Terminal Evaluation

Project: “A systemic approach to sustainable urbanization and resource efficiency in Greater Amman Municipality (GAM)”

Deliverable 4: Terminal Evaluation Report

UNDP PIMS#	5543
# GEF ID	9204
Atlas Project ID	00107565
Evaluation Period	February - April, 2024
Report date	April 09, 2024
Region and countries covered by the report	Arab states
Country	Jordan
GEF Focal Areas	Climate Change Mitigation
Implementing Agency	Greater Amman Municipality (GAM)
Evaluator	José Galindo - International Evaluator

Acknowledgements:

The evaluator would like to acknowledge the information and feedback provided by the interviewed project stakeholders including GAM, MoEnv., MEMR, MoPIC, MPWH, the project manager and staff. Special thanks to the UNDP Country Office staff. Without the on-ground efforts of stakeholders the terminal evaluation report would not have been possible.

I. INDEX

II. ACRONYMS AND ABBREVIATIONS

AWP	Annual Work Plan
EE	Energy Efficiency
EMP	Environmental Management Plan
ESCO	Energy Service Company
GAM	Greater Amman Municipality
GEF	Global Environmental Facility
GHG	Green House Gases
IA	Implementing Agency
JNBC	Jordan National Building Council
JREEEF	Jordan Renewable Energy and Energy Efficiency Fund
KBA	Key Biodiversity Areas
LED	Light Emitting Diode
M&E	Monitoring and Evaluation
MEMR	Ministry of Energy and Mineral Resources
MoEnv.	Ministry of Environment
MoPIC	Ministry of Planning and International Cooperation
MPWH	Ministry of Public Works and Housing
MRV	Measurement, Reporting and Verification
MTR	Mid-Term Review
NAMA	Nationally Appropriate Mitigation Action
NDC	Nationally Determined Contribution
NEEAP	National Energy Efficiency Action Plan
NGO	Non-governmental Organization
PIR	Project Implementation Report
PMU	Project Management Unit
ProDoc	Project Document
RTA	Regional Technical Advisor

SDG	Sustainable Development Goals
SESP	Social and Environmental Screening Procedure
SGP	Small Grants Program
TE	Terminal Evaluation
ToR	Terms of Reference
UNDP	United Nations Development Program
UNEG	United Nations Evaluation Group

Table 1 Project information

Project Title	A systemic approach to sustainable urbanization and resource efficiency in Greater Amman Municipality (GAM)		
GEF Project ID:	9204	PIF Approval Date:	Jun 9, 2016
UNDP Project ID (PIMS #):	5543	CEO Endorsement Date (FSP) / Approval date (MSP):	Feb 6, 2018
UNDP Atlas Business Unit, Award ID, Project ID:	00107565	ProDoc Signature Date:	Sep 25, 2018
Country/Countries:	Jordan	Date Project Overseer seconded: Project Manager hired:	
Region:	Arab States	Inception Workshop Date:	Dec 5, 2018
Focal Area:	Climate Change Mitigation	Mid-Term Review Completion Date:	Dec 31, 2021
GEF Operational Programme or Strategic Priorities/ Objectives:		Revised Expected Terminal Evaluation completion date	April 04, 2024
Trust Fund:	GEF Trust Fund	Planned Operational Closure Date:	Original Planned Closing Date: Sep 25, 2023
Implementing Partner:	Greater Amman Municipality (GAM)		
Financial Information			
PDF/PPG	**At approval ($)**	**At PDF/PPG completion ($)**	
GEF PDF/PPG grants for project preparation			
Co-financing for project preparation			
Project	**at CEO Endorsement ($)**	**At TE ($)**	
[1] Government (parallel funding)	GAM: 11,850,000 MoEnv.: 1,000,000 MOPIC: 3,000,000	GAM:50,000,000.0 MoEnv.: 1,000,000.0 MoPIC: 0	
[2] UNDP contribution:	250,000	50,000.0	
[3] SGP			
[4] Other beneficiary governmental entities	150,000	3,000,000.0	
[5] Private Sector	5,750,000		
[6] Civil Society Organizations	15,000	65,650.0	
[7] Total co-financing [1 + 2 + 3 + 4 + 5 + 6]:	22,015,000		
[8] Total GEF funding	2,640,000	2,233,405	
[9] Total project financing [7 + 8].	24,655,000	2,233,405	

III. EXECUTIVE SUMMARY

Evaluation Objective

1. The terminal evaluation assesses the project real achievements against what was expected and draws lessons that can improve sustainability of the project's benefits and contribute to the overall improvement of UNDP programming. The evaluation provides evidence-based information that is credible, reliable, and useful.
2. The TE followed the *Guidance for conducting terminal evaluations of UNDP-supported GEF-financed projects (2020).* The evaluator followed a participatory and consultative approach that ensured close collaboration with government counterparts, applying tools such as individual interviews, a field mission and desk reviews.

Project Description

3. This is a National Implementation Modality project, executed by the Greater Amman Municipality (GAM) with the support of the United Nations Development Programme (UNDP), in its capacity as GEF Implementation Agency.
4. The project's objective is to assist the Greater Amman Municipality (GAM) improve the quality of life for its citizens and comply with the National Energy Efficiency Action Plan (NEEAP) via support for more sustainable resource-efficient urban planning and targeted low-carbon interventions in the municipal buildings and street lighting sub-sectors.
5. The project focuses on four outcomes: 1) putting in place planning and monitoring frameworks to foster accelerated low-carbon development in GAM and benchmark progress against established international standards; 2) strengthening the enabling conditions, methodologies and tools in GAM for enforcing regulatory frameworks for energy efficiency (EE) buildings and street lighting; 3) an integrated climate monitoring and finance framework is established for the development of urban NAMAs, and appropriate financial de-risking tools are identified and supported to promote adoption of EE measures in buildings attached to MRV systems; and 4) selected proof-of-concept mitigation interventions to operationalize the outputs under the previous outcomes.
6. The project has an entire duration of five years between 2018 and 2023, with a closing date initially scheduled for 31 September 23, 2023. The amount allocated by the GEF was USD 2,640,000; with a co-financing commitment of USD 22,015,000.

Table 2 Evaluation ratings

Monitoring & Evaluation (M&E)	Rating
M&E design at entry	Moderately Satisfactory
M&E Plan Implementation	Moderately Satisfactory
Overall Quality of M&E	Moderately Satisfactory
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	Satisfactory
Quality of Implementing Partner Execution	Satisfactory
Overall quality of Implementation/Execution	Satisfactory
Assessment of Outcomes	Rating
Relevance	Highly Satisfactory
Effectiveness	Satisfactory
Efficiency	Moderately Satisfactory
Overall Project Outcome Rating	Satisfactory
Sustainability	Rating
Financial resources	Moderately Likely
Socio-political/economic	Moderately Likely
Institutional framework and governance	Likely
Environmental	Likely
Overall Likelihood of Sustainability	Likely

Concise conclusion findings summary

7. The SURE project holds high relevance for Jordan as it contributes to the National Climate Change Policy; it is aligned with high level priorities and proved to be responsive to emerging needs from the GAM.
8. The project was nested within the GAM and formulated in a participative manner. The design is comprehensive and reflects a detailed formulation process, highlighting the approach to mainstreaming gender across all interventions.
9. Project implementation demonstrated adaptive management capacity, responsiveness to embrace changing contexts and to support the GAM to meet gaps and emerging priorities. However, flexibility was not always efficient or conductive to meet project targets.
10. Project implementation was highly participative, the PMU managed to build a collaborative ecosystem, engaging multiple partners from different backgrounds and institutional mandates. The PMU forged alliances and mobilized a complex web of stakeholders thanks to a professional team, which was recognized as approachable, flexible, and supportive.
11. Sustainability perspectives are positive, particularly at the institutional level where the new units created with the support of SURE are well established and operational.

Table 3 Recommendations Summary Table

#	Recommendation	Responsible	Timeline
1	Sustainability could greatly benefit from and exit strategy, a good practice that facilitates an orderly closure engaging key stakeholders involved in project´s sustainability. The TE recommends the PMU to draft a practical exit strategy matrix to facilitate a clear path towards the sustainability of existing results as well as the follow up results expected to be achieved over longer periods of time.	PMU	Short – term
2	Measurement and continuous M&E of results achieved at the retrofitting interventions is paramount to maintain the demonstrative nature of these interventions over time. It is recommended to explore the feasibility to include these indicators within the framework of the Amman District Dashboard, to ensure periodic data collection and visibility for decision makers and the public in general.	PMU	Short – term
3	The TE recommends the next GEF projects to strengthen the design and allocate adequate resources to highlight strategic communication and knowledge management. To reach scale and transformational impact, demonstrative projects need visibility and strategies to raise awareness and empower end users to accelerate the uptake EE measures.	UNDP	Short-Mid term
4	Future projects should emphasis on assessing the financial and economic case for scaling up EE in buildings. Projects should strengthen an enabling financial framework to unluck potential and accelerate the uptake of EE measures. It is recommended to engage private stakeholders, particularly the financial sector, as early as possible during project formulation. Green credit products and blended finance schemes may be key enablers for change.	UNDP	Short-Mid term
5	It is recommended to organize an event to close the project, to celebrate and acknowledge achievements, to share lessons and position the opportunities and challenges ahead. The event should invite stakeholders to access a repository of all the information generated by SURE, so it can continue to be used and made available after project closure.	PMU	Short-term

Lessons learned

12. The project reflects on the need for greater concern with timeframes when formulating policy and legislation results, as these fall out of the control of the PMU.
13. It proved to be difficult to achieve common understanding among multiple stakeholders with different capacities, mandates, and backgrounds. It takes an extraordinary effort and remarkable competency to engage and mobilize such a complex web of partners and beneficiaries towards the same end.
14. Engaging science and research in the project are critical considering the limited availability of data, it increased sustainability perspectives and provided evidence for decision making.

1. INTRODUCTION

1.1 Evaluation Purpose

15. The Terminal Evaluation (TE) is carried out as part of the monitoring and evaluation (M&E) framework established in the project document (ProDoc), which establishes that an independent TE must be carried out three months before the expected completion date. The TE is carried out following the UNDP and GEF guidelines. It is expected that this evaluation will show the progress towards originally planned outcomes of the project, their impact and sustainability as well as recommendations to follow-up activities.
16. The terminal evaluation assesses the project real achievements against what was expected and draws lessons that can improve sustainability of the project's benefits and contribute to the overall improvement of UNDP programming. The TE report promotes accountability and transparency and assesses the extent of the project's achievements.
17. The TE will draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report will be distributed to the Project Management Unit (PMU) including Regional Technical Advisor (RTA), and implementing partners, for their review. In parallel, the PMU, UNDP, Ministry of Environment (MoEnv.), Ministry of Energy and Mineral Resources (MEMR), Ministry of Planning and International Cooperation (MoPIC) and Ministry of Public Works and Housing (MoPWH) will prepare a draft response to show how the TE conclusions and recommendations are going to be managed for review and/or approval by the implementing partner, UNDP, and other relevant stakeholders through an action plan to address the recommendations presented in the TE report.

1.2 Evaluation Objectives

a) Assess the project's implementation strategy.
b) Assess the relevance, efficiency, effectiveness, sustainability, and impact of the interventions.
c) Assess the project's processes, including budgetary efficiency.
d) Assess the extent to which planned activities and outputs have been achieved.
e) Identify the main achievements and impacts of the programmed activities.
f) Identify the underlying causes and issues of non-achievement of some targets.

g) Identify to what extent the project considered cross-cutting issues, such as gender, rights-based approach, capacity development, poverty alleviation, climate change.
h) Document lessons learnt.

1.3 Evaluation Scope

18. The TE evaluates the period between the ProDoc's signing in September 25th 2018 and the end of the TE mission on April 15th, 2024. The TE evaluates the four components of the project as described in the ProDoc: Component 1: Urban sustainability planning tools and benchmarks; Component 2: Strengthened GAM enabling framework for low-carbon buildings and street lighting; Component 3: Performance-based Greenhouse Gas (GHG) monitoring frameworks for low-carbon building and street lights; Component 4: Targeted proof-of-concept mitigation interventions. The geographic coverage of the TE is the city of Amman, Jordan.
19. The evaluation provides evidence-based information that is credible, reliable, and useful. The evaluator followed a participatory and consultative approach that ensured close collaboration with government counterparts, the UNDP Country Office, the PMU, the UNDP RTA, key stakeholders, and beneficiaries. Annex 4 presents a list of all stakeholders interviewed.
20. The evaluation is primarily focused on assessing the relevance, effectiveness, efficiency, results, impact, coordination, and sustainability of the GEF project's efforts and it will be applied to all project components.

1.4 Methodology

21. The TE followed the ***Guidance for conducting terminal evaluations of UNDP-supported GEF-financed projects (2020)***. The UNDP Country Office (commissioning unit) in Jordan hired an International Evaluator, Mr. José Galindo, as consultant for the TE project. In addition, in this evaluation, some methods suggested by the Independent Evaluation Office were applied, whenever applicable. Among them are: contribution analysis, realistic evaluation, results collection, efficiency analysis, development evaluation, attribution and contribution, as well as evaluation parameters and questions.
22. Prior to the beginning of the TE, an inception report or Deliverable 1 was prepared and shared with the PMU and UNDP Jordan. The inception report described the approach and methodology followed during the evaluation. It also provided the TE timelines.

23. Deliverable 1, a fundamental part of the TE, includes the design of the evaluation matrix (Annex 3), which identifies the critical questions related to the evaluation criteria, as well as the cross-cutting issues and the methods selected to answer the questions - desk review, interviews, and field visits. The evaluation criteria and questions were largely based on the Terms of Reference (ToR) for the evaluation.
24. The evaluation used the triangulation methodology. This means that different methods were used during the TE, such as individual interviews, field mission and desk reviews. The information was subsequently verified and cross-checked. The combination of different strategies reduces the biases and methodological failures in the evaluation. The triangulation method allowed the project evaluation approach from different perspectives, increasing the validity and consistency of the conclusions.
25. Subsequently, the evaluator prepared a document proposing the main findings and technical and practical conclusions and recommendations, reflecting a realistic understanding of the project's achievements and help identify the influential factors in the project's performance in meeting the objectives and results established in the logical framework (Annex 2).
26. The terminal evaluation includes the project design, implementation, and results for each of the project components. The TE based its evaluation on five different criteria: Relevance, Effectiveness, Efficiency, Results and Sustainability. It is important to note that the rating scales differ in each criterion (Annex 6).
27. **Planning:** Project formulation including the logical framework, assumptions, risks, indicators, budget, country context, national ownership, stakeholder participation in design, replicability, among others.
28. **Project implementation:** implementation approach, stakeholder participation, quality of execution by each institution involved and in general, financial planning, monitoring, and evaluation during implementation.
29. **Results:** Effects, impacts, catalytic effect of the results obtained, their integration with other UNDP priorities, such as poverty reduction, better governance, prevention and recovery from natural disasters and gender, as well as their sustainability in terms of financial, socio-political, institutional framework, governance, and environmental resources.
30. The TE considered to what extent the project design and implementation considered key cross-cutting issues. To achieve this, during data collection and analysis, the evaluator gathered evidence on how key cross-cutting issues such as gender were

addressed, aiming to identify what specific measures or strategies were taken, and to what extent it was possible to mainstream these issues across project interventions. From an inclusive approach, the TE evaluated if vulnerable groups were identified, how their integration was facilitated by the project, and if these processes contributed to their empowerment exercise of their rights.

1.5 Data Collection and Analysis

31. The methodology includes: i) interviews with the different stakeholders, ii) review of available documents from the different stages of the project, iii) on-site visits, iv) discussions with the PMU, v) comments from the PMU, UNDP, GAM and MoEnv.
32. The TE reviewed the project documentation provided by the PMU/implementing partner. According to the Guidance for conducting terminal evaluations of UNDP-supported GEF-financed projects (2020), 28 documents were considered necessary for the evaluation. The detailed list is in Annex 5. This review was conducted to a project description covering the identified problem and establishing the objectives and their respective activities. This information provided a baseline of the situation before project implementation and the perceived contribution or project impact.
33. The evaluation followed a consultative approach involving interviews to key stakeholders and a field mission (Annex 4). All interviews were recorded and complemented with written notes, no software was used to process data. These activities enriched the vision of the context through direct contact with the most representative actors in project implementation, thus receiving first-hand testimonies on progress and barriers found.
34. The evaluator with the PMU identified a universe of potential interviewees (public and private institutions, NGOs, and beneficiaries) who participated in different phases of the project (design, execution, and closure). Subsequently, it prioritized the actors, assessing their availability and representativeness in the project. Twenty- eight people were interviewed, 42% women and 48% men, as shown in Annex 4. For the interviews, the evaluator used a questionnaire focusing on the participation of different key stakeholders according to their role in project implementation.
35. Besides the interviews, the evaluator visited the following project implementation sites: Ministry of Environment building; GAM Basman District Building; Sustainable Building Unit (SBU) at the MoPWH; the Traffic Educational Park.

