of instruments, regulations, and updated procedures within the legal and regulatory environmental frameworks for tourism development incorporating the conservation and sustainable use of the biodiversity and CCM.</p> <p>1.1.3: National capacities strengthened to train key stakeholders that influence</p>	GET	403,322.00	1,339,435.00

Project Component	Financing Type	Expected Outcomes	Expected Outputs	Trust Fund	GEF Project Financing(\$)	Confirmed Co-Financing(\$)
2. Mainstreaming biodiversity in the tourism sector in Cuba [Demonstration of biodiversity mainstreaming within the tourism sector]	Investment	<p>2.1: Biodiversity conservation and sustainable use practices within the tourism sector implemented generating livelihood benefits and promoting biodiversity conservation across landscapes of Cuba, measured by: a) <i>Sustainable biodiversity conservation practices demonstrated across globally significant terrestrial (20,727 ha) and marine (21,210 ha) landscapes.</i></p> <p>b) <i>10 practices with an ecosystem-based approach.</i></p> <p>c) <i>500 people (50% women and 50% men) trained to implement biodiversity conservation and sustainable use practices within the tourism sector</i></p> <p>2.2: Standards, procedures and programs integrate new approaches to conservation and sustainable use of biodiversity with biodiversity conservation standards for tourism</p>	<p>2.1.1: Demonstrative practices of biodiversity conservation implemented in selected areas. E.g.: ecosystem connectivity (dunes, mangroves, forest, coastal lagoons, etc.), road-landscape junctures, management of invasive alien species, gardening, etc.</p> <p>2.1.2: Environmental monitoring system strengthened and implemented to assess the impacts of project interventions.</p> <p>2.1.3: Key stakeholders of the tourism sector at the local level aware of and trained in the biodiversity conservation approach.</p> <p>2.2.1: Updated guideline for adopting sustainable nature-based tourism (SNBT) principles and designing SNBT</p>	GET	1,970,000.00	18,951,332.00

Project Component	Financing Type	Expected Outcomes	Expected Outputs	Trust Fund	GEF Project Financing(\$)	Confirmed Co-Financing(\$)
3. Low emission standards, procedures and technology demonstration of CCM in the tourism sector	Technical Assistance	<p>3.1: Standards, procedures and operations integrate new approaches to energy conservation in the tourism sector for greater efficiency and CCM, measured by:</p> <p><i>a) Sixteen (16) hotel facilities with energy management systems in place.</i></p> <p><i>b) Eight (8) hotel facilities for which technological solutions to improve energy performance are designed and evaluated based on energy audits and evaluations</i></p> <p>INVESTMENT - 3.2: Innovative energy management practices and low carbon technologies implemented generate reduction of greenhouse gas emissions in the tourism sector, measured by:</p> <p><i>a) Greenhouse gas emissions mitigated: 22,528 tCO<sub>2</sub>e (direct); 63,960 tCO<sub>2</sub>e (indirect, top-down; average between the "bottom-up" and the "top-down"</i></p>	<p>3.1.1: Certification (NC-ISO 50001) of Energy Management System implemented in selected hotel facilities.</p> <p>3.1.2: Benchmarking of energy consumption and key performance indicators of hotel facilities established</p> <p>INVESTMENT - 3.2.1: Technological solutions to improve energy performance designed and evaluated based on energy audits and assessments.</p> <p>3.2.2: Demonstration pilot projects of low-carbon technologies that integrate energy efficiency and other solutions.</p> <p>3.2.3: Centralized intelligent digital measurement standardized and</p>	GET	800,000.00	7,771,884.00

Project Component	Financing Type	Expected Outcomes	Expected Outputs	Trust Fund	GEF Project Financing(\$)	Confirmed Co-Financing(\$)
4. Knowledge management	Technical Assistance	<p>4.1: Solutions and best practices systematized and shared, measured by:</p> <p><i>a) At least two (2) external products, (publications, webinars, etc.), one on biodiversity conservation and one on CCM, for the replication and scaling-up of successful experiences in other landscapes and hotels in the country; and</i></p> <p><i>b) Two (2) external global platforms through which information on best practices and knowledge resulting from the project are shared.</i></p>	4.1.1: Lessons learned from the project for the development and replication of sustainable tourism services and facilities (mainstreaming biodiversity conservation and CCM objectives) compiled, systematized, and disseminated.	GET	119,945.00	352,780.00
5. Monitoring and evaluation	Technical Assistance	<p>5.1: M&amp;E completed assesses project impact and guides adaptive management, measured by:</p> <p><i>a) 100% of the M&amp;E Plan implemented.</i></p>	5.1.1: M&E Plan (including gender action plan and social-environmental safeguards) implemented.	GET	134,000.00	397,813.00



Project Component	Financing Type	Expected Outcomes	Expected Outputs	Trust Fund	GEF Project Financing(\$)	Confirmed Co-Financing(\$)
				Sub Total (\$)	3,427,267.00	28,813,244.00
<b>Project Management Cost (PMC)</b>						
GET			171,363.00		2,317,929.00	
<b>Sub Total(\$)</b>			<b>171,363.00</b>		<b>2,317,929.00</b>	
<b>Total Project Cost(\$)</b>			<b>3,598,630.00</b>		<b>31,131,173.00</b>	

Please provide justification

**C. Sources of Co-financing for the Project by name and by type**

<b>Sources of Co-financing</b>	<b>Name of Co-financier</b>	<b>Type of Co-financing</b>	<b>Investment Mobilized</b>	<b>Amount(\$)</b>
Recipient Country Government	Executive Office for the Environment (DGMA)/ Ministry of Science, Technology and Environment (CITMA)	In-kind	Recurrent expenditures	27,083.00
Recipient Country Government	Environmental Agency (AMA)/ CITMA	Grant	Investment mobilized	2,619,454.00
Recipient Country Government	Environmental Agency (AMA)/ CITMA	In-kind	Recurrent expenditures	319,021.00
Recipient Country Government	Office for Environmental Regulation (ORSA)/CITMA	In-kind	Recurrent expenditures	7,869.00
Recipient Country Government	Quality Management and Development Center (ONN) /CITMA	In-kind	Recurrent expenditures	48,000.00
Recipient Country Government	Matanzas Delegation/CITMA	Grant	Investment mobilized	1,041,667.00
Recipient Country Government	Ciego de Avila Delegation/CITMA	Grant	Investment mobilized	750,000.00
Recipient Country Government	CUBAENERGIA/CITMA	Grant	Investment mobilized	43,925.00
Recipient Country Government	CUBAENERGIA/CITMA	In-kind	Recurrent expenditures	94,500.00

<b>Sources of Co-financing</b>	<b>Name of Co-financier</b>	<b>Type of Co-financing</b>	<b>Investment Mobilized</b>	<b>Amount(\$)</b>
Recipient Country Government	Corporation for the Protection of Flora and Fauna. Ciego de ?vila/ Ministry of Agriculture (MINAG)	In-kind	Recurrent expenditures	336,353.00
Recipient Country Government	School of Tourism, University of La Habana/ Ministry of Higher Education (MES)	In-kind	Recurrent expenditures	51,671.00
Recipient Country Government	Inmobiliaria, SERVITUR/ MINTUR	Grant	Investment mobilized	1,284,667.00
Recipient Country Government	Inmobiliaria, SERVITUR/ MINTUR	In-kind	Recurrent expenditures	1,419,896.00
Recipient Country Government	Ministry of Tourism (MINTUR) (central level)	In-kind	Recurrent expenditures	324,118.00
Private Sector	Empresa Marinas y Nautica MARLIN S.A.	In-kind	Recurrent expenditures	8,000.00
Private Sector	Grupo Empresarial Hotelero Gran Caribe S.A.	In-kind	Recurrent expenditures	279,245.00
Private Sector	Grupo Empresarial Hotelero Gran Caribe S.A.	Grant	Investment mobilized	257,586.00
Private Sector	Grupo Empresarial Hotelero Cubanac?n S.A.	In-kind	Recurrent expenditures	425,581.00
Private Sector	Grupo Empresarial Hotelero Cubanac?n S.A	Grant	Investment mobilized	21,574,389.00
GEF Agency	UNDP	In-kind	Recurrent expenditures	60,000.00

Sources of Co-financing	Name of Co-financier	Type of Co-financing	Investment Mobilized	Amount(\$)
Private Sector	Grupo Empresarial Viajes Cuba S.A.	In-kind	Recurrent expenditures	158,148.00
<b>Total Co-Financing(\$)</b>				<b>31,131,173.00</b>

**Describe how any "Investment Mobilized" was identified**

a Investments will used to cover the cost of conducting project-related meetings; and maintenance of computer equipment, equipment to monitor the conservation and sustainable use of biodiversity, and premises and infrastructure. Also, investments will be used to support the activities under Outputs 1.2.1, 2.1.1, 2.1.2, 2.1.3, 2.2.1, 2.2.2, 2.2.3, and 2.2.4. b Investments will be directed to cover the following costs: a) morphological rehabilitation of coastal dunes; b) extraction and control of invasive alien species; c) ecological restoration of the flora and native vegetation of the beach; d) design of support tourism-related infrastructures (walkways, trash cans, posters, etc.); f) environmental education and community participation; and g) support the activities under Outputs 2.1.1 and 2.1.2. c Investments will be directed to cover the following costs: a) Monitoring of geomorphological and dynamic the sandy beach sectors, as well as physical-chemical and microbiological characterization of coastal waters; b) Extraction and control of invasive alien species; c) Restoration of native vegetation in dunes and sandy beach sectors; d) Environmental solutions to reduce vulnerabilities to the impact of climate change in sandy beach sectors for tourist use; e) Environmental education; and f) Support the activities under Outputs 2.1.1 and 2.1.2. d Investments will used to cover the cost to support the activities under Outputs 1.1.1, 1.1.2, and 1.1.3 and to all of Component 3. e Investments will be directed to pay for the installation of access walkways to the beach, low-carbon technological solutions, cost of certification of management systems, and payment of contracts. F Investments will be directed to pay for the installation of access walkways to the beach, low-carbon technological solutions, cost of certification of management systems, and payment of contracts. Support for reaching Outputs 1.1.1, 1.1.2, 1.2.2, 2.1.1, 1.1.3, 2.2.1, 2.2.2, 2.2.3, 2.2.4 and to all of Component 3. g Investments will be directed to pay for the installation of access walkways to the beach, low-carbon technological solutions, cost of certification of management systems, and payment of contracts. Support for reaching Outputs 1.1.1, 1.1.2, 1.2.2, 2.1.1, 1.1.3, 2.2.1, 2.2.2, 2.2.3, 2.2.4 and to all of Component 3.

**D. Trust Fund Resources Requested by Agency(ies), Country(ies), Focal Area and the Programming of Funds**

<b>Agency</b>	<b>Trust Fund</b>	<b>Country</b>	<b>Focal Area</b>	<b>Programming of Funds</b>	<b>Amount(\$)</b>	<b>Fee(\$)</b>	<b>Total(\$)</b>
UNDP	GET	Cuba	Biodiversity	BD STAR Allocation	2,710,388	257,487	2,967,875.00
UNDP	GET	Cuba	Climate Change	CC STAR Allocation	888,242	84,383	972,625.00
<b>Total Grant Resources(\$)</b>					<b>3,598,630.00</b>	<b>341,870.00</b>	<b>3,940,500.00</b>

**E. Non Grant Instrument**

NON-GRANT INSTRUMENT at CEO Endorsement

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Includes Non grant instruments? **No**

Includes reflow to GEF? **No**

**F. Project Preparation Grant (PPG)**

PPG Required **true**

**PPG Amount (\$)**

100,000

**PPG Agency Fee (\$)**

9,500

<b>Agency</b>	<b>Trust Fund</b>	<b>Country</b>	<b>Focal Area</b>	<b>Programming of Funds</b>	<b>Amount(\$)</b>	<b>Fee(\$)</b>	<b>Total(\$)</b>
UNDP	GET	Cuba	Biodiversity	BD STAR Allocation	75,000	7,125	<b>82,125.00</b>
UNDP	GET	Cuba	Climate Change	CC STAR Allocation	25,000	2,375	<b>27,375.00</b>
<b>Total Project Costs(\$)</b>					<b>100,000.00</b>	<b>9,500.00</b>	<b>109,500.00</b>

## Core Indicators

**Indicator 4 Area of landscapes under improved practices (hectares; excluding protected areas)**

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Ha (Achieved at MTR)	Ha (Achieved at TE)
20727.00	20727.00	0.00	0.00

**Indicator 4.1 Area of landscapes under improved management to benefit biodiversity (hectares, qualitative assessment, non-certified)**

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Ha (Achieved at MTR)	Ha (Achieved at TE)
20,727.00	20,727.00		

**Indicator 4.2 Area of landscapes that meets national or international third party certification that incorporates biodiversity considerations (hectares)**

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Ha (Achieved at MTR)	Ha (Achieved at TE)

Type/Name of Third Party Certification

**Indicator 4.3 Area of landscapes under sustainable land management in production systems**

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Ha (Achieved at MTR)	Ha (Achieved at TE)

**Indicator 4.4 Area of High Conservation Value Forest (HCVF) loss avoided**

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Ha (Achieved at MTR)	Ha (Achieved at TE)

**Documents (Please upload document(s) that justifies the HCVF)**

Title

Submitted

**Indicator 5 Area of marine habitat under improved practices to benefit biodiversity (excluding protected areas)**



Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Ha (Achieved at MTR)	Ha (Achieved at TE)
21,210.00	21,210.00		

Indicator 5.1 Number of fisheries that meet national or international third party certification that incorporates biodiversity considerations

Number (Expected at PIF)	Number (Expected at CEO Endorsement)	Number (Achieved at MTR)	Number (Achieved at TE)

Type/name of the third-party certification

Indicator 5.2 Number of Large Marine Ecosystems (LMEs) with reduced pollutions and hypoxia

Number (Expected at PIF)	Number (Expected at CEO Endorsement)	Number (achieved at MTR)	Number (achieved at TE)
0	0	0	0

LME at PIF	LME at CEO Endorsement	LME at MTR	LME at TE

Indicator 5.3 Amount of Marine Litter Avoided

Metric Tons (expected at PIF)	Metric Tons (expected at CEO Endorsement)	Metric Tons (Achieved at MTR)	Metric Tons (Achieved at TE)

Indicator 6 Greenhouse Gas Emissions Mitigated

Total Target Benefit	(At PIF)	(At CEO Endorsement)	(Achieved at MTR)	(Achieved at TE)
Expected metric tons of CO <sub>2</sub> e (direct)	25212	22528	0	0
Expected metric tons of CO <sub>2</sub> e (indirect)	63960	63960	0	0

Indicator 6.1 Carbon Sequestered or Emissions Avoided in the AFOLU (Agriculture, Forestry and Other Land Use) sector

Total Target Benefit	(At PIF)	(At CEO Endorsement)	(Achieved at MTR)	(Achieved at TE)

Total Target Benefit	(At PIF)	(At CEO Endorsement)	(Achieved at MTR)	(Achieved at TE)
Expected metric tons of CO <sub>2</sub> e (direct)				
Expected metric tons of CO <sub>2</sub> e (indirect)				
Anticipated start year of accounting				
Duration of accounting				

Indicator 6.2 Emissions Avoided Outside AFOLU (Agriculture, Forestry and Other Land Use) Sector

Total Target Benefit	(At PIF)	(At CEO Endorsement)	(Achieved at MTR)	(Achieved at TE)
Expected metric tons of CO <sub>2</sub> e (direct)	25,212	22,528		
Expected metric tons of CO <sub>2</sub> e (indirect)	63,960	63,960		
Anticipated start year of accounting	2025	2025		
Duration of accounting	10	7		

Indicator 6.3 Energy Saved (Use this sub-indicator in addition to the sub-indicator 6.2 if applicable)

Total Target Benefit	Energy (MJ) (At PIF)	Energy (MJ) (At CEO Endorsement)	Energy (MJ) (Achieved at MTR)	Energy (MJ) (Achieved at TE)
Target Energy Saved (MJ)		3,708		

Indicator 6.4 Increase in Installed Renewable Energy Capacity per Technology (Use this sub-indicator in addition to the sub-indicator 6.2 if applicable)

Technology	Capacity (MW) (Expected at PIF)	Capacity (MW) (Expected at CEO Endorsement)	Capacity (MW) (Achieved at MTR)	Capacity (MW) (Achieved at TE)
Solar Photovoltaic		166.00		<input type="checkbox"/>
<b>select</b>				

Indicator 11 Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment

	Number (Expected at PIF)	Number (Expected at CEO Endorsement)	Number (Achieved at MTR)	Number (Achieved at TE)
Female	9,094	9,094		

	<b>Number (Expected at PIF)</b>	<b>Number (Expected at CEO Endorsement)</b>	<b>Number (Achieved at MTR)</b>	<b>Number (Achieved at TE)</b>
<b>Male</b>	11,076	11,076		
<b>Total</b>	20170	20170	0	0

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

## Part II. Project Justification

### 1a. Project Description

1) The global environmental problems, root causes, and barriers that need to be addressed (systems description).

The global environmental problems, root causes, and barriers that need to be addressed are the same as described in the PIF.

2) The baseline scenario and any associated baseline projects.

The baseline scenario and the associated baseline projects are the same as described in the PIF. In addition, lessons learned from similar or related past GEF interventions will be considered, including:

-National Plan for Economic and Social Development 2020-2030 is the guiding instrument of development planning until 2030. It contains the proposal for the vision of the nation, the axes and strategic sectors, among which the tourism sector is defined. This is related to all the components of the project based on the implementation of benchmark systems and environmental certifications, good practices that ensure the conservation of natural resources, proposals that promote energy efficiency and use of renewable energy sources, as well as ways of sustainable consumption.

- State Plan for Confronting Climate Change 2021-2030 (*Tarea Vida*). This is based on a multidisciplinary scientific base and consists of progressive investments in the short (2020), medium (2030) long (2050) and very long (2100) term. It has 5 strategic actions related to the territorial reorganization of vulnerable coastal settlements, development of constructive conceptions in infrastructure adapted to coastal flooding for low-lying areas, the adaptation of agricultural activities, particularly those with the greatest impact on food security in the country, and changes in land use as a result of sea level rise and drought. It also has 11 tasks aimed at counteracting CC effects in vulnerable areas. It focuses on 15 prioritized areas of the country based on the preservation of people's lives, food security and tourism development. It does not offer the mechanisms, procedures or methodological bases for compliance, so it would be complemented with the three components of the project. The project can contribute to the implementation of this State Plan within the tourism sector, especially in the areas of intervention, based on the strengthening of the normative and regulatory framework, the clarification of roles and responsibilities of actors involved in tourism development, the implementation of financial solutions that allow the progressive investment of the sector in actions aimed at confronting climate change, promoting continuous improvement and competitiveness of the sector, and rehabilitation of coastal ecosystems impacted by tourism development.

- National Environmental Strategy concludes in 2020 but this year begins the formulation of the new cycle to 2030. The current cycle to 2020 has a budget estimated by the BIOFIN methodology of \$1.506 Million USD, of which there is a confirmed financing of \$721,000 and a financial gap of 785,000. It defines the main environmental problems of the country, and the processes for its attention. Its mission is to identify and establish priorities to help stop the pace of loss of Cuban biological diversity through its conservation and sustainable use, as a significant contribution to human well-being, adaptation to climate change and the maintenance of ecosystem goods and services. It is a key instrument of Cuban environmental policy and the "umbrella" under which sector strategies are developed, including tourism. However, it does not establish an integration of the values ??of biological diversity in development planning processes or the ecosystem and integrative approach in the analysis of the main threats to biological diversity. The Strategy is linked to all project components. The project would contribute to the strengthening of environmental policy instruments for the tourism sector (for example,

through the development or strengthening of economic instruments, management, strategic environmental assessment, recognition system for best practices and certification); offer an ecosystem approach and integrated analysis of the main environmental problems; and the strengthening of sustainable production and consumption initiatives at the sector level.

- Plan of the National System of Protected Areas (SNAP), its current cycle ends in 2020 with the beginning of the formulation of a new cycle. SNAP is an instrument of strategic, normative and methodological nature in which, through objectives, norms and programs, actions to be carried out in the short term are established for the management of the National System of Protected Areas, which guides the coordination of the activities at provincial level and of the PAs. It is linked to Components 1 and 2. The areas of intervention of the project are adjacent to protected areas, so the project would have a positive indirect impact on the management effectiveness of nearby protected areas. The application of good practices and initiatives to improve marine and terrestrial ecosystems accessed by tourism would favor connectivity between ecosystems and the buffer area.

- Tourism Sectoral Environmental Strategy 2017-2020 is the guiding document for the implementation of Cuban environmental policy in the tourism sector formulated to move towards sustainable development with high standards of efficiency, quality and competitiveness. It establishes the principles, objectives, actors and identifies the main environmental problems that affect tourism activities, proposing actions for their prevention, solution or minimization, in correspondence with guidelines of the VII Congress of the Communist Party of Cuba. An update cycle begins in 2020. This instrument serves as the basis for the design of the annual investment and maintenance plans executed by the sector. These interventions are carried out throughout the country, including actions for efficient energy use, solid and liquid waste management, etc. The Strategy identifies the sector's main environmental problems, which serve as the premise for the design of this project. The project would strengthen the capacity and mechanisms necessary to implement the Strategy. It is expected that the updated Strategy will be complete during the PPG phase and thus allow a more precise definition of which aspects will be put into action through the project.

- Law 81 "Environmental Law" / 1997 is the main environmental law in the Cuban legal system. Its objective is to establish the principles that govern environmental policy and the basic norms to regulate the environmental management of the State, and the actions of citizens and society in general, in order to protect the environment and contribute to achieving development goals. sustainable of the country. This law is being updated and is linked to Component 1 with regards to strengthening the mechanisms and instruments for law enforcement by key actors involved in the development of tourist destinations and promote the conservation and sustainable use of natural resources that support tourism development.

- Law 85/1998. Forestry Law Regulates management regarding the protection of mangroves or other coastal vegetation; it promotes afforestation. Component 1 of the project would complement this law by contributing with normative instruments related to the reduction of impacts of tourism-related infrastructure construction and exploitation on mangroves and other coastal vegetation. The rehabilitation of mangrove ecosystems, forests, thickets and dunes, as well as the management of exotic species in the environments and within the tourist facilities included in Component 2 would comply with this law and bolster it with examples of tested, good practices.

- Decree-Law 212 Management of the Coastal Zone / 2000 defines the extension of the coastal zone and regulates the activities carried out in it and in its protection zone. Components 1, 2 and 3 contribute to the implementation of the law and the project's experiences would provide inputs for its improvement, especially the results of the interventions in pilot sites, all located in coastal areas. In particular, the financial mechanisms to be implemented would favor the conservation of coastal ecosystems and the application of good management practices of the coastal zone for tourist use. The information system generated from the monitoring of BD indicators would serve as a tool for decision making.

- Decree-Law 201/1999 establishes the legal regime for the approval and management of protected areas, and the powers and functions of CITMA in this matter. Project intervention areas are adjacent to and impact on Protected Areas. Component 2 would support the application of good practices and

initiatives to improve terrestrial and marine ecosystems exploited by tourism, thereby enhancing compliance with this law.

- Resolution 48/2014 establishes types of diving and norms for the preservation of marine biodiversity. Components 1, 2 and 3 would support efforts to establish regulations for diving based on load capacity of dive sites. Currently, the monitoring of ecosystem health indicators is not visualized as a tool for assessing impacts and for proper management of sites. The Resolution also does not consider financial solutions applied to underwater activity that could serve as a mechanism for investing in conservation.

- Resolution 50/2014 establishes the procedure for the approval of Nature Tourism, Adventure Tourism and Rural Tourism products, with the aim to promote ecosystem conservation. It recognizes financial incentives as a solution to promote conservation and local development. It promotes the use of renewable energy. However, it is limited to the procedure for the approval of Nature Tourism, Adventure Tourism and Rural Tourism products. Component 1 would consider ways to implement financial incentives for these alternative forms of tourism, i.e. Nature tourism modalities such as: Hiking, Bird Watching, Horseback Riding, Naturalist Navigation, among others, which offer alternatives to sun and beach tourism and facilitate the investment of the sector in biodiversity conservation. The project will help establish procedures and manuals of good practices applicable to nature tourism. This hamper products and disseminate initiatives that promote the conservation of biodiversity.

- Decree-Law 345/2019 ?On the development of renewable sources and the efficient use of energy? sets the goal of reaching 24% of electricity generation with renewable energy sources in 2030 across the country (through bio power plants, solar technology, photovoltaics, wind farms and hydroelectric plants). Project interventions would align with the Law?s aims to establish regulations for the development of renewable energy sources in order to contribute with: a) The increase in the share of renewable energy sources in electricity generation, and b) The progressive replacement of fossil fuels.

