



**Hashemite Kingdom of Jordan**



**DRAFT  
EVALUATION  
REPORT**

**Evidence-based Final Evaluation of the Joint Programme  
“Enabling SDG Financing Ecosystem” in Jordan**

**SDG Joint Fund -Component I**

**08 AUGUST 2023**

**Presented by:**

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International Consultant

**Date of Report:** 23/07/2023

**Programme title and Country**

**Country:** Jordan

**Joint Programme (JP) title:** Accelerating Jordan's Progress towards SDGs by Establishing Building Blocks of an Integrated Financing Framework

**MPTF Office Project Reference Number:** FC1 2020 JOR

**Programme Duration**

**Start date** 15/06/2020

**Original End date** 14/05/2022

**Actual End date** 31/03/2023

**Have agencies operationally closed the Programme in its system:** no

**Expected financial closure date:** 31/12/2023

**Participating Organizations / Partners**

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**Programme Budget (US\$)**

**Total Budget** (as per Programme Document, without co-funding): 1,250,000

**Agency/Other Contributions/Co-funding** (if applicable): 298,000

**Joint SDG Fund Contribution and co-funding breakdown, by recipient organization:**

Agency/others	Joint SDG Fund contribution	Co-funding	Total
UNDP	600,000	110,000	710,000
UNICEF	400,000	98,000	498,000
UN Women	250,000	90,000	340,000
<b>Total</b>	<b>1,250,000</b>	<b>298,000</b>	<b>1,548,000</b>

**External Consultant Details**


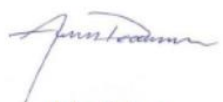
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## COMPONENT 1 SIGNATURES



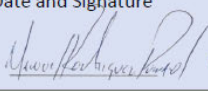
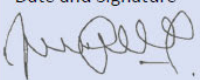
SIGNATURE PAGE	
<b>Resident Coordinator</b> <i>Anders Pedersen</i> <i>UN Resident &amp; Humanitarian Coordinator in Jordan</i> <i>31 March 2020</i> 	<b>National Coordinating Authority</b> <i>H.E. Dr. Wissam Rabadi</i> <i>Ministry of Planning and International Cooperation</i>  <i>Date</i> <i>Signature and seal</i>  <i>Kindly revert to the below letter to the note on obtaining government signature</i>
<b>Participating UN Organization (lead/convening)</b> <i>Sara Ferrer Olivella</i> <i>UNDP Resident Representative</i> <i>31 March 2020</i> 	
<b>Participating UN Organization</b> <i>Tanya Chapuisat</i> <i>UNICEF Representative</i> <i>31 March 2020</i> 	
<b>Participating UN Organization</b> <i>Ziad Sheikh</i> <i>UN Women Representative</i> <i>31 March 2020</i> 	

 <b>JOINT SDG FUND</b> <small>TRANSFORMING OUR WORLD</small>	
31 March 2020	
<p>To Whom it may concern,</p> <p>The participating UN Organizations, UNDP, UNICEF and UN Women held extensive consultations with the Government of Jordan to design the Joint Program document. We also met with the Secretary General and the Minister of Planning and International Cooperation early in the process and the Minister assured me of his support for the initiative. However, due to the current COVID-19 emergency response, the lock-down and closure of government departments, we could not obtain the endorsement on the final draft on time. We will submit the endorsement letter as soon as possible. I understand that my team has already been in touch with you and alerted you of this delay.</p> <p>Thank you for your flexibility and understanding,</p> <p style="text-align: center;">Sincerely,</p> <p style="text-align: center;">   <b>Anders Pedersen</b>  UN Resident &amp; Humanitarian Coordinator </p>	

## TOP-UP FUND SIGNATURES

### Signature of Joint Programme document and Fund Transfer Request as per UNSDG budget categories.

I hereby confirm that the funds requested are in accordance with the approved Work Plan & Joint Programme Document. \* I also certify that the copy transmitted to the MPTF Office is a true copy of the original which is secured by the RC Office. I have received documentation from Participating Organizations demonstrating committed amounts where applicable. I also confirm that the PUNOs' indirect cost does not exceed 7%.