36. To prepare the terminal evaluation report and to reinforce the credibility and validity of the results, judgments and conclusions obtained, the evaluator used data triangulation techniques to ensure technical quality. The information collected was then systematized and organized. The data analysis utilized the triangulation methodology, which analyzed: (i) the descriptive analysis of the context, key actors, coordination mechanisms, resources and products deployed by the project; (ii) the analysis of the data collected during the evaluation. This analysis made it possible to identify trends, recurrent themes and contradictory information which emerged during the evaluation questions. At this stage, the consultant sought additional data collection; (iii) quantitative analysis to evaluate financial, evaluative, management and other data related to key cross-cutting issues such as gender equality, rights-based approach, capacity building, poverty alleviation, climate change mitigation and adaptation. This analysis also identified best practices or lessons learned from different contexts.

1.6 Ethics

37. The evaluation was conducted in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) 'Ethical Guidelines for Evaluations' and GEF and UNDP policies on monitoring and evaluation. As needed, measures have been taken to protect rights and confidentiality. The evaluator has signed a Code of Conduct form, attached here as Annex 7.

1.7 Evaluation Limitations

38. The evaluation process faced one limitation with regards to e timely access to information from the project, by the time the evaluation mission started and even when it ended, information requested according to the list provided to the PMU was only received partially. Most of the requested information was later shared by the PMU (Annex 5), the remaining gaps have been highlighted in the findings.
39. Potential language barriers were minimized because most interviewees were comfortable to speak in English, only in few cases translation was needed and provided. Revision of documents found in Arabic was facilitated by google translator.

1.8 Evaluation Report Structure

40. The TE report is presented in three sections. The first is this introductory chapter to the evaluation and its methodological process. The second section covers chapters 2, 3 and 4 and presents the evaluation results for each stage of the project. The main findings and analysis of the evaluation, conclusions, lessons learned and recommendations are summarized in the final section.

2 PROJECT DESCRIPTION

2.1 Project start date and duration, including milestones

- Project start: Sep 25, 2018
- First Disbursement Date: Oct 31, 2018
- Inception Workshop: Dec 5, 2018
- Mid-Term Review: Dec 31, 2021
- Final Evaluation: April, 2024
- Project Closure: March 24, 2024

2.2 Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope

41. In 2015, Jordan relied on imports for over 84% of its energy needs, costing approximately one-tenth of its GDP. Energy demand in the country increased by 11.2% from 2008 to 2014, outpacing the real GDP growth of 5.3%. Electricity consumption grew annually by 5.48% from 2007 to 2015 and is projected to rise by 6-7% until 2025 due to factors such as economic growth, improved living standards, and increased use of air conditioning and heating. Energy costs in 2015 amounted to 2,532 million JD, equivalent to 52.8% of exports, 17.5% of total imports, and 9.5% of GDP. The household sector accounted for 43% of total electricity consumption, experiencing a growth rate of 7.07%. Energy subsidies, estimated at 150 – 400 million JD annually in 2015, are primarily directed towards households. Water pumping, industry, and street lighting are significant electricity consumers, with water pumping showing the second largest growth rate at 5.41% between 2007 and 2015.

42. Jordan's Nationally Determined Contribution (NDC) establishes a 1.5% voluntary GHG reduction from 2006 levels compared to business as usual by 2030. An additional 12.5% GHG emission reduction is conditional upon availability of international climate finance. The International Finance Corporation (IFC) has estimated that US$487 million will be invested in new low-carbon buildings by 2020.3 The analysis suggested significant prospects for energy efficiency (EE) in the commercial and household sectors, requiring more performance standards and incentives. The sector-specific emission reduction projects will be implemented under the guidance of the overarching national Climate Change Policy of the Hashemite Kingdom of Jordan 2013-2020.
43. Amman is the focal point of the Jordanian economy, commanding the majority of Jordan's total investment while accounting for 39% of the total population (over 50% if Zarqa is included) and showcasing nascent but vibrant local technology and service sectors (Jordan was the best performing non-oil economy in the MENA region as measured by real GDP growth between 1999 and 2013).

2.3 Problems, threats, and barriers the project targeted

44. A rapid increase in economic activity, population growth and successive influxes of refugees over the last decade have imposed huge stresses on Jordan's urban areas and fragile water and energy resources, providing for the needs of Syrian refugees has impacted heavily on the Greater Amman Municipality's public finances, increasing expenditures on subsidies and public services, and further degrading the built environment. Taking to our consideration that Jordan imports 96% of its oil and gas, accounting for almost 20% of the country's GDP, which makes the country completely reliant on, and vulnerable to, the global energy market. Also, the Kingdom is ranked third among the 18 countries in the world considered to be at risk of water insecurity. The project seeks to address the following barriers:
    a) Barrier #1: Lack of systematic assessment, planning and reporting tools for optimized climate-resilient, resource-efficient development and decision-making at GAM.
    b) Barrier #2: Lack of enabling conditions and tools for enforcing and enhancing regulatory frameworks (including financial incentives) for EE in the GAM.
    c) Barrier #3: Information/Awareness and perception barriers about resource efficiency benefits.

d) Barrier #4: Technical capacity barriers and absence of performance-based GHG monitoring frameworks and quality assurance.
e) Barrier #5: Lack of fiscal incentives for uptake of EE building measures and proof-of-concept investments in the GAM

2.4 Immediate and development objectives of the project

45. The project objective is to assist the Greater Amman Municipality (GAM) improve the quality of life for its citizens and comply with the National Energy Efficiency Action Plan (NEEAP) via support for more sustainable resource-efficient urban planning and targeted low-carbon interventions in the municipal buildings and street lighting sub-sectors.
46. The significant barriers are addressed to achieve this objective. The project's interventions have been organized into in four components: Component 1: Urban sustainability planning tools and benchmarks; Component 2: Strengthened GAM enabling framework for low-carbon buildings and street lighting; Component 3: Performance-based GHG monitoring frameworks for low-carbon building and street lights; Component 4: Targeted proof-of-concept mitigation interventions. The project takes a system-wide approach that integrates activities at sites with local management effectiveness strategies and cost-efficient interventions.

2.5 Expected results

Objective indicators

- Direct project CO2 emission reductions from the range of interventions proposed by the project, tCO2e – (Target: ~1,602 TCO2)
- Energy saved through application of Thermal Insulation Code and water efficient fixtures – (Target: 7,742 GJ from diesel avoided and 1,822 MWh electricity saved)
- Number of gender-disaggregated beneficiaries benefiting from investments in building envelope thermal insulation – (Target: 153,000 of which at least 40% for women)

Outcome 1: Planning and monitoring frameworks in place to foster accelerated low-carbon development in GAM and benchmark progress against established international standards

- Number of resources quantified in GAM inventory using best practice methodologies by the Amman Urban Observatory – (Target: 3)
- Number of plans and strategies that set medium-to-long-term targets for sustainable use of energy and water, and the sustainable management of solid waste in GAM –

(Target: - Sustainability Plan, Financing Strategy and Communications Plan developed and updated)

Outcome 2: The enabling conditions, methodologies, and tools in GAM for enforcing regulatory frameworks for EE buildings and street lighting strengthened

- Number of new departments established and operational in GAM – (Target: 1 (at least 30% of staff are women)
- Number of updated Building Codes and newly developed 'Retrofit Building Guidelines' – (Target: 2 updated Energy Building Codes and 4 newly developed 'Retrofit Building Guidelines')
- Number of ESCOs accredited and capacitated by programme – (Target: 5)

Outcome 3: An integrated climate monitoring and finance framework is established for the development of urban NAMAs. Appropriate financial de-risking tools are identified and supported to promote adoption of EE measures in buildings attached to MRV systems.

- Number of standardized baselines for calculating emission reductions in MRV system – (Target: 4)
- Number of policy and financial de-risking instruments identified and quantified – (Target: at least 2 policy instruments implemented and at least 1 financial instrument implemented)
- Gender-disaggregated population covered by a registered UNFCCC NAMA for energy efficient buildings applying the Thermal Insulation Code and retrofit guidelines – (Target: Total population of GAM at the end of the project)

Outcome 4: Selected proof-of-concept mitigation interventions.

- Area of building envelope insulated (differentiated between new and existing buildings) – (Target: - 2,125 m2 (new building) and 9,988 m2 (old buildings))
- Percentage of GAM lighting adopting smart usage system – (Target: 100%)
- Number of standalone PV outdoor/street lighting units installed – (Target: 570)

2.6 Main stakeholders

47. The project was implemented thanks to the GEF funding with UNDP acting as the Implementing Agency, while Greater Amman Municipality (GAM) was the implementing partner at the national level. The project engaged two national project officers, one based in the Jordan National Building Council (JNBC) and the other in Greater Amman Municipality (GAM).

Actors	Relevant Roles
Greater Amman Municipality (GAM)	The mission of GAM is to provide high quality municipal services of excellence focused on the environmental, health, organizational and infrastructure dimensions while maintaining the identity of the City of Amman, cultural heritage, community development, and concern of the human dimension through good planning, optimal investment of resources and building partnerships with stakeholders. Importantly, its role is to oversee the land use development in the City of Amman.
Jordan National Building Council (JNBC)	According to the National Energy Efficiency Roadmap 2007, the JNBC is mandated to strengthen energy efficiency building codes and to establish clear responsibility to monitor adherence to the building codes by all planning and certifying agencies. The JNBC will accomplish its mandates in the project by: (1) updating existing Building Energy Codes, and (2) developing retrofit guidelines, especially regarding building envelope insulation, for existing buildings. It will also be closely involved in developing energy performance standards for a labeling scheme for buildings in accordance with the Building Energy Codes.
Ministry of Energy and Mineral Resources (MEMR)	The MEMR is responsible for implementing the National Energy Efficiency Action Plan (NEEAP) 2016. It is also the lead government institution that has oversight over the application of the RE & EE Law 2012 and the Bylaw on regulating Procedures and Means of Conserving Energy and Improving Its Efficiency 2012. It also has the overall responsibility to formulate national energy policy. MEMR has the responsibility to accredit energy auditors under the Bylaw of 2012.
Ministry of planning and International Cooperation (MoPIC)	The Ministry of Planning and International Cooperation (MoPIC) is the official government body entrusted with responsibility for channeling funding from donor countries and organizations to Jordanian agencies and organizations. MoPIC also hosts the GEF-OFP, and it was consulted during the development stage of this project.
Jordan Standards and Metrology Organization (JSMO)	JSMO plays a proactive role in enhancing the competitiveness of Jordanian products in the national, regional, and international markets. To achieve this, JSMO fulfils its mandate to build, implement and update systems compatible with international practices in the fields of standardization, metrology, conformity assessment, market surveillance, accreditation, information, and related areas.
Private sector	The private sector is an important investor in the building and construction sector in Jordan.
National Energy Research Centre (NERC)	NERC is part of the Royal Scientific Society (RSS) which is the largest applied research institution, consultancy, and technical support service provider in Jordan and is a regional leader in the fields of science & technology.
Ministry of Environment (MoEnv.)	The Ministry of Environment is the focal point for climate change issues. MoEnv. is responsible for the implementation of the National Climate Change Policy. he MoEnv. also hosts the Green Economy Unit (GEU) that is developing a “National Strategy and Action Plan for Transitioning to a Green Economy in Jordan: 2016-2025”.
Jordan Green Building Council (JGBC)	The JGBC is a member-based not-for-profit organization with mission to promote and advocate for the adoption of Green Building Practices in all phases of the building process leading towards making Green Buildings a widespread reality in Jordan.

Source: ProDoc, 2018

3 FINDINGS

3.1 Project Design/Formulation

48. The project addresses country priorities in climate change mitigation and adaptation, supporting the implementation of Jordan´s international commitments in terms of climate change and the SDG. The project was designed to be country driven; interviewees confirm that it was adequately nested within the GAM.
49. However, the ToC was not the strategic navigation tool for project management. The ToC does not define clear pathways that connect problems identified with solutions proposed by the project, and it lacks a clear indication on how these outcomes relate to each other.
50. The project is highly ambitious, first in terms of the available budget to meet a wide range of outputs, underestimating real costs with the risk of deluding impact. On one hand, this reflects a gap in terms of the accuracy of the project budget, different testimonies confirm resources available to meet certain outputs such as the insulated building envelope were unreal.
51. The initial funding expectation from the GEF included resources from the Sustainable Cities Integrated Approach Pilot (IAP), which was unfortunately rejected. In consequence, project design was not coherent with the available budget.
52. Ambition was also reflected in the time allocated to achieve transformational changes. Some outcomes and targets are linked to the approval of legislation or guidelines which fall out of the control of the project. Other targets were not consistent with the local context, as they did not account for the normal time it takes to implement projects within the public sector in Jordan.
53. The ProDoc lacks a detailed monitoring system for indicators, relying solely on the logical framework matrix. Project design was particularly weak in terms of communications, knowledge management and dissemination of lessons and results achieved. GEF investments are expected to have a catalytical and demonstrative impact, particularly with regards to the pilot interventions. Both in terms of budget allocated and lack of strategy, the project was not appropriately conceived to scale up and achieve a transformational change in both the public and targeted institutions.

3.1.1 Analysis of Results Framework: project logic, strategy, and indicators

54. The project design reflects a comprehensive and detailed formulation process. The project addresses a wide range of measures and strategies, based on a detailed assessment and a clear definition of the development problem and its root causes. Interviews reveal the stakeholder's value the integrated approach, incorporating policies, capacities, and demonstrative pilots.
55. The project results framework faces three important gaps (Table 1). The first gap relates to the lack of specific baselines for each indicator, in all cases the assumed baseline is zero (0). The second gap is somehow a consequence of the first, as the absence of baselines affect the accuracy and justification of targets. The third gap is that most targets are project activities or outputs, not quantifiable indications of expected impact or transformational change.
56. The MTR recommended to revise and update the project Results Framework, unfortunately this recommendation was not implemented, leaving the project with a limited and outdated strategic direction tool.

Table 1 Indicators that do not meet the SMART criteria

Indicator	S	M	A	R	T	Commentary
1: Direct project CO_2 emission reductions from the range of interventions proposed by the project, tCO_{2e}						Lacks specificity, does not provide breakdown per measure or output. Does not explain how targets were estimated nor how to measure them. No baseline was presented.
2: Energy saved through application of Thermal Insulation Code and water efficient fixtures						The indicator is not defined. Does not explain how targets were estimated nor how to measure them. No baseline was presented.
3: Number of gender-disaggregated beneficiaries benefiting from investments in building envelope thermal insulation.						Does not provide a clear baseline, no methodology to measure.
4: Number of resources quantified in GAM inventory using best practice methodologies by the Amman Urban Observatory						Ambiguous formulation. Target estimates lack technical analysis. Does not account for impact, but specific outputs.
5: Number of plans and strategies that set medium-to-long-term targets for sustainable use of energy and water, and the sustainable management of solid waste in GAM.						Does not provide baseline. Does not account for the impact.
8: Number of ESCOs accredited and capacitated by programme						Unrealistic targets, considering the baseline context and resources available.

9: Number of standardized baselines for calculating emission reductions in MRV system						Unrealistic targets, the indicator was not possible to implement.
10: Number of policy and financial de-risking instruments identified and quantified						Unrealistic targets, the indicator was not possible to implement. Does not account for the transformational impact.
11: Gender-disaggregated population covered by a registered UNFCCC NAMA for energy efficient buildings applying the Thermal Insulation Code and retrofit guidelines						The indicator was not possible to implement
12: Percentage of GAM lighting adopting smart usage system						Target was not relevant once the project started. Target was not relevant once the project started
13: Number of standalone PV outdoor/street lighting units installed.						Indicator was relevant during implementation.