However, the creation of an environmentally friendly regulatory framework and its implementation is still incipient, for example, in areas such as:

? Pricing policies for renewable sources of energy

? Technical standards & regulations

? Financial mechanisms and tax incentives.

The total amount of baseline projects is estimated at USD\$ 6,757,332; it comes from the following partners/projects:

Centro de Investigaciones en Bioalimentos/CITMA:

- Rehabilitation of coastal dunes in the Jardines del Rey archipelago (2017-2020). This initiative manages the rehabilitation of coastal dunes from informative campaigns and pilot experiences of native plant nursery. This has a value of USD \$ 124,400. It is only limited to rehabilitation of coastal dunes, not to other coastal ecosystems (mangroves, reefs where tourism activity takes place). They use only 2 species of plants in reforestation actions. It does not incorporate a system of good practices for the management of the coastal zone, nor does it include a landscape vision. This would provide important lessons and experiences to consider during the PPG for the design of the Full project, and coordination with this initiative through Component 2 could help resolve gaps in the initiative, to be confirmed during the PPG.

- Integrative Environmental Management with an ecosystem approach in the Great North Wetland of Ciego de ?vila (GHNCA) for its adaptation to Climate Change (2021-2023). This aims to establish and implement an integrated management program within the GHNCA to achieve its sustainability and adaptation to change climate. This has an annual value of USD \$ 1,759,580. This would provide important lessons and experiences to consider during the PPG for the design of the Full project.

Centro de Investigaciones de Ecosistemas Costeros/ CITMA:

- Monitoring System of the Sabana-Camaguey Archipelago (2020-2023). Design of a biodiversity monitoring system in the Sabana Camaguey archipelago with a value of USD \$ 1,600,100. This would provide important lessons and experiences to consider during the PPG for the design of the Full project.

- Evaluation of the impacts of Hurricane Irma on the biota of Cayo Coco and Paredón Grande (2018-2020). This involves monitoring the effects of Hurricane Irma on the biota and resilience of communities in keys with accelerated tourism development. Although it takes into account the effect of anthropization, it does not offer indicators that directly measure this effect. This evaluation represents a value of USD\$ 273,252. This would provide important lessons and experiences to consider during the PPG for the design of the Full project.

#### Ministry of Energy and Mines :

UE/ONUDI "Energy Efficiency and Conservation". Implementation: 2019 - 2023. Support the implementation of the government program for energy management and conservation, including energy efficiency. The UE/ONUDI (ONURE) Project is a multisectoral project aimed fundamentally at strengthening the country's capacity to implement the Energy Management Norm ISO 50001. The project works in the public sector in general and is present in 8 provinces (of which Matanzas is the only one that coincides with the GEF project). The main actions of this project are:

? Establishing national procedures and methodological tools for the implementation of this norm.

? In significant cases, evaluate the potential energy efficiency of facilities related to production and services.

? Capacity building of stakeholders

? Capacity strengthening of the ONURE as a result of the strengthening of their provincial work groups and the training of energetic auditors.

In the tourism sector, the Ministry of Energy has carried out actions to implement norm ISO 50001, energy audits and capacity building of the main hotel facilities. The contribution of the GEF project is aimed at extending the application of energy management according to ISO 5001 to the hotel chains as a work method and demonstrate the potential of its application supported on energy consumption monitoring systems in real time and the calculation of performance indicators. This is a good starting point for the GEF project, as the EU project is limited to carrying out energy audits in the tourism sector without carrying out interventions aimed at demonstrating the technological solutions that addresses opportunities in these assessments. In this GEF project these demonstrations will be very important as they consider action for the improvement of the energy efficiency with better data management and monitoring of energy performance indicators in real time. The EU project is centered in regulations linked to the residential sector and the norms applicable to the implementation of the Energy Management Norm ISO 5001. The methodological experiences on assessments (energy audits) and the initial energy performance indicators generated by the EU/UNIDO project will be used by GEF project to structure an energy consumption benchmarking more focused in the hotel building typology. This will allow the tourism sector to have information about how to manage more efficiently its energy use and where to invest resources for lower payback times and better cost benefits. In this way, the GEF project will contribute in the long term to increasing ambitions in reducing emissions.

In addition, lessons learned from similar or related past GEF interventions are considered, including:

- "Mainstreaming and Sustaining Biodiversity Conservation in three Productive Sectors of the Sabana Camaguey Ecosystem": This project was implemented in 2008-2015. Tourism was one of the selected sectors. Among the results of interest that serve as the basis for this project proposal are: integrated coastal management, institutional capacities created for biodiversity monitoring, the methodological framework for land use planning, environmental requirements for infrastructure development in the coastal zone, and good practices in biodiversity conservation in tourist development zones.

- ?Biodiversity Finance Initiative? ? BIOFIN I: This technical assistance project was executed between 2016 - 2018. Its objective was to mobilize resources through a financial plan that contributes to the conservation and sustainable use of biodiversity. The proposed project can be complemented by the implementation and validation of financial solutions identified by BIOFIN applicable to the tourism sector such as: environmental taxes for the use or exploitation of beaches, charging flexible entry fees to protected areas, insurance against environmental risks, budgetary allocation to the State Plan for addressing Climate Change - "Tarea Vida", entry fee upon arrival of foreign tourists to contribute to Cuba?s BD, green banking, trust funds for the environment, climbing rights, diving, filming and photography, fees charged for the observation of wild flora and fauna and fees for nature tourism.

- Furthermore, while the GEF Bioenergy project will have finished by the time this proposed project begins implementation, the proponents will engage the project when assessing the CCM opportunities of waste management practices (for organic material) to incorporate lessons learned in the design of this project.

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

The project strategy is closely aligned to the original PIF.

While tourism represents a multimillion-dollar global market, it also represents one of the main threats to biodiversity and climate change. Therefore, mainstreaming BD- and CCM-friendly management practices is critical to shift to sustainable nature-based tourism, in which ecosystem integrity and the associated biodiversity are their main attractions.

The baseline scenario and programs (described above) aim to consolidate effective conservation and sustainable use of biodiversity to increase connectivity, reduce pressure on ecosystems and encourage the adoption of energy efficiency and renewable energy. Likewise, increasing environmental culture and awareness.

The GEF increment will complement these programmes by establishing and systematizing monitoring for BD and CCM, harmonizing their objectives, and facilitating their implementation. These actions will translate into effective management, an increased area under sustainable use, and better species conservation. The effective (sustainable) operation of selected tourism sites will result in long-term environmental sustainability.

The proposed alternative scenario contributes to the sustainability of tourism in Cuba through the mainstreaming of conservation and sustainable use of biodiversity and climate change mitigation. The project intervention will emphasize vulnerable coastal-marine areas by designing and implementing innovative models with strengthened capacities and financial mechanisms. The Project's Theory of Change identifies the barriers and causal pathways to achieve the alternative scenario.

The structure of the project components closely resembles the PIF approved by the GEF; however, some changes were made to the project?s outputs but these do not represent a departure from the project?s strategy as defined originally in the PIF. These changes are described as follows:

PIF Outputs (Component 1)	CEO Endorsement Outputs (Component 1)
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<p>1.1.1 Socio-economic impact assessments of COVID on the Cuban tourism sector to guide long term policies for environmental sustainability</p>	<p>1.1.1: Comprehensive plan to guide long-term environmental sustainability policies mainstreaming biodiversity conservation (promoting its resilience) and climate change mitigation (CCM) (low emissions) for restructuring the tourism sector post-pandemic (green recovery).</p> <p>Outputs 1.1.1 and 1.1.2 originally included in the PIF were combined; more specifically, the assessment of the impact of COVID-19 on the tourism sector is now included as the first activity under Output 1.1.1 in the CEO Endorsement document.</p>
<p>1.1.2 Comprehensive Plan for mainstreaming BD conservation and CCM in the tourism sector to promote</p>	<p>Please see above.</p>
	<p>1.1.2: Proposal of instruments, regulations, and updated procedures within the legal and regulatory environmental frameworks for tourism development incorporating the conservation and sustainable use of the biodiversity and CCM.</p> <p>This new output was included since the project will contribute to the comprehensive review and update of the legal and regulatory frameworks as they relate to the environment and the tourism sector.</p>
<p>1.1.3 National capacities strengthened for mainstreaming BD conservation and CCM in the tourism sector.</p>	<p>1.1.3: National capacities strengthened to train key stakeholders that influence biodiversity conservation and CCM in the tourism sector.</p> <p>The wording of the output was slightly modified to indicate to whom the capacity development activities will be directed.</p>
<p>1.2.1 Economic valuation performed on environmental ecosystem goods and services in priority areas for the tourism sector (application of EcoValor methodology).</p>	<p>1.2.1: Functional valuation performed on environmental goods and services in priority areas for tourism sector activities considering the impacts of climate change.</p> <p>The type of valuation of ecosystem services to be conducted was changed from an economic valuation to a functional valuation. A functional value assessment will determine the relative provision of ecosystem services for each type of ecosystem based on the ecological functions that contribute to these services. The calculation of the "Total Supply of Ecosystem Services" in a given ecosystem will be used to develop maps of the relative provision of ecosystem services and the ecosystem services themselves. The economic valuation of ecosystem services is already being done under the EcoValor project (GEF Project ID: 9429).</p>

<p>1.2.2 Financial instruments developed and proposed for approval to create incentives for the sector to invest in the conservation of biodiversity and climate change mitigation strategies.</p>	<p>1.2.2: Existing financial instruments assessed and/or new instruments proposed to incentivize sustainable tourism through the conservation of biodiversity and CCM strategies.</p> <p>This output was expanded to include existing financial instruments (e.g., the National Environment Fund [FNMA], the National Forest Development Fund [FONADEF], and environmental taxation on beach use) that can be updated to include considerations for incentivizing sustainable tourism through the conservation of biodiversity and CCM. These instruments are currently not used by the tourism sector or are only partially used.</p>
<p>PIF Outputs (Component 2)</p>	<p>CEO Endorsement Outputs (Component 2)</p>
<p>2.1.2 Environmental monitoring system strengthened to assess the impacts of project interventions and to support certification processes.</p>	<p>2.1.2: Environmental monitoring system strengthened and implemented to assess the impacts of project interventions.</p> <p>The wording of the output was modified to include implementation of the environmental monitoring system. References to support the certification processes were removed, as this will be covered under Outputs 2.2.2 and 2.2.4.</p>
<p>2.1.3 Standardized methodologies implemented for the design of nature tourism products in the sector.</p>	<p>This output was moved to become part of Outcome 2.2, <i>Standards, procedures, and programs integrate new approaches to conservation and sustainable use of biodiversity with BD conservation standards for tourism development and operations</i> (refer to Output 2.2.1 below).</p>
<p>2.1.4 Biodiversity conservation approach incorporated in awareness and training programs for key actors involved in tourism development.</p>	<p>2.1.3: Key stakeholders of the tourism sector at the local level aware of and trained in the biodiversity conservation approach.</p> <p>The wording was modified to indicate that awareness-raising and training activities will focus on local-level and target site stakeholders.</p>
<p>2.1.5 Lessons learned, guidance and tools systematized for the development and replication of sustainable tourism services and facilities.</p>	<p>This output was removed and integrated into Component 4, which addresses knowledge management and will include the systematization and sharing of lessons learned for replication related to all project activities.</p>
	<p>2.2.1: Updated guideline for adopting sustainable nature-based tourism (SNBT) principles and designing SNBT products to deliver GEBs, including protecting fragile ecosystems, biodiversity conservation, and climate change mitigation (CCM)</p> <p>This output was added to indicate that the project will promote the development of SNBT as a complement and/or alternative to <i>sun and sand</i> tourism and as part of the project actions for the delivery of global environmental benefits associated with biodiversity conservation.</p>

<p>2.2.1 Normative instruments and procedures developed within the legal and regulatory environmental framework for tourism development to support the conservation and sustainable use of biodiversity</p>	<p>2.2.2: Normative and technical documents for hotel operation developed, in support of the environmental management system (EMS), within the legal and regulatory environmental framework for tourism development to support the conservation and sustainable use of biodiversity.</p> <p>The output was modified to indicate that the project will develop specific normative and technical documents to help hotel and non-hotel operations adopt environmentally friendly practices that allow them to apply for environmental recognition as part of the existing EMS.</p>
<p>2.2.2 System of citizen inspectors established to monitor compliance with environmental regulations in tourism.</p>	<p>2.2.3: The capacity of state environmental inspectors strengthened to verify compliance with environmental legislation, and of environmental auditors for the implementation of the environmental management system.</p> <p>The output was updated to indicate that rather than establishing a new system of citizen inspectors, the project will focus on strengthening the existing network of state environmental inspectors and auditors.</p>
<p>2.2.3 Environmental certification system implemented and tested for tourism activities and facilities</p>	<p>2.2.4: Certification of Environmental Management Systems (NC-ISO 14000, NC-ISO 14001) implemented and environmental recognitions updated with biodiversity conservation and CCM performance indicators.</p> <p>The output was updated to specify the certification system and certification schemes that will be promoted by the project.</p>
<p><b>PIF Outputs (Component 3)</b></p>	<p><b>CEO Endorsement Outputs (Component 3)</b></p>
<p>3.1.1 Energy management certification system established for tourism facilities;</p>	<p>3.1.1: Certification (NC-ISO 50001) of Energy Management System implemented in selected hotel facilities.</p> <p>The output was updated to specify the certification scheme within the energy management certification system that will be promoted by the project.</p>
<p>3.1.2 Benchmarking of energy consumption and key performance indicators of hotel facilities established (i.e. definition of baseline of energy use for the lighting, RE generation and cooling sectors)</p>	<p>3.1.2: Benchmarking of energy consumption and key performance indicators of hotel facilities established.</p> <p>The wording of the output was shortened; the energy usage baseline will be determined as part of the planned activities under this output.</p>
<p>3.1.3 Data-informed policy and regulatory recommendations presented and adopted for the tourism sector to promote efficient and low emission technologies and processes.</p>	<p>This output was removed from Component 3 because all aspects related to strengthening the legal and regulatory environmental frameworks for tourism development considering CCM will be covered under the new Output 1.1.2.</p>

<p>3.2.1 Energy management systems designed and implemented based on energy audits and energy assessments.</p>	<p>3.2.1: Technological solutions to improve energy performance designed and evaluated based on energy audits and assessments.</p> <p>The output was updated to indicate that the project will focus on the adoption of specific technological solutions (EE/ER measures) for selected hotel facilities.</p>
<p>3.2.2 Low-carbon technologies demonstrative cases integrating energy efficiency measures and renewable energy solutions (national co-financing)</p>	<p>3.2.2: Demonstration pilot projects of low-carbon technologies that integrate energy efficiency and other solutions.</p> <p>The wording of the output was modified to indicate that the project will no longer consider renewable energy solutions through national co-financing.</p>
<p>3.2.3 Centralized digital smart metering system standardized and implemented across the hotel sector, for continuous monitoring of energy consumption, energy performance indicators and reporting and verification of results of the EE/RE program in hotels based on ISO 50001.</p>	<p>3.2.3: Centralized intelligent digital measurement standardized and implemented in selected hotels and hotel chains, for continuous monitoring of energy consumption, energy performance indicators and reporting and verification of results of low-carbon energy technologies in hotels based on ISO 50001.</p> <p>The wording of the output was updated to indicate that project efforts will target selected hotels and hotel chains (i.e., a total of 16 in the two target landscapes). and reporting and verification of results of low-carbon energy technologies.</p>
<p>3.3.2 Strengthening technical capacities for the development of energy services companies focused on promoting energy efficiency and renewable energy in the hotel sector.</p>	<p>3.3.2: Strengthening of technical capacities for the provision of energy services focused on promoting low-carbon energy technologies in the hotel sector.</p> <p>The wording of the output was updated to indicate that efforts for strengthening of technical capacities will consider low-carbon energy technologies in general.</p>
<p>3.3.3 Compilation of lessons learned, guidance and tools systematized for the upscaling of successful experiences of implementation energy management systems, energy efficiency measures and renewable energy solutions (for management and technical staff)</p>	<p>This output was removed and integrated into Component 4, which addresses knowledge management and will include the systematization and sharing of lessons learned for replication that are related to all project activities.</p>
<p><b>PIF Component 4 and Outputs</b></p>	<p><b>CEO Endorsement Outputs Component 4</b></p>
	<p>Following new UNDP guidelines, knowledge management (KM) should be a stand-alone component and can no longer be merged with the M&amp;E component. Accordingly, KM and M&amp;E have been included in separate components (C4 and C5, respectively).</p>

4.1.2 Project lessons learned disseminated.	<p>4.1.1: Lessons learned from the project for the development and replication of sustainable tourism services and facilities (mainstreaming biodiversity conservation and CCM objectives) compiled, systematized, and disseminated.</p> <p>The wording of the output was modified to state that lessons learned will include aspects related to sustainable tourism services and facilities (formerly Output 2.1.5) and the implementation of energy management systems, energy efficiency measures, and low-carbon energy technology solutions (formerly Output 3.3.3).</p>
4.1.1 M&E Plan (including gender action plan and social-environmental safeguards) implemented.	This output did not change but has been include in Component 5: M&E.
PIF Core Indicator 6	PRODOC Core indicator 6
Direct emissions PIF: 25,212 tCO <sub>2</sub> e	During the PPG the calculations of estimates were updated to indicate that the project will mitigate 22,528 tCO <sub>2</sub> e of direct GHG emissions. A reduction of 8.9% in direct GHG emissions mitigated (25,212 tCO <sub>2</sub> e were reported at the time of the PIF) is due to a methodological variation in the calculation of hotel occupancy.

The Theory of Change (ToC) for the project was updated as follows. The ToC (Figure 1) describes the strategy to deliver GEBs through four impact pathways: a) framework for environmental sustainability of tourism pathway; b) biodiversity conservation pathway; c) CCM pathway; d) knowledge management (KM); and e) monitoring and evaluation (M&E). A central aspect to achieving the project objective will be to directly collaborate with key public and private sector stakeholders, including women; this aspect of the project is linked to the M&E and KM pathway through the implementation of a stakeholder engagement plan and a gender action plan, although stakeholder participation and gender mainstreaming is embedded throughout all the impact pathways. The identified four barriers described above, the causal pathways, and their key underlying assumptions are as follows.

Barriers:

- 1: Insufficient institutional technical capacity and limited inter-institutional coordination that prevents an enabling institutional, regulatory, and financial environment that is conducive to a sustainable tourism sector.
- 2: Limitations in the application and development of normative instruments and procedures that incorporate biodiversity conservation and CCM considerations in the development of the tourism sector to ensure environmental sustainability from the planning stages of investment all the way through project design, construction, and operation.
- 3: Lack of incentives for key tourism stakeholders and weak implementation of the current financial mechanisms for key tourism stakeholders for the implementation of environmental-friendly practices with biodiversity conservation and CCM benefits.
- 4: Lack of a proven methodological model of how to incorporate biodiversity conservation and CCM in the tourism sector to ensure environmental sustainability in planning, implementation, and monitoring.

5: Limited management and exchange of knowledge on biodiversity conservation and CCM measures in the tourism sector preventing replication of best practices and scaling-up.

*Causal Pathway 1:* Enhanced institutional, planning, and financial framework to promote sustainable tourism > sustainable management of biodiversity and CCM > decreased capture/disturbance pressure on selected species and decrease in GHG emissions > species populations are maintained or increased > biodiversity conservation mainstreaming and promotion of CCM.

Key assumptions: 1a) there is political will and legal feasibility for mainstreaming biodiversity conservation and climate change mitigation in sustainable tourism development; 1b) benefits derived from financial mechanisms are conducive to biodiversity conservation and CCM; and 1c) there is stability in human resources within the national agencies that benefit from training activities and they satisfactorily apply their new knowledge and skills.

*Causal Pathway 2:* Improved information management systems and tools + increased capacity for mainstreaming biodiversity conservation in the tourism sector at the site level > systematization of best practices/lessons on biodiversity conservation in the tourism sector > informed planning of tourism development > ecosystem connectivity.

Key assumptions: 2a) continuous will from the tourism sector/hotel operators to adopt biodiversity-friendly practices; 2b) is attractive as a profitable tourism activity contributing to the conservation to biodiversity; 2c) wide adoption of certification of environmental management systems (EMS) due to the added value to tourism development; and 2d) effective threat reduction and monitoring/inspection to assess the benefits to biodiversity as a result of the project is done in a timely manner.

*Causal Pathway 3:* Improved information management systems and tools + increased capacity for incorporating CCM in the tourism sector at the site level > informed planning of tourism development > low carbon technologies + low-carbon management systems + decreased GHG emissions > increased climate change mitigation benefits (emissions reductions).

Key assumptions: 3a) continuous interest from hotel operators/private sector to invest/implement technological/low-carbon solutions; 3b) economic incentives (certification of EMS) gives access to new markets for the tourism sector; 3c) stable economic environment and markets for sustainable tourism development.

*Causal Pathway 4:* Improved information dissemination mechanisms + low-carbon anthropogenic activities + sustainable practices lead to participatory KM for the scaling-up of environmental sustainability in the tourism sector > Informed decision-making > ecosystem integrity + more resilience.

Key assumption: 4a) there is broad and timely dissemination of information to inform decision-making and replication.

*Causal Pathway 5:* Improved monitoring tools + low-carbon anthropogenic activities + sustainable practices lead to more efficiently monitoring on environmental sustainability in the tourism sector > Informed decision-making > ecosystem integrity + more resilience.

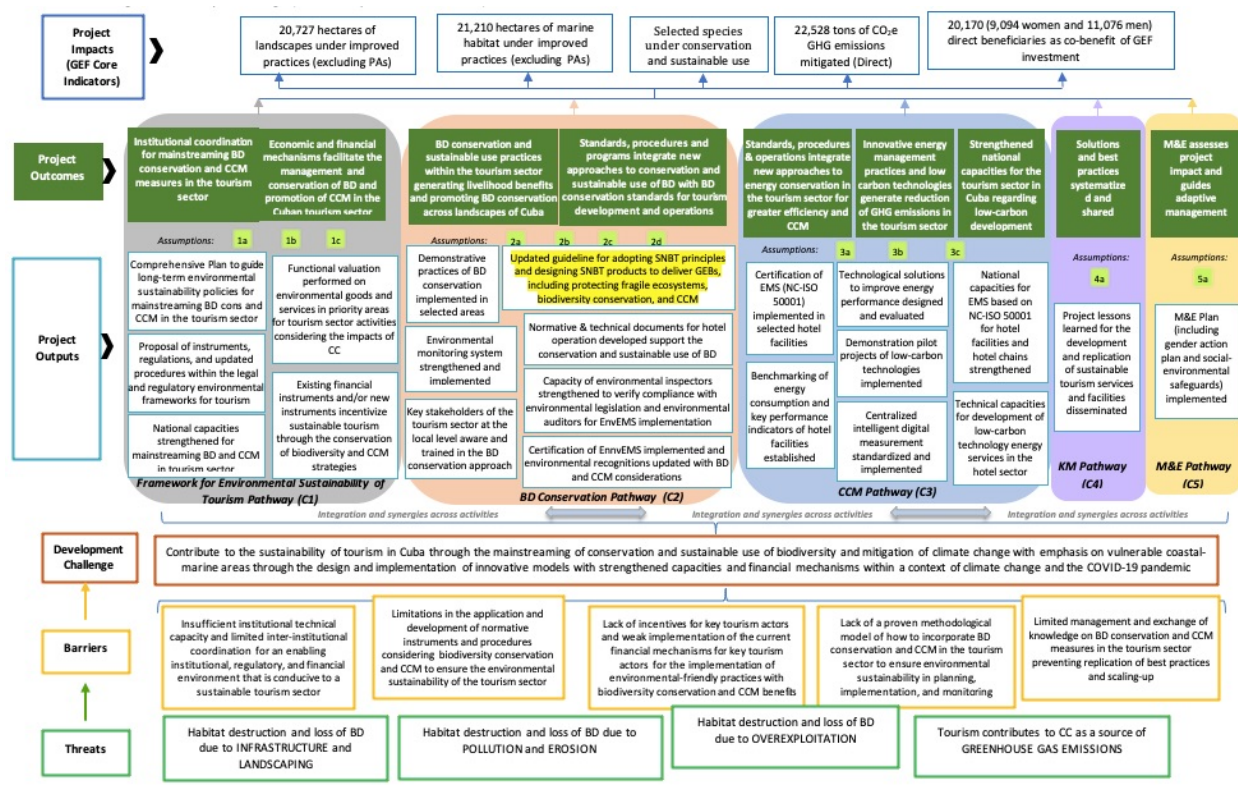
Key assumptions: 5a) institutions at the national and local levels have the capacity to successfully implement project activities allowing to achieve project outcomes and the delivery of GEBs in a timely manner.