<b>RESIDENT COORDINATOR SIGNATURE</b>	<b>Ghulam Isacai, UN Resident Coordinator a.i.</b> <b>UN Humanitarian Coordinator:</b> Date and Signature  8/6/2022
<b>PUNO Representative SIGNATURE</b>	<b>Randa Aboul-Hosn, UNDP Resident Representative</b> Date and Signature  08/06/2022
<b>PUNO Representative SIGNATURE</b>	<b>Tanya Chapuisat, UNICEF Representative:</b> Date and Signature  OIC Rep 08/06/2022
<b>PUNO Representative SIGNATURE</b>	<b>Ziad Shaikh, UN Women Representative:</b> Date and Signature  8 June 2022



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## Abbreviations and Acronyms

ASE	Amman Stock Exchange
CPER	Climate Public Expenditure Review
DAC	Development Assistance Committee
DEM	"Development Emergency Modality
DFA	Development Finance <i>Assessment</i>
EDPs	Executive Development Programmes
ESG	Environment Social and Governance
GBD	General Budget Department
GG-NAP	The Green Growth National Action Plan 2021-2025
GGGI	Global Green Growth Institute
IMM	Impact Measurement and Management
INFF	Integrated National Financing Framework
IRC	International Rescue Committee
JEF	Jordan Environment Fund
JIC	Jordan Investment Commission (current Ministry of investment)
JNCW	Jordanian National Commission for Women
JPs	Joint Programmes
MENA	Middle East and North Africa
MGOs	Major Groups and Organizations
MoEnv	Ministry of Environment
MoPIC	Ministry of Planning and International Cooperation
MoSD	Ministry of Social Development
MPTF	Multi-Partner Trust Fund
NCSCM	National Center for Security & Crises Management
NDC	Nationally Determined Contributions
NWS	National Women's Strategy
OECD	Organization for Economic Co-operation and Development
PPP	Public Private Partnerships
PRI	Principles for Responsible Investment
PUNOs	Participating UN Organisations
RCO	UN Resident Coordination Office
RCs	Resident Coordinators
SDGs	Sustainable Development Goals
SME	Small and Medium Enterprises
SSIF	Social Security Investment Fund
ToC	Theory of Change
UN-DESA	UN Department of Economic and Social Affairs
UNCT	UN Country Team
UNSDF	United Nations Sustainable Development Framework (UNSDF)
UNDS	UN Development System
VNR	Voluntary National Review
WEP	Women's Economic Empowerment Principles

## EXECUTIVE SUMMARY

The Joint programme was designed to expand the capacity of the Government of Jordan in planning, budgeting and financing. It especially addressed the criticality of financing for development to achieve the SDGs in light of declining domestic revenues and a rise in public debt, compounded by the Covid-19 pandemic and its socio-economic implications. This was highlighted as a main challenge in achieving the SDGs in Jordan's first Voluntary National Review (VNR) in 2017. The objective of the JP is to establish, by 2022, key building blocks of an integrated, gender-responsive SDG financing framework. The rationale behind this objective is the fact that, in the context of fiscal crisis, climate change perturbations, and the significant socio-economic impact of COVID-19, Jordan has to ensure that scarce resources are invested where they have a multiplier effect and help mitigate the impact on the most vulnerable. Thus, the JP focuses on aligning planning, budgeting and financing and on ensuring that public and private investments increasingly address SDG priorities. This will allow for more effective and efficient use of existing resources and for new financing to be catalyzed.

The objectives of the assignment are to: i) Collect and present evidence to review the extent to which the JP achieved its overall objective to unlock financial resources towards the SDGs and catalyse sustained change in the way government and its partners seek to finance the SDGs that will unlock resources into the future; ii) Review and provide evidence as to how the JP's activities have contributed to foster SDG acceleration at the country level; iii) Collect and present evidence to the extent to which the JP achieved its results as described in the JP document and result framework. This review should include the contribution towards the Joint SDG Fund's Outcome 4 and Output 2; iv) Review the extent to which the JP has contributed to strengthening the UN Development System (UNDS) reform and describe the level of coordination between relevant actors, especially participating UN agencies (PUNO) and government; v) Review the extent to which the JP has contributed to creating sustainable partnerships and collaborations with local and international partners from public and private sectors; vi) Review to which extent the JP has contributed to mainstream gender equality and human rights; vii) Review the extent to which local capacity has been built; viii) Review the likelihood of sustainability of the JP's results and the quality of the exit strategy. Review the planned next steps of the JP. Based on the above, present the key progresses or achievements, lessons learned, best practices and areas for improvement to inform future interventions.