3.1.2 Assumptions and Risks

57. Assumptions proposed in the results framework oversimplify complexity and do not account for the extensive analysis and information leveraged during the Project Preparation Grant (PPG) process.
58. The project is rated as low moderate because of potential risks related to community health and safety from the transport, storage, and use of hazardous waste, as well as building structural risks, and material consumption. The environmental and social safeguards analysis identified five risks for which general mitigation measures are proposed.
59. A UNDP risk matrix is also presented, which includes six risks in general terms, four moderate, and two low. The TE considers the formulation of these risks could be more specific, as well as the proposed mitigation measures to provide practical and strategic guidelines to overcome them. The matrix does not account for risks that became critical success factors during implementation, such as the complex process needed to achieve the enabling conditions required to fulfill of certain targets and activities.

3.1.3 Lessons from other relevant projects incorporated into project design

60. The project design was based on the intervention and lessons learned from previous projects. For example, Output 2.4, focused on the design of a training and accreditation program for ESCOs which was based on the results of the USAID-funded Energy Sector Capacity Building (ESCB).

61. Likewise, the European Union (EU) delegation played an important role during the development of the Project Identification Form (PIF) and Project Preparation Grant (PPG) stages. During the PIF stage, UNDP was informed that the EU funds allocated for 2014-2018 would be channeled towards NEEAP implementation.
62. Moreover, lessons learned from the German Development Cooperation (GIZ) experience developing the construction sector NAMA in Tunisia were also incorporated to project design.

3.1.4 Planned stakeholder participation

63. The project design followed a participative process, as required by the GEF and UNDP. The project included a consultative process through a workshop with stakeholders at the national and provincial levels during the PPG phase. Early involvement of institutional stakeholders during project formulation is a positive practice that increases appropriation and stakeholder engagement. However, the private sector and civil society organizations were not sufficiently represented during project formulation.
64. The stakeholders recognize that the project was adequately nested within the GAM. Project design rests on partnerships, the multi-stakeholder approach takes advantage of complementary baseline initiatives offering opportunities to maximize impact. This approach ensures that various project stakeholders contribute to outcomes, leveraging complementary baseline initiatives for maximum benefits.
65. The project aims to strengthen both the supply and demand sides of building thermal insulation, fostering confidence among a wide range of stakeholders, including designers, contractors, developers, and government administrations.
66. The ProDoc maps out actors, but lacks a comprehensive participation and communication plan outlining the specific mechanisms for stakeholder engagement during project operation. However, it outlines standard mechanisms for GEF funded projects, including an initial awareness-raising workshop, formation of a Project Steering Committee (PSC) and Technical Working Group (TWG) to represent stakeholder interests, establishment of a PMU to oversee stakeholder participation and internal communication.

3.1.5 Linkages between project and other interventions within the sector

67. The ProDoc identifies potential linkages with other projects, such as the Sustainable Energy and Economic Development (SEED) project, which aimed to promote sustainable economic growth in Jordan.
68. There is also the Renewable Energy and Energy Efficiency (REEE) II program, which focuses on improving energy performance standards in buildings and promoting available EU subsidies through JREEEF for RE and EE investments.
69. Additionally, the Integrated Pilot Approach for Sustainable Cities (IAP), a GEF-funded project implemented by the World Bank, which aimed to encourage participating cities to adopt an urban sustainability approach characterized by multidimensional and inclusive evidence-based planning that balances economic, social, and environmental factors.

3.1.6 Gender responsiveness of project design

70. The project design notes that it applied a gender-differentiated approach to inform the design of the UNDP-GEF project. A Gender Analysis study was conducted, which revealed that there are key differences between men and women in terms of:
    - (i) perceptions of energy efficiency (EE) measures.
    - (ii) access to knowledge and financing options
    - (iii) the roles they play in implementing EE measures in their households.
71. Based on this analysis, the project obtained a GEN-2 score which means “gender equality as a significant objective”. Project design includes a gender plan, with activities, indicator, baseline, goal, budget, timeline, and person in charge. The activities are grounded by Outcome, however, in the Results Framework only two of the five proposed activities are explicitly stated. The allocated budget is USD 70,000 a value consistent with the project budget of USD 2.64 million, i.e. 2.65%. In terms of gender expertise, the design foresaw the hiring of a gender specialist for the project.

3.1.7 Social and Environmental Safeguards

72. The UNDP SESP template was applied during project design. The overall project risk is classified as "moderate", as all four associated risks identified were of moderate significance. The risks are associated with the materials and technologies used, climate change and temperature increase, vulnerability of structures, and disposal of building materials or lamps. For each of the risks, the ProDoc proposes mitigation measures.

73. The main potential risks for claims are related to Component 4 of the project, especially Outputs 4.1 and 4.2. In addition, the risks identified in the SESP were also included in the ProDoc Risk Management, which includes social acceptability of EE buildings, categorized as low; and climate change, with moderate risk.

3.2 Project Implementation

3.2.1 Adaptive Management

74. Project implementation demonstrated adaptive management capacity. Just one year after the project started, COVID-19 was the most challenging barrier, affecting overall delivery because of the lockdown, which impacted the supply chain, causing delays in importing items and procurement in general. Due to COVID-19, the project was impacted by inflation and overall increase in costs associated with project components. six months no-cost extension was granted to the project.
75. The project was formulated in 2016, by the time implementation started, some of the outputs and expected results were not relevant anymore, mainly because they were already implemented by different partners. For example, the GAM had already begun replacing the implementation of an MRV system with support from the World Bank's Partnership for Market Readiness (PMR) project; the sustainability plan was drafted by the Amman Green City Action Plan prepared by the GAM and the EBRD.
76. Project implementation was flexible to adapt to change, however there are issues that fall out of the control of the PMU such as rotation of key staff at the GAM, which affected the expected GHG inventory. At the PMU level, project coordinator rotated once, and the original expectation to locate the PMU within the GAM, was reviewed and the team moved to UNDP offices.
77. The adequate coordination between the PMU and the PSC, allowed adjustments to project indicators responding to arising challenges and a changing context. However, not all changes approved by the PSC were considered relevant, or conducive to the achievement of project targets. Changes were approved at the activity level, but indicators were not formally reformulated to capture the impact of new activities and results.
78. Due to shortcomings in the ProDoc to estimate CO2 emission reduction targets for thermal insulation, the PMU demonstrated technical and operative capacities to update the baseline and estimate new targets, which were later approved by the steering committee.

79. Financial sustainability strategy and expected financial mechanisms were previously developed by World Bank projects, therefore not pursued with SURE funding. Instead of this, it was agreed that SURE will provide support to the Amman Climate Action Plan (CAP) to meet the city´s commitment towards the C40 network.
80. Legislation changed leading to concentrating building codes enforcement within the Jordan National Building Council (JNBC) instead of the GAM. The project assumed the change and supported the implementation of the enforcement unit at JNBC. Moreover, it exceeded the expected target by supporting the creation of a sustainable building unit at the GAM.
81. The expected accreditation of ESCOS was not possible because the legal architecture was not in place. Instead of this, SURE supported energy audits in 9 hotels in Aqaba, as a pilot scheme to test the ESCO model and provide a demonstrative model to scale up nationally.
82. As the NAMA´s framework was not operative during project implementation, the PSC approved reallocating these resources to formulate a new GEF project to support the implementation of the SUPERESCO in Jordan. This project is likely to follow up and enhance impact achieved by SURE.
83. With regards to the expected contribution of SURE towards street lighting a standalone PV outdoor/street lighting units installed, the GAM reverted because it had already engaged a private Investment firm to install LED lights on the major roads and minor streets in Amman and to build an 80 MW PV-farm to compensate the electrical consumption of all of GAM's buildings, facilities, gardens, and street lightings. The budget was re- allocated to LED streetlights in public parks.

3.2.2 Actual stakeholder participation and partnership arrangements

84. The project is acknowledged by interviewees as highly participative; it was able to engage multiple partners from different backgrounds and institutional mandates. One example of this was the Amman District Dashboard (ADD) who managed to develop and integrated system to automatically collect water/electricity/waste resource data from multiple entities. It has been widely commented that the added value of the project lies in building a collaborative ecosystem.
85. The steering committee operated as planned, it has been instrumental to ensure sound governance and informed decision making. The PSC played a key role in terms of the project´s adaptive management capacity, allowing flexibility to face changing context

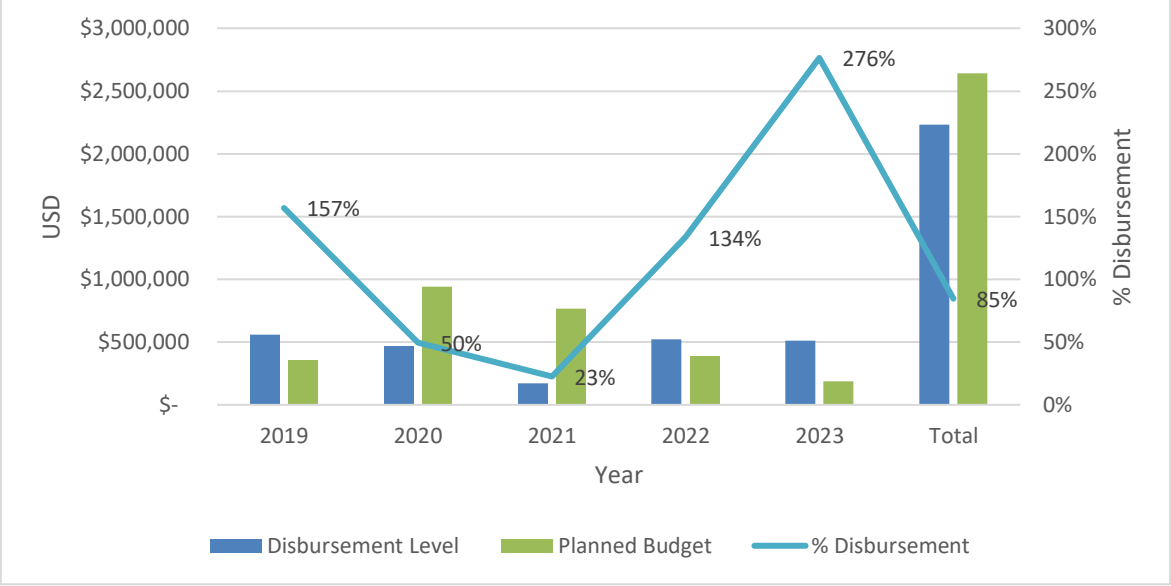
and arising opportunities. The technical working group (TWG) was active during project implementation, however there is limited indication on how effective it was to feed decision making at the PSC level.

Several awareness sessions campaigns for energy and water efficiency measures were conducted with a focus on building the capacity of the residents, homeowners, officials at GAM and 26 Start-ups, in energy and water conservation and how to apply the best practices to use and select appliances in a more efficient way. Also, a certified Measurement and Verification training course was provided for 5 JREEEF engineers, for effectively measuring and verifying energy savings and CO2 emissions reductions from the 11 Aqaba hotels.

3.2.3 Project Finance and Co-finance

86. The original budget for the project was USD 2.64 million from the GEF for the five-year operation period. According to information submitted, the project has disbursed USD 2.23 million, or 84.6% of the total available budget (**Error! Reference source not found.**).

Figure 1 Cumulative Disbursement



Source: PIR, 2023

87. During the first year (2019), implementation peaked, which is remarkable given that in GEF projects there is usually less implementation at the beginning due to the learning curve and adaptation time required. However, the executed budget was higher than

planned. On the contrary, in the years 2020 and 2021, the execution was lower than the budget planning. For the years 2022 and 2023, the execution improved significantly as shown in Figure 1.

88. As part of the financial control, the project prepared Combined Delivery Reports (CDR). These documents helped identify the dollar amounts executed during each period. In addition, the project included the budget execution progress report as part of the Project Implementation Reports (PIR). The information provided by the PIR corresponds to a comparison of the cumulative executed budget versus the approved budget in the ProDoc, and compared to the approved budget in the Atlas System.
89. Even though the ProDoc indicates that the project should conduct an annual audit, there is no evidence that an audit was conducted.
90. Regarding co-financing, the project was projected to receive a total of USD 22,015,000. To date, according to the information provided by the project, USD 54.134 million has been leveraged through co-financing, which exceeds by 245% the expected amount. One single project account for 93% of co-financing achieved, a project from the GAM related to LED installation via ECSO modality.

Table 2 Co-financing

Type/Source	Expected cofinancing (US $)			Actual cofinancing (US $)			Total
	Grant	Loans / Concessions	In-kind Support	Grant	Loans / Concessions	In-kind Support	Budget
UNDP	100,000						100,000
UNDP			150,000				150,000
GAM	9,000,000						9,000,000
GAM			2,850,000	50,000,000			2,850,000
MoEnv.	800,000			800,000			800,000
MoEnv.	200,000					200,000	200,000
MoPIC			3,00,000				3,000,000
WEEC			15,000				15,000
Hussein Maaitah & Partner Co Ltd	2,750,000						2,750,000
Al Tarek Co Ltd	3,000,000						3,000,000
Fadi Thaer Residential Building Committee			150,000				150,000
Royal Scientific Society (RSS)				65,650			
UN-Habitat				19,033.09			
JREEEF & ASEZA				3,000,000			
Total	**15,850,000**		**6,165,000**				**22,015,000**

Table 3 Confirmed Sources of Co-Financing at TE Stage

Co-finance source	Name of Co-financier	Type of Co-financing	Investment Mobilized	Amount (USD)
GEF Agency	UNDP	TRAC resources		50,000
GEF Agency	UNDP	In-kind		
Recipient Country Government	GAM	Grant	LED installation via ECSO modality	50,000,000
Recipient Country Government	GAM	In-kind		
Recipient Country Government	MoEnv.	Grant	MRV system	800,000
Recipient Country Government	MoEnv.	In-kind	MRV system	200,000
Recipient Country Government	MoPIC	In-kind		
Civil Society Organization	WEEC	In-kind		
Private Sector	Hussein Maaitah & Partner Co Ltd	Grant		
Private Sector	Al Tarek Co Ltd	Grant		
Private Sector	Fadi Thaer Residential Building Committee	In-kind		
Royal Scientific Society (RSS)		Grant		65,650
UN-Habitat		Grant		19,033.09
JREEEF & ASEZA		Grant		3,000,000
TOTAL				54,134,683.09

3.2.4 Monitoring & Evaluation: design at entry, implementation, overall assessment of M&E

M&E design at the beginning of the project	Moderately Satisfactory

91. The ProDoc presents an M&E Plan, which follows the main GEF guidelines and includes a series of activities that are considered key, and which follow the milestones and standard procedures of the UNDP POPP and UNDP Evaluation Policy. These include inception workshop, PIR, knowledge generation and lessons learned, supervision missions, annual audits, GEF Focal Area Tracking Tools, mid-term review; terminal evaluation, and the final project report.
92. For each of the above milestones, the ProDoc appropriately establishes the timeframe in which they are to be carried out, as well as the timing for reporting to the GEF Focal Point. Likewise, the ProDoc proposes an allocated budget and the respective co-financing. There is no evidence that a particular budget has been allocated for monitoring indicators and results.
93. The ProDoc does not present a monitoring system for indicators; only the logical framework matrix is presented. This particularity makes M&E difficult, especially because it was expected that the PMU would validate project baselines.

Implementation of the M&E Plan	Moderately Satisfactory

94. In general terms, the monitoring and evaluation milestones established in the ProDoc, which are usual for the implementation of projects with the GEF, have been met. The inception meeting, annual and mission reports, and final evaluation have been carried out.
95. The PIRs submitted are of good quality and present detailed information of the implemented activities. The PIRs also provide details on the status of environmental and social risks, as well as information on gender issues. In any case, it is considered that the project provided essential information to stakeholders and for timely decision-making.
96. During project execution, there was no evidence that a specific M&E system was in place to measure targets and indicators. It was also found that the baselines were not reviewed, except for the GHG baseline for thermal insulation. Co-finance commitments were not regularly updated, as there was no tool to account for this matter.
97. During the field visits it was found that energy and water consumption from the demonstrative pilots are not being measured, and that there is no one in charge of this responsibility after the end of the project.

3.2.5 UNDP implementation/oversight, Implementing Partner execution and overall assessment of implementation/oversight and execution

Quality of UNDP implementation/monitoring	Satisfactory

98. UNDP´s integral approach incorporates a wide range of development challenges, adding value in terms of institutional relationships, political dialogue and mainstreaming the human rights-based approach.
99. UNDP Jordan was engaged throughout the project cycle, leading the project design and CEO endorsement process. Interviewees recognize that UNDP´s experience with GEF funded projects added value in terms of oversight and project assurance.
100. Stakeholder´s remark UNDP´s responsiveness to rising challenges and opportunities. UNDP´s staff is considered approachable and supportive. Collaboration with other agencies, such as UN Habitat was highlighted.
101. It is challenging for UNDP GEF funded projects to find a niche to leverage transformational impact, considering the relative low resources available, in a context where other cooperation projects with larger budgets coexist.