It is also assumed that climate variability will be within ranges that do not significantly affect the outcomes of the project and that the COVID-19 pandemic will recede. The identified pathways are based on the analysis of threats/root causes and barriers. The supporting outputs and outcomes for each pathway, and the assumptions that they are built upon, will properly address the problems and barriers described above, allowing mainstreaming biodiversity conservation and CCM in sustainable tourism development. The project's ToC considers the active participation of public, private, and civil society stakeholders, as well as actions to contribute to gender equality and the empowerment of women in the two project landscapes.

The ToC will serve multiple objectives, such as:

- Support adaptive management during implementation, understood as the adaptation of the project results framework (including indicators and targets), organizational structure and/or project management unit, gender and stakeholder participation approach, timelines and work plans, and of priorities as a result of changes in context and needs including evolving and/or new social and environmental risks or other risks;
- Engage all stakeholders and develop ownership;
- Communicate the rationality of the Project's goals, outcomes, outputs, and activities to relevant internal and external audiences; and
- Ensure that adequate data is collected to enable sound monitoring and evaluation throughout the life span of the Project and beyond.

The ToC is a dynamic framework that will be continually managed and appraised during project implementation. This strategy will deliver GEBs as well as social and economic benefits at the local level. The interrelated components of the project will be the means through which this is achieved.



4) Alignment with GEF focal area strategies.

The alignment with GEF focal areas is consistent with the PIF; there are no changes to be reported.

5) Incremental/additional cost reasoning and expected contributions from the baseline, the GEFTF, and co-financing;

The baseline investments remain the same, as described in the PIF. There was an increase in cofinancing from the USD 30,873,740 that was initially indicated in the PIF to USD 48,676,500 at the time of CEO endorsement. This increase is principally due to the commitment by the private sector to the project. The private sector's participation is considered necessary to implement the proposed



sustainable tourism practices and their certification, which are key aspects to achieving the project's proposed outcomes and GEBs. As indicated in the PIF, GEF funding will provide the incremental resources needed to transform the Tourism Sector's environmental strategy into replicable groundtruthed models of management of biodiversity resources, and low-carbon energy technologies that are key to the sector's sustainability. The proposed project will reduce the degradation of the very biodiversity and ecosystem services that attract tourists, and greenhouse gas emissions from the tourism facilities that contribute to climate change, by instilling the technological and methodological capacity necessary to foster growth in the tourism sector, while generating biodiversity conservation and CCM benefits.

#### 6) Global environmental benefits (GEFTF).

The GEBs that will be delivered by the project related to biodiversity conservation remain the same as those indicated in the PIF. Regarding CCM benefits, during the PPG the calculations of estimates were updated to indicate that the project will mitigate 22,528 tCO<sub>2</sub>e of direct GHG emissions. A reduction of 8.9% in direct GHG emissions mitigated (25,212 tCO<sub>2</sub>e were reported at the time of the PIF) is due to a methodological variation in the calculation of hotel occupancy. In addition, the project will indirectly mitigate 63,960 tCO<sub>2</sub>e GHG emissions, which was calculated using a 'top-down' approach in line with the PIF. The estimates of the CCM benefits are included in Annex 13[1]: GEF focal area specific annexes of the UNDP-GEF Project Document.

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

The project potential for innovation, sustainability, and for scaling up was updated as follows:

**Innovation:** The innovative nature of this Project lies in the identification and implementation of combined biodiversity and CCM practices within the planning and sustainable development of tourism in Cuba. The project will introduce innovative solutions for developing sustainable biodiversity-friendly tourism operations across the targeted landscape, which is a significant shift in the approach to current management. These mechanisms will be applied across the landscape to strengthen habitat connectivity and address landscape-wide threats to biodiversity, including habitat destruction and biodiversity loss.

Stakeholders from various sectors that are key to tourism development, including the private sector, will be engaged in non-state management of tourism services. The project will promote environmental certifications in the tourism sector that are innovative and incorporate international standards that promote the application of good practices for biodiversity conservation the mitigation of climate change as part of the management of hotel chains. A climate change mitigation program will be incorporated into the sector's management, as well as the ISO 50001 standard not previously applied in this sector, and benchmarking systems as novel tools for Cuba. The project will support the creation of energy service companies for the sector that do not currently exist in Cuba; also, it will promote the digitalization of energy management systems with smart meters into the tourism sector, an innovation for the country. Furthermore, the project will foster the implementation of financial mechanisms for the conservation of biodiversity and mitigation of climate change with the novelty of adjusting to the sector's conditions in Cuba.

Ultimately, the project provides an opportunity for a paradigm shift from the prevailing model that pays limited importance to biodiversity conservation and low carbon development to a sustainable model that mainstreams both biodiversity and CCM within standard sectoral planning and practices.

**Sustainability:** The project includes considerations that promote the continued achievement of its objectives and outcomes long after direct implementation. The integrative approach of the project with the incorporation of biodiversity conservation and CCM in tourism development ensures the sustainability of this important economic activity for Cuba in the short, medium and long term. Several key principles support sustainability such as country ownership, which will include improved governance, mainstreamed biodiversity and low carbon development, supporting interventions that reinforce government plans and activities, that can be integrated into government policies making project interventions and consequences more relevant to government institutions, and in line with government plans and priorities to increase sustainable development of the tourism sector. The implementation of a standardized digital smart metering system across selected hotel facilities, for continuous monitoring of energy consumption and reporting and verification of results of the EE/RE program in hotels based on ISO 50001. The capacity building of the Project will also contribute to long-term support beyond project duration, instilling necessary technological and methodological tools both at the sector level and in situ.

The creation of technical and technological capacities in the key institutions for the development of tourism and the institutional, sectoral, and systemic dimension of the actions will guarantee lasting results with great scope in the country, strengthened with normative instruments and procedures that incorporate these approaches from the planning stage until the exploitation of tourist destinations and their natural resources. The resulting mitigation program guarantees the application of Cuba's energy policies. The systems of good practices on biodiversity conservation and benchmarking for CC mitigation actions constitute tools that promote the improvement of hotel chains and the private sector linked to the development of tourism. The incorporation of **SNBT** offers alternatives that decrease the exploitation of tourist destinations, diversify the service and promote local development.

The incorporation of financial mechanisms in the management of the sector that promote investment in biodiversity and low-carbon energy technologies will guarantee the economic sustainability of the actions. The monitoring systems designed with impact indicators of tourist activity and an information system based on its results offers a tool for decision-making at all levels. The implementation of international environmental and energy certifications in Cuba applicable to the tourism sector not only promotes environmental improvement but will also raise the quality of the Cuban destination. The training systems created for the Tourism Training Schools will ensure the incorporation of knowledge and results with the project approaches in the sector workers. The results of the project will be incorporated into the environmental strategy of the tourism sector in Cuba.

**Scaling-up:** The success of the project components on the regulatory and policy framework will be a key factor for scaling up, since it will favour the replication of the outcomes in other parts of the country. The development of methodologies, baseline information and proposals will have a positive impact on the mainstreaming of biodiversity and mitigation policies in the broader tourist sector. While the project's CCM interventions will focus on selected hotels, it is envisioned that energy consumption benchmarking can be applied in the whole country sector as Cuba has one bioclimatic zone. The

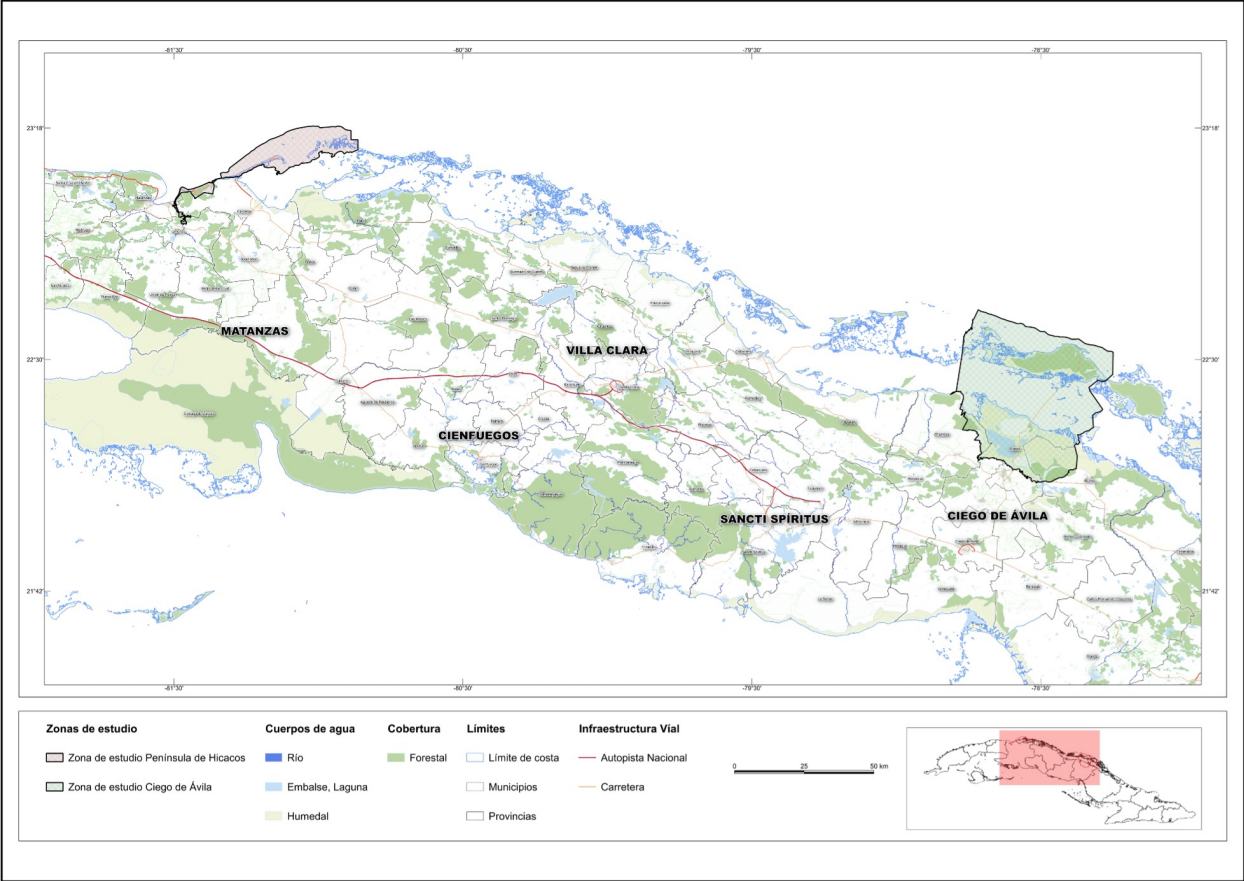
elaboration and proposition of regulations intend to define thresholds for consumption and to demand that hotels above the average of national energy consumption levels implement energy efficiency measures. Beyond the targeted areas of the project, the structuring of a benchmarking and key performance indicators are expected to drive a positive "competition" fostered and demanded by government policies and regulations to increase the efficiency of hotel facilities in the National territory. MINTUR considers that this system should be replicated throughout the entire sector, where in principle all facilities could be compared with those of its category, within its own chain and with other chains etc.

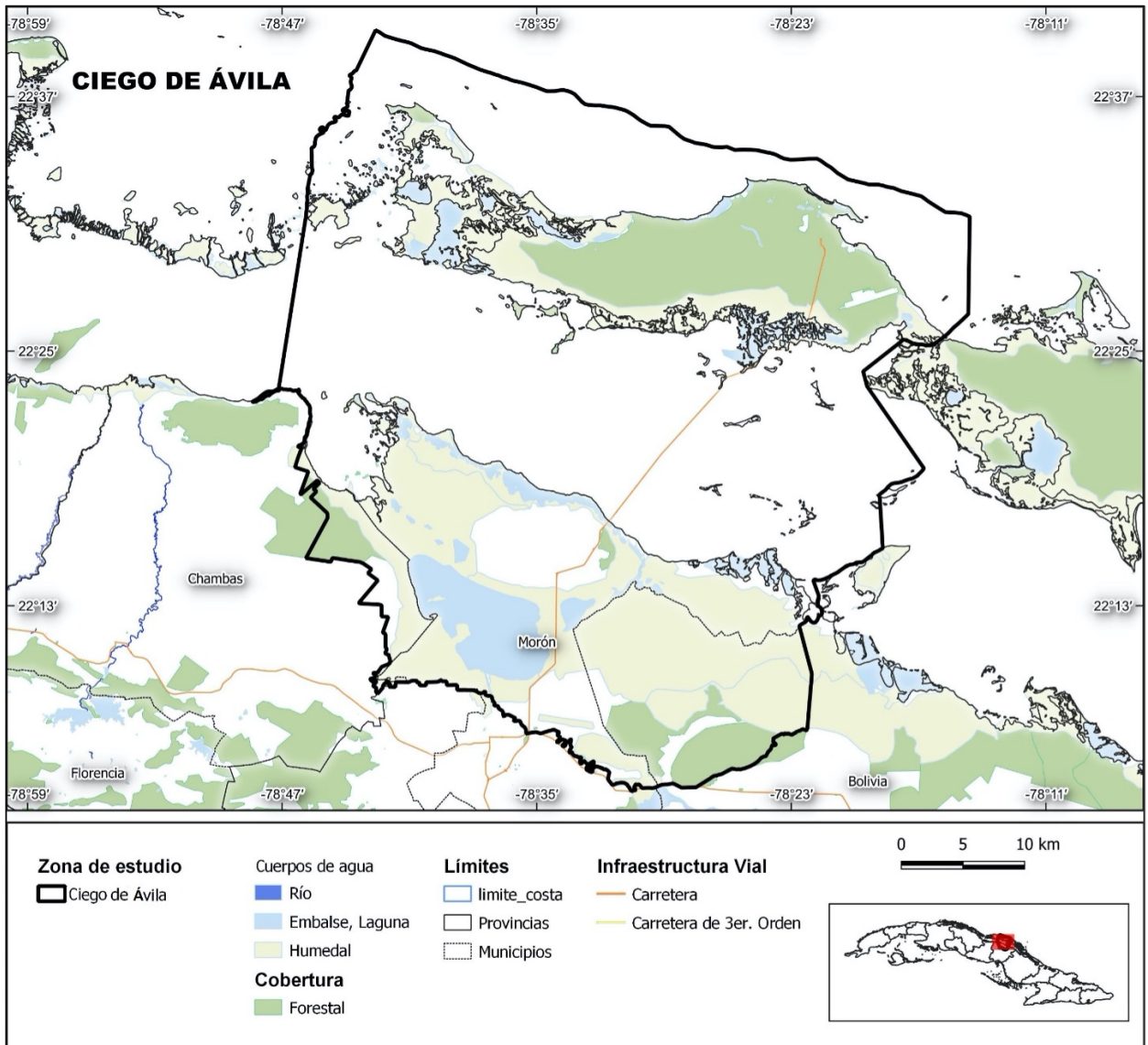
The scale up activities will be mainly based in the enforcement of the Policy for the "Development of Renewable Sources of Energy and Energy Efficiency"(that establishes the goal of reaching a participation of 24% of renewable energy sources in the country's electricity generation) and the update and enforcement of December 2019 Decree Law 345 and Resolution 124 of the Ministry of Energy and Mines, which, among other aspects, establishes in relation to the project scope: a) The new constructions use architectural designs that contribute to energy savings; b) The implementation of Energy Management Systems by all entities and their certification by large energy consumers is mandatory; c) State institutions establish a "Program for the development, maintenance and sustainability of renewable sources and efficient use of energy", renewed every 5 years; d) The entities that participate in tourist activity plan, and according to their feasibility, install technologies that take advantage of low-carbon energy technologies; e) In tourist development areas, such as the keys, the corresponding analyses are carried out for the installation of technologies that take advantage of renewable sources for the generation of electricity to contribute to the reduction of fossil fuel consumption, costs and increase environmental sustainability; and f) The business systems of the transport and tourism sectors develop programs for the gradual introduction of electric vehicles.

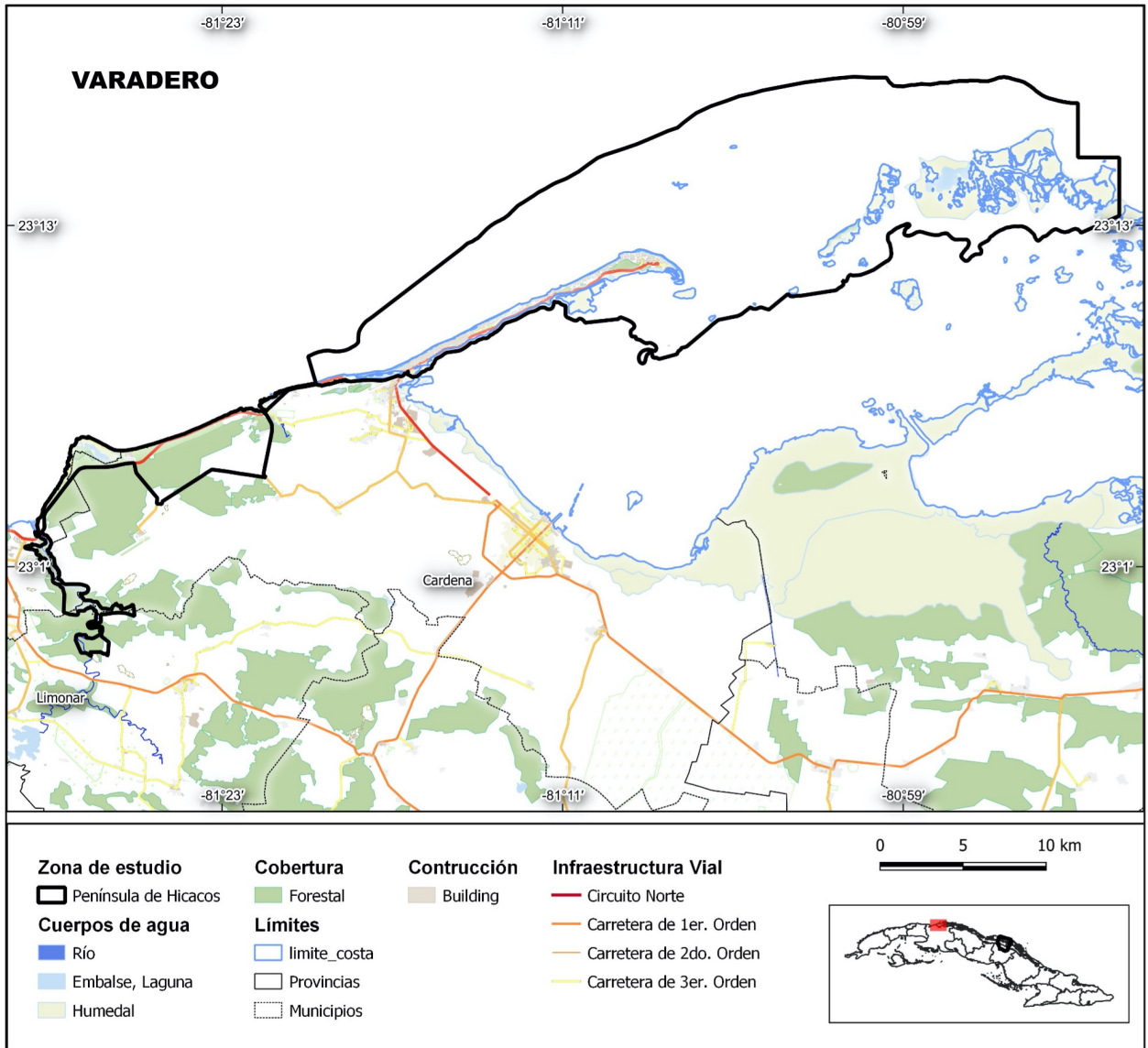
The scaling-up of the lessons-learned from the pilot sites will be achieved through the dissemination of lessons learned through government websites and digital platforms, including the repository of the INFOGEO Platform of the Institute of Tropical Geography/AMA, the Tourist Information and Documentation Center (CIDTUR), and the Biodiversity Portal of the National Biodiversity Center of the Institute of Ecology and Systematics.

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

**Please provide geo-referenced information and map where the project interventions will take place.**







**1c. Child Project?**

If this is a child project under a program, describe how the components contribute to the overall program impact.

**2. Stakeholders**

Select the stakeholders that have participated in consultations during the project identification phase:

Civil Society Organizations Yes

Indigenous Peoples and Local Communities

**Private Sector Entities** Yes

**If none of the above, please explain why:**

**Please provide the Stakeholder Engagement Plan or equivalent assessment.**

In addition, provide a summary on how stakeholders will be consulted in project execution, the means and timing of engagement, how information will be disseminated, and an explanation of any resource requirements throughout the project/program cycle to ensure proper and meaningful stakeholder engagement

1. The successful implementation of the project will largely depend on effective communication and coordination with the multiple project stakeholders and the implementation of mechanisms to ensure their participation in project's activities. The key national and sub-national stakeholders include AMA, CITMA, MINTUR, MINEM ONN, MINAG, CUBAENERGIA, University of La Habana, among others. At the local level, the most relevant stakeholders are the Provincial and Municipal Administration Councils, the private and cooperative sector (tour operators, hotels, self-employed and informal workers, MiPyMEs, private agricultural and non-agricultural private cooperatives), and NGOs, among others. The private agricultural cooperatives are key project stakeholders, as they supply native plant material for implementing best landscaping and gardening practices in selected hotels. Members of the private agricultural cooperatives will be trained in gardening with native species and concepts regarding ecosystem management and restoration, among other topics linked to sustainable nature-based tourism.
2. During the PPG, a stakeholder analysis was conducted, which served as the basis for the development of the Stakeholder Engagement Plan (Annex 9 of the UNDP-GEF Project Document) and where the main stakeholders of the project, participation mechanisms and consultations during project formulation, governance aspects of the project, the communication and information management strategy, dispute resolution mechanisms, among others, are identified. In addition, the role of each stakeholder in project implementation is detailed.
3. The stakeholder consultations and engagement that began during the PPG phase will be continued throughout project implementation. To achieve this, the project will make use of several mechanisms, including: a) Project Inception Workshop: the project will be presented to both direct and indirect stakeholders in the two target sites (Cayo Coco in Ciego de ?vila Province and Peninsula Hicacos/Varadero in Matanzas Province and the national level; b) Project Board: comprised of representatives of the government agencies and representatives of direct project beneficiaries; it will be responsible for approving the work plans, participating in the recruitment processes, and providing overall strategic guidance to the project; c) Project Management Unit (PMU): responsible for the implementation of the Stakeholder Engagement Plan, Gender Action Plan (GAP), Environmental and Social Management Plans (ESMPs), grievance redress mechanisms, and M&E; d) Communication and Information Management: AMA/CITMA will be responsible for maintaining fluid communication with the stakeholders through traditional means and new informational technologies. This communication will be duly recorded on a monthly basis in scorecards that indicate the type of communication, the reason, and the responsible parties; e) Governance role for project target groups: project target groups (MINTUR national organizations) will be represented on the Project Board; f) GAP: will secure the

involvement of both genders, including women; the GAP on a periodic basis; g) Grievance Mechanism: the project will establish a project-level Grievance Redress Mechanism (GRM) for addressing complaints or grievances that might arise during the implementation of the project; the grievance mechanism will be published so that all stakeholders are aware of its existence, documenting any potential grievances and ensuring they are addressed in a timely manner; h) Opportunities to increase the participation of stakeholders at the local level: by facilitating knowledge, awareness-raising, and dissemination of information about the importance of mainstreaming biodiversity and CCM objectives in to the tourism sector and landscapes; and i) M&E: this will include meetings and interviews with direct beneficiaries, and meetings with special groups such as women to verify gender-based indicators.

**Select what role civil society will play in the project:**

**Consulted only;** Yes

**Member of Advisory Body; Contractor;**

**Co-financier;**

**Member of project steering committee or equivalent decision-making body;**

**Executor or co-executor;**

**Other (Please explain)** Yes

Participation in the analysis of the impact of the COVID-19 pandemic in the private sector and tourism, and in the identification of potentialities of intervention sites to promote biodiversity conservation and CCM.

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

**Provide the gender analysis or equivalent socio-economic assesment.**

Please refer to Annex 11 of the UNDP-GEF Project Document for the Gender Analysis.