The methodology of the assignment combines quantitative and qualitative approaches, as well as gender mainstreaming, participatory and theory of change techniques. A thorough analysis is made of all relevant secondary information sources such as Jordan national related reference documents, United Nations Sustainable Development Partnership Framework 2018-2022 and all relevant documents related to the JP, including Prodoc, Theory of Change, Results Framework, Work Plans (WPs), PIRs, etc. Additionally, online consultations have been conducted with Primary information sources such as the UNDP, UNICEF, UN Women, Government counterparts, Project' Team, representatives from the private sector, NGOs, and CSOs. The evaluation process was guided by data collection tools such as Focus Group Discussion Guide and the Semi-structure Individual Questionnaire. These data collection

instruments are developed under the OECD/DAC evaluation criteria of relevance, coherence, effectiveness (including Gender Equality and Human Rights), efficiency, and sustainability. Based on the scope of the work, other criteria such as the catalytic effect of the project, collaboration between national institutions on one side and among international institution, on the other, including lessons learned and forward-looking recommendations will be explored.

**Conclusions of the evaluation show the overall performance of the Joint Programme is determined as satisfactory with an overall score of 5 out of 6.**

Firstly, following the JP's performance assessment in relation to the anticipated outcomes and outputs, the overall progress registered is also determined as Satisfactory, with score 5 over 6 (There were minor shortcomings in the achievement operation's objectives).

Indicators		Rating
<b>Outcome 1: Strengthened alignment of climate responsive planning, budgeting and financing with focus on gender and vulnerable groups</b>		
% of national budget allocated to climate related expenditures is made publicly available by the end of the JP's life cycle (@CPER published by GBD, DOS, and CBJ)		<b>Satisfactory (5)</b>
<b>Output 1.1 Increased availability of data and climate responsive analysis on public budgeting, financing needs, and public &amp; private flows to meet Jordan's SDG priorities including gender equality</b>		
% of key Line Ministries budgets dedicated to climate change	CPER available & published at the JP's end	<b>Satisfactory (5)</b>
	Draft Training Manual available & published)	<b>Satisfactory (5)</b>
<b>Output 1.2 Enhanced institutional capacity on SDG budget tracking building on climate, gender and child-friendly budgeting</b>		
2023 budget circular includes instructions on Climate Output		<b>Highly Satisfactory (6)</b>
Budget performance indicators for key line Ministries reflect climate change		<b>Highly Satisfactory (6)</b>
2023 budget circular includes instructions on climate specific budget for gender and SDG budget tracking		<b>No progress made (0)</b>
<b>Average 5</b>		
<b>Outcome 2. Public and private investments are increasingly aligned with national SDG priorities enabling new investments and partnerships</b>		
# of funds and companies adopting IMM including gender impact screening		<b>Highly Satisfactory (6)</b>
<b>Output 2.1 Increased capacity on SDG impact screening, measurement and management for public and private actors with a particular focus on cross-cutting issues such as gender</b>		
# partnerships established to address impact management and measurements for SDGs with a focus on gender and women's economic empowerment		<b>Highly Satisfactory (6)</b>
<b>Output 2.2 Improved ecosystem for SDG impact investing for priority sectors including climate and gender</b>		
# of blended and innovative financing solutions for SDG priorities mobilizing resources		<b>Moderately satisfactory (4)</b>
<b>Output 2.3 Improved ecosystem for SDG impact investing for priority sectors including climate and gender</b>		
# of public & private organized to create incentives and to unlock bottlenecks for SDG aligned investments		<b>Highly Satisfactory (6)</b>
<b>Output 2.4 Enhanced leadership on financing for gender equality and women's empowerment</b>		
Establishment of a national platform on financing for gender equality		<b>Highly Satisfactory (6)</b>
<b>Average 6</b>		

Secondly, following the JP's performance assessment in relation to the evaluation criteria, the overall progress is rated with score 5 over 6 (There were **minor shortcomings** in the achievement operation's objectives). The following table summarizes the performance of the programme against the OECD/DAC evaluation criteria, including its catalytic impact, and level of inter-agency collaboration.