Quality of the executing partner's performance	Satisfactory

102. The selection of the implementing partner was widely considered adequate and instrumental for appropriation and leadership. The GAM is well established and considered a model for other municipalities in Jordan.
103. The PMU was acknowledged for its professional and technical capacities, demonstrating interpersonal skills, empathy, and supportive attitude. The implementation was flexible and demonstrated multistakeholder engagement capacity.
104. Changing contexts and institutional barriers, out of the control of the PMU, did not allow timely delivery of all expected results. The PMU managed multiple results with different stakeholders simultaneously, it could benefit from greater concentration and to prioritize interventions.

3.2.6 Risk Management, including social and environmental standards (safeguards)

105. Risks as reported in the annual PIRs and the overall risk categorization of this project were kept at moderate. Also, the register was included in the annual reports. Overall, the project did not face any major problems regarding risks, except for year 2022 which was substantial, due to the delay in the execution of the MTR. The risks have been recorded in the ATLAS system.

106. On the other hand, it is remarkable that COVID-19 has not been reported as a risk for the project, despite the PIRs recognizing it as a limitation for field activities and budget execution, e.g., it delayed the implementation of LED Streetlights System in 54 public sites/parks and conducting of detailed Energy Audits (DEA) for three public buildings to agree on those buildings needed to be included in the proof of the concept activities (Retrofitting).

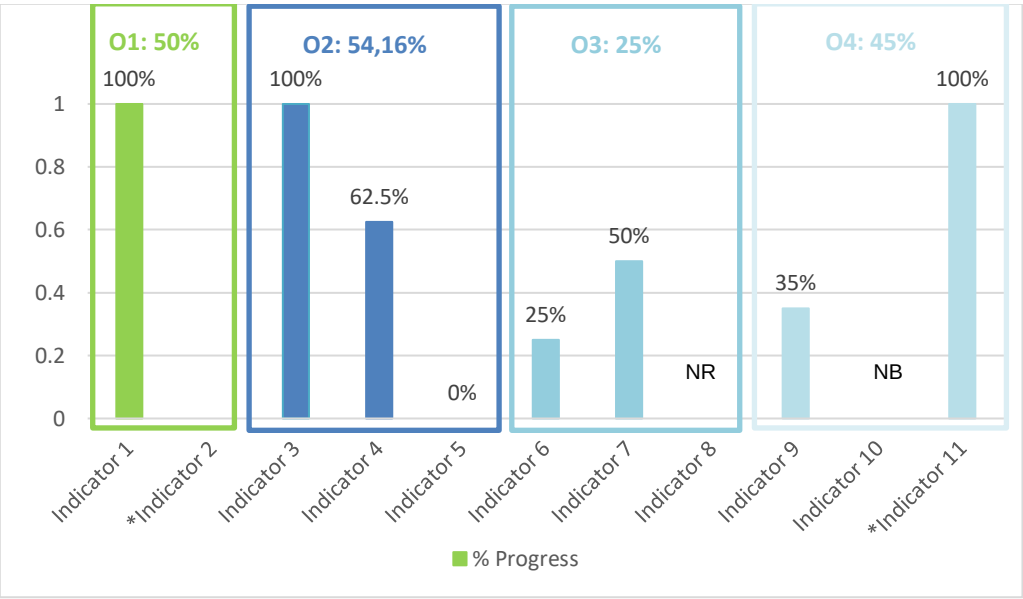
107. There is no evidence that the SESP has been updated. Overall, no new environmental and/or social risks were reported, nor were there any complaints related to environmental and social risks; furthermore, the PIRs indicate that the project implemented the mitigation measures proposed in the original SESP.

3.3 Project Results and Impacts

3.3.1 Progress Towards Objective and Expected Outcomes

108. This section shows the project's overall progress; it is worth noting that the analysis was performed at the results level (Figure 2).

Figure 2 Project progress based on its component indicators



NR: Not reported
NB: No baseline

Source: PIR, 2023

Outcome 1: Planning and monitoring frameworks in place to foster accelerated low-carbon development in GAM and benchmark progress against established international standards

109. Outcome 1 shows an average progress of 100% (Table 4). Indicator 4 has been completed, and 3 quantified resources are available for the energy, water, and waste sectors. In addition, the Amman District Dashboard (ADD) was developed and integrated to automatically collect water/electricity/waste resource data from the respective entities to automate the process. In addition, at the official request of GAM, the project is working to add the risk identification and analysis module to the ADD for all districts in Amman.

110. In the case of indicator 2, this was reformulated because, on March 2021, GAM launched the Green Cities Action Plan (GCAP), funded by the European Bank for Reconstruction and Development (EBRD), and implemented by AECom International. The Mayor of Amman informed UNDP that the GCAP would be the official sustainable plan for the city of Amman for 2022-2030, so he suggested that the project collaborate with the GCAP team at GAM and reallocate the budget planned for the sustainable financial plan to achieve the following products:

- Establishing a dedicated unit responsible for all green development actions within planning sector at GAM, Sustainable Development Unit (SDU).
- Carry out advocacy and training among national government, development partners, and civil society organizations on green buildings and climate change mitigation interventions: Two trainings have been designed to be delivered to GAM staff, the first one on “Public Private Partnership (PPP)” management to provide officials and senior managers in GAM with the necessary capacity building regarding financing of low-carbon development projects identified in the second Amman CAP. The second training is expected to provide capacity-building training for the second CAP to Climate Change Directorate in GAM.
- Development of an online tool for carrying out comparative socio-economic and environmental analysis of buildings: The project is currently collaborating with the BUILD ME project implemented by Guidehouse and the Royal Scientific Society (RSS) to use the Building Energy Performance “BEP” tool which has been developed by the BUILD ME project during which SURE project participated in the reviewing process of its Beta version, the PMU is aiming to utilize the tool in the energy audit reports for Aqaba hotels in the implementation phase to get financial support from GEFF-EBRD of 10% cash back for the hotels.
- Updating the Amman Climate Action Plan (CAP) to ensure GAM’s eligibility to remain a member of C40 cities: The SURE project in coordination with GAM has updated the Amman Climate Action Plan (CAP) to ensure GAM’s eligibility to remain a member of C40 cities that contains both climate change adaptation and mitigation interventions.

Table 4 Progress on Outcome 1 Indicators

Indicator	End of project target level	Cumulative progress and comments
Indicator 1: Number of resources quantified in GAM inventory using best practice methodologies by the Amman Urban Observatory Baseline: 0	-3 resources quantified in GAM inventory	Target achieved: 100% 3 resources quantified in GAM inventory
Indicator 2: Number of plans and strategies that set medium to-long-term targets for sustainable use of energy and water, and the sustainable management of solid waste in GAM Baseline: 0	-Plans and Strategy updated where necessary	Original target reformulated Outcome cancelled due to EBRD project Green City Action Plan adopted as Official Sustainability plan for Amman 2022-2030

Source: PIR, 2023

Outcome 2: The enabling conditions, methodologies, and tools in GAM for enforcing regulatory frameworks for EE buildings and street lighting strengthened

111. Outcome 2 shows an average progress of 75% (Table 5). Indicator 3 exceeded expectations with the establishment of two operational units: the Sustainable Buildings Unit (SBU) and the Construction Inspection Unit (CIU). Both units are part of the Jordan National Building Council (JNBC) - Ministry of Public Work & Housing. A total of 12 engineers works in the two units, seven engineers (54%) are women and four drivers. As part of indicator 4, UNDP and JNBC agreed that the project developed the following codes and guidelines:

- Update thermal insulation codes for new buildings.
- Develop new code for Energy Efficiency external lighting systems.
- Green Hospitals Code: will enhance undertake actions to reduce their CO2 emissions as the healthcare services are water and energy intensive, consume a great deal of hazardous and non-hazardous materials and are responsible for producing polluting emissions considering the complication of the COVID-19 crisis globally and nationally.
- Climate adaptation hydrology code
- Develop 1 Guideline for thermal insulation retrofitting of existing building stocks: the project also developed ‘Retrofit Energy Guidelines’ to tap into the potentially large emissions reductions in existing buildings. Also, the project provided technical assistance to the JNBC to update the existing Building Energy Codes and develop ‘Retrofit Guidelines’.

112. During the extensive and lengthy reviewing process, the project addressed issues and technical comments mainly in hydrology and external lighting codes, where no previous literature or enough scientific data were available ensuring quality and harmonized outputs. Concurrent with that, JNBC took the initiative to update other 3 codes and 3 guidelines including the energy-efficient buildings code and guideline, Solar Energy code and guideline among others.

113. In Jordan, the SURE project and the Ministry of Energy and Mineral Resources successfully launched the Tourism Sector Energy Efficiency Program (TSEEP) for the first time in June 2023. This program involves collaboration between various entities, including governmental bodies (ASEZA, MEMR/JREEEF), the private sector (hotels and ESCOs), and NGOs (Aqaba Hotel Association).

114. Under TSEEP, 11 hotels were chosen to undergo energy audit studies, fully funded by the SURE project. The implementation of energy efficiency (EE) measures will be equally funded by ASEZA and JREEEF, resulting in an anticipated annual energy consumption reduction, saving approximately JOD 300,000, and reducing 760 tons of carbon dioxide emissions. This initiative aims to enhance the hotels' competitiveness and improve service quality. Additionally, the SURE project has enlisted a consultant to facilitate the development of an Energy Performance Contract (EPC) to govern contracts between hotel owners and ESCOs, focusing on guaranteed or shared savings. As part of capacity building, a certified Measurement and Verification training course has been provided for 5 JREEEF engineers, aiding in effectively measuring and verifying energy savings and CO2 emissions reductions in the 11 Aqaba hotels.

Table 5 Progress on Outcome 2 Indicators

Indicator	End of project target level	Cumulative progress and comments
Indicator 3: Number of new departments established and operational in GAM Baseline: 0	-1 new department established and operational in GAM (at least 30% of staff are women)	Target achieved: 100% 2 new department established and operational in GAM (54% of staff are women)
Indicator 4: Number of updated Building Codes and newly developed 'Retrofit Building Guidelines'	-2 updated Energy Building Codes	Target achieved: 100%

Baseline: 0	-4 newly developed 'Retrofit Building Guidelines'	7 updated Energy Building Codes (100%) 4 newly developed 'Retrofit Building Guidelines' (100%)
Indicator 5: Number of ESCOs accredited and capacitated by programme Baseline: 0	-5 ESCOs accredited and capacitated by programme	Target not accomplished: 25% 0 ESCOs accredited and capacitated by programme

Source: PIR, 2023

Outcome 3: An integrated climate monitoring and finance framework is established for the development of urban NAMAs. Appropriate financial de-risking tools are identified and supported to promote adoption of EE measures in buildings attached to MRV systems.

115. Outcome 3 is experiencing significant delays in the targets proposed in the ProDoc, with an average progress of 22% (Table 6). Under Indicator 6, in 2019 MoEnv launched an online Monitoring, Reporting and Verification (MRV) System to determine and certify Greenhouse Gas (GHG) reductions from investments in energy efficiency measures. In addition, the PMU in coordination with MoEnv., established a GHG baseline in the national MRV system (non-operational) for specific proof-of-concept investments in mitigation measures to monitor and quantify GHG emission reductions resulting from these investments. It is envisaged that the MRV system will be connected to the GAM web service for data collection and integration to ensure maximum synergy between national entities in terms of emissions data collection for monitoring, reporting, and verification purposes.

116. Indicator 7, includes the development of 2 policy instruments (Government Super-ESCO and ESCO accreditation) and 2 financial instruments (Shared Savings and Guaranteed Savings). However, their application is pending, generating delays, and leaving no time for their implementation. According to the project, its implementation will take place during the Tourism Sector Energy Efficiency Program (TSEEP) for 11 hotels in Aqaba.

117. Regarding objective 3, discussions are reported with the Ministry of Environment to align the objectives of the SURE project with the current national efforts to launch

the NAMA project. However, this is not likely to happened during the lifetime of the project.

Table 6 Progress on Outcome 3 Indicators

Indicator	End of project target level	Cumulative progress and comments
Indicator 6: Number of standardized baselines for calculating emission reductions in MRV system Baseline: 0	-4 standardized baselines	Target not accomplished: 25% 1 standardized baseline
Indicator 7: Number of policy and financial de-risking instruments identified and quantified Baseline: 0	- at least 2 policy instruments implemented - at least 1 financial instrument implemented	Target partially achieved: 40% 2 policy instruments developed but not implemented 1 financial instrument developed but not implemented
Indicator 8: Gender-disaggregated population covered by a registered UNFCCC NAMA for energy efficient buildings applying the Thermal Insulation Code and retrofit guidelines Baseline: 0	-Total population of GAM at the end of the project	Target not accomplished Not reported.

Source: PIR, 2023

Outcome 4: Selected proof-of-concept mitigation interventions.

118. Outcome 4 shows 60% progress (Table 7). Indicator 9 has partially achieved its objective. It has been possible to insulate 6,989.0 m2 of the envelope for four existing government buildings with internal insulation (5 cm extruded polystyrene) and replace single-glazed windows with double-glazed windows according to thermal insulation codes.

119. Regarding interventions in new buildings, the project provided technical assistance to a housing developer in designing a state-of-the-art green residential building in Jordan with a total of 5,470.0 m2 for three adjoining buildings, and facilitated an incentive granting the project with an extra floor from the GAM. A green building expert with a team of female local architects worked together to apply Integrated Building Design to optimize the overall energy performance of the building. The project unfortunately could not be realized due unforeseen problems.

120. For Indicator 10, the SURE project installed 230 smart lighting systems in Al Hashimieh Plaza and The Traffic Educational Park. The previous luminaires had wattages ranging from 100 to 250 watts, while the new smart luminaires reduced consumption by up to 10 watts and provided more lumens. In addition, staff operators received training sessions on the operation of the smart lighting systems. The savings achieved equal 164286.5 kWh/yr, reporting a 45% reduction in the monthly electricity bill.

121. In the case of indicator 11, the SURE project agreed that there is no need to install stand-alone PV cells together with a battery storage system, but agreed to increase the number of grid-connected LED luminaires to around 1074 units installed in around 85 public parks, including outdoor areas surrounding the district municipal buildings located within Amman city limits, in addition, only 25 PV-powered LED lighting units in 12 public parks for demonstration purposes, the latter have been installed as 25 complete solar LED lighting systems with batteries installed in more than 56 public parks in Amman. In addition, 232 100-watt floodlights, and 857 60-watt copra beacons have been installed.

Table 7 Progress on Outcome 4 Indicators

Indicator	End of project target level	Cumulative progress and comments
Indicator 9: Area of building envelope insulated (differentiated between new and existing buildings) Baseline: 0	- 2,125 m2 (new building) - 9,988 m2 (old buildings)	Target partially achieved (35%): 0 m2 (new building) (0%) 6,989 m2 (existing buildings) (70%)
Indicator 10: Percentage of GAM lighting adopting smart usage system Baseline: 0	- 100%	Target partially achieved (45%): Installed 230 smart lighting systems in in two locations within GAM
Indicator 11: Number of standalone PV outdoor/street lighting units installed Baseline: 0	-570 standalone PV outdoor/street lighting units installed	Target achieved: The goal was modified 25 standalone PV outdoor/street lighting units installed

Source: PIR, 2023

3.3.2 Relevance

Relevance	Highly Satisfactory

122. The project is relevant at the national level, as it is framed within Jordan's first National Climate Change Policy, whose long-term objective is healthy, sustainable,

and resilient communities. Its contribution is acknowledged a step forward in energy efficiency and sustainable building for Jordan.

123. The project promoted the practical application of the ESCOS model, supporting the launch of the first phase of the Tourism Sector Energy Efficiency Program in June 2023, in collaboration with the Ministry of Energy and Mineral Resources and JREEEF. Both milestones are important and provide a reference point on which future sectoral strategies and policies can be based.

124. Furthermore, a key point of the project is to ensure that it responded responsibly to the reality of the country, this is the case of the reallocation of funds, which were intended to design a medium-term strategy, for activities such as web services for data linkages with services providers to ensure the sustainability of city major resources; training and advice for government and partners on green buildings and climate change mitigation interventions; developing an online tool for carrying out comparative socio-economic and environmental analysis of buildings.