The GAP is a management tool that seeks to guide and promote men and women having the same opportunities for involving themselves in the activities of the various project components and to benefit from its outcomes. The GAP is a requirement of UNDP and the GEF Secretariat and can also mitigate risks and issues in compliance with UNDP's SES policy guidance, and indicates that key aspects regarding the needs, opportunities, priorities, status, and relationships between men and women in relation to the project have been identified and incorporated into the process of design, implementation, monitoring, and evaluation of the project. This project has a UNDP GEN2 gender marker, which recognizes gender equality as a significant goal; that is, the project incorporates the gender perspective



and the outputs address the differentiated needs of men or women and the equitable distribution of benefits, resources, status, and rights, but does not address the causes of inequalities in their lives.

2. The strategy to mainstream gender (GAAP) into the project is presented below.

Gender activity	Indicator	Target	Baseline	Cost (USD)	Implementation period	Responsible persons
<b>Outcome 1.1. Improved institutional coordination for the mainstreaming of biodiversity conservation and climate change mitigation measures in the tourism sector.</b>						
<b>Output 1.1.1. Comprehensive plan to guide long-term environmental sustainability policies mainstreaming biodiversity conservation (promoting its resilience) and climate change mitigation (CCM) (low emissions) for restructuring the tourism sector post-pandemic (green recovery).</b>						
Incorporation of the social <sup>[1]</sup> inclusion and gender perspective in the Comprehensive Plan.	Number of actions that account for social and gender inclusion in the Plan.	10	0	Included in the project budget for this output	Year 1	Gender technical team, gender and participation focal point, Environmental and Social Safeguards Specialist.
Active participation of women in the spaces for dialogue and decision making for the elaboration of the Comprehensive Plan, considering women's work schedules and cultural burdens so as not to interfere with daily tasks and childcare.	Percentage of women participating	50%	0	Included in the project budget for this output	Year 1	Gender technical team, gender and participation focal point.
Ensure that the Comprehensive Plan includes affirmative actions to improve the status and position of women and other socially disadvantaged groups.	Number of affirmative actions	6	0	Included in the project budget for this output	Year 1	Gender technical team, gender and participation focal point.
<b>Outcome 1.1.2. Proposal of instruments, regulations, and updated procedures within the legal and regulatory environmental frameworks for tourism development incorporating the conservation and sustainable use of the biodiversity and CCM.</b>						

Incorporation of the social and gender impact perspective in the analysis of instruments, regulations and procedures.	Number of analyses that include social inclusion and gender considerations.	10	0	Included in the project budget for this output	Year 1 and 2	Gender technical team, gender and participation focal point.
Active participation of women in the analyses.	Percentage of women participating	50%	0	Included in the project budget for this output	Year 1 and 2	Gender technical team, gender and participation focal point.
Ensure that the proposal of updated instruments, norms, and procedures incorporate the social inclusion and gender perspective.	Number of updated instruments, regulations and procedures that include gender and social inclusion considerations.	100%	0	Included in the project budget for this output	Year 1 and 2	Gender technical team, gender and participation focal point.
<b>Output 1.1.3. National capacities strengthened to train key stakeholders that influence biodiversity conservation and CCM in the tourism sector.</b>						
Conduct training on gender and social inclusion issues for trainers and the PMU to ensure a gender and social inclusion approach in the project.	Percentage of women trained	50%	0	Included in the project budget for this output	Year 1	Gender technical team, gender and participation focal point. Environmental and social safeguards specialist.
Ensure that training includes specific modules on gender and social inclusion.	Number of people trained, broken down by gender, age, disability	100	0	Included in the project budget for this output	Year 2 and 3	Gender technical team, gender and participation focal point. Environmental and social safeguards specialist.
Incorporation of the social inclusion and gender perspective in the courses to be implemented.	Percentage of courses that incorporate the gender and social inclusion perspective.	100%	0	Included in the project budget for this output	Year 2 and 3	Gender technical team, gender and participation focal point.

Enhance women's leadership in standardized management systems.	Percentage of women leading standardized management systems.	50%	0	Included in the project budget for this output	Year 2 and 3	Gender technical team, gender and participation focal point.
Prioritize the participation of women in the exchange of experiences at the national and international levels.	Percentage of women participating in exchanges	50%	0	Included in the project budget for this output	Year 2 and 3	Gender technical team, gender and participation focal point.
Ensure that brochures, technical guides, scientific documents, information material and audiovisual material to support training activities use gender-sensitive language and images, with appropriate communicative content (non-discriminatory) with inclusive language and that they do not reproduce gender stereotypes.	Percentage of communication products that do not reproduce gender stereotypes	100%	0	Included in the project budget for this output	Year 2 and 3	Gender technical team, gender and participation focal point.
<b>Outcome 1.2 Economic and financial mechanisms implemented facilitate the management and conservation of biodiversity and promotion of CCM in the Cuban tourism sector.</b>						
<b>Output 1.2.1. Functional valuation performed on environmental goods and services in priority areas for tourism sector activities considering the impacts of climate change.</b>						
Active participation of women in actions for the functional valuation of environmental goods and services considering women's work schedules and cultural burdens so as not to interfere with daily chores and childcare.	Percentage of women participating	50%	0	Included in the project budget for this output	Year 2 and 3	Gender technical team, gender and participation focal point.

Prioritize the participation of women in the elaboration and implementation of the management tool to develop tourism activities in priority areas.	Percentage of women participating in the development of the tool.	50%	0	Included in the project budget for this output	Year 1 to 5	Gender technical team, gender and participation focal point.
	Percentage of women managers of ecosystem services	50%	0	Included in the project budget for this output	Year 1 to 5	Gender technical team, gender and participation focal point.
Needs analysis to strengthen tourism activity in priority areas with a social inclusion and gender perspective.	Number of analyses that include social inclusion and gender considerations.	10	0	Included in the project budget for this output	Year 1 to 5	Gender technical team, gender and participation focal point.
<b>Output 1.2.2. Existing financial instruments assessed and/or new instruments proposed to incentivize sustainable tourism through the conservation of biodiversity and CCM strategies.</b>						
Financial instruments available to women, including the relaxation of requirements to reduce gender gaps.	Number of tourism activities led by women	5	0	Included in the project budget for this output	Year 1 to 5	Planning, PES and PA technical leader, PNN staff, Gender and participation specialist, Environmental and social safeguards specialist.
Ensure that women implement financial instruments.	Percentage of women benefiting directly from financial instruments	50%	0	Included in the project budget for this output	Year 2 and 3	Gender technical team, gender and participation focal point.
<b>Outcome 2.1: Biodiversity conservation and sustainable use practices within the tourism sector implemented generating livelihood benefits and promoting biodiversity conservation across landscapes of Cuba.</b>						
<b>Output 2.1.1. Demonstrative practices of biodiversity conservation implemented in selected areas.</b>						
Incorporation of the gender perspective in the analysis of social impacts on natural ecosystems in the study area.	Number of analyses that include gender considerations.	10	0	Included in the project budget for this output	Year 2 and 3	Gender technical team, gender and participation focal point.
Women's participation in the different biodiversity conservation demonstration	Percentage of women participating	50%	0	Included in the project budget for this output	Year 2 and 3	Gender technical team, gender and participation focal point.

practices	Number of demonstrative practices specifically aimed at women.	12	0	Included in the project budget for this output	Year 2 and 3	Gender technical team, gender and participation focal point.
<b>Output 2.1.2. Environmental monitoring system strengthened and implemented to assess the impacts of project interventions.</b>						
Participation of women in the implementation of the monitoring system in the pilot sites.	Percentage of women participating	50%	0	Included in the project budget for this output	Year 2 to 5	Gender technical team, gender and participation focal point.
Include the gender perspective in the system for monitoring the impact of tourism activities.	Number of indicators that include a gender perspective	3	0	Included in the project budget for this output	Year 2 to 5	Gender technical team, gender and participation focal point.
<b>Output 2.1.3. Key stakeholders of the tourism sector at the local level aware of and trained in the biodiversity conservation approach.</b>						
Prioritize the selection of women in training programs for key stakeholders in the tourism industry at the local level, particularly with respect to the integration of biodiversity conservation into tourism practices.	Percentage of women participating	50%	0	Included in the project budget for this output	Year 1 to 5	Gender technical team, gender and participation focal point.
Intend to use communication products that do not reproduce gender stereotypes.	Percentage of communication products that do not reproduce gender stereotypes.	100%	0	Included in the project budget for this output	Year 1 to 5	Gender technical team, gender and participation focal point.
<b>Outcome 2.2. Standards, procedures and programs integrate new approaches to conservation and sustainable use of biodiversity with biodiversity conservation standards for tourism development and operations.</b>						
<b>Output 2.2.1. Updated guideline for adopting SNBT principles and designing SNBT products to deliver GEBS, including protecting fragile ecosystems, biodiversity conservation, and CCM</b>						

Participation of women in the actions planned for the design of SNBT products updated with a focus on biodiversity conservation and to address CC.	Percentage of women participating in exchange visits, in the technical study, in scientific workshops on nature and tourism products, and in the design of tourism products.	50%	0	Included in the project budget for this output	Year 1 to 5	Gender technical team, gender and participation focal point.
Ensure that photographs and documentaries to promote SNBT do not reproduce gender stereotypes.	Percentage of photographs and documentaries that do not reproduce gender stereotypes	100%	0	Included in the project budget for this output	Year 1 to 5	Gender technical team, gender and participation focal point
Incorporate gender sensitization actions in technical meetings and workshops with SNBT operators.	Number of gender awareness actions carried out	4	0	Included in the project budget for this output	Year 1 to 5	Gender technical team, gender and participation focal point.
<b>Output 2.2.2. Normative and technical documents for hotel operation developed, in support of the environmental management system, within the legal and regulatory environmental framework for tourism development to support the conservation and sustainable use of biodiversity.</b>						
Incorporate a gender perspective into sustainability evaluation indicators.	Number of sustainability assessment indicators that incorporate a gender perspective	4	0	Included in the project budget for this output	Year 1 to 5	Gender technical team, gender and participation focal point.
Incorporate gender sensitization actions in technical meetings with hotel operators in the target areas.	Number of gender awareness actions carried out	4	0	Included in the project budget for this output	Year 1 to 5	Gender technical team, gender and participation focal point.
<b>Output 2.2.3. Normative and technical documents for hotel operation developed, in support of the environmental management system, within the legal and regulatory environmental framework for tourism development to support the conservation and sustainable use of biodiversity.</b>						
Participation of women in the training of environmental inspectors and internal and principal auditors.	Percentage of women participating	50%	0	Included in the project budget for this output	Year 2 to 5	Gender technical team, gender and participation focal point.

Include in the environmental management system the Quality Model with Gender Equity implemented by the MINTUR	Environmental management system implemented with a quality model with gender equity.	1	0	Included in the project budget for this output		Gender technical team, gender and participation focal point
Ensure that implementation plans for environmental quality system integrate the Quality Model with Gender Equity.	Number of hotel facilities implementing actions plans that integrate the Quality Model with Gender Equity.	16	0	Included in the project budget for this output	Year 2	Gender technical team, gender and participation focal point
<b>Output 2.2.4: Certification of Environmental Management Systems (NC-ISO 14000, NC-ISO 14001) implemented and environmental recognitions updated with biodiversity conservation and CCM performance indicators.</b>						
Prioritize the participation of women in Environmental Management Systems Certification actions.	Percentage of women participating	50%	0	Included in the project budget for this output	Year 2 to 5	Gender technical team, gender and participation focal point.
Ensure that the certification of the quality model considers gender equity.	Indicators of the quality model with gender equity	6	0	Included in the project budget for this output	Year 3	Gender technical team, gender and participation focal point.
<b>Outcome 3.1. Standards, procedures and operations integrate new approaches to energy conservation in the tourism sector for greater efficiency and CCM.</b>						
<b>Output 3.1.1. Certification (NC-ISO 50001) of Energy Management System implemented in selected hotel facilities.</b>						
Participation of women in Energy Management System certification actions.	Percentage of women participating	50%	0	Included in the project budget for this output	Year 2 to 5	Gender technical team, gender and participation focal point.
<b>Output 3.1.2. Benchmarking of energy consumption and key performance indicators of hotel facilities established.</b>						
Participation of women in the benchmarking of energy consumption and key performance indicators of hotel facilities.	Percentage of women participating	50%	0	Included in the project budget for this output	Year 2 to 5	Gender technical team, gender and participation focal point.

<b>Outcome 3.2. Innovative energy management practices and low carbon technologies implemented generate reduction of greenhouse gas emissions in the tourism sector.</b>						
<b>Output 3.2.1. Technological solutions to improve energy performance designed and evaluated based on energy audits and assessments.</b>						
Participation of women in the elaboration of proposals for technological solutions to be implemented.	Percentage of women participating in technological solution proposals	50%	0	Included in the project budget for this output	Year 2 to 5	Gender technical team, gender and participation focal point.
	Number of women leading the proposals	4	0	Included in the project budget for this output	Year 2 to 5	Gender technical team, gender and participation focal point.
<b>Output 3.2.2. Demonstration pilot projects of low-carbon technologies that integrate energy efficiency measures and other solutions.</b>						
Participation of women in actions to develop low-carbon technology demonstration pilot projects	Percentage of women participating	50%	0	Included in the project budget for this output	Year 2 to 5	Gender technical team, gender and participation focal point.
Participation of women in the management of pilot projects	Number of women leading pilot projects	4	0	Included in the project budget for this output	Year 2 to 5	Gender technical team, gender and participation focal point.
<b>Output 3.2.3. Centralized intelligent digital measurement standardized and implemented in selected hotels and hotel chains, for continuous monitoring of energy consumption, energy performance indicators and reporting and verification of low-carbon energy technologies in hotels based on ISO 50001.</b>						
Women's participation in the measurement of variables related to energy consumption	Percentage of women participating	50%	0	Included in the project budget for this output	Year 2 to 5	Gender technical team, gender and participation focal point.
Involvement of women in real-time monitoring of actual consumption and energy performance indicators	Percentage of women participating	50%	0	Included in the project budget for this output	Year 2 to 5	Gender technical team, gender and participation focal point.
<b>Outcome 3.3. Strengthened national capacities for the tourism sector in Cuba regarding low carbon development.</b>						
<b>Output 3.3.1. Strengthening and scale up of national capacities for Energy Management System based on NC-ISO 50001 for hotel facilities and hotel chains.</b>						



Participation of women in training actions for the EMS based on NC- ISO 50001	Percentage of women participating	50%	0	Included in the project budget for this output	Year 3 to 5	Gender technical team, gender and participation focal point.
<b>Output 3.3.2. Strengthening of technical capacities for the provision of energy services focused on promoting low-carbon energy technologies in the hotel sector.</b>						
Participation of women in the training of specialists in energy services project management.	Percentage of women participating	50%	0	Included in the project budget for this output	Year 2 to 5	Gender technical team, gender and participation focal point.
Prioritize women in the formation of work teams for the provision of energy services.	Percentage of women who are part of work teams	30%	0	Included in the project budget for this output	Year 2 to 5	Gender technical team, gender and participation focal point.
<b>Outcome 4.1. M&amp;E conducted assesses project impact and guides adaptive management.</b>						
<b>Output 4.1.1. M&amp;E Plan (including gender action plan and social-environmental safeguards) implemented.</b>						
Ensure the participation of women in the implementation of safeguards plans throughout the project.	Number of plans implemented with women's participation	6	0	National co-financing	Years 1, 2, 3, 4 and 5	Monitoring and Evaluation Specialist, Gender and Participation Specialist, Environmental and Social Safeguard Specialist
<b>Output 4.1.2. Lessons learned from the project for the development and replication of sustainable tourism services and facilities (mainstreaming biodiversity conservation and CCM objectives) compiled, systematized, and disseminated.</b>						
The project will disseminate lessons learned related to gender mainstreaming.	Number of lessons learned identified and shared regarding the application of the Gender perspective	5	0	7,500	Year 4 and 5	Gender technical team, gender and participation focal point.
Communication products will make visible the project's good practices in the area of gender.	Number of communication products that show best gender practices	5	0	7,500	Year 4 and 5	Gender technical team, gender and participation focal point.
Gender and Participation Specialist (part-time)				National co-financing	Years 1, 2, 3, 4 and 5	

<b>Total</b>	<b>15,000</b>		
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<sup>[1]</sup> Intend the participation of senior citizens, people with disabilities, young people, children and women in the Plan's actions.

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

Yes

**Closing gender gaps in access to and control over natural resources;**

**Improving women's participation and decision making** Yes

**Generating socio-economic benefits or services or women** Yes

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

Yes

#### **4. Private sector engagement**

**Elaborate on the private sector's engagement in the project, if any.**

Private sector engagement at the local level will include self-employed and informal workers, MiPyMEs, and agricultural and non-agricultural cooperatives in analyzing the impact of the COVID-19 pandemic on the tourism sector and in identifying potential intervention sites to promote biodiversity conservation and CCM. Private companies such as Grupo Empresarial Hotelero Gran Caribe S.A., and Grupo Empresarial Hotelero Cubanac?n S.A. will play a key role in the implementation and certification of Environmental Management Systems (NC-ISO 14000, NC-ISO 14001), and Energy Management Systems (NC-ISO 50001). These groups, together with Grupo Emprestrur S. A., Empresa Marinas y Nautica MARLIN S.A., and Grupo Empresarial Viajes Cuba S.A., are important project cofinanciers as they will contribute 83% of all project cofinancing

#### **5. Risks to Achieving Project Objectives**

**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.(table format acceptable):**

1. During the PPG, the project risks were updated and mitigation measures were proposed based on UNDP's Social and Environmental Screening Procedure (SESP) and other risks identified at the time of the PIF, including climate change. The project has been classified as moderate risk; project activities have been designed to ensure that adverse social and environmental risks and impacts are avoided, minimized, mitigated and managed. As per standard UNDP requirements, the Project Manager will monitor risks

quarterly and report on the status of risks to the UNDP Country Office. The UNDP Country Office will record progress in the UNDP ATLAS risk register. The risks that might prevent the project objectives from being achieved are presented below.

#	Description	Risk Category	Impact & Probability	Risk Treatment / Management Measures	Risk Owner
1	<b>SESP Risk 1:</b> Women's limited access to the project's benefits and opportunities	Social Operational Strategic	In Cuban society, policies are favorable to the empowerment of women (women represents 65.2% of higher education graduates, 66.8% of the force of highest technical and professional qualification and 48.86% of members of the National Assembly of People's Power). However, there may be potential gender gaps in the tourism sector, which limit their economic empowerment, and participation in project activities. I = 3 L = 2 Moderate risk	This risk has been assessed and captured in the Gender Assessment and Action Plan (GAAP). To ensure the equal participation of women in the training activities and decision-making exercises which are part of the project activities, the ESMF includes <i>Guidelines for Gender Sensitive Training</i> (Annex 12) to be considered and factored in when developing the training programs, workshops, etc.	PMU / AMA ? IES ? MINTUR

2	<p><b>SESP Risk 2:</b> Potential adverse effects to natural habitats and environmentally sensitive areas</p>	<p>Operational Strategic Environmental</p>	<p>Biodiversity could be affected if the project interventions do not take into account the specific regulations established in each case according to the management categories of protected areas. Project activities related to reforestation and restoration could lead to inadequate silvicultural treatments / management practices that affect native species and / or the structure of the ecosystem. I = 4 L = 2 Moderate risk</p>	<p>Due to the environmental sensitivity of the intervention areas, we propose to conduct a <i>Biodiversity Risk Assessment</i> in both intervention areas as part of the Strategic Environmental and Social Assessment (SESA ? Annex 5 of the ESMF) prior to the implementation of the demonstration practices or the <b>SNBT</b> products. If the intervention site is within a Protected Area (or its buffer zone), a Biodiversity Action Plan (BAP) might need to be developed as part of the design and evaluation of the specific intervention. The ESMF includes guidelines for Biodiversity Risk Assessment and an outline for the Biodiversity Action Plan (Annex 8). The project will design nature products in compliance with regulatory requirements for biodiversity conservation, and low emissions in protected areas. These are part of the nature products in the intervention areas, but the proposed activities will be carried out in full compliance with the management plans of the Protected Areas in question, and with the close supervision of the</p>	<p>PMU / AMA ? IES ? MINTUR</p>
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3	<b>SESP Risk 3:</b> Introduction of invasive species (IAS)	Operational Strategic Environmental	As part of the project activities, reforestation of deforested natural spaces will be carried out through the rehabilitation of the natural forest with the aim of promoting the continuity of the landscape Also, gardening activities in hotels will be implemented. Negative effects on the ecosystem may result if native species are not used. I = 3 L =2 Moderate risk	The measures to avoid the introduction of IAS and to control and manage them will be addressed in the Protocol for management of Invasive Alien Species (Annex 11 in the ESMF) based on three key actions: <ul style="list-style-type: none"> <li>Selection of species for reforestation and enrichment planting</li> <li>Mechanical and manual removal of IAS</li> <li>Monitoring and control</li> </ul> The project will carry out an assessment of Invasive Alien Species by coastal-marine ecosystems (inventory, causes and status of infestation). It will establish priorities for IAS management (management cycle for each case), as well as design a Management and Monitoring Program (Prevention, early detection, eradication (exploitation) and monitoring) by ecosystems. An early warning system will be implemented to detect IAS.	PMU / AMA ? IES ? MINTUR
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4	<b>SESP Risk 4:</b> Climate risks to project interventions	Environmental Strategic	The two areas of intervention of the project are exposed to tropical storms, hurricanes, and strong winds, among other climate-related events. Thus, interventions, demonstration practices, monitoring equipment, and project staff may all be exposed to climate risks. I = 3 L = 3 Moderate risk	A climate risk screening at each intervention area, as part of the SESA will be conducted to identify the key climate hazards that could affect the project's activities. Annex 10 of the ESMF provides guidelines for conducting a climate risks screening.	PMU / AMA ? IES ? MINTUR
5	<b>SESP Risk 5:</b> Impacts to cultural heritage	Social Cultural Strategic	The probability of affecting cultural heritage values is low. I = 2 L = 2 Low risk	Project activities should be designed taking into account appropriate protocols for intervention aimed at guaranteeing the conservation of cultural values. To this end, the ESMF includes two instruments (Annex 9):  - <i>Chance Finds Procedure</i> to document and preserve any find of tangible cultural values  <i>Inventory of Intangible Cultural Heritage</i> to document intangible cultural values in the intervention area and identify potential links with tourism and the activity proposed	PMU / AMA ? IES ? MINTUR

6	<p><b>SESP Risk 6:</b> Increased exposure to COVID-19 and other occupational risks</p>	<p>Environmental Social Operational</p>	<p>Initial project arrangements and inter-institutional coordination with government partners at the national and local level may be delayed.</p> <p>Activities could be postponed and even come to a halt due to restrictions in movement and curfews</p> <p>I = 4 L= 2 Moderate risk</p>	<p>This risk will be managed on the basis of the national regulations from Health Authority to combat the COVID 19.</p> <p>The design of the project interventions will take into account the specific measures necessary to mitigate any potential risk of exposure during implementation. Consistent with current health constraints associated with the COVID-19 pandemic, project preparation and implementation will employ videoconferencing equipment for virtual meetings and workshops, where necessary; adjust the work plan to allow some field or ongoing consultation-related activities to be conducted in virtual mode, as needed; and/or provide personal protective equipment (PPE) to prevent exposure to stakeholders and project participants.</p> <p>An Occupational Hazard Management Plan will be part of the ESMP of activities involving occupational hazards for workers.</p>	<p>PMU / AMA ? IES ? MINTUR</p>
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7	<p><b>SESP Risk 7:</b> Pollution risks associated to low-carbon energy technology solutions</p>	<p>Operational Regulatory Environmental</p>	<p>The introduction of new equipment associated with the technological solutions could imply a challenge regarding final disposal of the technological volume that is generated once the useful life of these solutions ends, including solar PV panels. Though the probability of unsafe disposal of this kind of waste is low, the likely high impact could be managed through awareness and a recycling scheme</p> <p>I = 2 L = 4 Moderate risk</p>	<p>Although the various technological solutions (solar and PV energy, water heating systems, etc.) to be implemented have not been defined at this stage in sufficient detail to predict their impacts. It is anticipated that these pollution risks will be of limited risk and easily manageable with a Pollution and Waste Risk Management Plan (outline included in the ESMF), which will be prepared during implementation. This plan will be designed in accordance with the country's available regulations on hazardous waste management, specifically based on the updated protocols for disassembly, recovery, and reuse of electronic parts and components of end-of-life equipment.</p> <p>In Cuba the importance of reuse and recycling processes for the economic and environmental sustainability of the country's development is recognized. CITMA's Resolution 253/2021 establishes the regulations for the management of hazardous chemical products for industrial and household use and</p>	<p>PMU / AMA ? IES ? MINTUR</p>
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8	<p><b>SESP Risk 8:</b> Lack of engagement of some stakeholders and impact on access to natural resources</p>	<p>Social Operational Strategic</p>	<p>Restrictions due to the COVID pandemic limited the implementation of stakeholder consultations, especially with stakeholders from the private sector.</p> <p>The use of natural resources in the intervention areas by local communities is not fully known.</p> <p>I = 2 L = 2 Low risk</p>	<p>The Stakeholder Engagement Plan (SEP), to be implemented and updated as needed during the implementation of the Project, anticipates that stakeholders from the private sector (mainly self-employed workers) will be identified in the first year of the Project as part of the definition of the specific sites where these pilot interventions will be developed.</p> <p>Although this risk is considered low, since consultation with the private sector is already included in the SEP, the ESMF provides suggestions to the SEP to ensure the effective participation of these stakeholders.</p> <p>As part of this engagement, include a screening checklist to identify potential impacts to local communities due to restriction of access to intervention areas.</p> <p>As part of the SESA, potential risks on the access and use of natural resources and ecosystem services will be screened for both intervention areas (Annex 14 of the ESMF).</p>	<p>PMU / AMA ? IES ? MINTUR</p>
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9	<b>SESP Risk 9:</b> Increased water consumption	Operational Regulatory Environmental	Water consumption in the hotel sector is regulated under national law. The water needs of the project's intervention have not been quantified at this stage, but they are expected to be low. I = 2 L = 2  Low risk	The project proposes to carry out an assessment of the water demand for gardening at the intervention site. A Water Saving Plan will be elaborated (in case it does not exist) to implement sustainable solutions, including training for workers, for water reuse (rainwater harvesting systems, reuse of wastewater, installation of timer valves and other technological solutions for efficient irrigation).	PMU / AMA ? IES ? MINTUR
10	<b>Other Risks 1:</b> Delays in Project implementation kick off.	Organizational	Causes for the delay in Project implementation.  L = 2 I = 4  Moderate risk	The National Terms of Reference (TOR) of the project have been reconciled with the key stakeholders to the project implementation while the formulation phase of the ProDoc has been developed. It is expected this TOR be signed in sufficient time (before GEF approval) to guarantee that the ProDoc can be signed, once approved by the GEF.	PMU <sup>[1]</sup> / AMA IES