### Overall assessment of the project with regard to the evaluation criteria selected

N°	CRITERIA	Rating	Score sur 6
1	Relevance	Highly Satisfactory	6
2	Coherence	Highly Satisfactory	6
3	Effectiveness	Moderately Satisfactory	4
4	Gender and Gender Equality	Highly Satisfactory	6
5	Efficiency	Moderately Satisfactory	4
6	Sustainability/ownership	Moderately Satisfactory	4
7	Catalytic impact	Satisfactory	5
8	National Inter-Agency Collaboration	Satisfactory	5
9	International Inter-Agency Collaboration	Highly Satisfactory	6
<b>Average</b>		<b>Satisfactory</b>	<b>5</b>

The programme's activities have contributed to SDG acceleration in Jordan by introducing changes at the Government level with the building blocks of an INFF process. Infocusing on gender (SDG 5) and climate (SDG 13) to establish building blocks of an INFF, the JP responded to pressing needs of the people of Jordan and provided support for the Government to efficiently use resources to reach SDG priorities. The JP supported the introduction of budgeting practices in two cross-cutting issues that affect many of the other SDGs. The top-up funding allocated to the project in 2022 and a no-cost extension allowed to adjust the INFF process, especially the elaboration of a national roadmap, to the evolution of the needs of the people and the country in the context of rising geopolitical tensions, with impacts on fiscal space, availability of development fundings and energy prices.

In addition, reinforced institutional capacities, financing data made available and new tools like the CPER are helping the Government in making a more efficient use of resources to accelerate achievement of the SDGs. Government staffs are especially better equipped to better factor in gender and climate objectives in the budgeting process. Having 2023 Budget circular including instructions on climate and 10 main line ministries with climate relevant budget demonstrates a satisfactory positive impact of the CPER design, drafting, and integration into the government budgeting procedures.

The JP also made contribution in aligning investments with the SDGs, thus contributing to enhancing funding availability for SDG priorities. Progresses in impact measurement and management allow for a more efficient and transparent contribution of investments to the SDGs. Major institutions like Amman Stock Exchange and the Social Security Investment Fund have been trained to better integrate SDGs in major investment decisions. The impact investment ecosystem is being better structured, which will lead to enhanced pipelines for investments with impacts on the SDGs.

Continuing activities of the JP are focusing on identifying the best suited innovative financing mechanisms to go one step further in accelerating progresses in SDG priorities.

## Recommendations

In order to overcome the challenges that the JP has faced throughout its implementation, sustain its achievements and lay the groundwork for good practices for future similar programmes and projects, the following recommendations are proposed:

- i. **Have a second phase to continue the effort to accelerate the impact of the JP, building more awareness, with bigger budget.**
- ii. **Need for further investment and capacity building for budgeting for climate as well as further reengagement with MoPIC and MoF for INFF overall.** Of course, training have been conducted for 14-line ministries. However, this need further investment in capacity building and technical assistance. The programme should continue working on enhancing awareness and ownership of the INFF process beyond the MoPIC, and especially with the Ministry of Finance. In other words, it is critical to continue pushing for a greater leadership from the Ministry of Finance on the INFF process.
- iii. **Huge advocacy toward the government and the private sector** in terms of climate change, gender mainstreaming, human rights, and different vulnerable groups. Raise awareness among Board of Directors for companies is very important to having a greater impact among any organization;
- iv. **The programme should continue to present concrete tool for the Government to mobilize financing for its SDG-aligned priorities:** for instance debt swaps or climate bonds, based on the feasibility study currently being completed, which will also contribute to a higher understanding and involvement in the INFF process;
- v. **Enhance the public/private dialogue:** building on the impact investment board to further engage on policies and regulations for an enabling framework to maximize the contribution of the private sector to accelerating SDG financing.
- vi. **There is a pressing need for more capacity building and awareness for this project within the ASE staff and listed companies and towards the whole private sector.** It is important to provide more capacity building of how companies can write sustainability reports, implement best international practices, always look for the updates from the GRI principles;
- vii. **Continued engagement with the IFIs.** There is need for the government to continue adopting inclusive partnerships with lead IFIs and concerned UN agencies in Jordan to discuss and advise concerning public financial planning based on the Jordanian fiscal context. It is important to successfully complete the planned interventions for gender responsive budgeting and work for the government to generalize the experience of the 5 ministries to be mandatory for all national entities. The bigger players in Jordan, when it comes to financial planning, such as IMF and World Bank (WB) were not sufficiently involved as they should be. Of course, as per the CPER and Climate Budget Tagging, regular enagmnement with WB and development



partners were conducted in the process of design, data collection, consultations, and validation. These activities need to continue throughout the programme implementation and beyond.