125. The project is aligned with the United Nations Sustainable Development Framework in Jordan 2018 - 2022 and the UNDP Country Programme 2023-2027 and responds through innovative approaches to various sustainable development goals and the 2030 Agenda. This project specifically contributes to the "Ensuring a Sustainable Environment" outcome of the UNDAF. It is also directly aligned with SDG 11 "Sustainable Cities and Communities".

126. The project is highly relevant for key stakeholders at the national level since it strengthens the environmental institutional framework in the country through the formulation of policy tools that allow progress in the definition of competencies and priorities related to sustainable construction. This is evident since it leaves legacy such as the creation and operation of the Sustainable Buildings Unit.

3.3.3 Effectiveness

Effectiveness	Satisfactory

127. The project contributes directly to the advancement of Sustainable Development Goals - SDG 7: Affordable and Clean Energy; SDG 9: Industry, Innovation, and Infrastructure; SDG 11: Sustainable Cities and Communities; SDG 12: Ensure sustainable consumption and production patterns; and SDG 13: Climate Action.

128. The project is also aligned with the GEF's priorities when it was designed, such as sustainable cities, as well as being in line with the climate change mitigation strategy and its objective to "demonstrate mitigation options with systemic impacts (through impact programs)".

129. In terms of the objective level indicators, the project reports almost full compliance. The project lacked time to realize additional results, such as accreditation of ESCOS and related enabling tools such as de-risking financial instruments. However, processes initiated are underway and may be likely to achieve results in the short and mid-term.

3.3.4 Efficiency

Efficiency	Moderately Satisfactory

130. The project was less effective in terms of achieving outcome indicators with 59% progress, in comparison with progress reported at the objective level indicators. Out of the original eleven planned indicators one exceeds expected targets, two were fully achieved and two reported progresses above 50%. The project reported an overall delay in delivery, which was mostly derived from COVID 19 lockdown and its consequences in terms of procurement, availability of necessary insulation and construction materials and later because of inflation.

131. The PMU was considered efficient and talented, it combined professional technical capacities with interpersonal skills and supportive attitude. The PMU was flexible and demonstrated adaptive management capacity. The PMU managed to engage multiple partners from different backgrounds and institutional mandates.

132. A six-months no cost extension was granted, which was not sufficient to close all pending results, or to allow sufficient time to mature and implement results such as policies and financial de-risking instruments. Stakeholders interviewed agree that additional six months could have been more appropriate to ensure comprehensive project closure and allow time for ongoing processes to reach the expected targets.

133. Programming was also affected due to the lengthy and time-consuming process to receive feedback and approval of documents and deliverables, considering that most project outcomes were connected or dependent on institutional decision-making processes such as the development of the urban NAMA. Other results were linked to the success and operation of results led by different international donors and cooperation partners, such as the World Bank in the case of sustainable finance strategy and MRV system.

134. The flexibility demonstrated during project implementation allowed important non intended results, such as the creation of two specialized sustainable building units at the national and municipal levels, or the Amman District Dashboard (ADD). These tradeoffs and reallocation of resources responded to arising challenges and needs expressed by high level authorities at the GAM.

135. However, it was found that flexibility did not always operate efficiently as it affected project´s strategic direction, multiplying activities that were not strictly associated with expected project outcomes with the risk of deluding impact. Stakeholders comment that restricted budgets to reach new results were not coherent with ambition.

Overall Outcome

	Score
Relevance	Highly Satisfactory
Effectiveness	Satisfactory
Efficiency	Moderately Satisfactory
Overall Outcome	Satisfactory

3.3.6 Sustainability: financial, socio-economic, institutional framework and governance, environmental, overall likelihood of sustainability

Overall likelihood	Likely

Institutional sustainability	Likely

136. Institutional frameworks were strengthened; 3 new specialized units created at the JNBC and the GAM are well stablished, funded, and operational. Remarkably, most of the staff at this newly created units were woman, both at executive and operational roles.

137. The project strengthened human capacities at national and municipal levels, and created awareness across multiple institutions. While sustainability perspectives are greater at the GAM and JNBC, other key results involving the Ministry of Environment such as the NAMAS or MRV system may face greater challenges after the project ends.

138. Overall institutional sustainability is strengthened with the new GEF funded project under formulation, which is considered a new phase of SURE aiming to support the implementation of the SUPERESCO in Jordan. The New GEF will take the lead to achieve transformational impact focusing on public buildings.

Socio-economic sustainability	Moderately Likely

139. In socio economic terms, energy efficiency offers a direct economic benefit to households, as well as private and public stakeholders. Jordan imports 84% of its

oil and gas, accounting for almost 20% of the country's GDP, which makes the country completely reliant on, and vulnerable to, the global energy market.

140. The project was not oriented towards the public, it targeted awareness to selected audiences and beneficiaries, in coherence with budget available. The new GEF project under formulation could highlight the communication of impacts achieved in SURE pilot interventions to boost uptake and achieve the scale needed.

Financial sustainability	Moderately Likely

141. In terms of financial sustainability, the project faced a gap in strategic direction, derived from the change in indicator 2. Considering current payback times from EE investments, the expected financial mechanisms and incentive schemes could have been a key contribution from the project to strengthen sustainability perspectives.

142. As part of the financial instruments, a collaboration proposal was also developed with the Jordanian Renewable Energy and Energy Efficiency Fund (JREEEF), which consists of a preliminary concept note to establish the EPC Management Cell within the JREEEF of the MEMR. The objective is to establish links with the future Super ESCO and access GEF-8 funds through MoPIC.

Environmental sustainability	Likely

143. The construction sector is responsible for 40% of GHG globally, the project offers practical solutions which reduce energy consumption around 40% and water even at 50%. These results are likely to continue after the end of the project.

144. As renewable energy has been showing remarkable uptake in Amman, overall consumption and production patters are only likely to achieve ambitious national targets if complemented with energy efficiency measures.

145. The project was instrumental to strengthen the environmental framework to address energy efficiency in the building sector. SURE´s integral approach addressed governance barriers, and provided demonstrative pilots to prove the environmental impact of retrofitting.

146. Scaling up to achieve impact is paramount, the first and logical step to reach scale and momentum for energy efficiency measures in buildings would be to start scaling up sustainable building in the public sector, which is the aim of the new GEF funded project under design.

3.3.7 Country ownership

147. The project aligns with national policies and priorities, notably the NEEAP. Its primary objective is to enhance the quality of life for GAM citizens by fostering

sustainable and efficient urban planning, alongside implementing low-carbon interventions. Additionally, the project's contributions are in harmony with the NDC, the National Energy Strategy (NES), the Renewable Energy and Energy Efficiency Law, the CAP, and the National Green Growth Plan (NGGP) and the NCCP.

148. The project implementation engaged representatives from various government institutions, evident through their participation in the PSC & TWG. Key members included the GAM, JNBC, JREEEF, the NERC, MoEnv., the Jordan Standards and Metrology Organization (JSMO), the JGBC, MoPIC, JEA, JHD, EMRC, JCCA and the JNBC. The PSC convened 6 meetings throughout the implementation period. Additionally, the government demonstrated its commitment through co-financing, in-kind contributions, and grant funding provided by GAM, MoEnv., and MoPIC.

3.3.8 Gender equality and women's empowerment

149. The project has undertaken actions to promote women's equity and empowerment, the gender action plan was an essential focus of the team during the implementation of the activities. In addition, the project considered the perception of women on the issues of energy efficiency and climate change challenges, during the survey conducted in the initial phase of the project it was observed that there are emerging needs to empower women and invest their capacities in different aspects of the work.

150. Accordingly, under Component 2, for the training and licensing program for ESCOs in MEMR, the project encouraged female staff from government entities to participate in the technical committee to prepare the draft regulations for ESCOs in Jordan.

151. In addition, the SURE project's Technical Working Group(TWG) which includes women in key roles, played an integral role in closely monitoring the overall progress of the project during regular meetings. In this regard, UNDP produced a success story on women's empowerment in the transition to energy efficiency and renewable energy and published it on its website. In addition, the participation of TC women is recognized through the validation of comments and opinions, especially about CO2 emission calculations and the selection of proof-of-concept buildings.

152. Furthermore, about the hiring of consultants, during 2023, 12 consultants were hired, of which 6 were women, in addition, the project had the involvement of 3 female architectural engineers in the design of the first "state of the art" building, the new eco-friendly residential building in Jordan.

153. As reported in the PIRs, the project has contributed to the result area of: improving the participation and decision-making of women in natural resource

governance. Several awareness sessions campaigns for energy and water efficiency measures were conducted, benefitting 103 women as the main users of home appliances having a leading role in selecting features of a house at the point of purchase, household design and renovation works, and selecting household appliances.

3.3.9 Cross-cutting Issues

154. From the information provided, the project worked with the local population and influenced the design of policies, thus generating codes such as the updated thermal insulation code, the thermal insulation guideline, the ecological hospital code, exterior lighting, and the climate adaptation hydrology code, which are critical to ensure the use of resources and long-term sustainability.

155. The project addresses the GEF climate change area, so obviously its strategy provided tools that help community preparedness for climate change, e.g., the project worked with GAP to update the Amman Climate Action Plan (CAP); it also established a GHG baseline in the national MRV system, which, while not operational, provides input for the future operability of the system.

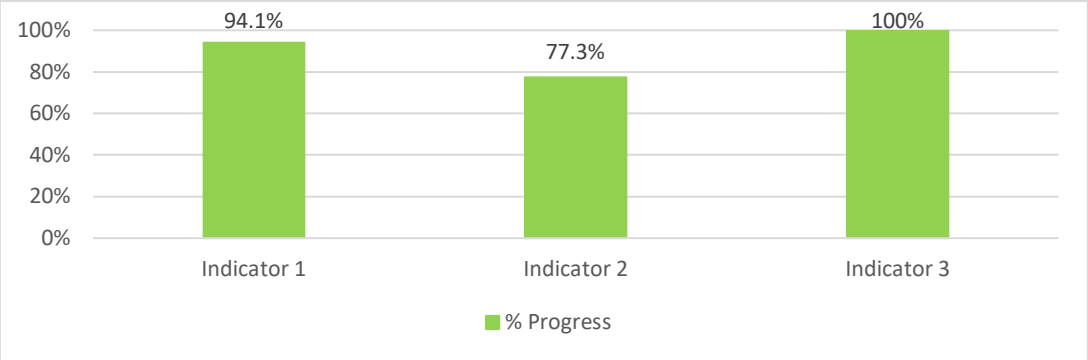
156. The objective of the project is "to assist the GAM to improve the quality of life for its citizens and comply with the NEEAP via support for more sustainable resource-efficient urban planning and targeted low-carbon interventions in the municipal buildings and street lighting sub-sectors", which is directly related to the priorities of the UNDP Country Program Document in Jordan. The project falls under Outcome 2 "Green and Safe Future Pathways" and 3 "Holistic and Transformative Systems and Capacities" of that document.

157. Other cross-cutting issues such as human rights and South-South cooperation, are not identified. The last one could be important since the project is part of a limited group in its area and topic, so sharing its experience could be relevant to other regions. There is no evidence about the inclusion of people with disabilities in the project activities.

3.3.12 Impact Progress

158. In the case of the objective, it has three specific indicators associated with it. Overall, the indicators of the objective show an average of 90% progress (Figure 3).

Figure 3 Project progress based on its objective indicators



Source: PIR, 2023

159. The first indicator shows a 94% progress, which implies a reduction of CO2e emissions by 1508 tons, due to the energy efficiency retrofit in E.E of the GAM Basman district building, the Water, Energy and Environment Center (WEEC) - University of Jordan building, and the Ministry of Environment and the Heart of Amman building. In addition, the project replaced an efficient and cost-effective chiller at the GAM slaughterhouse, and LED lighting was installed in 56 parks in Amman city.

160. Regarding the second indicator, there is progress in the cumulative amount of diesel avoided and electricity saved due to the reduction of heating and cooling loads achieved through the thermal insulation of the GAM Basman district building, the WEEC building at the University of Jordan, the Heart of Amman building and the Ministry of Environment, in addition to the replacement of the Greater Amman Municipality chiller at the slaughterhouse.

161. Finally, the third indicator reports a progress of more than 100%, since the total number of beneficiaries amounts to 181,200 people. However, gender-segregated detail is not available in 2023. On the other hand, although the number of employees and visitors is detailed, it is not explained how the calculation was obtained. The beneficiaries are the employees and visitors of the intervened buildings and parks. In 2020, the number of visitors decreased due to COVID-19 limitations, while GAM transitioned to e-services (Table 8).

Table 8 Progress on Objective Indicators

Indicator	End of project target level	Cumulative progress and comments
Direct project CO2 emission reductions from the range of interventions proposed by the project Baseline: 0	~1.602 tCO2e	Target almost achieved: 94,13% 1.508 tCO2e emissions reductions were obtained

Energy saved through application of Thermal Insulation Code and water efficient fixtures Baseline: 0	- 7,742 GJ (from diesel avoided) - 1,822 MWh (electricity saved)	Target partially achieved: 77,29%: -5,774.6 GJ (from diesel avoided) (74,58%) -1,458.62 MWh (electricity saved) (80%)
Number of gender-disaggregated beneficiaries benefiting from investments in building envelope thermal insulation Baseline: 0	153,000 (of which at least 40% for women)	Target achieved (118,4%): 181,220 individuals benefiting

4 MAIN FINDINGS, CONCLUSIONS, RECOMMENDATIONS, LESSONS LEARNED

4.1 Main Findings

Project Formulation / Design

162. The project design followed a participative process, the project was designed to be country driven, adequately nested within the GAM. The project holds great relevance for Jordan, it is aligned with country priorities in climate change mitigation and adaptation, supporting the implementation of Jordan´s international commitments in terms of climate change and the SDGs.

163. The project is aligned with the United Nations Sustainable Development Framework in Jordan 2018 - 2022 and the UNDP Country Programme 2023-2027. This project specifically contributes to the "Ensuring a Sustainable Environment" outcome of the UNDAF and with SDG 11 "Sustainable Cities and Communities".

164. The project is also aligned with the GEF's priorities, such as sustainable cities, as well as being in line with the climate change mitigation strategy and its objective to "demonstrate mitigation options with systemic impacts"

165. The project design reflects a comprehensive and detailed formulation process, addressing a wide arrange of measures and strategies. However, the ToC was not the strategic direction tool for the project, while some indicators proved to be not relevant or feasible during implementation.

166. Highly ambitious targets were not coherent with existing budgets nor with the usual time needed to achieve transformational change within public institutions.

167. The PPG process applied a gender-differentiated approach to inform the design of the UNDP-GEF project. The gender analysis and plan, allowed the project to obtain a GEN-2 score which means “gender equality as a significant objective”.

Project Implementation

168. COVID 19 was the most challenging barrier, affecting overall delivery. It justified a six months no-cost extension to the project which proved to be insufficient to achieve expected progress.

169. Project implementation demonstrated adaptive management capacity, responsiveness to embrace changing contexts and to support the GAM to meet gaps and emerging priorities.

170. Flexibility was not always efficient or conductive to meet project targets. Key results were not found relevant such as the financial mechanisms or proved unfeasible such as the NAMA; therefore, resources were allocated to attend a wide variety of priorities requested by the GAM. This caused an increased and constant demand for the PMU attending complex multiple tasks which engaged many stakeholders.

171. Limited resources and increased implementation costs became a barrier to meet ambitious targets, but also to leverage the necessary support and higher-level attention needed. The PMU has achieved considerable results, intended and unintended, considering the resources available.

172. The project lacked time to realize additional results, such as accreditation of ESCOS and related enabling tools such as de-risking financial instruments. However, processes initiated are underway and will demand support to achieve expected results in the short and mid-term.

173. Project implementation was highly participative, the PMU managed to build a collaborative ecosystem, engaging multiple partners from different backgrounds and institutional mandates. The steering committee operated as planned, it has been instrumental to ensure sound governance and informed decision making.

174. The PMU was acknowledged for its professional and technical capacities, demonstrating interpersonal skills, empathy, and supportive attitude.

175. The project disbursed 84.6% of its USD 2.64 million GEF budget by June 30, 2023, with peak implementation in 2019. However, the absence of a co-financing report in English pose oversight challenges.

Project results and impact

176. In terms of the objective level indicators, the project reports 90% progress. It was less effective in terms of achieving outcome indicators with 59% progress.

177. Out of the original eleven planned indicators one exceeds expected targets, two were fully achieved and two reported progresses above 50%.

178. The SURE project achieved important results that go beyond the results framework. It was instrumental to strengthen the national framework for energy efficiency in the building sector.