11	<p><b>Other Risks 2:</b>  Delay in the project implementation due to delays in purchasing / procurement processes (import processes).</p>	Organizational	<p>It limits the acquisition of equipment, supplies, material and goods necessary for monitoring the health of ecosystems and for the implementation of sustainable management practices of biodiversity and climate change mitigation.</p> <p>L = 2  I = 4  Moderate risk</p>	<p>It was defined a Procurement Plan during the project formulation phase for the first project execution years (See Annex 12). At the same time, it was identified the national regulations on additional requirements to the importation process (Resolution 30/2018 from MINCEX on Control of the technical regulations to the import and export process).</p> <p>Timely Identification of bottlenecks associated with import processes.</p> <p>Closely monitor to the import process, jointly with MINCEX, AMA, IES and the importing company: Specialized Import, Export and Distributor Company for Science and Technology (EMIDICT) and the import Company from Tourism Sector, which going to develop the procurement (import) process regarding low-carbon energy technologies.</p> <p>It has been identified the Project's activities financed with national co-financing that require an import process to achieve their objectives (procurement of the technologies on low-carbon energy technologies). It</p>	<p>PMU /  AMA ? IES  ? MINTUR</p>
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12	<p><b>Other Risks 3:</b> Institutional changes at national and local levels.</p>	Regulatory	<p>It would imply the potential adjusted of the roles and functions of the stakeholder involved in the Project, in the event of changes in their competencies and levels of subordination. At the same time, it could imply the incorporation of a new actor like a new stakeholder to the project implementation.</p> <p>L = 3 I = 3 Moderate risk</p>	<p>Systematic monitoring of the institutional situation and timely adjustments to roles in Project coordination and implementation.</p>	<p>PMU / AMA - IES</p>
13	<p><b>Other Risks 4:</b> Delay in the hiring and execution of contracts related to national services for the development of activities that involve constructive actions into the hotels facilities (it was declared as a national co-financing).</p>	Organizational	<p>Failure to carry out interventions of the project at the level of the ecosystems and the hotel facilities, as well as expeditions to monitor the impacts of the tourism activities on the health of the ecosystem, limits the possibility of reporting the project's contribution to the Global Environmental Benefits (GEBs) on biodiversity and climate change mitigation. At the same time, the monitoring of the PMU to the intervention sites is key to ensure adequate follow-up of the project activities towards the achievement of its objectives.</p> <p>L = 4 I = 3 Moderate risk</p>	<p>It has been established and approved a hire plan including its respective financial support commitments, a mechanism to monitoring the approval of the Investment Plan, the approval of permits, as appropriate, and the signing and execution of the contracts.</p>	<p>PMU / AMA ? IES ? MINTUR (Grupo Empresarial Hotelero Gran Caribe y Grupo Empresarial Hotelero Cubanac?n)</p>

14	<p><b>Other Risks 5:</b> Lack of adequate public financial allocations for the procurement of the proposed activities in the project.</p>	Financial / Organizational	<p>Failure to carry out interventions of the project at the level of the ecosystems and the hotel facilities, as well as expeditions to monitor the impacts of the tourism activities on the health of the ecosystem, limits the possibility of reporting the project's contribution to the Global Environmental Benefits (GEBs) on biodiversity and climate change mitigation. At the same time, the monitoring of the PMU to the intervention sites is key to ensure adequate follow-up of the project activities towards the achievement of its objectives.</p> <p>L = 3 I = 3 Moderate risk</p>	<p>It has been conceived a plan to carry out the investments agreed with the project based on national co-financing (footbridge to the beach, the reuse water network, and the technological solution on FRE). A systematic follow-up will be carried out to adopt the necessary additional measures aims to ensure these objectives be achieve.</p> <p>If the limited availability of fuel does not allow the project to support transportation for activities related to interventions and monitoring in ecosystems, it will be developed with the support of the key actors' own resources.</p> <p>To ensure the systematic monitoring of the progress of the project's activities towards the achievement of the objectives, even in a scenario of fuel limitations, the PMU will favour the role of the coordination teams at the provincial level in the development of this task.</p>	PMU / AMA ? IES ? MINTUR (Grupo Empresarial Hotelero Gran Caribe y el Grupo Empresarial Hotelero Cubanac?n)
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15	<p><b>Other Risks 6:</b> Decrease in the purchasing power of GEF financing to cover expenses associated with national purchases, because of currency fluctuation (potential effect of the Ordering Task).</p>	Financial / Organizational	<p>Decrease in the purchasing value of GEF financing to finance the activities / needs of the project that are covered by local providers, could affect the achievement of the project objectives if measures are not adopted in a timely manner to adjust the technical and logistical design of the activities, contributing to the optimization in the use of the available budget.</p> <p>L = 3 I = 3 Moderate risk</p>	<p>Follow the price of services provided by national providers to the project's activities to identify in a timely manner the kind of services which increase its prices. In this case, it will be necessary to adopt measures to adjust the project's activities according to the available budget.</p> <p>Analyse this topic in the systematic meetings of the Project Management Unit and in the meetings of the National Steering Committee.</p> <p>It will allow adjusting the Project's activities in a timely manner according to the available budget to execute in national purchases, guaranteeing that the project's objectives are met from the optimization of financial resources.</p>	PMU / AMA ? IES
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16	<p><b>Other Risks 7:</b> The lack of perception about the opportunities that the project represents for mainstreaming biodiversity and climate change mitigation into the tourism sector could imply limitations to the stakeholder involvement at the national and local levels.</p>	Strategic (public opinion and media)	<p>Involvement of the project's stakeholders at the national and local level is essential to achieve the project's objectives and its long-term sustainability. In this sense, it is essential to guarantee the appropriation of the practices that support the sustainable management of biodiversity and the climate change mitigation in the tourism sector.</p> <p>L = 1 I = 3 Moderate risk</p>	<p>Design of communication products for the socialization of the objectives, scope and expected results of the project, with the stakeholder involved in the project implementation and through the mass media.</p> <p>Share (widespread) the project's objectives in the hotels facilities and in all of workspaces of the project's stakeholders at the national and local levels, including the design and implementation of a participation strategies that allow local communities to understand the potential benefits that the project offers them.</p>	PMU / AMA - IES
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17	<b>Other Risks 8:</b> Additional delays in the implementation of technical activities and project implementation because of COVID 19.	Operational Environmental	Develop the activities planned in the project per the planned date will be depending to variations because of the measures to face COVID 19 that the national health authorities define in each case, according to the incidence rate of this disease at the national and territorial levels. In this sense, attention requires the activities related to the certifications process. The development of the assessment during the first year of the project implementation is a critical step to ensure the facilities certification within the project's implementation period. L = 3 I = 3 Moderate risk	Follow closely the sanitary measures adopted by the national sanitary authorities, to ensure its compliance and prevent the spread of the epidemic. Strengthen technological and communication capacities to support of the telecommuting work modality. Strengthen the role of the coordination teams at the provincial level in the monitoring of the project's activities planned and the achievement of the objectives committed by the stakeholder at the territories and intervention sites levels.	PMU / AMA - IES
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75. Climate Risks:

? Cuba's Climate is characterized by being warm tropical with a rainy season in summer; Cuban climate is tropical, seasonally humid, with maritime influence and semi-continental characteristics. The determining factors in its formation are: solar radiation, atmospheric circulation, and the physical-geographical characteristics of the territory.<sup>[2]</sup> According to the Third National Communication to the UNFCCC (2020), the country will experience an increase in the annual air temperature above 1.0°C by 2030 and 3.5°C by 2070, with respect to the baseline period 1961-1990. Regarding the projections of precipitation a reduction of close to 10% in the rainy season is foreseen. Sea level rise projections suggest that there will be an increase of 29.3 and 95.0 cm for the years 2050 and 2100, respectively.<sup>[3]</sup> These changes in climate will severely impact the productive sectors including the tourism sector, which is key to the country's economy.<sup>[4]</sup>

? Vulnerability and exposure. The project's vulnerability to climate change is related primarily to coastal flooding and torrential winds associated to hurricanes and tropical storms. The exposure of the project to climate change is moderate.

? The likelihood of the occurrence of climate-related events has been rated as moderate (Likelihood = 3; Impact = 3, on a scale of 1 to 5 according to UNDP SES rating scale to assess the impact of risk). This



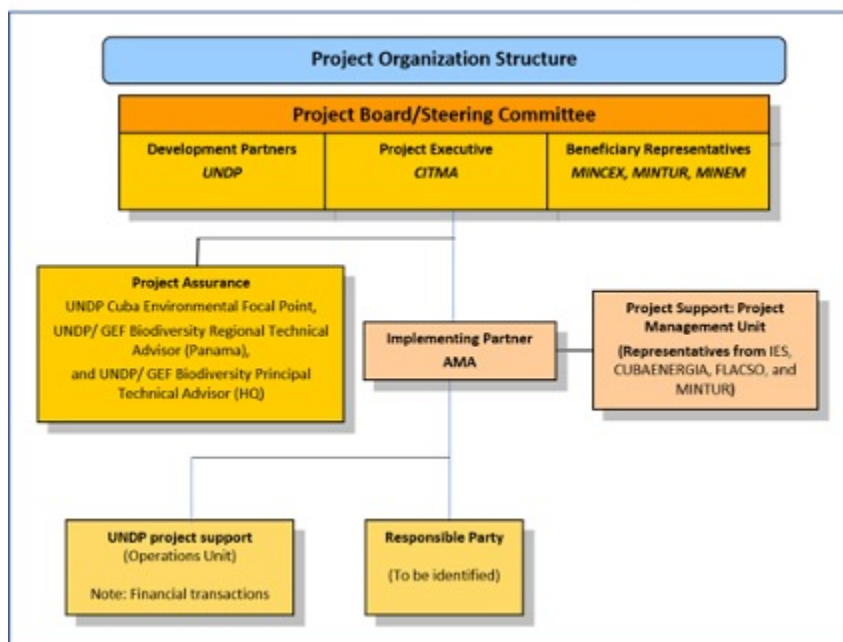
rating considers the vulnerability of the two coastal-marine target areas (Varadero and Cayo Coco) and the impact of extreme climate events on the project, especially due to the likelihood of increased coastal flooding and coastal erosion and the increase in the intensity and frequency of hurricanes and tropical storms. During project implementation, climate risk screening at each intervention areas will be conducted in line with the ESMF (Annex 10 of the UNDP-GEF Project Document) to assess for climate risks that could affect the implementation of project activities.

## **6. Institutional Arrangement and Coordination**

**Describe the institutional arrangement for project implementation. Elaborate on the planned coordination with other relevant GEF-financed projects and other initiatives.**

1. The project implementation will be support to National Implementation Modality (NIM). The Implementing Partner (GEF Executing Entity) will be the Environmental Agency (AMA) of the Ministry for Science, Technology and Environment (CITMA). The Implementing Partner is the entity to which the UNDP Administrator has entrusted the implementation of UNDP assistance specified in the signed Project Document along with the assumption of full responsibility and accountability for the effective use of UNDP resources and the delivery of outputs.
2. The Implementing Partner is responsible for executing this project. Specific tasks include:
  - ? Project planning, coordination, management, monitoring, evaluation and reporting. This includes providing all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes and is aligned with national systems so that the data used and generated by the project supports national systems.
  - ? Risk management as outlined in this Project Document;
  - ? Procurement of goods and services, including human resources;
  - ? Financial management, including overseeing financial expenditures against project budgets;
  - ? Approving and signing the multiyear workplan;
  - ? Approving and signing the combined delivery report at the end of the year; and,
  - ? Signing the financial report or the funding authorization and certificate of expenditures.
3. Project target groups (national organizations of the Ministry of Tourism ? MINTUR) will be engaged in decision making for the project through the Project Board, the Technical Advisory Group, and Coordination Teams in the two project target landscapes.
4. UNDP is accountable to the GEF for the implementation of this project. This includes oversight of project execution to ensure that the project is being carried out in accordance with agreed standards and provisions. UNDP is responsible for delivering GEF project cycle management services comprising project approval and start-up, project supervision and oversight, and project completion and evaluation. UNDP is also responsible for the Project Assurance role of the Project Board/Steering Committee.
5. A Project Board will be established, whose specific functions are detailed in the UNDP-GEF Project Document. The following diagram illustrates the project's organizational structure:

### Supported NIM with Government as Implementing Partner



#### First line of defense

UNDP oversight of project support to RR cannot be UNDP staff providing project assurance or providing programmatic oversight support to RR.

#### Second line of defense

- Regional Bureau oversees RR and Country Office compliance at portfolio level.
- BPPS NCE RTA oversees technical quality assurance and GEF compliance. BPPS NCE PTA oversees RTA function.
- UNDP NCE Executive Coordinator and Regional Bureau Deputy Director can revoke DOA/cancel/suspend project or provide enhance oversight.

### 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:

NAPAs, NAPs, ASGM NAPs, MIAs, NBSAPs, NCs, TNAs, NCSAs, NIPs, PRSPs, NPFE, BURs, INDCs, etc.

The consistency of the project with national priorities is in alignment with the original PIF. However, it is noted that the Republic of Cuba submitted the Third National Communication to the UNFCCC in 2020, which was under development at the time of the PIF and with which the project is consistent. In addition, the Republic of Cuba recently updated the First Nationally Determined Contribution ? 2020-2030 (NDC) to the UNFCCC in accordance with Articles 3 and 4 of the Paris Agreement, and paragraphs 22 and 24 of Decision 1/CP.21 of 2015. Among the objectives of the new NDC, there will be a contribution to modify the electricity generation matrix and sets a target to increase in up to 24% of electricity generation based on renewable energy sources for the year 2030; it is estimated that this contribution will avoid the emission of 30.6 million tons of CO<sub>2</sub>eq to the atmosphere in the period 2014 ? 2030. Also, there will be a contribution to reduce the consumption of fossil fuels, increased efficiency and energy savings through the adoption of energy-efficient technologies; it is estimated that this contribution will avoid the emission of 700 thousand tons of CO<sub>2</sub>eq to the atmosphere in the period 2014 ? 2030. The project is aligned with the new NDC and will contribute to achieve its targets.

### 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 will be achieved through: a) awareness campaigns aimed at key stakeholders and tourists in the two project target landscapes to promote changes in thinking and practice based on knowledge of sustainability options for tourism; b) promoting knowledge and flow of information on good practices validated in pilot sites/target landscapes to promote replication in other tourism landscapes and scaling-up to the entire tourism sector in Cuba; and c) dissemination through several means such as government websites and digital platforms, including the repository of the INFOGEO Platform of the Institute of Tropical Geography/AMA (Knowledge management will also include the dissemination of lessons learned through government websites and digital platforms, including the repository of the INFOGEO Platform of the Institute of Tropical Geography/AMA (<http://infogeo.cu/>), the Tourist Information and Documentation Center (CIDTUR), and the Biodiversity Portal of the National Biodiversity Center of the Institute of Ecology and Systematics, the Tourist Information and Documentation Center (CIDTUR), and the Biodiversity Portal of the National Biodiversity Center of the Institute of Ecology and Systematics; radio programs, short videos, newsletters, social media (Facebook, WhatsApp, etc.), among others, and considering the project's Stakeholder Engagement Plan (Annex 9 of the UNDP/GEF Project Document).

2. As part of the project results framework, the following targets have been set: a) at least two (2) products, (publications, webinars, etc.), one on biodiversity conservation and one on CCM, for the replication and scaling-up of successful experiences in other landscapes and hotels in the country; and b) two (2) global platforms with which information on best practices and knowledge resulting from the project is shared. In addition, USD 59,005 has been allocated for project management including: a) exchange of experiences with similar projects in the region, including Panama, the Dominican Republic, Ecuador, Colombia, and Spain; seven national specialists will participate in these exchanges during year 3 of project implementation (USD 11,060); b) development of printed material to support the visibility of project outcomes during five years of project implementation (USD 25,045); and c) systematization and dissemination of lessons learned regarding mainstreaming biodiversity and CCM in the tourism sector, and gender mainstreaming and social and environmental safeguards, including five workshops and meetings with key stakeholders during years 2, 3, 4, and 6 of project implementation (USD 22,900) The project will also exchange knowledge and lessons learned global environmental platforms such as the UN South-South Galaxy knowledge sharing platform, Panorama ? Solutions for a Healthy Planet, and BIOFIN Catalogue of Finance Solutions. The knowledge management strategy for the project is included as part of Component 4.

## **9. Monitoring and Evaluation**

### **Describe the budgeted M and E plan**

The project's M&E strategy is included in Section VII: Monitoring and Evaluation (M&E) Plan of the UNDP-GEF Project Document. The budgeted M&E plan is presented below.

<b>Monitoring and Evaluation Budget for project execution:</b>			
<b>GEF M&amp;E requirements to be undertaken by Project Management Unit (PMU)</b>	<b>Indicative costs (US\$)</b>	<b>National Co-Financing (US\$)</b>	<b>Time frame</b>
<b>Inception Workshop and Report</b>	30,000	-	Inception Workshop within 2 months of the First Disbursement
<b>M&amp;E of GEF core indicators and project results framework</b>	<i>(Paid through co-financing)</i>	3,460	Annually and at mid-point and closure.
<b>GEF Project Implementation Report (PIR)</b>	None	-	Annually typically between June-August
<b>Monitoring of ESMPs, Gender Action Plan, Stakeholder Engagement Plan, and other related plans</b>	<i>(Paid through co-financing)</i>	89,208	On-going.
<b>Supervision missions</b>	None	-	N/A
<b>Learning missions</b>	None	-	N/A
<b>Independent Mid-term Review (MTR)</b>	52,000	-	August 2025
<b>Independent Terminal Evaluation (TE)</b>	52,000	-	May 2028
<b>TOTAL indicative COST</b>	134,000	92,668	

## 10. Benefits

**Describe the socioeconomic 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 (LDCE/SCCF)?**

1. The socioeconomic benefits to be delivered by the project include enhancing the capacity of staff from national-level public institutions to effectively mainstream biodiversity into the tourism sector in the country and to reduce GHG emissions associated with tourism operations. The project will use a train-the-trainers and gender-based approach that focuses on building capacities through university courses on tourism (e.g., School of Tourism of the University of La Habana) and the MINTUR training schools to maximize the impact of the capacity building efforts. Socioeconomic benefits will also result from facilitating access by the tourism sector (e.g., building owners, hotel and tour operators) to financial instruments to incentivize sustainable tourism through biodiversity conservation and CCM. This will be complemented with access to certification mechanisms (i.e., **certification of Environmental Management Systems and Energy Management Systems**) and recognitions of organizations that will improve visibility

and promote differentiated tourism products. Sixteen (16) hotels selected in the two target areas, including hotels owned and/or operated by women, will benefit from certifications and recognitions.

2. At the local level, key tourism sector stakeholders, including self-employed and informal workers, small and medium-sized businesses [MiPyMEs], and private agricultural and non-agricultural cooperatives, will participate in awareness-raising activities and will benefit from training on biodiversity values and conservation, gardening with native species, ecosystems management and restoration, environmentally friendly tourism, SNBT, and environmental management for sustainable tourism. SNBT products will be developed as a complement and/or alternative to *sun and sand* tourism; SNBT initiatives will favour local development where the private/non-state sector is involved. The project will also train 70 new and existing environmental inspectors (50% of whom will be women) to monitor the tourism sector's compliance with environmental regulations, as well as 100 internal auditors and 40 lead auditors who will play a key role in certifying selected hotels that have an integrated management system that includes Environmental Management (NC ISO 14000), Energy Efficiency (NC ISO 50001) and Sustainability (future NC ISO 21401). Four prioritized hotels will benefit from the implementation of technological solutions to improve energy performance and will serve as a case study for the implementation of technical measures for energy efficiency in the hotel sector. In addition, the project will strengthen the capacity of 30 people (including women) specialized in providing energy services to hotel facilities and business groups for implementing low-carbon energy technologies and to promote the preliminary enabling conditions to establish state and non-state energy services companies specialized in the tourism sector.

3. The project will also develop the tourism sector's recovery plan and mainstream biodiversity conservation and CCM with consideration given to the impact of the COVID-19 on the tourism sector, which will include post-pandemic recovery guidelines that help to restructure this key sector of the country's economy and the main source of foreign exchange income for the country and employment. In total, the project will directly benefit 20,170 people (9,094 women and 11,076d men).

### 11. Environmental and Social Safeguard (ESS) Risks

Provide information on the identified environmental and social risks and potential impacts associated with the project/program based on your organization's ESS systems and procedures

#### Overall Project/Program Risk Classification\*

PIF	CEO Endorsement/Approva I	MTR	TE
Medium/Moderate	Medium/Moderate		
Measures to address identified risks and impacts			

Elaborate on the types and risk classifications/ratings of any identified environmental and social risks and impacts (considering the GEF ESS Minimum Standards) and any measures undertaken as well as planned management measures to address these risks during implementation.

**Supporting Documents**

Upload available ESS supporting documents.