- viii. **Continued gender responsive planning and budgeting:** specifically,
  - a. Enhance the private public sectors partnership on financing for gender equality in coordination with national women's machinery and IMC and international community in Jordan;
  - b. Ensure that gender lens is done properly applied in all the diagnostics and analyses, which entails the integration of the gender lens throughout the process.;
  - c. Partner with the Ministry of Finance to develop a strategy for Financing for Gender Equality that address both the public and private financing, which aligned with national frameworks;
  - d. Develop a clear roadmap for the development and implementation of gender smart INFF;
  - e. Apply the gender lens into the national frameworks, the financial planning and into the partnerships established with the private sector to catalyze more resources to support an inclusive and sustainable development and economic growth that correspond to the national priorities for all without excluding any group. That should start in the assessment and diagnostic phase to planning to monitoring and evaluation and ending with the governance phase.
- ix. **More follow up and check out the difficulties and obstacles trying to solve it:** Keep checking the updated information about sustainability and main principles used and the updated in the GRI principles;
- x. **To ensure ownership and sustainability of intervention impacts, it is essential that key government partners be involved step by step, day by day in all processes (during the design, implementation, and the Exit period).** It is important to ensure the continuous flow of information, step by step, at all levels of decision-making and at the level of the national stakeholders, actors, direct and indirect beneficiaries of the interventions. If necessary, future programmes/project should provide the government counterparts with an in-dept expert for capacity building purposes;
- xi. **Provide more time for evaluation processes for a better in-dept consultations of stakeholders, programme actors and beneficiaries:** Thorough independent and confidential consultations of actors and beneficiaries of projects, including of external sources, are of capital importance to triangulate and validate the progress described in official reports from the intervention's direct promoters and implementers.

## I. INTRODUCTION

### 1.1. Context of the Joint Programme

1. Over the past two decades, Jordan has faced a series of shocks which had severe impacts on the country. The conflict in Syria and a persistent regional instability disrupted important trade routes, and resulted in a decline in exports, foreign direct investment (FDI) and tourism in Jordan. In addition, the COVID-19 pandemic and its impacts have taken a heavy toll on the country's social and economic fabric. In order to mitigate the socio-economic impact of COVID-19 and other challenges such as climate change on the achievement of the 2030 Agenda, Jordan needs to increase and prioritize public and private investment that move the needle on the SDGs.

2. The Joint Programme “Enabling SDG Financing Ecosystem” (Accelerating Jordan’s Progress towards SDGs by Establishing Building Blocks of an Integrated Financing Framework) is part of the Joint SDGs Fund which supports countries as they accelerate their progress towards the Sustainable Development Goals (SDGs). It operates through joint programmes (JPs) that provide the mechanism for transformative solutions implemented by governments and national stakeholders and supported by the UN Country Team led by Resident Coordinators (RCs). Strategic direction for the Fund is provided by the Strategic Advisory Group chaired by the Deputy Secretary-General as the chair of UN Sustainable Development Group. The Fund is managed by the Operational Steering Committee, comprised of representatives of 5 UN entities, and with the support from the Secretariat of the Fund. The UN Development Coordination Office (DCO) hosts the Fund and provides for the alignment with the broader UN Development System reforms. The Administrative Agent of the Fund, in charge of financial management, is the Multi-Partner Trust Fund Office (MPTF-O).

3. The SDG Financing enabling environment portfolio was launched in the summer of 2020 with the release of grant funding up to US\$1 million to 62 JPs in 69 countries. Twenty-one UN agencies under the leadership of UN Resident Coordinators collaborated, building on UN-DESA methodological work, agencies’ technical support at the country level and development partners’ support. This portfolio helps countries define the “financing” behind the “policies” and building the related capacities to operationalize financing reforms. It supports the linking of planning with financing. It drives coherence (and adequateness of) existing policies and institutional arrangements.

4. Jordan took part of the Joint SDGs Fund in a context of urgency where regional instability, climate change impacts, and the COVID-19 pandemic, which is placing additional pressures on Jordan’s already vulnerable healthcare, water and other areas. These crises threaten to undermine overall SDG achievement. These crises present an opportunity of investing in resilience measures, emergency response and preparedness to better adapt to health emergencies and negative climate impacts alike. Thus, to meet its SDG priorities, Jordan needs to ensure that scarce resources are used efficiently and effectively, **align existing investments to the SDGs and catalyze** additional financing, aligning existing investments and economic development with the wider development needs of the country, working directly with private investors and development partners to improve the ecosystem for impact.