179. Among the most relevant project impacts, Jordan counts with a well stablish unit to enforce EE building codes, which is likely to have a considerable impact over the mid and long term.

180. The launching of the Tourism Sector Energy Efficiency Program (TSEEP), conducted energy audit studies for 11 hotels and is a step forward in terms of promoting the ESCO model in Jordan.

181. The Amman District Dashboard (ADD) strengthens municipal capacities to measure SDG´s, generating data for city planning and improved decision-making processes.

182. The project's gender action plan and active inclusion of women in key roles have significantly promoted women's empowerment and equity. This has been evidenced by their involvement in drafting ESCO regulations, monitoring project progress, and contributing to innovative building designs.

4.2 Conclusions

183. The SURE project holds high relevance for Jordan as it contributes to the National Climate Change Policy; it is aligned with high level priorities and proved to be responsive to emerging needs from the GAM.

184. The project contributed to the United Nations Sustainable Development Framework in Jordan 2018 - 2022 and the UNDP Country Programme 2023-2027. It was also relevant for the GEF, as it addresses the priority sustainable cities, in line with the climate change mitigation strategy.

185. The project was nested within the GAM and formulated in a participative manner. The design is comprehensive and reflects a detailed formulation process, highlighting the approach to mainstreaming gender across all interventions.

186. Among the challenges found is that project design was not able to articulate a robust ToC; on the other hand, highly ambitious targets were not coherent with existing budgets, nor with the usual time needed to achieve transformational change within public institutions.

187. The project faced a challenging context, right after a slow start up process delivery was affected by COVID 19, justifying a six months no-cost extension. Project implementation demonstrated adaptive management capacity, responsiveness to embrace changing contexts and to support the GAM to meet gaps and emerging priorities. However, flexibility was not always efficient or conductive to meet project targets.

188. The project lacked time to realize results such as accreditation of ESCOS and enabling tools such as de-risking financial instruments. However, processes initiated are underway and will demand continuous support to achieve expected results.

189. The PMU has achieved considerable impact in view of the resources available. On the other hand, a limited budget proved to be a barrier to leverage the necessary support and higher-level attention needed to meet ambitious targets. The project achieved transformational change; however, it could greatly benefit from narrowing ambition and focusing investment where added value was clear and feasible.

190. Project implementation was highly participative, the PMU managed to build a collaborative ecosystem, engaging multiple partners from different backgrounds and institutional mandates. The PMU forged alliances and mobilized a complex web of stakeholders thanks to a professional team, which was recognized as approachable, flexible, and supportive.

191. As of June 30, 2023, the project has disbursed 84.6% of its original budget of USD 2.64 million from the GEF. Notably, implementation peaked in the first year, demonstrating effective utilization of funds. The project's financial control measures, such as CDR and budget execution progress reports, have provided transparency in expenditure tracking. However, the absence of an annual audit and challenges in accessing co-financing details present areas for improvement in financial oversight and reporting.

192. The project has actively promoted women's empowerment, with a focus on gender equality throughout. The gender action plan guided activities, encouraging female participation in key roles. This resulted in the involvement of women in drafting ESCO regulations, monitoring progress, and contributing to innovative building designs. The project significantly enhanced women's role in natural resource governance, showcasing a strong commitment to gender equality in the energy sector.

193. In terms of impact, the project reports 90% progress with regards to the objective level indicators. It was less effective in terms of achieving outcome indicators with 59% progress.

194. Other results, which may be even more relevant over the long term include the specialized unit created at the JNBC to enforce sustainable construction codes; in line to further promote the ESCO model in Jordan, the project also supported the launching of the Tourism Sector Energy Efficiency Program (TSEEP). The launching of the Tourism Sector Energy Efficiency Program (TSEEP), is a step forward in terms of promoting the ESCO model in Jordan.

195. Incentive based financial mechanisms and availability of sustainable funding remains an important barrier for achieving scale and accelerate the uptake of EE measures in buildings, considering current payback times and the attractiveness of short-tern gains that can be achieved through renewable energies.

196. Sustainability perspectives are positive, particularly at the institutional level where the new units created with the support of SURE are well stablished and operational.

4.3 Recommendations

#	Recommendation	Responsible	Timeline
1	Sustainability could greatly benefit from an exit strategy, a good practice that facilitates an orderly closure engaging key stakeholders involved in project´s sustainability. The TE recommends the PMU to draft a practical exit strategy matrix to facilitate a clear path towards the sustainability of existing results as well as the follow up results expected to be achieved over longer periods of time.	PMU	Short – term
2	Measurement and continuous M&E of results achieved at the retrofitting interventions is paramount to maintain the demonstrative nature of these interventions over time. It is recommended to explore the feasibility to include these indicators within the framework of the Amman District Dashboard, to ensure periodic data collection and visibility for decision makers and the public in general.	PMU	Short – term
3	Future projects should emphasis on assessing the financial and economic case for scaling up EE in buildings. Projects should strengthen an enabling financial framework to unluck potential and accelerate the uptake of EE measures. It is recommended to engage private stakeholders, particularly the financial sector, as early as possible during project formulation. Green credit products and blended finance schemes may be key enablers for change.	UNDP	Short-Mid term
4	It is recommended to organize an event to close the project, to celebrate and acknowledge achievements, to share lessons and position the opportunities and challenges ahead. The event should invite stakeholders to access a repository of all the information generated by SURE, so it can continue to be used and made available after project closure.	PMU	Short-term
5	The TE recommends to follow up on the success of the Tourism Sector Energy Efficiency Program (TSEEP), whose pilot phase will build on the energy audit studies conducted for 11 hotels in Aqaba. The new GEF could embrace follow up complementary activities linked to the development of the SUPER ESCO.	UNDP	Mid term
6	The TE recommends to strengthen the inclusion of people with disabilities across the project development cycle,	UNDP	Mid term

#	Recommendation	Responsible	Timeline
	incorporating clear roles during project design and implementation, and ensuring its participation as project partners and beneficiaries.		

4.4 Lessons learned

197. The project reflects on the need for greater concern with timeframes when formulating policy and legislation results, as these fall out of the control of the PMU.

198. It proved to be difficult to achieve common understanding among multiple stakeholders with different capacities, mandates, and backgrounds. It takes an extraordinary effort and remarkable competency to engage and mobilize such a complex web of partners and beneficiaries towards the same end.

199. Engaging science and research in the project are critical considering the limited availability of data, it increased sustainability perspectives and provided evidence for decision making.

200. The TE recommends the next GEF projects to strengthen the design and allocate adequate resources to highlight strategic communication and knowledge management. To reach scale and transformational impact, demonstrative projects need visibility and strategies to raise awareness and empower end users to accelerate the uptake of EE measures.

5 ANNEX

5.1 Annex 1: Terms of Reference

Country: Jordan

Post Title:	International consultant- to conduct a Terminal Evaluation (TE) of the FSP UNDP-supported GEF-financed project
Starting Date:	Nov. 15th , 2023
Duration:	Three months
Location:	Home-based with one mission to Jordan
Project:	A systemic approach to sustainable urbanization and resource efficiency in Greater Amman Municipality (GAM)

Contents

A.A RJ

1. Introduction

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP support GEF financed projects are required to undergo a terminal evaluation at the end of the project. This term of reference (TOR) sets out the expectations for the TE of the full-sized project titled "A systemic approach to sustainable urbanization and resource efficiency in Greater Amman Municipality (GAM)" (PIMS 9204), implemented through the Greater Amman Municipality (GAM). The project started on the 25th of Sept. 2018 and is in its 5th year of implementation. The TE process must follow the guidance outlined in the document 'Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects' (https://erc.undp.org/pdf/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf).

2. Project Background and Context

The UNDP-GEF project is designed to promote low-carbon buildings in Greater Amman Municipality, and eventually in other municipalities and cities in Jordan, through the application of Building Energy Codes, and in particular the Thermal Insulation Code for new buildings and retrofit guidelines for existing buildings. The project will directly support the implementation of the National Energy Efficiency Action Plan 2016, and the National Green Growth Plan 2016. This will be achieved through four outcomes: (i) putting in place planning and monitoring frameworks to foster accelerated low-carbon development in GAM and benchmark progress against established international standards; (ii) strengthening the enabling conditions, methodologies and tools in GAM for enforcing regulatory frameworks for EE buildings and street lighting; (iii) an integrated climate monitoring and finance framework is established for the development of urban NAMAs, and appropriate financial de-risking tools are identified and supported to promote adoption of EE measures in buildings attached to MRV systems; and (iv) selected proof-of-concept mitigation interventions to operationalize the outputs under the previous outcomes.

The lifetime global environment benefits will accrue from enhancing building thermal insulation in a combination of six proof-of-concept buildings in Amman and will be ~11.4 $ktCO_{2e}$. Consequential emission reductions amounting to ~7.2 $MtCO_{2e}$ are expected between 2018 and 2042 predominantly through the enforcement of Codes. The project yields a GEF abatement cost of 0.365 US$/$tCO_2e$. The project will produce co-benefits such as job creation for enhancing building envelope thermal insulation, and the reduction in water used in buildings that will increase the water resilience of urban areas to an already water-stressed situation.

3. TE Purpose

The TE will assess the achievement of project results against what was expected to be achieved and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency and assesses the extent of project accomplishments.

M.A R7

The evaluation will cover all the activities undertaken by the project. In scoping and during the implementation of the evaluation, key stakeholders of the project will be involved. It also examines the efficiency and effectiveness of the project in terms of achieving expected results and evaluates the relevance and sustainability of achievements.

The main responsibility of the evaluator is to examine the following elements: the project design, the objectives established and results achieved; different aspects of the project such as sustainability, monitoring and evaluation, and efficiency; the project strategy and development; the relationship among the different actors and their specific roles; the attainment of the results, objective and impacts of the project; the effectiveness of the strategy undertaken by the project; the financial, administrative and managerial aspects of the project; the project´s compliance with the rules and procedures of the project's administrative, financial and reporting system, verify that all is in accordance with the rules and regulations of UNDP and GEF.

4. TE Approach and Methodology

The TE must provide evidence-based information that is credible, reliable, and useful.

The evaluator will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the project document, project reports – including Annual APR/PIR, project budget revisions, progress reports, GEF focal area tracking tools, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. A list of documents that the project team will provide to the evaluator for review is included in Annex A of this Terms of Reference.

The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders.

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to, representatives from the government institutions such as Greater Amman Municipality, Jordan National Building Council, Ministry of Environment, Jordan Renewable Energy and Energy Efficiency Fund, Energy and Mineral regulatory commission and National Energy Research Center in addition to senior officials and task team/ component leaders, key experts and consultants in the subject area, Project Board, project stakeholders and private sector.. The specific design and methodology for the TE should emerge from consultations between the TE consultant and the above-mentioned parties regarding what is appropriate and feasible for meeting, the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE consultant must use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation must be clearly outlined in the TE Inception Report and be fully discussed and agreed between UNDP and stakeholders.

The final TE report must describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

5. Detailed scope of the TE

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see TOR Annex B). The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects (https://erc.undp.org/pdf/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf). The Findings section of the TE report will cover the topics listed below. A full outline of the TE report's content is provided in ToR Annex C. The asterisk "(*)" indicates criteria for which a rating is required.

5.1 Findings

5.1.1 Project Design/Formulation

- National priorities and country driven ness.
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Standards (Safeguards)
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation.
- Linkages between project and other interventions within the sector
- Management arrangements

5.1.2 Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)
- Implementing Agency (UNDP) (*) and Executing Agency (*), overall project oversight/implementation and execution (*)
- Risk Management, including Social and Environmental Standards (Safeguards)

5.1.3 Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements.
- Relevance (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)

- Sustainability: financial (*) , socio-political (*), institutional framework and governance (*), environmental (*), overall likelihood of sustainability (*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

5.2 Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE consultant will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses, and results of the project, respond to key evaluation questions, and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women's empowerment.
- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE consultant should include examples of good practices in project design and implementation.
- It is important for the conclusions, recommendations and lessons learned of the TE report to incorporate gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown below.

ToR Table 2: Evaluation Ratings Table for (Reduction and Elimination of POPs)

Monitoring & Evaluation (M&E)	Rating[1]
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	**Rating**
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	**Rating**
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	**Rating**
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

6. Timeframe

The total duration of the TE will be 25 working days over time period of three months starting Nov. 15th, 2023. The tentative TE timeframe is as follows:

Timeframe	Activity
01 Nov. 2023	Application closes
15 November, 2023	Selection of TE evaluator
1 December 2023	Preparation period for TE team (handover of documentation)
8 December 3023 (3 WD)	Document review and preparation of TE Inception Report
15 December 2023 (1 WD)	Finalization and Validation of TE Inception Report; latest start of TE mission
By 30 December 2023 (10 WD)	TE mission: stakeholder meetings, interviews, field visits, etc.
30 December 2023 (1 WD)	Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission

[1] Outcomes, Effectiveness, Efficiency, M&E, I&E Execution, Relevance are rated on a 6-point rating scale: 6 = Highly Satisfactory (HS), 5 = Satisfactory (S), 4 = Moderately Satisfactory (MS), 3 = Moderately Unsatisfactory (MU), 2 = Unsatisfactory (U), 1 = Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4 = Likely (L), 3 = Moderately Likely (ML), 2 = Moderately Unlikely (MU), 1 = Unlikely (U)

M.A

21 January 2024 (7 WD)	Preparation of draft TE report
30 January 2024	Circulation of draft TE report for comments
13 February 2024 (3 WD)	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
15 February 2024	Preparation and Issuance of Management Response
19 February 2024	Concluding Stakeholder Workshop (optional)
24 February 2024	Expected date of full TE completion

7. TE Deliverables

Deliverable	Content	Timing	Responsibilities
Inception Report	Evaluator provides clarifications on timing and method	No later than 2 weeks before the evaluation mission: due: 15 Dec. 2023	Evaluator submits to UNDP CO
Presentation	Initial Findings	End of evaluation mission: due: 30 Dec. 2023	To project management, UNDP CO
Draft TE Report	Full report (using guidelines on content outlined in Annex C) with annexes	Within 3 weeks of the evaluation mission: due: 30 January 2024	Sent to CO, reviewed by RTA, PCU, GEF OFPs
Final TE Report* and Audit Trail	Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final TE report	Within 2 weeks of receiving UNDP comments on draft: due: 13 February 2024	Sent to CO for uploading to UNDP ERC.

*The final TE report must be in English. If applicable, the Commissioning Unit may choose to arrange for a translation of the report into a language more widely shared by national stakeholders.

8. TE Arrangements

The principal responsibility for managing this TE resides with the UNDP Jordan Country Office, The CO will contract the consultant and provide an updated stakeholder list with contact details (phone and email).

The consultant is expected to work with project management unit with a full guidance and supervision from the UNDP Team leader of the Environment, climate change and DRR Pillar.

The Project team will be responsible for liaising with the TE consultant to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

9. Duty Station

The consultant is expected to carry out one mission to Jordan including trips to project's locations.

10. Required skills and experience.

Education

- A master's degree in renewable energy, energy efficiency, climate and environmental sciences, and related engineering disciplines;

Experience

- Relevant experience with result-based management evaluation methodologies.
- Knowledge of results-based evaluation policies and procedures
- Experience applying SMART indicators and reconstructing or validating baseline scenarios.
- Competence in adaptive management, as applied to Climate Change focal area.
- Experience in evaluating projects and preparing evaluation reports, with experience in evaluating GEF and/or UNDP projects preferred.
- Experience in relevant technical areas of energy efficiency, renewable energy, climate change, environmental management, and any related engineering disciplines;
- Demonstrated understanding of issues related to gender and Climate Change Focal Area; experience in gender responsive evaluation and analysis;
- Excellent communication skills;
- Demonstrable analytical skills;
- Project evaluation/review experience within United Nations system will be considered an asset;
- Experience with implementing evaluations remotely will be considered an asset.

Language

Full proficiency in English both written and verbal including ability to review, draft guidelines and edit required project documentation.

11. Ethics

This TE will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The TE consultant must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The TE consultant must also ensure security of collected information before and after the TE and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information, knowledge and data gathered in the TE process must also be solely used for the TE and not for other uses without the express authorization of UNDP and partners.

MAR

12. Payment Schedule

• 20% payment upon satisfactory delivery of the TE Inception Report and approval by the Commissioning Unit

• 40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit

• 40% payment upon satisfactory delivery of the final TE report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail.

Criteria for issuing the final payment of 40%

• The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.

• The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other MTR reports).

• The Audit Trail includes responses to and justification for each comment listed.