Title	Module	Submitted
<b>PIMS 6200 SESP Sustainable Tourism Cuba</b>	<b>CEO Endorsement ESS</b>	
<b>PIMS 6200 PIF Pre SES_Cuba</b>	<b>Project PIF ESS</b>	

**ANNEX A: PROJECT RESULTS FRAMEWORK (either copy and paste here the framework from the Agency document, or provide reference to the page in the project document where the framework could be found).**

<b>This project will contribute to the following Sustainable Development Goal (s): 5: Gender Equality; 7: Affordable and Clean Energy; 13: Climate Action; 14: Life Below Water; 15: Life on Land</b>				
<b>This project will contribute to the following country outcome (UNDAF/CPD): Institutions, production and service sectors, territorial governments and communities improve the protection and rational use of natural resources and ecosystems, resilience to climate change, and comprehensive disaster risk reduction management</b>				
<b>Project Objective:</b> To contribute to the sustainability of tourism in Cuba through the mainstreaming of conservation and sustainable use of biodiversity and mitigation of climate change with emphasis on vulnerable coastal-marine areas through the design and implementation of innovative models with strengthened capacities and financial mechanisms	<b>Objective and Outcome Indicators</b>	<b>Baseline</b>	<b>Mid-term Target</b>	<b>End of Project Target</b>
	<b>Mandatory Indicator 1 (GEF7 Core Indicator 11):</b> # direct project beneficiaries disaggregated by gender (individual people)	- 0	- 10,085 (4,547 women and 5,538 men)	- 20,170 (9,094 women and 11,076 men)
	<b>Mandatory Indicator 2 (GEF7 Core Indicator 4):</b> Area of landscapes under improved practices (excluding protected areas) (Hectares - ha)	- 0	- 10,360 ha	- 20,727 ha
	<b>Mandatory Indicator 3 (GEF7 Core Indicator 5):</b> Area of marine habitat under improved practices (excluding protected areas) (Hectares - ha)	- 0	- 10,605 ha	- 21,210 ha
	<b>Mandatory Indicator 4 (GEF7 Core Indicator 6):</b> Greenhouse Gas Emissions Mitigated (metric tons of CO <sub>2</sub> e)	- 0	- Direct: 6,760 tCO <sub>2</sub> e - Indirect (top-down): 19,190 tCO <sub>2</sub> e - Total: 25,950 tCO <sub>2</sub> e	- Direct: 22,528 tCO <sub>2</sub> e - Indirect (top-down): 63,960 tCO <sub>2</sub> e - Total: 86,488 tCO <sub>2</sub> e
<b>Component 1:</b>	<b>Component 1: Strengthened institutional, regulatory and financial- economic framework for environmental sustainability of the tourism sector in Cuba</b>			
<i>Outcome 1.1. Improved institutional coordination for mainstreaming biodiversity conservation and climate change mitigation measures in the tourism sector</i>	<b>Indicator 5:</b> # of instruments / tools that support the strengthening of institutional capacities (planning, policies, regulations, study programs)	- 30	- 40	- 50
	<b>Indicator 6:</b> # of people trained, disaggregated by gender	- 0	- 225 (50% women and 50% men)	- 450 (50% women and 50% men)
Outputs to achieve Outcome 1.1	1.1.1: Comprehensive plan to guide long-term environmental sustainability policies mainstreaming biodiversity conservation (promoting its resilience) and climate change mitigation (CCM) (low emissions) for restructuring the tourism sector post-pandemic (green recovery). 1.1.2: Proposal of instruments, regulations, and updated procedures within the legal and regulatory environmental frameworks for tourism development incorporating the conservation and sustainable use of the biodiversity and CCM. 1.1.3: National capacities strengthened to train key stakeholders that influence biodiversity conservation and CCM in the tourism sector.			
<i>Outcome 1.2: Economic and financial mechanisms implemented facilitate the management and conservation of biodiversity and promotion of CCM in the Cuban tourism sector.</i>	<b>Indicator 7:</b> # of new proposed and / or existing financial mechanisms updated	- 0 (There is a tax for the use of the beaches of Cayo Coco and Cayo Guillermo; the Tourism sector does not access existing financial mechanisms)	- 0	- 2
Outputs to achieve Outcome 1.2	1.2.1: Functional valuation performed on environmental goods and services in priority areas for tourism sector activities considering the impacts of climate change. 1.2.2: Existing financial instruments assessed and/or new instruments proposed to incentivize sustainable tourism through the conservation of biodiversity and CCM strategies.			

<b>Component 2</b>	<b>Mainstreaming biodiversity in the tourism sector in Cuba [Demonstration of biodiversity mainstreaming within the tourism sector]</b>			
<i>Outcome 2.1: Biodiversity conservation and sustainable use practices within the tourism sector implemented generating livelihood benefits and promoting biodiversity conservation across landscapes of Cuba</i>	<b>Indicator 8:</b> # of practices with an ecosystem-based approach	- 0 (15 identified practices that can be implemented)	- 10 practices underway (practices identified with projects designed and initial implementation)	- 10 practices implemented
	<b>Indicator 9:</b> Number of people trained to implement biodiversity conservation and sustainable use practices within the tourism sector	- 0	- 300 (50% women and 50% men)	- 500 (50% women and 50% men)
Outputs to achieve Outcome 2.1	2.1.1: Demonstrative practices of biodiversity conservation implemented in selected areas. E.g.: ecosystem connectivity (dunes, mangroves, forest, coastal lagoons, etc.), road-landscape junctures, management of invasive alien species, gardening, etc. 2.1.2: Environmental monitoring system strengthened and implemented to assess the impacts of project interventions. 2.1.3: Key stakeholders of the tourism sector at the local level aware of and trained in the biodiversity conservation approach.			
<i>Outcome 2.2: Standards, procedures and programs integrate new approaches to conservation and sustainable use of biodiversity with biodiversity conservation standards for tourism development and operations.</i>	<b>Indicator 10:</b> # of tourist facilities that mainstream biodiversity conservation through normative/technical documents	- 0	- 0 (4 tourism facilities with 30% progress)	- 4
	<b>Indicator 11:</b> # of tourist facilities with certified environmental management systems [NC-ISO 14000]	- 0 (Cuba adopted the ISO 14000 standard family as national norm and has experience in the certification of EMS under this standard. Currently no hotel facility has a certified EMS)	- 4 hotels under the certification process	- 4 certified hotels
Outputs to achieve Outcome 2.2	2.2.1: Updated guideline for adopting sustainable nature-based tourism (SNBT) principles and designing SNBT products to deliver GEBs, including protecting fragile ecosystems, biodiversity conservation, and climate change mitigation (CCM) 2.2.2: Normative and technical documents for hotel operation developed, in support of the environmental management system, within the legal and regulatory environmental framework for tourism development to support the conservation and sustainable use of biodiversity. 2.2.3: The capacity of state environmental inspectors strengthened to verify compliance with environmental legislation, and of environmental auditors for the implementation of the environmental management system. 2.2.4: Certification of Environmental Management Systems (NC-ISO 14000, NC-ISO 14001) implemented and environmental recognitions updated with biodiversity conservation and CCM performance indicators.			
<b>Component 3</b>	<b>Low emission standards, procedures and technology demonstration of CCM in the tourism sector</b>			
<i>Outcome 3.1: Standards, procedures and operations integrate new approaches to energy conservation in the tourism sector for greater efficiency and mitigation of climate change</i>	<b>Indicator 12:</b> # of hotel facilities with energy management systems in place	- 0	- 0 (30% of the activities implemented)	- 16
	<b>Indicator 13:</b> # of hotel facilities for which technological solutions to improve energy performance are designed and evaluated based on energy audits	- 0	- 4	- 8
Outputs to achieve Outcome 3.1	3.1.1: Certification (NC-ISO 50001) of Energy Management System implemented in selected hotel facilities. 3.1.2: Benchmarking of energy consumption and key performance indicators of hotel facilities established.			
<i>Outcome 3.2: Innovative energy management practices and low carbon technologies implemented generate reduction</i>	<b>Indicator 14:</b> Reduction in kWh consumption due to demonstration actions	- 0	- 0	- 11,100,000
	<b>Indicator 15:</b> Number of hotels with demonstration actions implemented	- 0	- 0	- 4



<i>of greenhouse gas emissions in the tourism sector</i>			(4 hotels with basic engineering projects for the implementation of the technological solutions developed and procured)	
Outputs to achieve Outcome 3.2	3.2.1: Technological solutions to improve energy performance designed and evaluated based on energy audits and assessments. 3.2.2: Demonstration pilot projects of low-carbon technologies that integrate energy efficiency and other solutions. 3.2.3: Centralized intelligent digital measurement standardized and implemented in selected hotels and hotel chains, for continuous monitoring of energy consumption, energy performance indicators and reporting and verification of results of low carbon energy technologies in hotels based on ISO 50001.			
<i>Outcome 3.3: Strengthened national capacities for the tourism sector in Cuba regarding low carbon development</i>	Indicator 16: # of people trained in the Energy Management System based on NC-ISO 50001 for hotel facilities and hotel chains, disaggregated by gender	- 0	- 60 with training underway (at least 30% are women)	- 60 trained (at least 30% are women)
	Indicator 17: # of people specialized in providing energy services with improved capacity, disaggregated by gender	- 0	- 30 with training underway (at least 30% are women)	- 30 trained (at least 30% are women)
Outputs to achieve Outcome 3.3	3.3.1: Strengthening and scale up of national capacities for Energy Management System based on NC-ISO 50001 for hotel facilities and hotel chains. 3.3.2: Strengthening of technical capacities for the provision of energy services focused on promoting low carbon energy technologies in the hotel sector.			
<b>Component 4</b>	<b>Knowledge management</b>			
<i>Project Outcome 4.1: Solutions and best practices systematized and shared</i>	Indicator 18: Number of products (publications, webinars, etc.) for the replication and scaling-up of successful experiences in other landscapes and hotels in the country	- 0	- 1	- At least 2, one on biodiversity conservation and one on CCM
	Indicator 19: Number of external global platforms with which information on best practices and knowledge resulting from the project is shared <sup>14</sup>	- 0	- 1	- 2
	4.1.1. Lessons learned from the project for the development and replication of sustainable tourism services and facilities (mainstreaming biodiversity conservation and CCM objectives) compiled, systematized, and disseminated.			
<b>Component 5</b>	<b>Monitoring and evaluation</b>			
<i>Outcome 5.1 M&amp;E completed assesses project impact and guides adaptive management</i>	Indicator 20: Progress in M&E Plan implementation	- 0%	- 50%	- 100%
Outputs to achieve Outcome 5.1	5.1.1. M&E Plan (including gender action plan and social-environmental safeguards) implemented.			

<sup>14</sup> Examples are: Panorama – Solutions for a Healthy Planet, a partnership initiative to document and promote examples of inspiring, replicable solutions across a range of conservation and sustainable development topics, enabling cross-sectoral learning, jointly implemented by GIZ, IUCN, UN Environment, GRID-Arendal, Rare, IFOAM – Organics International, UNDP, ICOMOS, and the World Bank (<https://panorama.solutions/en>); and BIOFIN Catalogue of Finance Solutions (<https://www.biofin.org/finance-solutions>), a UNDP-managed global partnership that supports countries to enhance their financial management for biodiversity and ecosystems. These platforms are directed to different audiences, which will allow for a wider distribution of information about the project.

## ANNEX B: RESPONSES TO PROJECT REVIEWS (from GEF Secretariat and GEF Agencies, and Responses to Comments from Council at work program inclusion and the Convention Secretariat and STAP at PIF).

Secretariat Comment at PIF/Work Program Inclusion: 10/11/2019		
Comment	Response	Reference in CEO Endorsement Document

<p><b>Part I ? Project Information</b></p> <p>2. 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?</p> <p><i>Yes. During PPG and at CER it will be important to be clear what the GEF increment is in COVID and tourism recovery plans</i></p> <p><i>At PPG, please include the following:</i></p> <p><i>2.1.1 - Please make sure all activities supported are eligible under the GEF 7 programming directions strategy (note that restoration is only supported very specific circumstances with high biodiversity returns).</i></p>	<p>The project will develop a comprehensive plan to promote resilience and low-emission strategies to enable the recovery of the tourism sector following the COVID-19 pandemic (i.e., green recovery) (Output 1.1.1). More specifically, the project will assess the impact of COVID-19 on the tourism sector through specific tourism development indicators. Based on this assessment, strategies, actions, tasks, and mechanisms will be defined to develop a comprehensive recovery plan that is in line with Cuba's <i>Tarea Vida</i> Program: ?Projections for the Implementation of the State Plan to Address Climate Change 2021- 2025.?</p> <p>The GEF 7 investment will contribute to the restoration of marine, coastal, and terrestrial biodiversity in the Varadero and Cayo Coco project target areas where there is evidence of a gradual deterioration in the health of ecosystems and their components due to human activity associated with tourism (Output 2.2.1). This will include strengthening the infrastructure capacities of two nurseries (one in each target site) to supply the plant materials for restoring dunes, mangroves, forest, and coastal xeromorphic scrub using native species; the development of ecosystem restoration protocols, conducting restoration activities in selected sites; and monitoring the impact of restoration activities. Coastal-ecosystem restoration is an important element for achieving the target of 20,727 hectares of landscapes under improved practices.</p>	<p>UNDP-GEF Project Document, Section V. Results and Partnerships</p> <p>Results and Partnerships</p>
<p><b>STAP Comments; Date of Screening: November 30, 2020</b></p>		
<p><b>Comment</b></p>	<p><b>Response</b></p>	<p><b>Reference in CEO Endorsement Document</b></p>

**Part I: Project Information**

**B. Indicative Project Description Summary**

Outputs: A description of the products and services which are expected to result from the project. Is the sum of the outputs likely to contribute to the outcomes?

*Yes. There are numerous outputs for each outcome ? all of which will likely be useful. It will be important to coordinate these outputs and ensure that they are utilized/adopted in logical succession and (more importantly) developed in concert with relevant stakeholders who will then be more inclined to utilize them (i.e. certification, methodologies, valuation, etc.) Also ? many of these (i.e. financial mechanisms) need to be described in greater detail.*

During the PPG, project outputs were revised and updated to ensure that they follow a logical succession in concert with key stakeholders (e.g., CITMA, MINTUR, MES, MINEM, MINAG, and IPF). Changes in the logic and order of the outputs are detailed in Section 3. The proposed alternative scenario is provided with this CEO Endorsement Request with a brief description of the expected outcomes and components of the project. In addition, project activities per output were also defined with the government stakeholders who will be responsible for their implementation. This will ensure the full adoption and utilization by the project stakeholders and beneficiaries.

Financial mechanisms (Output 1.2.2) will include strengthening existing mechanisms that currently are not used or are only partially used by the tourism sector, including the National Environment Fund, the National Forest Development Fund, and the environmental taxation on beach use. New financial solutions will include taxes upon entry to the country for tourism purposes or contributions to biodiversity conservation and taxes on **SNBT**. In addition, specific incentives for sustainable tourism through biodiversity conservation and CCM will be made available, such as: a) reduced tax rate due to environmental recognitions and certifications; b) credit-granting mechanisms for tourism facilities that practice strategies for biodiversity conservation and CCM; c) tax benefits for the relative decrease of emissions in the sector from the introduction of low-carbon energy technologies; and e) reduced customs taxes for importing equipment and supplies. During project implementation, cost-feasibility analyses will be performed to encourage their adoption by the sector to promote sustainable tourism, requirements and procedures to access them will be defined, and consultations will be held with the relevant institutions.

**PART II: PROJECT JUSTIFICATION, 3)**

The proposed alternative scenario with a brief description of expected outcomes and components of the project.

UNDP-GEF Project Document, Section V. Results and Partnerships

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

Are the lessons learned from similar or related past GEF and non-GEF interventions described?

*Somewhat. The project lists several ongoing activities in Cuba which are relevant (i.e. Biofin). However, there are also many GEF projects in other countries focused on mainstreaming biodiversity in the tourism sector ? none of which are noted here. It would be useful to look at lessons learned from these projects ? particularly those in the Caribbean.*

As suggested, the project proposed herein will coordinate lessons learned and actions with the following GEF-funded projects:

? UNDP-GEF Project *Mainstreaming Biodiversity Conservation Criteria in Mexico's Tourism Sector with Emphasis on Biodiversity-rich Coastal Ecosystems* (GEF Project ID 9613; 2020-2027). This project promotes biodiversity conservation with an emphasis on biodiversity-rich coastal ecosystems through the design and implementation of innovative policies and models of sustainable tourism in Mexico at the national and the local levels. Lesson learned will be exchanged around the implementation of conservation finance mechanisms to promote biodiversity conservation in sustainable tourism development areas; implementation and monitoring of pilot initiatives for biodiversity-friendly tourism development; and participation of local stakeholders, including women, in sustainable tourism.

? UNDP-GEF Project *Conserving Biodiversity in Coastal Areas Threatened by Rapid Tourism and Physical Infrastructure Development* (GEF Project ID 5088; 2015-2020). This project ensures the conservation of biodiversity in ecologically important coastal areas in the Dominican Republic that are threatened by the burgeoning tourism industry and its associated physical development. Lessons learned will be exchanged around reducing threats to biodiversity from tourism infrastructure, operations, and visitor activities; the recovery and restoration processes in areas degraded by tourism activity; certification systems for hotels adoption biodiversity-friendly practices, and the monitoring of biodiversity to assess limits of changes in important ecosystems to reduce direct impacts from tourism.

? UNDP-GEF Project *Conservation and sustainable use of biodiversity in coastal marine production landscapes* (GEF Project ID 9804; 2018-2022). This project mainstreams biodiversity conservation and sustainable use into production land/seascapes for the integrated environmental management of coastal marine areas and for the benefit of the coastal population in Panama. Lessons learned and information will be exchanged around best practices for avoiding contamination of water bodies and degradation of mangroves by tourism activities; availability of incentives to

2) The baseline scenario and any associated baseline projects.

UNDP-GEF Project Document: Section V. Results and Partnerships.

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

a) What is the theory of change?

*The theory of change is presented on page 32. In general, it is well done and shows how outputs for each of the Components feed into the outcomes and overall project objective. While Components 1 and 4 are meant to be cross-cutting (2 is focused on biodiversity and 3 is focused on climate change mitigation), a next step might be to show how the middle two components relate to the larger framework and institutional strengthening and Component 4 on M&E. In addition, the structural/root causes (habitat destruction, pollution, etc. are not necessarily root causes but rather the threats. And the barriers are good but barriers to what?*

b) Is there a recognition of what adaptations may be required during project implementation to respond to changing conditions in pursuit of the targeted outcomes?

*The project claims that the TOC and the M&E Component will allow for adaptive management; however, no information given at this stage on what those adaptations might look like.*

a) The Theory of Change was updated during the PPG and adjusted as suggested.

b) Adaptive management is recognized as the adaptation of the project results framework (including indicators and targets), organizational structure and/or project management unit, approach for gender and stakeholder participation, timelines and work plans, and adaptation of priorities as a result of changes in context and needs, including evolving and/or new social and environmental risks. This text has been clarified as suggested.

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

UNDP-GEF Project Document: Section V. Results and Partnerships

<p><b>2. Stakeholders.</b> Have all the key relevant stakeholders been identified to cover the complexity of the problem, and project implementation barriers?</p> <p><i>Yes; however, most are from the National Government, including the Executing Agency (Ministry of Science, Technology and Environment). Are all of these necessary?</i></p> <p><i>It will be very important to target incentives directly to those who stand to benefit from improvements in energy efficiency, for example. What about the energy provider? Also private sector players along the entire supply chain. Local communities?</i></p>	<p>The project's final design includes a stakeholder analysis and Stakeholder Participation Plan, which involved the mapping and definition of roles for all the stakeholders involved in the project, including national government stakeholders. Participation and coordination with multiple government agencies is critical for the successful implementation of the project.</p> <p>Incentives such as certification will be targeted directly to those who stand to benefit from improvements in energy efficiency. More specifically, the project will promote the certification of 16 hotels in NC-ISO 50001 Energy Management System, which will provide greater energy efficiency and use.</p>	<p>UNDP-GEF Project Document: Section V. Results and Partnerships; Annex 9: Stakeholder Engagement Plan</p>
<p><b>3. Gender Equality and Women's Empowerment.</b> a) Have been identified, and were preliminary response measures described that would address these differences?</p> <p><i>Yes, though not clear what is meant by 'gender-sensitive staff'? (how do you know?) The project will give priority to women-owned enterprises. The project will include a gender analysis, gender mainstreaming plan, etc.</i></p> <p>b) Do gender considerations hinder full participation of an important stakeholder group (or groups)? If so, how will these obstacles be addressed?</p> <p><i>See above</i></p>	<p>a) During the PPG, a gender analysis and a detailed Gender Action Plan (GAP) were developed to identify gender-differentiated risks and opportunities and to ensure gender mainstreaming in the project. Gender risks have been included as part of the project's risk management strategy. In addition, the Project Results Framework includes gender-sensitive indicators (disaggregated by sex; refer to Section VI) and specific gender-based indicators that contribute to addressing gender-based differences.</p> <p>b) To ensure effective stakeholder participation, including women, a GAP has been developed. In addition, the project's Stakeholder Engagement Plan is fully aligned with the GAP.</p>	<p>3. Gender Equality and Women's Empowerment Annex A: Project Results Framework</p>

**5. Risks.**

a) Are the identified risks valid and comprehensive? Are the risks specifically for things outside the project's control? Are there social and environmental risks which could affect the project?

*Risks are comprehensive. The project does try to control for them; however, it might be better to try to incorporate them more fully into the project design. For example, risk no. 1 on vested interest could undermine the entire project if people don't see any financial motivation (or face adequate enforcement action) to support key interventions. The mitigation measure of engaging stakeholders and conveying the importance of systemic planning, etc. is not convincing.*

b) For climate risk, and climate resilience measures:

*Climate change is mentioned as a moderate risk, referring to a macro project study which describes adverse impacts for 2020 and 2100 related to increase in temperature and rainfall, increased coastal flooding, and increased intensity of hurricanes. More should be done to better integrate this information into the project design, particularly with so much ongoing and planned future development and construction of hotels, etc. along the coast.*

a) During the PPG phase, the project risks were updated and mitigation measures were proposed based on UNDP's Social and Environmental Screening Procedure (SESP); other risks were identified at the time of the PIF, including climate change. The project has been classified as moderate risk and project activities have been designed to ensure that adverse social and environmental risks and impacts are avoided, minimized, mitigated, and managed. As per standard UNDP requirements, the Project Manager will monitor risks quarterly and report on the status of risks to the UNDP Country Office. The UNDP Country Office will record progress in the UNDP ATLAS risk register.

b) Climate risk was also revised during the PPG phase. The risk categorization remains as moderate and information related to vulnerability and exposure and the likelihood of occurrence was updated. As part of the project's Strategic Environmental and Social Assessment (SESA), additional climate risk screenings will be conducted at each of the project target areas during project implementation to further identify climate hazards that could affect the project's activities.

Project risks have been incorporated into the project design. As part of the mitigation strategy, a Gender Action Plan and Stakeholder Engagement Plan were developed. In addition, an Environmental Social Management Framework ESMF was developed (Annex 10) that identifies the steps for detailed screening and assessment (e.g., Environmental and Social Impact Assessment [ESIA] and SESA) for the project's potential social and environmental risks, and for preparing and approving the required management plans (e.g., Environmental and Social Management Plan [ESMP] and Biodiversity Action Plan).

Section 5. Risks

UNDP-GEF Project Document: Annex 6. Annex 9. Annex 10, Annex 11.

**6. Coordination.**

a) Is there adequate recognition of previous projects and the learning derived from them?

*Minimal. This project should reach out to other UNDP (and other Agency) similar projects ? particularly those related to biodiversity mainstreaming in the tourism sector.*

b) Is there an adequate mechanism to feed the lessons learned from earlier projects into this project, and to share lessons learned from it into future projects?

*There is a steering committee and project management unit, comprised of implementation and coordination, etc. followed by a narrative of different projects and how this project will coordinate with them on various elements. All of the information is available; however, it would be good to explain in detail how information will be shared as there are many different activities, organizations, etc. so this will be critical to avoid inefficiencies and confusion.*

a) As mentioned previously, the project proposed herein will incorporate lessons learned from previous related projects. Please refer to the response to the comment on the baseline scenario or any associated baseline projects.

b) Information will be shared through government websites and digital platforms, including the repository of the INFOGEO Platform of the Institute of Tropical Geography/AMA (<http://infogeo.cu/>), the Tourist Information and Documentation Center (CIDTUR), and the Biodiversity Portal of the National Biodiversity Center of the Institute of Ecology and Systematics.

Information sharing activities also include workshops and meetings with tourism managers (e.g., training on **NC-ISO 14001, and 50001 standards**) aimed at key hotel staff and MINTUR officials who will be responsible for developing and maintaining the management systems in their facilities. The project will use feedback mechanisms so that the sharing of information is a two-way process.

Information will also be shared through project-related events, conferences, publications, brochures, posters, radio programs, short videos, newsletters, and social media (Facebook, WhatsApp, Twitter, etc.).

Finally, the project Stakeholder Engagement Plan includes an information disclosure mechanism for timely access to information about a project and its potential social and environmental impacts to all stakeholders.

PART II: PROJECT JUSTIFICATION, 8. Knowledge Management.

UNDP-GEF Project Document: Section V. Results and Partnerships; Annex 9: Stakeholder Engagement Plan



## 8. Knowledge management.

What overall approach will be taken, and what knowledge management indicators and metrics will be used?

*Standard. No metrics provided. A UNDP-GEF Regional Service Center (RSC) platform is mentioned with no supporting detail. What type of platform? Publicly accessible? Who maintains?*

The following indicators (metrics) related to knowledge management have been included in the project results framework:

- ? At least two (2) products (e.g., publications, webinars, etc.), one on biodiversity conservation and one on CCM, for the replication and scaling-up of successful experiences in other landscapes and hotels in the country.
- ? Two (2) global platforms through which information on best practices and knowledge resulting from the project are shared.