## 1.2. Description of the intervention evaluated

### 1.2.1 Objective of the Joint Programme

5. The objective of the JP was to establish, by 2022, key building blocks of an integrated, gender-responsive SDG financing framework. The rationale behind this objective is the fact that, in the context of fiscal crisis, climate change perturbations, and the significant socio-economic impact of COVID-19, Jordan has to ensure that scarce resources are invested where they have a multiplier effect and help mitigate the impact on the most vulnerable. Thus, the JP focused on aligning planning, budgeting and financing and on ensuring that public and private investments increasingly address SDG priorities. This will allow for more effective and efficient use of existing resources and for new financing to be catalyzed.

6. The JP focused on strengthening linkages between planning, budgeting and financing for climate, a key priority for Jordan with the potential to have a transformative impact on all other SDGs. The JP worked with public and private sector stakeholders to increase alignment of existing investments and investment pipelines with national SDG priorities, leveraging cooperation with IFIs and development partners. Capacity on SDG impact screening, IMM and the WEPs, and on designing catalytic innovative financing instruments were strengthened, complemented by public-private dialogue to improve the impact investment ecosystem for priority sectors thereby enabling new investments and partnerships.

### 1.2.2 JP alignment with the national challenges and priorities

7. Mainly, the JP was perfectly in line with the United Nations Sustainable Development Framework (UNSDF) Outcomes and Outputs and as well with Jordan national development challenges and priority solutions.

8. **On one hand**, the UNSDF has set for 2018-2022 Outcomes 1 and 3. The UNSDF related *Outcome 1* states that *Institutions in Jordan at national and local levels are more responsive, inclusive, accountable, transparent and resilient (UNSDF, 2018, P. 38)*. Specifically, related Outputs, are as follow: Output 1.1: Strengthening Institutions to improve performance: National and local public institutions are better able to perform their core functions giving attention to needs of vulnerable groups; Output 1.4: Implementation of UN Conventions and the Global Development Agenda: Government and relevant institutions have enhanced capacity to address gaps, monitor, and report on progress in meeting Jordan's commitments in human rights and development such as the 2030 Agenda for Sustainable Development; Output 1.5: Gender Equality and Women's Empowerment: National and local public institutions adopt/better implement policies and programmes that promote gender equality and women's empowerment; Output 1.6: Ensuring Environmental sustainability: Public institutions have enhanced capacities on sustainable approaches to natural resource management, climate change adaptation and mitigation, and disaster risk; Output 1.7: Fostering Partnerships and Innovation: The Government of Jordan is better able to strengthen its partnerships with the private sector, civil society organizations, humanitarian actors, and bilateral partners towards national priorities and international development goals.

9. As per the UNSDF *Outcome 3: Enhanced opportunities for inclusive engagement of all people living in Jordan within the social, economic, environmental, and political spheres* (UNSDf, 2018, p. 51), the attached coherent Outputs in line with the JP are displayed below: Output 3.1: Strengthening Political Opportunities: People, especially the vulnerable groups, have greater access to information and opportunities to participate in political processes; Output 3.2: Strengthening Economic and Investment Opportunities: Vulnerable groups have increased access to decent work and livelihood opportunities; Output 3.4: Strengthening Sustainable Environment Opportunities: More platforms and opportunities for engagement of people, especially vulnerable groups, on sustainable environment are created.

10. **On the other hand**, the JP (Enabling SDG Financing Ecosystem) is set as an holistic solution to the critical environmental and climate change impacts on the Hashemite Kingdom of Jordan, worsen by the COVID-19 pandemic social and economic disruptions. Prior to the JP design and implementation, key challenges identified in the 2015 National MDG report identified the need to address the "high unemployment rates especially among women and youth, limited economic and political participation of women, raising mortalities due to non-communicable diseases and increased water shortages" (The Hashemite Kingdom of Jordan, 2017a<sup>1</sup>, p. 18). In "Our Word Survey", three of the following four main areas that emerged as critical for Jordanians in the upcoming period reported by the First National Voluntary Review(NVR)<sup>2</sup> were directly linked to some key Outcomes and Outputs of the JP : i) Strengthening the link between education and the labour market, and supporting entrepreneurship to reduce unemployment and ensure decent work; ii) Combating stereotypes to achieve gender equality and decrease geographical disparities; reducing poverty and ensuring equal access to social services; iii) Enhancing accountability, respecting human rights and contributing to regional stability; iv) Enhancing awareness on environmental issues, promoting renewable energy and addressing water scarcity.