13. Application process[2]

Recommended Presentation of Proposal:

a) **Letter of Confirmation of Interest and Availability** using the template[3] provided by UNDP;
b) **CV** and a **Personal History Form** (P11 form[4]);
c) **Brief description of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
d) **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs, as per template attached to the Letter of Confirmation of Interest template. If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

14. Evaluation Procedure:

Initially, individual consultants shall be short-listed on the following minimum qualification criteria:

- Master's degree in energy efficiency, renewable energy, climate change, environmental management, and any related engineering disciplines;
- Minimum 10 years of professional experience in relevant field.

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[2] Engagement of the consultants should be done in line with guidelines for hiring consultants in the POPP: https://info.undp.org/global/popp/Pages/default.aspx

[3] https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx

[4] http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

The shortlisted candidates will be further evaluated based on the following methodology - cumulative analysis: when using this weighted scoring method, the award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:
- Responsive/compliant/acceptable, and suggesting the lowest price
- "Compliant/acceptable" can be determined as fully corresponding to the ToR.
* Technical Criteria weight: 70%;
* Financial Criteria weight: 30%

15. TOR Annexes

ToR Annex A: Project Information Package to be reviewed by the evaluator
ToR Annex B: Project Logical/Results Framework
ToR Annex C: Content of the TE report
ToR Annex D: Evaluation Criteria Matrix template
ToR Annex E: UNEG Code of Conduct for Evaluators
ToR Annex F: TE Rating Scales
ToR Annex G: TE Report Clearance Form
ToR Annex H: TE Audit Trail

5.2 Annex 2: Logical Framework

Intended Outcome as stated in the UNDAF/Country Programme Results and Resources Framework: *Government and national institutions have operationalized mechanisms to develop and implement strategies and plans targeting key cultural, environmental and Disaster Risk Reduction issues (including a transition to a Green Economy) at national and sub-national levels.*					
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: - *# of new buildings implementing Green building codes; no active Green building codes; 2-3 new Green building implementing green codes at subnational level* - *# of municipalities that have capacities to undertake land use planning in sustainable manner; 0; 5* - *# of municipalities having planning capacity in eco-city management; 0; 12*					
Applicable Outputs from the 2014 – 2017 UNDP Strategic Plan: *Output 1.5. Inclusive and sustainable solutions adopted to achieve increased energy efficiency and universal modern energy access (especially off-grid sources of renewable energy).*					
Applicable Output Indicators from the UNDP Strategic Plan Integrated Results and Resources Framework: *Output 1.5: indicator 1.5.1: Number of new development partnerships with funding for improved energy efficiency and/or sustainable energy solutions targeting underserved communities/groups and women.* *Output 1.5: indicator 1.5.2: Extent of change in: a) energy efficiency, and/or b) modern energy coverage by users and specific sectors.*					
	Objective and Outcome Indicators	***Baseline[1]***	***Mid-term Target***	***End of Project Target***	***Assumptions[2]***
Project Objective: *To assist the Greater Amman Municipality (GAM) improve the quality of life for its citizens and comply with the National Energy Efficiency Action Plan (NEEAP) via support for more sustainable resource-efficient urban planning and targeted low-*	*Direct project CO_2 emission reductions from the range of interventions proposed by the project, tCO_{2e} [3]*	*0*	*~255*	*~1,602*	*Continued political commitment to enforce the implementation of the Thermal Insulation Code and to develop retrofit guidelines for existing buildings.* *The successful implementation of the project is premised on the assumptions that: (a) GAM will develop the capacity to inspect the construction of new buildings*

[1] Baseline, mid-term and end of project levels must be expressed in the same neutral unit of analysis as the corresponding indicator.

[2] Risks must be outlined in the Feasibility section of this project document.

[3] GHG reduction measures of the project emanate from increasing the energy efficiency of new buildings through the application of the Building Thermal Insulation Code, and by retrofitting old buildings using thermal insulation retrofitting guidelines that will be developed by the project, as well as through the implementation of water efficient devices and fixtures in all the 6 buildings discussed in section 3.1.4.

carbon interventions in the municipal buildings and street lighting sub-sectors.					*according to the Thermal Insulation Code; (b) incentives will be provided to building developers to adopt codes;* *Project MRV reports are completed on specific project interventions (i.e. combination of new and existing private and public buildings).*
	Energy saved through application of Thermal Insulation Code and water efficient fixtures	*0*	*- 1,780 GJ (from diesel avoided)* *- 218 MWh (electricity saved)*	*- 7,742 GJ (from diesel avoided)* *- 1,822 MWh (electricity saved)*	*Energy savings is dependent on: (a) GAM developing and retaining the capacity to inspect the construction of new buildings according to the Thermal Insulation Code; (b) incentives are provided to building developers to adopt codes;* *Project MRV reports are completed on specific project interventions (i.e. combination of new and existing private and public buildings).*
	Number of gender-disaggregated beneficiaries benefiting from investments in building envelope thermal insulation [4]	*0*	*94,000*[5] *(of which at least 40% for women)*	*153,000 (of which at least 40% for women)*	*Project reports are completed on social impact analysis of project interventions.*
Outcome 1 *Planning and monitoring frameworks in place to foster accelerated low-carbon development in*	*Number of resources quantified in GAM inventory using best practice methodologies by the Amman Urban Observatory*	*0*	*3* [6]	*3*	*Collaboration with IAP Cities project is established for the adoption of best practice methodologies for measuring energy and materials throughput at the municipal level.*

[4] The number of beneficiaries are calculated as: (1) the annual number of persons using the Al Hussein Cultural Centre; (2) the number of persons living in the low-cost housing that is retrofitted with insulation under Component 4, and (3) the expected number of persons that are expected to use the private-sector commercial buildings supported by the GEF-financed project under Component 4.

[5] This is approximately 61.5% of the final number of beneficiaries.

[6] The target is the following resources used in GAM annually: (1) energy (electricity and fossil combustibles), (2) water, and (3) municipal solid waste. The inventory for solid waste will also cover the generation of the following waste sub-categories: (i) hazardous; and (ii) electrical and electronic waste.

GAM and benchmark progress against established international standards					*Reporting of energy and water used and waste generated on an annual basis to the WCCD under the ISO 37120.*
	Number of plans and strategies that set medium-to-long-term targets for sustainable use of energy and water, and the sustainable management of solid waste in GAM[7]	*0*	- 1 Sustainability Plan - 1 Financing Strategy - 1 Communications Plan	Plans and Strategy updated where necessary	*Political commitment of GAM management to develop plans and strategy, and to implement them.* *The refugee crisis is under control or manageable so as not to take away the attention and resources need to design, implement, monitor & evaluate the Sustainability Plan.*
Outcome 2 *The enabling conditions, methodologies and tools in GAM for enforcing regulatory frameworks for EE buildings and street lighting strengthened*	*Number of new department established and operational in GAM*	*0*	*1 (at least 30% of staff are women)*	*1 (at least 30% of staff are women)*	*Commitment of GAM to set up SDD and providing it with the necessary resources for operating.* *A gender-sensitive approach is used to staff the SDD.*
	Number of updated Building Codes and newly developed 'Retrofit Building Guidelines'	*0*	*- 2 updated Energy Building Codes* *- 2 newly developed 'Retrofit Building Guidelines'*	*- 2 updated Energy Building Codes* *- 4 newly developed 'Retrofit Building Guidelines'*	*Political commitment for enhancing energy efficiency in buildings at the national and municipal levels.* *Jordan National Building Council is fully integrated in the project.*
	Number of ESCOs accredited and capacitated by programme	*0*	3	5	*Adequate demand for ESCOs in a nascent market for energy efficiency.* *Collaboration with USAID-funded ESCB project is established.*

[7] The implementation of the Sustainability Plan will benefit the entire population of GAM.

Outcome 3 *An integrated climate monitoring and finance framework is established for the development of urban NAMAs.* *Appropriate financial de-risking tools are identified and supported to promote adoption of EE measures in buildings attached to MRV systems.*	*Number of standardized baselines for calculating emission reductions in MRV system*	*0*	*1*	*4* [8]	*Availability of reliable and accurate data.* *Documentation of the 3 established standardized baselines and MRV system.*
	Number of policy and financial de-risking instruments identified and quantified	*0*	*- 4 policy instruments identified and quantified* *- 3 financial instruments identified and quantified*	*- at least 2 policy instruments implemented* *- at least 1 financial instrument implemented*	*UNDP's DEEI methodology has been fully developed and validated.* *Political commitment of all stakeholders (municipal and national) to implement instruments using the evidence-based approach afforded by the DEEI methodology.*
	Gender-disaggregated population covered by a registered UNFCCC NAMA for energy efficient buildings applying the Thermal Insulation Code and retrofit guidelines[9]	*0*	*0*	*Total population of GAM at the end of the project* [10]	*NAMA registration is documented.* *There are local experts with sufficient expertise and understanding of concepts to develop the NAMA.*
Outcome 4 *Selected proof-of-concept mitigation interventions*	*Area of building envelope insulated (differentiated between new and existing buildings)*	*0*	- 2,125 m^2 (new building) - 6,140 m^2 (old buildings)	- 2,125 m^2 (new building) - 9,988 m^2 (old buildings)	*Physical verification of buildings.*
	Percentage of GAM lighting adopting smart usage system	*0*	*30%*	*100%*	*Physical verification of street lighting system.*
	Number of standalone PV outdoor/street lighting units installed	*0*	*570*	*570*	*Physical verification of PV lighting units.*

[8] This will include the establishment of the following standardized baselines by the end of Year 3: (i) grid emission factor for the electricity system of Jordan; (ii) consumption of liquid fossil combustible for heating in buildings, including sampling methodology for verification; and (iii) calculating the carbon embodied in water supplied to buildings in GAM, including a methodology to account for the effect of physical water loss through leakages in the piping network.

[9] This indicator will be measured as the male and female population of GAM taking into account projected population growth rate.

[10] This NAMA will initially cover GAM but it will have the potential for scaling up to other municipalities in Jordan using the project's lessons learned – i.e. Output 3.5.

5.3 Annex 3: Evaluation Matrix

Evaluative Questions	Indicators	Sources	Methodology
Relevance			
Does the project's objective align with the priorities of the local government and local communities?	Level of coherence between project objective and stated priorities of local stakeholders	- Local stakeholders - Document review of local development strategies, environmental policies, etc.	- Local level field visit interviews - Desk review
Does the project's objective fit within the national environment and development priorities?	Level of coherence between project objective and national policy priorities and strategies, as stated in official documents	National policy documents, such as National Biodiversity Strategy and Action Plan, National Capacity Self-Assessment, etc.	- Desk review - National level interviews
Did the project concept originate from local or national stakeholders, and/or were relevant stakeholders sufficiently involved in project development?	Level of involvement of local and national stakeholders in project origination and development (number of meetings held, project development processes incorporating stakeholder input, etc.)	- Project staff - Local and national stakeholders - Project documents	- Field visit interviews - Desk review
Does the project objective fit GEF strategic priorities?	Level of coherence between project objective and GEF strategic priorities (including alignment of relevant focal area indicators)	- GEF strategic priority documents for period when project was approved - Current GEF strategic priority documents	- Desk review
Was the project linked with and in-line with UNDP priorities and strategies for the country?	Level of coherence between project objective and design with UNDAF, CPD	- UNDP strategic priority documents	- Desk review
How relevant and effective has this project's strategy and architecture been? Is it relevant? Has it been effective? Does it need to change?	- Links to international commitments and national policy documents, relationships established, level of coherence between project design and implementation approach.	- Project documents - National policies or strategies, websites, project staff, project partners - Data collected throughout the mission	- Desk study - Interview with project staff - Observation - Focus groups
What are the decision-making processes -project	- Roles and Responsibilities of stakeholders in project implementation.	- Project documents - National policies or strategies, websites, project staff,	- Desk study - Interview with project staff - Observation

Evaluative Questions	Indicators	Sources	Methodology
governance oversight and accountabilities?	- Partnership arrangements.	project partners - Data collected throughout the mission	- Focus groups
What extent does the project contribute towards the progress and achievement of the Sustainable Development Goals (SDG)?	Project alignment with the SDGs	- Project documents	- Desk study
What extent does the Government support (or not support) the Project, understand its responsibility and fulfill its obligations?	Meetings of the Project Board, Technical Team, Consultation Groups	- Minutes - Project documents	- Desk study
Effectiveness			
Are the project objectives likely to be met? To what extent are they likely to be met?	Level of progress toward project indicator targets relative to expected level at current point of implementation	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
What are the key factors contributing to project success or underachievement?	Level of documentation of and preparation for project risks, assumptions and impact drivers	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
What are the key risks and barriers that remain to achieve the project objective and generate Global Environmental Benefits?	Presence, assessment of, and preparation for expected risks, assumptions and impact drivers	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Are the key assumptions and impact drivers relevant to the achievement of Global Environmental Benefits likely to be met?	Actions undertaken to address key assumptions and target impact drivers	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review

Evaluative Questions	Indicators	Sources	Methodology
What has been (to date) this projects progress towards the expected results and log frame indicators? How do the key stakeholders feel this project has progressed towards the outcome level results (as stated in the original documents- inception report)?	- Progress toward impact achievements - Results of Outputs	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review - Consultation with Project Board Members - PMU - Field Observation and discussion with beneficiaries
What has been the progress to date and how has it led to, or could in the future catalyze beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc...). How cross cutting areas been included in the project are results framework and monitored on an annual basis?	- Stakeholder involvement effectiveness - Gender gap - Plans and policies incorporating initiatives - Record of comments and response of stakeholders - Positive or negative effects of the project on local populations.	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review - Consultation with Project Board Members - PMU - Field Observation and discussion with beneficiaries
What does the GEF Tracking Tool at the Baseline indicate when compared with the one completed right before the Terminal Review.	- GEF Tracking Tool at the Baseline indicate when compared with the one completed right before the Terminal Review.	- Project documents - Project staff - Project stakeholders	- Desk review
What are the remaining barriers to achieving the expected results as told by stakeholders interviewed?	- Number of barriers in the project	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
What aspects of this project s implementation approach (pilots) (enabling activities) has been particularly successful or negative (as told by consults) and how	- Number of project achievements - Progress toward impact achievements.	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review

Evaluative Questions	Indicators	Sources	Methodology
might the project stakeholders further expand or correct these benefits.			
Do the results framework indicators have a SMART focus?	Results framework indicators	M&E reports	- Desk review
Are the mid-term and end-of-project goals achievable?	% of results and results achieved: Progress towards the results framework	- M&E reports - ProDoc	- Desk review
Efficiency			
Is the project cost-effective?	- Quality and adequacy of financial management procedures (in line with UNDP, UNOPS, and national policies, legislation, and procedures) - Financial delivery rate vs. expected rate - Management costs as a percentage of total costs	- Project documents - Project staff	- Desk review
Are expenditures in line with international standards and norms?	Cost of project inputs and outputs relative to norms and standards for donor projects in the country or region	- Project documents - Project staff	- Interviews with project staff - Desk review
Is the project implementation approach efficient for delivering the planned project results?	- Adequacy of implementation structure and mechanisms for coordination and communication - Planned and actual level of human resources available - Extent and quality of engagement with relevant partners / partnerships - Quality and adequacy of project monitoring mechanisms (oversight bodies' input, quality and timeliness of reporting, etc.)	- Project documents - National and local stakeholders - Project staff	- Desk review - Interviews with project staff - Interviews with national and local stakeholders

Evaluative Questions	Indicators	Sources	Methodology
Is the project implementation delayed? If so, has that affected cost-effectiveness?	- Project milestones in time - Planned results affected by delays - Required project adaptive management measures related to delays	- Project documents - Project staff	- Desk review - Interviews with project staff
What is the contribution of cash and in-kind co-financing to project implementation?	Level of cash and in-kind co-financing relative to expected level	- Project documents - Project staff	- Desk review - Interviews with project staff
To what extent is the project leveraging additional resources?	Number of resources leveraged relative to project budget	- Project documents - Project staff	- Desk review - Interviews with project staff
What is project related progress in the following 'implementation' categories?	- Number of project achievements	- Project documents - Project staff	- Desk review - Interviews with project staff
Management Arrangements and Implementation Approach (including any evidence of Adaptive management and project coordination and km with pilots)	- Project management and coordination effectiveness - Number of project achievements in pilots	- Project documents - Project staff	- Desk review - Interviews with project staff
How has the finances been managed, delivered and spent per outputs per year? What percentage is delivered to date? Is it low?	- Percentage of expenditures in proportion with the results - Financial Systems and effectiveness transparency	- Project documents - Project staff	- Desk review
Results			
Have the planned outputs been produced? Have they contributed to the project outcomes and objectives?	- Level of project implementation progress relative to expected level at current stage of implementation - Existence of logical linkages between project outputs and outcomes/impacts	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review