Knowledge management will also include the dissemination of lessons learned through government websites and digital platforms, including the repository of the INFOGEO Platform of the Institute of Tropical Geography/AMA (<http://infogeo.cu/>), the Tourist Information and Documentation Center (CIDTUR), and the Biodiversity Portal of the National Biodiversity Center of the Institute of Ecology and Systematics.

The dissemination of knowledge will also include workshops and meetings with tourism managers (e.g., training on **NC-ISO 14001, and 50001 standards**), aimed at key hotel staff and MINTUR officials who will be responsible for developing and maintaining the management systems in their facilities. The project will make use of feedback mechanisms so that knowledge and learning is a two-way process.

In addition, global platforms for knowledge management and exchange may include:

- ? UN South-South Galaxy knowledge sharing platform, operated by the United Nations Office for South-South Cooperation (UNOSSC), promotes collaboration among countries of the South in the political, economic, social, cultural, environmental, and technical domains; it is publicly available at <https://www.unsouthsouth.org/south-south-galaxy/>.
- ? Panorama ? Solutions for a Healthy Planet, a partnership initiative (including UNDP) to document and promote examples of inspiring, replicable solutions across a range of conservation and sustainable development topics, enabling cross-sectoral learning and inspiration. It is publicly available at <https://panorama.solutions/en> and includes the GEF as one of its Development Partners.

- ? BIOFIN Catalogue of Finance Solutions. BIOFIN is a UNDP-managed global programme working with

PART II: PROJECT JUSTIFICATION, 8. Knowledge Management.

<b>Council Member Comments: December 2020 Work Program</b>		
<b>Germany</b>		
<b>Comment</b>	<b>Response</b>	<b>Reference in CEO Endorsement Document</b>
The proposal would benefit from setting (preliminary) targets and indicators for Outcomes 1.1, 2.2, 2.3 and 3.1., which could be revised during PPG phase.	Indicators and targets have been included for all project outcomes. Please refer to the project results framework and Annex A of this CEO Endorsement Request.	PART I: PROJECT INFORMATION; B. PROJECT DESCRIPTION SUMMARY; Annex A: Project Results Framework
In component 2, the link between the tourism sector and biodiversity conservation activities (such as connecting ecosystems or managing invasive alien species) could be elaborated more in depth, e.g. addressing the issue of which actors are going to be responsible for which kind of conservation activities, based on which kind of ecosystem/environmental assessment	Through Output 2.1.1, demonstrative practices of biodiversity conservation will be implemented in four (4) demonstration hotels (pilot sites; two [2] hotels in Varadero and two [2] hotels in Cayo Coco). This may include: 1) landscaping and gardening with native species; 2) restoration of terrestrial and coastal ecosystems; 3) beach cleaning; 4) management and control of invasive exotic species; 5) best practices in boating and diving activities to reduce the impact on seagrasses and coral reef ecosystems; 6) best practices in <i>sun and beach</i> tourism activities to reduce the impact on ecosystems; 7) efficient water use management; 8) liquid and solid waste management; 9) dune protection (including the removal of hard structures in dune areas); and 10) carrying-capacity assessments and management. Detailed activities for each of these best practices for the conservation of biodiversity in ecosystems impacted by tourism, including the stakeholders who will be responsible for certain sets of activities, are described in Annex 17 of the UNDP-GEF Project Document.	UNDP-GEF Project Document: Section V. Results and Partnerships; and Annex 17: Good practices for the conservation of biodiversity in ecosystems impacted by tourism activities

<p>Component 4 could be developed more in depth, especially the scaling-up of the lessons-learned from the pilot sites concerning biodiversity conservation</p>	<p>As suggested, scaling-up the lessons learned from the pilot sites concerning biodiversity conservation (and other project outcomes) has been developed more in Component 4. The scaling-up of the lessons learned from the pilot sites will be achieved primarily through the dissemination of lessons learned using government websites and digital platforms, including the repository of the INFOGEO Platform of the Institute of Tropical Geography/AMA, the Tourist Information and Documentation Center (CIDTUR), and the Biodiversity Portal of the National Biodiversity Center of the Institute of Ecology and Systematics. In addition, the generation of knowledge at the university level and the MINTUR training schools, including the Training Programs of the Tourism Branch School, is also part of the strategy to scale-up lessons learned from project implementation and strengthen the knowledge of key stakeholders associated with tourism.</p>	<p>UNDP-GEF Project Document: Section V. Results and Partnerships</p>
<p>The gender mainstreaming and specially the gender action plan could benefit from more specification, since gender aspects are not mentioned in the description of components 1 to 3</p>	<p>To ensure gender mainstreaming, the project includes a Gender Action Plan (GAP), which includes specific activities, indicators, and targets. In addition, gender-sensitive indicators have been included as part of the project results framework. Please refer to the respective sections of this CEO Endorsement Request for more details.</p>	<p>PART I: PROJECT INFORMATION, B. PROJECT DESCRIPTION SUMMARY; PART II: PROJECT JUSTIFICATION, 3. Gender Equality and Women's Empowerment; Annex A: Project Results Framework</p>
<p><b>GEFSec Review 2nd March, 2022</b></p>		

<p>1. Does the project remain aligned with the relevant GEF focal area elements as presented in PIF (as indicated in table A)?</p> <p>Secretariat Comment at CEO Endorsement Request</p> <p>2/25/2022</p> <p>Yes. However, if it is not too complicated to change we believe that it better fits with CCM 1-1 and would allow for the support of distributed renewable energy.</p>	<p>The project is designed to address climate change mitigation in the tourism sector by integrating actions aimed primarily at increasing energy efficiency. The proposed renewable energy solutions will comprise a combination of technologies in which solar thermal will prevail to reduce the consumption of electricity and fuels for water heating. Based on this, GEF funds will be used for actions to improve energy efficiency and MINTUR will co-finance solar water heating systems and photovoltaic generation to increase some hotels' self-supply of electricity.</p> <p>Kindly note that the Project aim is not to support distributed renewable energy. Thus, we believe that the focal area CCM 1-3 (Promote innovation and technology transfer for sustainable energy breakthroughs for accelerating energy efficiency adoption) has a better alignment with the Project.</p> <p>Project description summary</p>	<p>Reference:</p> <p>CEO ER: Part I: Project Information - A. Focal/Non-Focal Area Elements</p>
<p>7. Are there changes/adjustments made in the core indicator targets indicated in Table E? Do they remain realistic?</p> <p>2/25/2022</p> <p>No, please address the following:</p> <p>- Please list this as Rio Marker CCM 2 and CCA 1.</p>	<p>A reference to Rio Marker CCM 2 and CCA 1 was included in Table E as suggested. In addition, this information was updated in Annex G: GEF Project Taxonomy Worksheet.</p>	<p>CEO ER: Table E. Project's Target Contributions to GEF 7 Core Indicators; Annex G: GEF Project Taxonomy Worksheet ProDoc: Annex 15: GEF 7 Taxonomy</p>
<p>2. Is there an elaboration on how the baseline scenario or any associated baseline projects were derived?</p> <p>Secretariat Comment at CEO Endorsement Request</p> <p>3/2/2022</p> <p>No, please include the baseline and alternative scenario from the ProDoc in the Portal.</p>	<p>Information regarding the baseline and alternative scenario was included in the Portal. Please note that the baseline scenario and the associated baseline projects are the same as described in the PIF.</p> <p>The missing information on the baseline scenario, associated baseline projects, and the alternative scenario has been included in the CEO Endorsement document.</p>	<p>Please see CEO ER, Part II Project Justification, 1a. Project Description, 2) The baseline scenario and any associated baseline projects; and 3) The proposed alternative scenario with a brief description of expected outcomes and components of the project.</p> <p>Also, please see ProDoc, Section IV Strategy (pages 14-19), and Section V, Results and Partnerships (pages 20-40).</p>

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 3/2/2022

No, please address the following

- COVID recovery planning  
- It is difficult to see the GEBs in supporting a general tourism COVID recovery plan. Please clarify the role of GEF funding in this context.

- 2.2.1 - This output seems to be focused on promoting nature tourism, which is not part of the GEF's mission to deliver GEBs and could in fact cause more harm to sensitive ecosystems with increased tourism. Please clarify the GEBs or that this will be covered with co-financing.

- ISO Certification for Quality Management - It is difficult to understand how this is essential to environmental benefits and why the GEF should be covering these costs that should generate benefits for the hotels themselves.

- "Output 3.2.3. Centralized intelligent digital measurement? To ensure the sustainability of the project and, as such, continuity beyond the lifetime of the project, please elaborate further on which institution (MINTUR?) would be in charge of maintaining this network and system during and after the project.

- Two (2) global platforms through which information on best practices and knowledge resulting from the project are shared? Please explain why two global platforms will be

COVID recovery planning (Output 1.1.1):

The devastating economic and social impacts of COVID-19 on the tourism sector in Cuba require a comprehensive plan to recover during the post-pandemic period and beyond. To this end, the project will support the development of a comprehensive plan to operationalize the conservation and sustainable use of biodiversity and CCM to strengthen the Government's strategic vision on sustainable tourism. This plan has a national-level scope, and therefore it will generate GEBs in the project's targeted areas and other marine and terrestrial areas nationwide. The plan will consolidate the conservation of over 40 thousand ha of terrestrial and marine landscapes in the project's targeted area, in addition to contributing to CCM. The experience of applying the guidelines of the plan will generate the capacity to scale its impact.

Output 2.2.1:

Output 2.2.1 was modified as follows: Updated guideline for adopting sustainable nature-based tourism (SNBT) principles and designing SNBT products to deliver GEBs, including protecting fragile ecosystems, biodiversity conservation, and climate change mitigation (CCM).

Following a rigorous ESMF, this outcome will develop a SNBT guideline capable of generating GEBs in the project's targeted areas estimated at 20,727 ha of terrestrial area and 21,210 ha of marine area. These areas are not protected and are consequently threatened by unsustainable tourism activities. Therefore, a significant increase of marine and terrestrial habitats under improved practices will benefit biodiversity around protected areas, as well as safeguarding existing GEBs in protected areas. Please refer to paragraphs 52 in the ProDoc for additional adjustment details.

ISO Certification for Quality Management (Output 2.2.4):

The project will no longer support activities related to ISO Certification for Quality Management; accordingly, all related references have been removed from the CEO ER and ProDoc.

Output 3.2.3. Centralized intelligent digital measurement: The OSDE Grupo Hotelero and selected hotels where the system will be implemented will be responsible of maintaining this network and system during and after project implementation.

Two (2) global platforms: Please note that the project will not develop global platforms; instead, the project will share information and lessons learned on sustainable tourism, biodiversity conservation, and CCM using two external global platforms. For example: Panorama 2 Solutions for a Healthy Planet, a

CEO ER: Part I: Project Information, B. Project Description Summary; Annex A: Project Results Framework

ProDoc: V. Results And Partnerships ? Outputs 1.1.1, 2.2.1, and 3.2.3; VI. Project Results Framework

<p>Private Sector Engagement</p> <p>If there is a private sector engagement, is there an elaboration of its role as a financier and/or as a stakeholder?</p> <p>Secretariat Comment at CEO Endorsement Request 3/2/2022</p> <p>No, thank you for the information on this but the mention of agricultural cooperatives is a bit confusing given the topic of this project.</p>	<p>The private agricultural cooperatives are key project stakeholders, as they supply native plant material for implementing best landscaping and gardening practices in selected hotels under Output 2.2.1. Members of the private agricultural cooperatives will be trained in gardening with native species and concepts regarding ecosystem management and restoration, among other topics linked to sustainable nature-based tourism.</p> <p>The above-indicated clarification has been including in the CEO-ER and ProDoc.</p>	<p>CEO ER: Part II: Project Justification - 2. Stakeholders.</p> <p>ProDoc: V. Results and Partnerships ? Output 2.1.1 (paragraph 49) and Output 2.2.1 (paragraph 52)</p> <p>Annex 8: Stakeholder Engagement Plan, Table 1 and Section 4. Stakeholder Analysis, Relevant Stakeholders.</p>
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Risks to Achieving Project Objectives

Has the project elaborated on indicated risks, including climate change, potential social and environmental risks that might prevent the project objectives from being achieved? Were there proposed measures that address these risks at the time of project implementation?

Secretariat Comment at CEO Endorsement Request 2/25/2022

No, please include the improper disposal of solar PV panels as a risk and how the project will plan for this.

The risk regarding improper disposal of solar PV panels has been included as part of the project risk assessment, i.e., UNDP Social and Environmental Screening Procedure (SESP), Standard 8: Pollution Prevention and Resource Efficiency. Accordingly, this risk is included as part of the SESP Risk 7: The use of technology to implement hard interventions such as renewable energy may lead to an increase in pollution and production of hazardous waste related to the decommissioning of old and/or inefficient air conditioners. This could also pose potential safety risks to communities.

Mitigation measures to address this risk are updated as follows: Although the various technological solutions (solar and PV energy, water heating systems, etc.) to be implemented have not been defined at this stage in sufficient detail to predict their impacts. It is anticipated that these pollution risks will be of limited risk and easily manageable with a Pollution and Waste Risk Management Plan (outline included in the ESMF), which will be prepared during implementation. This plan will be designed in accordance with the country's available regulations on hazardous waste management, specifically based on the updated protocols for disassembly, recovery, and reuse of electronic parts and components of end-of-life equipment.

In Cuba the importance of reuse and recycling processes for the economic and environmental sustainability of the country's development is recognized. CITMA's Resolution 253/2021 establishes the regulations for the management of hazardous chemical products for industrial and household use and hazardous waste.

Within the framework of this policy, specific standards for recycling parts and components of PV systems have not yet been defined; however, at the end of the useful life of solar PV panels, the project, under the leadership of MINTUR together with selected hotels, will dismantle the panels for reuse of the aluminum frames and wiring, as well as the recycling of the glazing material. The use of batteries is not planned, as such there are no risks associated with their disposal.

When these energy efficiency interventions are designed during the project implementation phase, all applicable permits and licenses will be obtained to ensure the disposal of hazardous waste is done according to national regulations.

CEO ER: Part II: Project Justification, 5. Risks  
ProDoc: Annex 5: UNDP Social and Environmental Screening Procedure (SESP), Risk 7.

<p>Annexes</p> <p>Are all the required annexes attached and adequately responded to?</p> <p>Secretariat Comment at CEO Endorsement Request 3/2/2022</p> <p>No, please update the expected completion date in the Portal. Also, Project Budget Table is too long and cannot be read. Please simplify the budget by summarizing column ?Detailed Description? so the GEF team can better assess the allocation to each category.</p>	<p>As indicated, the expected completion date in the Portal was updated. Similarly, the Project Budget Table was simplified.</p>	
<p>Status of PPG utilization</p> <p>Secretariat Comment at CEO Endorsement Request 3/2/2022</p> <p>No, as per the annex only the following two activities are pending: (1) All comments resolved; and (2) Translation of ProDoc to Spanish. However, despite the fact that most of the PPG activities have been implemented, only US\$ 17k out of US\$100k have been spent. Please update Annex C or provide an explanation for this inconsistency.</p>	<p>Annex C was updated to indicate the status of the PPG funding:</p> <p>At the time of the submission to the GEF, most of the PPG activities had been implemented (Drafting of ProDoc and CEO-Endorsement; Stakeholder consultation (incl. field visits and workshops); Private sector engagement). By then, the spent was \$17,078.83, and the commitments (\$82,921.17) corresponded to:</p> <ul style="list-style-type: none"> <li>-payments for contracts with consultants (3 international and 1 national), for the completion of the deliverable ?ProDoc submitted for GEF approval? (paid in December 2021)</li> <li>-payment of field visit carried out in November 2021 (paid in December 2021)</li> <li>-payments for contracts with consultants (3 international and 1 national), for the completion of the deliverable ?GEF comments addressed and ProDoc approved? (to be paid in 2022)</li> <li>-Support to activities associated to GEF comments review (to be paid in 2022)</li> <li>-ProDoc translation (to be paid in 2022)</li> </ul> <p>Status of PPG utilization, as of March 11, 2022:</p> <p>Spent: \$73,680.83</p> <p>Commitments: \$25,853.88</p>	<p>CEO ER: Annex C: Status of Utilization of Project Preparation Grant (PPG)</p>
<p><b>GEFSec Review 1st June, 2022</b></p>		



<p>Annexes Are all the required annexes attached and adequately responded to? Secretariat Comment at CEO Endorsement Request 6/1/2022 No, please address the following: 1. Gender: The project seems to generate socio-economic benefits or services to women. If so, please respond Yes (see green arrow below).</p>	<p>Corrected in the portal</p>	<p> </p>
<p>2. Please change expected implementation start and completion date to a more realistic dates and to match with the duration:</p>	<p>Thanks for your comment. Both planned and star dates have been adjusted into the ProDoc. Planned start date: September 2022 Planned end date: August 2028</p>	<p>ProDoc, signature page and M&amp;E table (page 59)</p>
<p>3. It may be a typo, but below Table B there is a text that does not make sense as it does not respond to the purpose, which is to provide a justification if the level of PMC is above 5% - please ask the Agency to remove</p>	<p>Thanks for your comment. The text under Table B ? CEO Endorsement has been removed.</p>	<p>CEO Endorsement, Page 6</p>
<p>4. Status of PPG utilization: as requested in the template, please provide details on expenditure categories for this PPG report ? please ask the Agency to provide the information by categories of expenditure (consultants, workshops, travel costs, salaries if any) as opposed to by output (i.e. preparation of ProDoc and CEO Endorsement) (As an example we are sharing the utilization of PPG table for another project)</p>	<p>Thanks for your comment. The status of PPG utilization funds has been adjusted by categories of expenditure as per the budget plan in the Initiation Plan.</p>	<p>CEO Endorsement, Annex C: Status of Utilization of Project Preparation Grant (PPG), Page 61</p>

<p>5. Budget table:  a. Please categorize fuel, maintenance, insurance, inspection, registration? for vehicles to operating costs, not equipment:    b. Per Guidelines, vehicles preferably have to be covered by co-financing. If not possible because it is justified, PM?s approval is required. Please categorize all vehicle purchase including both cars and motorcycles and Vehicle, not Equipment</p>	<p>a. All these items are in line 73400 of Rental &amp; Maint of Other Equip and fuel in line 72300 of Materials &amp; goods. Fuel, maintenance, insurance, inspection, and other vehicle costs, have not been budgeted under equipment, but under operating costs.    b. Thank you for the comment. A justification note has been added in the ProDoc</p>	<p>a. Please see corresponding Budget notes (4, 8, 15, 19, 26, and 30,) in the ProDoc, pages 71-77.    b. Please see the justification of vehicles procurement in the ProDoc, Annex 17.</p>
<p>6. GPU Manager?s approval of direct project support cost by UNDP at \$18,000 is required in the review comment section.</p>	<p>The clarification has been included in the budget note 50</p>	<p>ProDoc, budget note 49 (page 78). CEO Endorsement, Section B Project Description Summary, line ?Project Management Cost?, reference (footnote) 2, it is included a clarification regarding to the budget note 49)?.</p>
<p><b>GEFSec Review 13th June, 2022</b></p>		
<p>Are all the required annexes attached and adequately responded to?  6/10/2022  No,  3. On unrelated text below Table B: not addressed. Though in the Review Sheet the Agency said ?Thanks for your comment. The text under Table B ? CEO Endorsement has been removed?, the text still is included ? please ask the Agency to remove it.</p>	<p>The text below Table B has been completely removed (footnotes 1 and 2)</p>	<p>CEO ER, Table B</p>

<p>On budget:  a. Whereas the Agency in the Review Sheet said that ?fuel, maintenance, insurance, inspection, and other vehicle costs, have not been budgeted under equipment, but under operating costs?, still these items are categorized as equipment instead of to operating costs as it was requested ? please ask the Agency to amend.</p> <p>The PM grants an exception for the purchase of a vehicle and limited direct costs for execution by UNDP.</p>	<p>The categorization in the GEF budget template has been changes: fuel, maintenance, inspection and insurance moved to ?Other Operating Costs?</p>	<p>GEF budget template</p>
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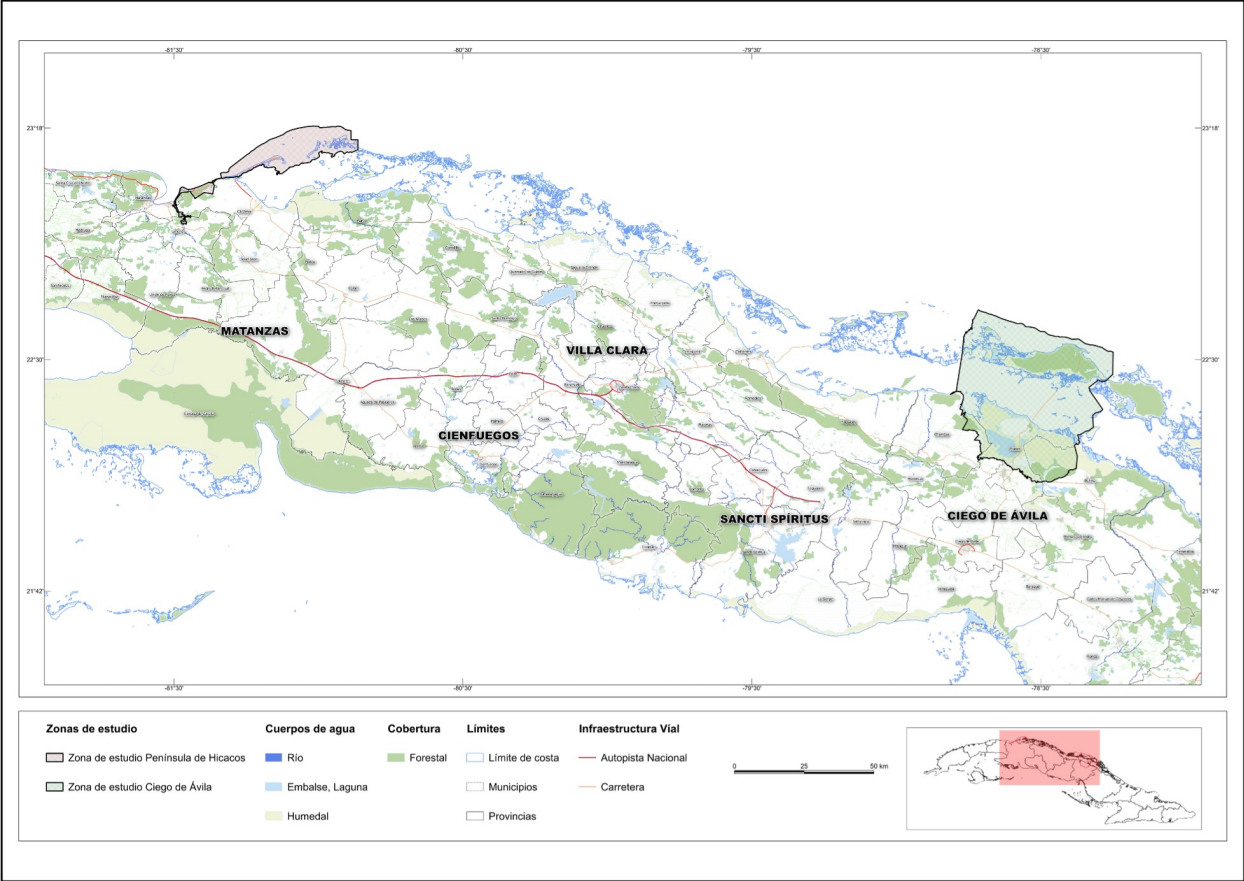
**ANNEX C: Status of Utilization of Project Preparation Grant (PPG).**  
(Provide detailed funding amount of the PPG activities financing status in the table below:

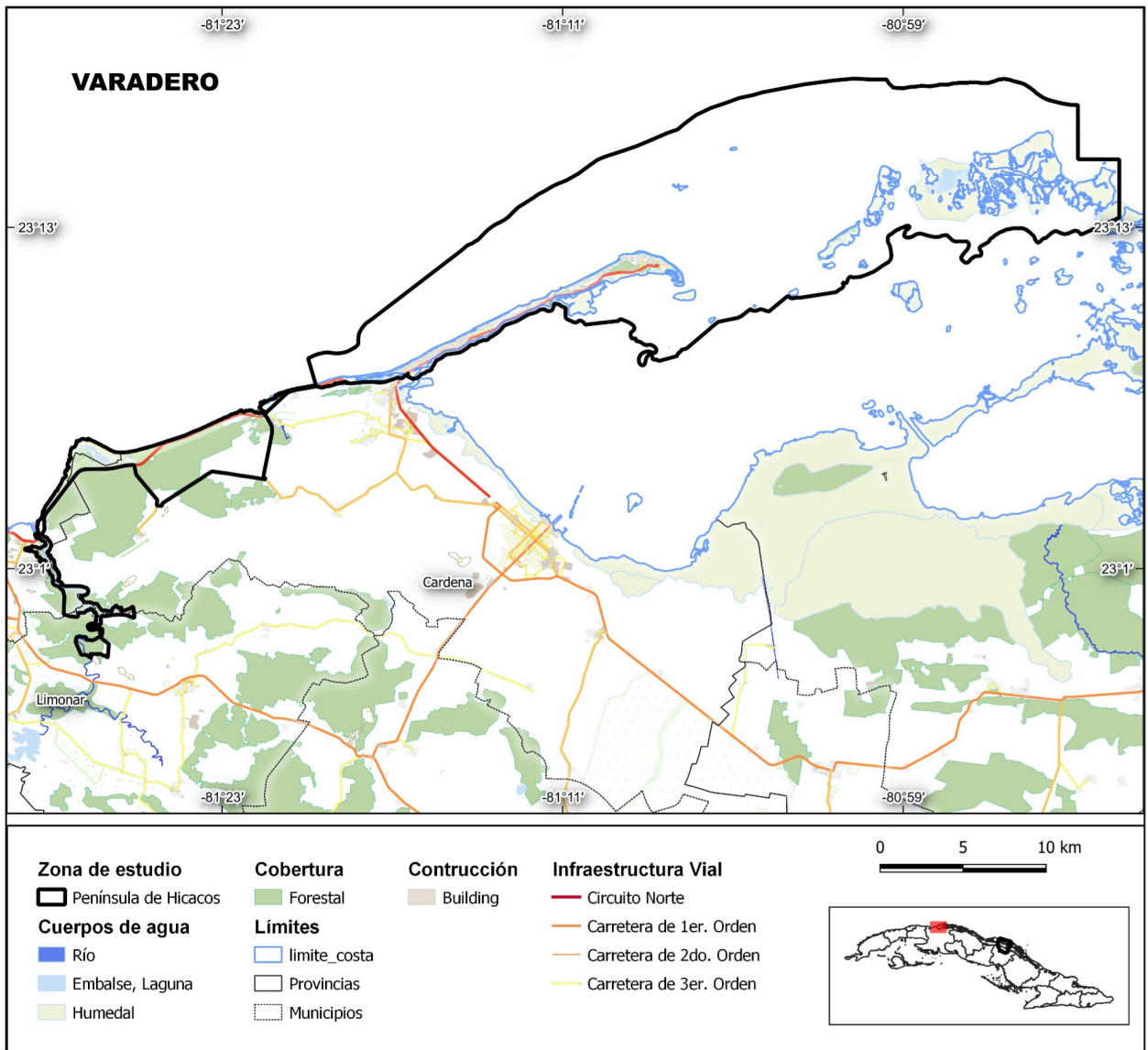
PPG Grant Approved at PIF: 100,000			
<b>Project Preparation Activities Implemented</b>	<b>GETF/LDCF/SCCF Amount (\$)</b>		
	<b>Budgeted Amount</b>	<b>Amount Spent To date</b>	<b>Amount Committed</b>
		March 11th 2022 June 6th, 2022	

UNDP <i>Activities implemented:</i> - Drafting of ProDoc and CEO-Endorsement - Stakeholder consultation (incl. field visits and workshops) - Private sector engagement  <i>Activities pending:</i> - Consultants to address all comments received from GEFSEC and GEF council resolved, prior to CEO Endorsement	100,000																														
		<table border="1"> <thead> <tr> <th>Category of expenditure</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>Consultants</td> <td>52,500.00</td> </tr> <tr> <td>Travel</td> <td>8,902.00</td> </tr> <tr> <td>Communication</td> <td>5,510.42</td> </tr> <tr> <td>Translation</td> <td>1,156.25</td> </tr> <tr> <td>Workshops</td> <td>4,333.00</td> </tr> <tr> <td><b>Total</b></td> <td><b>72,401.67</b></td> </tr> </tbody> </table>	Category of expenditure	Amount	Consultants	52,500.00	Travel	8,902.00	Communication	5,510.42	Translation	1,156.25	Workshops	4,333.00	<b>Total</b>	<b>72,401.67</b>	<table border="1"> <thead> <tr> <th>Category of expenditure</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>Consultants</td> <td>27,598.33</td> </tr> <tr> <td>Travel</td> <td>0</td> </tr> <tr> <td>Communication</td> <td>0</td> </tr> <tr> <td>Translation</td> <td>0</td> </tr> <tr> <td>Workshops</td> <td>0</td> </tr> <tr> <td><b>Total</b></td> <td><b>27,598.33</b></td> </tr> </tbody> </table>	Category of expenditure	Amount	Consultants	27,598.33	Travel	0	Communication	0	Translation	0	Workshops	0	<b>Total</b>	<b>27,598.33</b>
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#### ANNEX D: Project Map(s) and Coordinates

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







Equipm ent	?Motorcycles (5) ?Office furniture and equipment (chairs, desks, cabinets) to strengthen the capacities of the training classrooms and for the functioning of the Council of Experts of technicians. Total cost: \$19,060	24 610				24 61 0			24 610	Environ mental Agency (AMA)
Equipm ent	Vehicle 4x4 (1) for MINTUR to support the activities of All Outputs in Component 1. Total cost: \$41,000; during year 2. All Outputs in Component 1	41 000				41 00 0			41 000	Environ mental Agency (AMA)
Equipm ent	?Furniture (desks, chairs, cabinets) to support the activities of the Project Management Unit					-		2 990	2 990	Environ mental Agency (AMA)
Equipm ent	?Motorcycles (6) to support the implementation of the MCC in intervention areas. Total cost: \$6,660 ?Office furniture and equipment (chairs, desks, cabinets) to support the organization of technical information, plans,			279 665		27 9 66 5			279 665	Environ mental Agency (AMA)



	<p>engineering projects, acquisition processes and equipment purchase to carry out the actions demonstrative strength the capacities of the national and territorial institutions, leaders in environmental matters Total cost: \$4,000</p> <p>?Specialized equipment to support the remote monitoring system of energy consumption that will be installed in the 16 selected hotels. Total cost: \$108,360</p> <p>?Specialized equipment for the energy characterization of existing facilities selected as a case study to be carried out by CUBAENERGIA . Total cost: \$60,645.</p> <p>?Equipment (to be identified during the diagnosis) to improve low carbon energy technologies that reduces the consumption of conventional energy sources (air conditioning and cooling systems, lighting, and heat production). Total cost:</p>								
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Equipm ent	Vehicle 4x4 (1), Total cost: \$41,000			41 000		41 00 0			41 000	
Equipm ent	?Motorcycles (6) to support the implementation and technical monitoring in intervention areas, including ecosystem monitoring. Office furniture and equipment (chairs, desks, cabinets) to strengthen the capacities of the national and territorial institutions, leaders in environmental matters Total cost: \$14,300 ?Equipment to strengthen biological collections and to increase efficiency for the application of practices that favor the conservation of biodiversity; laboratories for water quality studies and territorial stations to carry out the studies of beach dynamics, so that they can monitor the variables that describe the quality of the beaches of these tourist destinations of sun and beach. Total cost: \$213,305		227 605			22 7 60 5		227 605	Environ mental Agency (AMA)	

Equipm ent	Vehicles 4x4 (3) Total cost: \$114,000 Vehicle (IES) to allow the technical and coordinating staff to visit the target areas. Total Cost: \$41,000		155 000			15 5 00 0			155 000	Environ mental Agency (AMA)
Equipm ent	?Tools and accessories to support the application of energy efficiency practices (climate change mitigation) in selected hotels, including the implementation of an intelligent centralized digital system to monitor energy consumption in demonstration hotels. Total cost: \$500			500		50 0			500	Environ mental Agency (AMA)
Equipm ent	? Work clothes and protective equipment for the key actors who will be implementing the sustainable practices. Total cost: \$17,750 ? Inputs for fieldwork related to biodiversity monitoring. Total cost: \$28,200 ? Reagent and instrument supplies for water quality studies laboratories. Total cost: \$31,200		77 150			77 15 0			77 150	Environ mental Agency (AMA)

Equipment	<p>Cell phones (3) for the management group specialist and safeguard specialists in the target sites.  Total cost: \$900  Communication services for 3 people involved in the coordination of the component and all outputs.  Total cost: \$5,040</p>				5 940	5 940		5 940	Environmental Agency (AMA)
Equipment	<p>?Audiovisual and communication equipment (cellphones, datashows, cameras,TV, Videoconference system) and communication services to ensure the monitoring functions of the Project Management Unit</p>					-	38 990	38 990	Environmental Agency (AMA)
Equipment	<p>?Audiovisual and communication equipment (smart phones, cameras, data shows) and communication services to support the communication skills in support of the development of training and awareness activities with key actors</p>			20 205		20 205		20 205	Environmental Agency (AMA)

Equipm ent	? Audiovisual and communication equipment (video conference systems, datashows, TV, cameras) and communication services to strengthening information management capacities in support of the technical activities of component 2		38 905			38 905		38 905	Environ mental Agency (AMA)
Equipm ent	?Audiovisual and communication equipment (videoconference system; smart phones; data show projectors; TV; digital camera) and communication services to support to strength the communication skills in training and awareness activities with key actors	40 430				40 430		40 430	Environ mental Agency (AMA)

Equipment	? ICT equipment and supplies (PC, notebooks, printers, tablets, pendrives, hardrives) to support the activities of national and provincial institutions of the tourism sector and CITMA: technical studies on alternative incentives to be applied in the tourism sector, recommendations for strengthening the policy and regulatory framework, ensuring the incorporation of environmental and social safeguards, including gender, in the proposals for instruments and documents generated by the project). Total cost: \$98,650	98 650				98 650		98 650	Environmental Agency (AMA)
Equipment	? ICT equipment and supplies (PC, notebooks, printers, tablets, pendrives, hardrives) to strength the communication skills for the implementation of project activities, including awareness raising and training of key stakeholders	180 555			180 555			180 555	Environmental Agency (AMA)

Equipment	?ICT equipment and supplies (PC, laptops, printers, tables, memories and hard drives) to ensure the information management and reports of the Project Management Unit.								38 630	38 630	Environmental Agency (AMA)
Equipment	?ICT equipment and supplies (PC, notebooks, printers, tablets, pendrives, hardrives) to strength the information management capacities in support of the technical activities of component 3.			59 866		59 866				59 866	Environmental Agency (AMA)
Sub-contract to executing partner	Execution support services provided by UNDP, as per signed LoA between Government and UNDP-Cuba and as agreed with GEF. Total Cost: \$18,000; \$3,000 per 6 years, during years 1 to 6.								18 000	18 000	Environmental Agency (AMA)

Contractual services-Company	Logistical support to missions of PMU to target areas (coordination activities, distribution of goods and checking of assets). Total cost: \$14,000; \$1,400 per 10 trips, during years 2 to 6 (includes lodging and meals per 3 persons)					-		14 000	14 000	Environmental Agency (AMA)
Contractual services-Company	Logistical support (national travel arrangements) to support the diagnosis, design and implementation of climate change mitigation practices and their monitoring throughout the life of the project.			117 480		11 7 48 0			117 480	Environmental Agency (AMA)



<p>Contractual services-Company</p>	<p>?Logistical support (national travel arrangements) to support the diagnosis, design and implementation of environmentally sustainable practices and monitoring of their effectiveness. Total cost: \$403,640.          ?National contract to film and produce of audiovisuals/documentary on the recovery and rehabilitation of coastal ecosystems in the project sites for their replication in other areas of the country. Total cost: \$105,000          ?Accreditation of the Certification Body to certify Management Systems by international standards ISO 14001: 2015 by INN-Chile International Accreditation Body for Cuba. Total cost: \$24,000</p>	<p>532 640</p>			<p>53 2 64 0</p>			<p>532 640</p>	<p>Environmental Agency (AMA)</p>
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<p>International Consultants</p>	<p>International consultant (1) to support national specialists regarding the functional valuation of environmental goods and services. Total cost: \$6,460 during year 1 (includes fees, travel expenses and daily substance allowance-DSA). Output 1.2.1 International consultant (1) to conduct a training course on the ISO 21401 standard and the certification process for auditors and experts from the certification body. Total cost: \$6,460 during year 1 (includes fees, travel expenses and DSA). Output 1.1.3 International consultant (2) in sustainable tourism, green recovery, and financial instruments assessed and/or new instruments proposed to incentivize sustainable tourism through the conservation of biodiversity and CCM strategies. Total cost: \$12,920; \$6,460 per 2 persons during year 1 (includes fees, travel expenses and DSA). Output 1.1.1 International consultant on</p>	<p>32 300</p>				<p>32 300</p>		<p>32 300</p>	<p>Environmental Agency (AMA)</p>
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International Consultants	International consultant (3) for the elaboration of additional assessments and management plans for environmental and social risks, as needed. Total cost: \$30,000: \$10,000 per person, during years 1, 2 and 3 (includes fees, travel expenses and DSA). Output 4.1.1				30 000	30 000		30 000	Environmental Agency (AMA)
International Consultants	International consultant for Mid Term Review. Total cost: \$40,000; \$20,000 per 2 persons, during year 3. International consultant for Terminal Evaluation Total cost: \$40,000; \$20,000 per 2 persons, during year 6.					-	80 000	80 000	Environmental Agency (AMA)

<p>International Consultants</p>	<p>International consultant to design and implementation of good practices on coral reefs and seagrasses rehabilitation. Total cost: \$8,000 during year 2 (includes fees, travel expenses and DSA). Output 2.1.1</p> <p>International consultant for the update and validation of a design methodology for SNBT products. Total cost: \$8,000 during year 2 (includes fees, travel expenses and DSA). Output 2.2.1</p> <p>International consultant for the evaluation of the functional valuation methodology of environmental goods and services implemented in the intervention areas. Total cost: \$8,000 during year 4 (includes fees, travel expenses and DSA). Output 2.1.2</p>	<p>24 000</p>			<p>24 000</p>			<p>24 000</p>	<p>Environmental Agency (AMA)</p>
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International Consultants	<p>International expert to direct and supervise energy audits as part of practical training. Total cost: \$8,750 during year 2 (includes fees, travel expenses and DSA).  Output 3.1.1  International consultancy (online) in energy modeling of buildings using 3D software and determination of energy consumption rates in the hotel sector. Total cost: \$2,000, during year 2 (only fee).  Output 3.1.2  International consultancy for the design of technological solutions that incorporate EE measures. Total cost: \$8,750, during year 2 (includes fees, travel expenses and DSA).  Output 3.2.2  International expert to conduct training course in energy service project management course (project management, financial engineering, engineering projects, advanced technologies, energy audits, NC-ISO 50001)  Total cost: \$8,200, during year 2 (includes fees, travel expenses and DSA) Output 3.3.2</p>			27 700		27 700		27 700	Environmental Agency (AMA)
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Local Consultants	National consultant for Mid Term Review. Total cost: \$12,000, during year 3. National consultant for Terminal Evaluation. Total cost: \$12,000, during year 6.					-	24 00 0		24 000	Environmental Agency (AMA)
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<p>Training , Workshops, Meetings</p>	<p>Workshops for: a) training the PMU and stakeholders on environmental and social safeguards as per UNDP standards, with the participation of an international consultant and a technical counterpart from Cuba; b) methodological agreement with the participation of the national team and national consultant. Total cost: \$10,000; \$5,000 per 2 workshops, during year 2. Workshops for systematization of lessons learned including gender mainstreaming and social and environmental safeguards. Total cost: \$7,000; \$3,500 per 2 workshops, during years 3 and 6. Workshop lessons learned. Includes transportation, lodging, and meals (25 people). Total cost: \$15,900; \$5,300 per 3 workshops, during years 2, 4 and 6.</p>				<p>32 900</p>	<p>32 900</p>		<p>32 900</p>	<p>Environmental Agency (AMA)</p>
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<p>Training , Worksh ops, Meeting s</p>	<p>Office coordination meetings in Havana. Total Cost: \$10,800; \$140 per 72 meetings, during years 1 to 6 National Steering Committee meetings. Total Cost: \$6,000; \$1,000 per 6 workshops, during years 1 to 6</p>					-		16 080	16 080	<p>Environ mental Agency (AMA)</p>
<p>Training , Worksh ops, Meeting s</p>	<p>Project Inception Workshop (40 people). Total cost: \$10,000, during year 1. Regional Project Inception Workshops with authorities and actors from both intervention areas (60 people). Total cost: \$20,000, during year 1.</p>					-	30 00 0		30 000	<p>Environ mental Agency (AMA)</p>
<p>Training , Worksh ops, Meeting s</p>	<p>?Training workshops for internal auditors and leaders in NC-ISO 50001 in support of the Certification of Energy Management System. Total cost: \$61,395 ?Workshops to strengthen capacities for monitoring of energy consumption in selected hotels. Total cost: \$71,656</p>			133 051		13 3 05 1			133 051	<p>Environ mental Agency (AMA)</p>



Training, Workshops, Meetings	National and meetings to train and sensitize key stakeholders, with the aim of ensuring the appropriation of practices that support the incorporation of biodiversity approaches in the tourism sector, including considerations of environmental and social safeguards		380 400			38 0 40 0		380 400	Environmental Agency (AMA)
Training, Workshops, Meetings	?National workshops and meetings for the discussion of proposals to strengthen the regulatory and economic and financial framework for sustainability in the Cuban tourism sector, including considerations of environmental and social safeguards and gender	57 800				57 80 0		57 800	Environmental Agency (AMA)

Travel	Exchange of experiences with countries implementing good practices implemented for biodiversity conservation in sun and beach tourist destinations (Costa Rica-Panama-Dominican Republic-Mexico-Spain) (10 people). Total cost: \$72,480; \$7,248 per 10 persons, during years 2,3,4,5 (includes fees, travel expenses and DSA).		72 480		72 480			72 480	Environmental Agency (AMA)
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Travel	<p>Exchange of experiences with similar projects that apply bioclimatic architecture and solutions that mitigate the impact of climate change (Panama-Dominican Republic-Ecuador-Colombia-Spain). Total cost: \$9,480; \$1,580 per 6 persons during year 2 (includes fees, travel expenses and DSA). Exchange of experiences on initiatives to promote the sustainable tourism (Panama-Ecuador-Colombia-Spain). Total cost: \$15,800; \$1,580 per 10 persons during year 2 (includes fees, travel expenses and DSA).</p>	25 280				25 280		25 280	Environmental Agency (AMA)
Travel	<p>Exchange of experiences with similar projects in the region (Panama-Dominican Republic-Ecuador-Colombia-Spain). Participation of 7 specialists. Total cost: \$11,060; \$1,580 per 7 persons, during year 3.</p>			11 060	11 060			11 060	Environmental Agency (AMA)

Travel	<p>Exchange of experiences in energy consumption modeling in buildings. Total cost: \$8,100; \$2,700 per 3 persons, during year 2 (includes fees, travel expenses and DSA).</p> <p>Exchange of experiences on good practices in energy management in the hotel sector. Total cost: \$19,500; \$1,950 per 10 persons, during year 2 (includes fees, travel expenses and DSA).</p> <p>Exchange of experiences to gain practical experience in the design and management of EE and RE projects in the building / tourism sector. Total cost: \$19,500; \$1,950 per 10 persons, during year 2 (includes fees, travel expenses and DSA).</p>			47100		47100		47100	Environmental Agency (AMA)
Office Supplies	Stationary (Total Cost: \$5,673; \$2,836.5 per module, during years 1 and 4					-	5673	5673	Environmental Agency (AMA)

Office Supplies	Stationery for national and provincial institutions of the tourism sector and CITMA. Total cost: \$2,602; \$1,301 per 2 modules during years 1 and 4.	2602				2602			2602	Environmental Agency (AMA)
Office Supplies	Stationery to support the activities of Component 3. Total cost: \$2,183, during year 1.			2183		2183			2183	Environmental Agency (AMA)
Office Supplies	Stationery. Total cost: \$9,660; \$4,830 per 2 units, during years 1 and 4.		9660			9660			9660	Environmental Agency (AMA)
Other Operating Costs	Project audits. Total Cost: \$25,000; \$5,000 per 5 audits, during years 2 to 6					-		25000	25000	Environmental Agency (AMA)

Other Operating Costs	<p>Communication products to disseminate project's lessons learned and good practices in gender mainstreaming (Gender Action Plan). Total cost: \$15,000; \$3,000 per 5 years, during years 2 to 6.</p> <p>Printed material to support the visibility of project outcomes and promote stakeholder participation (Stakeholder Engagement Plan). Total cost: \$25,045; \$5,009 per 5 years, during years 2 to 6.</p>			40045	40045			40045	Environmental Agency (AMA)
Other Operating Costs	<p>Printing of information and awareness materials on low carbon energy technologies and climate change in the tourism sector (agenda, brochures, poster) with the identity of the project. Total cost: \$4,500; \$1,500 per 3 years, during years 3,4 and 5.</p>		4500		4500			4500	Environmental Agency (AMA)

Other Operating Costs	<p>?Printing of training materials for the Tourism Branch School and training centers and adjoining classrooms, as well as universities in target areas that support training in the different topics related to sustainability in tourism and the conservation of biodiversity and the CCM. Total cost: \$3,000, during years 1,3,5.</p> <p>?Personalized awareness materials to carry out public and institutional awareness campaigns on the values of biodiversity, ecosystem services and environmental and socio-economic benefits for sustainable tourism, as well as awareness on existing legislation for the protection and conservation of biodiversity and natural resources. Total cost: \$14,000; during years 3 and 6</p>	17000						17000	Environmental Agency (AMA)
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Other Operating Costs	Design and printing of material to support the activities of: training, monitoring, awareness, systematization of good practices, monitoring and social and environmental safeguards, including gender.		60300			60300		60300	Environmental Agency (AMA)
Other Operating Costs	Fuel for one 4x4 vehicle. Total cost: \$24,000 Fuel for 5 motorcycles. Total cost: 7,500	31500				31500		31500	Environmental Agency (AMA)
Other Operating Costs	Fuel to support management and coordination activities of PMU. Total Cost: \$12,000						12000	12000	Environmental Agency (AMA)
Other Operating Costs	Maintenance, inspections, insurance and spare parts of vehicles in function of the technical implementation of project activities at the intervention areas, including ecosystem monitoring Fuel for monitoring operation. Total cost: \$146,200		211305			211305		211305	Environmental Agency (AMA)



Other Operating Costs	Vehicles maintenance. Total cost: \$4,000 Vehicles spare parts. Total cost: \$2,750; Vehicles and motorcycles technical inspections and register. Total cost: \$27,500 Fuel to support the technical activities. Total cost: \$32,500			66 750			66 750		66 750	Environmental Agency (AMA)
Other Operating Costs	Vehicles maintenance. Total cost: \$4,000 Vehicles spare parts. Total cost: \$3,150 Vehicles and motorcycles technical inspections and registration. Total cost: \$25,000	32 150					32 150		32 150	Environmental Agency (AMA)
<b>Grand Total</b>		<b>403 322</b>	<b>1 970 000</b>	<b>800 000</b>	<b>119 945</b>	<b>3 29 3 26 7</b>	<b>13 4 00 0</b>	<b>171 363</b>	<b>3 598 630</b>	

**ANNEX F: (For NGI only) Termsheet**

Instructions. Please submit a finalized termsheet in this section. The NGI Program Call for Proposals provided a template in Annex A of the Call for Proposals that can be used by the Agency. Agencies can use their own termsheets but must add sections on Currency Risk, Co-financing Ratio and Financial Additionality as defined in the template provided in Annex A of the Call for proposals. Termsheets submitted at CEO endorsement stage should include final terms and conditions of the financing.

**ANNEX G: (For NGI only) Reflows**

Instructions. Please submit a reflows table as provided in Annex B of the NGI Program Call for Proposals and the Trustee excel sheet for reflows (as provided by the Secretariat or the Trustee) in the Document Section of the CEO endorsement. The Agency is required to quantify any expected financial return/gains/interests earned on non-grant instruments that will be transferred to the GEF Trust Fund as noted in the Guidelines on the Project and Program Cycle Policy. Partner Agencies will be required to comply with

the reflows procedures established in their respective Financial Procedures Agreement with the GEF Trustee. Agencies are welcomed to provide assumptions that explain expected financial reflow schedules.

**ANNEX H: (For NGI only) Agency Capacity to generate reflows**

Instructions. The GEF Agency submitting the CEO endorsement request is required to respond to any questions raised as part of the PIF review process that required clarifications on the Agency Capacity to manage reflows. This Annex seeks to demonstrate Agencies' capacity and eligibility to administer NGI resources as established in the Guidelines on the Project and Program Cycle Policy, GEF/C.52/Inf.06/Rev.01, June 9, 2017 (Annex 5).