11. These elements set out for the upcoming years by Jordan aim to including in the global framework of the National Thematic Focus, the categorization of national priorities in *people, planet, peace, and prosperity*.

12. In addition, some key pathways identified as *Policy and Enabling Environment* developed in the 2017 VNR are:

- i. *Creating Ownership of the SDGs*: Related roadmap includes (among others), the following areas: 1) Raising awareness of the 2030 Agenda and its goals, targets, indicators and means of implementation, with the aim of enhancing national ownership of the Agenda and advocating for achieving its goals; 2) Mapping and ensuring coherence of goals, targets and indicators with national policy and planning frameworks; 3) Mainstreaming the SDGs into national development plans and planning frameworks, thus ensuring their priority implementation; 6) Gender mainstreaming through mapping the SDGs (especially SDG5) with the current and future Executive

<sup>1</sup> The Hashemite Kingdom of Jordan, 2017a, VNR: Jordan's Way to Sustainable Development First National Voluntary review on the implementation of the 2030 Agenda.

<sup>2</sup> *The VNR in a Nutshell – National Strategies for SDGs* (The Hashemite Kingdom of Jordan, 2017b)

Development Programmes (EDPs) and national strategies; 8) SDG Costing through providing relevant econometric models; 9) Financing through internal and external sources; 11) Capacity development and provision of technical support in all areas related to the 2030 Agenda.

- ii. *Incorporating the SDGs in national frameworks:* Jordan has focused on ensuring that its development system, policy environment and institutional framework are conducive to commence the realization of the 2030 Agenda on solid grounds, building upon achievements and successful mechanisms in place during MDG timeframe (VNR, 2017, p. 25). The SDGs are integrated into the following key Jordanian Government frameworks: i) Jordan 2025 is the national 10-year vision and strategic plan established in 2015, which takes into consideration the social, economic, and environmental dimensions of sustainable development. Its four priorities are citizens, society, business, and government; ii) Executive Development Programmes (EPDs) operationalize Jordan 2025 through concrete three- or four-year development programmes. The EPD for 2016-2019 incorporated the 2030 Agenda, covering 26 development sectors; iii) The Roadmap for SDG Implementation defines how the SDGs are to be incorporated into national and sub-national strategic planning, budgets, monitoring processes, and institutional frameworks; iv) The SDGs are also incorporated in thematic strategies and legislation, such as the Economic Growth Plan (2018-2022).
- iii. *Institutional coordination mechanisms:* In order to ensure efficient alignment, and to emphasize a commitment to all SDGs within national priorities, the Government has opted to ensure that no overlapping mechanisms are established anew and that the implementation of the 2030 Agenda builds upon existing institutional frameworks. These have been further refined to allow for better harmonization.
- iv. *Goals, targets and indicators – mapping against the national development framework:* A mapping was conducted between late 2016 and early 2017, comparing goals, targets and indicators from the 2030 Agenda with the national development framework.
- v. *Means of Implementation:* Three main domains are identified for policy and enabling environment development: i) Financing: external and internal; ii) Capacity development gaps and needs including science and technology gaps to be addressed; iii) Establishment of PPP (The Hashemite Kingdom of Jordan, 2017a, p. 58-60)

13. Furthermore, Jordan has made the establishment of green growth a top national priority since 2017, as part of the 2030 Agenda (The Hashemite Kingdom of Jordan, 2017 b). The Green Growth National Action Plan 2021-2025 (GG-NAP) was created to expand on Jordan's climate and sustainable development ambitions by mainstreaming green growth, climate change, and sustainable development objectives into sectoral strategic frameworks (The Hashemite Kingdom of Jordan, 2020). Sector-level action plans were developed for each of the priority green economy sectors: Agriculture, Energie, Tourism, Transport, Waste, and Water. Agriculture, Energy, Tourism, Transport, Waste, and Water.