Evaluative Questions	Indicators	Sources	Methodology
Are the anticipated outcomes likely to be achieved? Are the outcomes likely to contribute to the achievement of the project objective?	Existence of logical linkages between project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Are impact level results likely to be achieved? Are the likely to be at the scale sufficient to be considered Global Environmental Benefits?	- Environmental indicators - Level of progress through the project's Theory of Change	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Sustainability			
To what extent are project results likely to be dependent on continued financial support? What is the likelihood that any required financial resources will be available to sustain the project results once the GEF assistance ends?	- Financial requirements for maintenance of project benefits - Level of expected financial resources available to support maintenance of project benefits - Potential for additional financial resources to support maintenance of project benefits	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Do relevant stakeholders have or are likely to achieve an adequate level of "ownership" of results, to have the interest in ensuring that project benefits are maintained?	Level of initiative and engagement of relevant stakeholders in project activities and results	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Do relevant stakeholders have the necessary technical capacity to ensure that project benefits are maintained?	Level of technical capacity of relevant stakeholders relative to level required to sustain project benefits	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
To what extent are the project results dependent on socio-political factors?	Existence of socio-political risks to project benefits	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
To what extent are the project results dependent on issues	Existence of institutional and governance risks to project benefits	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review

Evaluative Questions	Indicators	Sources	Methodology
relating to institutional frameworks and governance?			
Are there any environmental risks that can undermine the future flow of project impacts and Global Environmental Benefits?	Existence of environmental risks to project benefits	- Project documents	- Field visit interviews - Desk review
What are the financial risks to sustainability?	Financial risks;	- Project documents	- Desk review
What are the Socio-economic risks to sustainability?	Socio-economic risks and environmental threats.	- Project documents	- Desk review
Institutional framework and governance risks to sustainability?	- Institutional and individual capacities	- Project documents	- Desk review
Gender equality and women's empowerment			
How did the project contribute to gender equality and women's empowerment?	Level of progress of gender action plan and gender indicators in results framework	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
In what ways did the project's gender results advance or contribute to the project's biodiversity outcomes?	Existence of logical linkages between gender results and project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Were women's groups, NGOs, civil society orgs and women's ministries adequately consulted and involved in project design? If not, should they have been?	Existence of logical linkages between gender results and project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Were stakeholder engagement exercises gender responsive?	Existence of logical linkages between gender results and project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
For any stakeholder workshops, were women-only sessions held, if appropriate, and/or were other considerations made to ensure women's meaningful participation?	Existence of logical linkages between gender results and project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review

Evaluative Questions	Indicators	Sources	Methodology
Cross-cutting and UNDP Mainstreaming Issues			
How were effects on local populations considered in project design and implementation?	Positive or negative effects of the project on local populations.	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Extent to which the allocation of resources to targeted groups takes into account the need to prioritize those most marginalized.	Positive or negative effects of the project on local populations.	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Positive or negative effects of the project on local populations (e.g. income generation/job creation, improved natural resource management arrangements with local groups, improvement in policy frameworks for resource allocation and distribution, regeneration of natural resources for long term sustainability).	Positive or negative effects of the project on local populations.	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Extent to which the project objectives conform to agreed priorities in the UNDP Country Programme Document (CPD) and other country programme documents.	Links between the project and the priorities of the UNDP Country Program.	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Whether project outcomes have contributed to better preparations to cope with disasters or mitigate risk	Risk mitigation	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Extent to which poor, indigenous, persons with disabilities, women and other disadvantaged or	Positive or negative effects of the project on local populations.	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review

Evaluative Questions	Indicators	Sources	Methodology
marginalized groups benefited from the project			
The poverty-environment nexus: how the environmental conservation activities of the project contributed to poverty reduction	Positive or negative effects of the project on local populations.	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review

5.3.1 Key Evaluation Questions

Questions to PMU and project board members and other stakeholders

Relevance

1. Does the project's objective align with the priorities of the local government and local communities?
2. Does the project's objective fit within the national environment and development priorities?
3. Did the project concept originate from local or national stakeholders, and/or were relevant stakeholders sufficiently involved in project development?
4. How relevant and effective has this project's strategy and architecture been? Is it relevant? Has it been effective? Does it need to change?
5. What are the decision-making processes -project governance oversight and accountabilities?

Effectiveness

6. Are the project objectives likely to be met? To what extent are they likely to be met?
7. What are the key factors contributing to project success or underachievement?
8. What are the key risks and barriers that remain to achieve the project objective and generate Global Environmental Benefits?
9. Are the key assumptions and impact drivers relevant to the achievement of Global Environmental Benefits likely to be met?
10. How do the key stakeholders feel this project has progressed towards the outcome level results (as stated in the original documents- inception report)?
11. How cross cutting areas been included in the project are results framework and monitored on an annual basis?
12. What are the remaining barriers to achieving the expected results as told by stakeholders interviewed?

Efficiency

13. Are expenditures in line with international standards and norms?
14. Is the project implementation approach efficient for delivering the planned project results?
15. Is the project implementation delayed? If so, has that affected cost-effectiveness?

16. What is the contribution of cash and in-kind co-financing to project implementation?
17. To what extent is the project leveraging additional resources?
18. What is project related progress in the following 'implementation' categories?

Results

19. Have the planned outputs been produced? Have they contributed to the project outcomes and objectives?
20. Are the anticipated outcomes likely to be achieved? Are the outcomes likely to contribute to the achievement of the project objective?
21. Are impact level results likely to be achieved? Are the likely to be at the scale sufficient to be considered Global Environmental Benefits?

Sustainability

22. To what extent are project results likely to be dependent on continued financial support? What is the likelihood that any required financial resources will be available to sustain the project results once the GEF assistance ends?
23. Do relevant stakeholders have or are likely to achieve an adequate level of "ownership" of results, to have the interest in ensuring that project benefits are maintained?
24. Do relevant stakeholders have the necessary technical capacity to ensure that project benefits are maintained?
25. To what extent are the project results dependent on socio-political factors or on issues relating to institutional frameworks and governance or environmental?

Gender equality and women's empowerment

26. How did the project contribute to gender equality and women's empowerment?
27. In what ways did the project's gender results advance or contribute to the project's biodiversity outcomes?

Cross-cutting and UNDP Mainstreaming Issues

28. How were effects on local populations considered in project design and implementation?

5.4 Annex 4: Interview list and agenda

Date	Time	Person to meet- Title	Location	Contact Information
Thursday	9:00 a. m.	Meet at UNDP	UNDP premises/Hotel	
22-feb-24	10:00AM - 10:30AM	Dr. Nedal Al Ouran, Programme Coordinator Sustainable Green Pathways and Inclusive Growth Portfolio Team Lead.	UNDP premises	nedal.alouran@undp.org
		Rana Saleh, Environment Program Analyst.		rana.saleh@undp.org
		Dana Al-Lweisy - SURE project officer.		dana.allweisy@undp.org
	12:30 PM - 1:00 PM	Deema Abu Thiab - National Programme Coordinator for UN-Habitat Jordan	UN-Habitat office	deema.abuthiab@un.org
		Hussien H. Muhsen - Regional Project Coordinator- Adaptation Fund for UN-Habitat Jordan		hussien.muhsen@un.org
	1:30 PM – 2:15 PM	Eng. Manar Abu Haziem/ Head of Mitigation in Ministry of Environment. Including a tour of the Building as one of the Demonstration projects.	MoEnv. Meeting & Field visit	manar_abuhazeem@yahoo.com
Sunday 25-feb-24	9:00 a. m.	Meet at UNDP	UNDP premises	
	9:30 AM - 10:15 AM	Eng. Ghadeer Al-Houmd - Chairperson of steering committee. Executive Director of Licensing at Greater Amman Municipality (GAM)	Greater Amman Municipality (GAM)	ghadeer.alhmoud@ammancity.gov.jo
		Eng. Ziad Abu Urabi- Chairman of technical committee Manager of Building Licensing Department - GAM		adwan24@hotmail.com
	10:15 AM - 11:00 AM	Eng. Nisreen Al Daoud – Manager of Sustainable Development and Amman Resilience Unit at GAM.	Greater Amman Municipality (GAM)	nisreen.dauod@ammancity.gov.jo

Date	Time	Person to meet- Title	Location	Contact Information
	11:45 AM - 12:30 PM	Meeting with the local consultant performing the ESCOs accreditation - Samer Zawaydeh.	UNDP premises	samer_zawaydeh@yahoo.com
	12:45 PM - 1:30 PM	Meeting with the local and international consultants working on development of Energy Perfomrnace Contrcat - Majdi Khayyat.	Online (Zoom)	majdi.khayyat@elemac.sa
	1:30 PM - 2:15 PM	Meeting with private sector working on conducting energy audits - EcoSol company	UNDP premises	-
	2:00 PM - 3:00 PM	Meeting with private sector working on conducting energy audits - Sunray company	UNDP premises	-
Monday 26-feb-24	9:00 a. m.	Meet at UNDP	UNDP premises	-
	9:30 AM - 11:00 AM	Dr. Rasmi Hamzeh – Executive Director of Jordan Renewable Energy and Energy Efficiency Fund (JREEEF).	Ministry of Energy and Mineral Resources (MEMR)- Jordan Renewable Energy and Energy Efficiency Fund (JREEEF).	rasmi.hamzeh@memr.gov.jo
		Eng. Lina Mbaideen- Deputy manager of JREEEF		Basma.al-shatti@memr.gov.jo
		Eng. Basma Al Shatti- Head of technical assistance at Jordan Renewable Energy and Energy Efficiency Fund (JREEEF).		lina.mobaideen@memr.gov.jo
		Eng. Issa Zahedah - Energy Engineer		issa.ashourzahedah@memr.gov.jo
	11:30 AM - 12:30 PM	Akram Khraissat- Head of Amman Urban Observatory (AUO).	Amman Urban Observatory (AUO)	akram.khraisat@ammancity.gov.jo
		Maha Al-Wreikat -Section head in Amman Urban Observatory (AUO).		maha.wr@ammancity.gov.jo

Date	Time	Person to meet- Title	Location	Contact Information
	1:00 PM - 1:45 PM	Meeting with private sector working on Residential Building - Kamal Fayyad	UNDP premises	kamal.f.fayyad@gmail.com
Tuesday 27-feb-24	9:30 a. m.	Meet at UNDP	UNDP premises/Hotel	
	10:00 AM – 10:45 AM	Dr. Khaldoun Shatnawi - Manager of Water, Energy and Environment Center (WEEC)	WEEC Field Visit	kshatanawi@gmail.com
	11:00 AM – 12:15 PM	Eng. Majd Shatnawi - Manager of Building Codes Division at RSS	RSS premises	majd.shatnawi@rss.jo
		Eng. Malik Al Alwaan - Manager of Green Buildings & Cities Division		malik.alwaan@rss.jo
	12:00 PM - 12:45 PM	GAM Basman District Building.	Field Visits	-
	1:15 PM - 2:00 PM	Traffic Public Park		-
Wednesday 28-feb-24	9:30 AM – 10:15 AM	Mr. Saliou Toure - Lead Regional Technical Advisor at UNDP RBAS	UNDP premises or Virtual meeting (Zoom)	saliou.toure@undp.org
		Manar Shehadeh, Regional Programme Associate at UNDP RBAS		manar.shehadeh@undp.org
	12:30 PM - 2:00PM	Dr. Jamal Qteishat- Secretary General of Ministry of Public Works and Housing (MoPWH) and former SG of Jordan National Building Council (JNBC).	Ministry of Public Works and Housing (MoPIC)- Jordan National Building Council (JNBC)	Jamal.qtaishat@MPWH.GOV.JO
		Eng. Moheeb Arabiyat- Head of Sustainable Building Unit (SBU)		moheeb.arabiyat@mpwh.gov.jo
		Eng. Mona Balawneh- Head of the inspection and control unit		muna.al-balawneh@mpwh.gov.jo

Date	Time	Person to meet- Title	Location	Contact Information
Thursday 10-mar-24		Debriefing meeting	Virtual meeting	PMU & UNDP

5.5 Annex 5: Documents to be reviewed

#	Item	Status
1	Project Identification Form (PIF)	Delivered
2	UNDP Initiation Plan	Delivered
3	Final UNDP-GEF Project Document with all annexes	Delivered
4	CEO Endorsement Request	Delivered
5	UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (if any)	Delivered
6	Inception Workshop Report	Delivered
7	Mid-Term Review report and management response to MTR recommendations	Delivered
8	All Project Implementation Reports (PIRs)	Delivered: 2020, 2021, 2022 and 2023
9	Progress reports (quarterly, semi-annual or annual, with associated workplans and financial reports)	Delivered: Annual 2019, 2020, 2021, 2022 and 2023 Delivered workplans
		Quarterly reports were not developed
		Semi-annual reports were not developed
10	Oversight mission reports (Reports of supervision of execution of field activities)	Undelivered
11	Minutes of Project Board Meetings and of other meetings (i.e. Project Appraisal Committee meetings)	Delivered in Arabic
12	GEF Tracking Tools (from CEO Endorsement, midterm, and terminal stages) METT, Co-finance, Financial Score Cards	Delivered: GHG Emissions Reductions Tracking Tool 1 and 2 Undelivered: CEO Endorsement, Co-finance, Financial Score Cards
13	GEF/LDCF/SCCF Core Indicators (from PIF, CEO Endorsement, midterm, and terminal stages); for GEF-6 and GEF-7 projects only	Delivered
14	Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions	Delivered: CDR 2019, 2020, 2021, 2022 and 2023
15	Co-financing data with expected and actual contributions broken down by type of co-financing, source, and whether the contribution is considered as investment mobilized or recurring expenditures	Delivered: Cofinancing letters and files in Arabic Undelivered: Co-financing data with actual contributions, final reports and files in english

16	Audit reports	No external audit has been conducted.
17	Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)	Delivered
18	Sample of project communications materials	Delivered
19	Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants	Undelivered
20	Any relevant socio-economic monitoring data, such as average incomes / employment levels of stakeholders in the target area, change in revenue related to project activities	Undelivered
21	List of contracts and procurement items over ~US$5,000 (i.e. organizations or companies contracted for project outputs, etc., except in cases of confidential information)	Delivered: List of contracts and procurement items over ~US$5,000
22	List of related projects/initiatives contributing to project objectives approved/started after GEF project approval (i.e. any leveraged or "catalytic" results)	Delivered
23	Data on relevant project website activity – e.g. number of unique visitors per month, number of page views, etc. over relevant time period, if available	Undelivered
24	UNDP Country Programme Document (CPD)	Delivered
25	List/map of project sites, highlighting suggested visits	Undelivered
26	List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted	Delivered, provided in the mission schedule
27	Project deliverables that provide documentary evidence of achievement towards project outcomes	Delivered
28	*M&E System and Plan*	Undelivered
	Add documents as required	Delivered: UNDP-GEF management response to the Midterm review, Management Response _GEF SURE

5.6 Annex 6: Evaluation Scales

Evaluation rating table

Monitoring & Evaluation (M&E)	Rating
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	**Rating**
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	**Rating**
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	**Rating**
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

Rating scale used:

Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution	Sustainability ratings	Relevance ratings	Impact Ratings
6: Highly Satisfactory (HS): no shortcomings s in the achievement of its objectives in terms of relevance, effectiveness, or efficiency **5: Satisfactory (S): minor shortcomings** **4: Moderately Satisfactory (MS): there were moderate shortcomings** **3. Moderately Unsatisfactory (MU): the project had significant shortcomings** **2. Unsatisfactory (U): there were major shortcomings in the achievement of project objectives in terms of**	4: Likely (L): negligible risks to sustainability 3: Moderately Likely (ML): moderate risks 2: Moderately Unlikely (MU): significant risks 1: Unlikely (U): severe risks	2: Relevant (R) 1: Not relevant (NR)	3: Significant (S) 2: Minimal (M) 1: Negligible (N)

relevance, effectiveness, or efficiency **1. Highly Unsatisfactory (HU): The project had severe shortcomings**			
Additional ratings where relevant: **Not Applicable (N/A)** **Unable to Assess (U/A)**			

5.7 Annex 7: Evaluation consultant agreement form

Evaluator:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: José Fernando Galindo Zapata

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at Quito Ecuador on January 19, 2024