14. The urgency of strong coordination among all government and private institutions to ensure a cumulative effect rather than a duplication of efforts and a greater engagement in SDG



implementation at the sub-national level were clearly pointed out (VNR, 2017, p. 63-64). The Roadmap was to be developed and detailed into a national workplan on SDG implementation and monitoring that will focus on the following elements : 1) Raising awareness of the 2030 Agenda: goals, targets, indicators and means of implementation; 2) Prioritization and mapping of goals, targets and indicators with national planning frameworks; 3) Mainstreaming within national plans by developing national capacities in mainstreaming the SDGs; 4) Mainstreaming into sub-national plans; 5) Strengthening national statistical systems and availability of data; 6) Gender mainstreaming; 7) Further strengthening institutional mechanisms while continuing to use and adapt existing frameworks to ensure involvement of related Government and Majorsps and Organizations (MGOs) in planning, implementing and monitoring of SDGs within national development planning; 8) SDG Costing; 9) Financing; 10) Enhancing monitoring and evaluation systems; 11) Capacity development: Supporting initiatives that aim to enhance cooperation with developed economies in the fields of knowledge transfer and technology for the achievement of the 2030 Agenda (VNR, 2017, p. 67).

### 1.2.3 The JP's Strategic Approach

15. **Overview:** Joint SDG Fund is an inter-agency mechanism that incentivizes transformative policy and financing to shift and stimulate strategic investments required to catalyze and accelerate progress against the Sustainable Development Goals (SDGs) at the country level. The flexibility and demand-based approach Fund stakeholders are afforded caters to the specific needs of diverse UN country teams and has been critical in effectively responding to the COVID-19 pandemic and stimulating SDG integration in national systems and programmes. Covering the period of 15/06/2020 to 31/12/2022 and extended to 31/03/2023 (through the Top Up funding), the JP focuses on strengthening linkages between planning, budgeting, and financing for climate, a key priority for Jordan with the potential to have a transformative impact on all other SDGs. Led by UNDP in partnership with UNICEF and UN Women, the Joint Programme aims to accelerate progress towards the SDGs through establishing the key building blocks for an integrated, gender responsive SDG financing framework. It focuses on strengthening linkages between planning, budgeting, and financing for climate, a key priority for Jordan with the potential to have a transformative impact on all other SDGs. Through institutional capacity building while integrating climate change and SDG budgeting, the JP ensured sustainability and facilitated scaling the climate pilot to an Integrated National Financing Framework (INFF) and advanced SDG financing for all sectors.

16. In accordance with the Voluntary National Review 2017 (VNR 2017) with regard to partnerships with the private sector, the JP works with the largest investment vehicles in Jordan, such as the Social Security Investment Fund (SSIF) and supports the Government's PPP Unit in aligning existing investments and investment pipelines to national SDG priorities leveraging cooperation with IFIs and development partners. This will increase the potential for shifting resources towards SDG acceleration and for new financing to be catalyzed. Capacity building on impact measurement and management (IMM) and the Women's Economic Empowerment Principles (WEP) for small and medium enterprises (SME) and companies listed on the Amman Stock Exchange (ASE) helps create an investment-ready pipeline.

17. **The Theory of Change (ToC)**, in other words, the driving moto guiding the anticipated changes seeks by the JP is worded as follows:

*If (1) planning, budgeting and financing are better aligned, with a pilot focus on climate change; and if (2) public and private investments are increasingly addressing SDGs priorities; (3) then there will be progress on Jordan's SDG priorities (4) because existing financing will be more effectively and efficiently used, and new resources catalyzed.*

18. The architecture representation of the whole underlining Theory of Change of the programme is presented in Annex 1.

19. **The JP Overall Strategy** is guided by 11 key strategies:

- i. **A flexible approach:** In the context of a rapidly evolving COVID-19 crisis, the JP adopted a flexible approach. At the time of writing the full socio-economic implications of the spread of the pandemic on Jordan were not clear and adjustments to the scope have been needed to be made and timelines of some of the proposed activities have been to be revisited because of how the crisis and the government response unfolded.
- ii. **Testing levers and entry points:** Over the two years before the launch of the programme, a joint UNCT SDG financing initiative, UNDP's flagship SDG Impact, UN Women's WEP initiative and UNICEF's engagement on climate change and child-friendly budgeting, tested many levers based on which we have identified key entry points. Ongoing activities are raising awareness on the business case of the SDGs including on how businesses can contribute to the COVID-19 response and focus on strengthening the foundations for an impact investment ecosystem.
- iii. **Laying the groundwork for an INFF:** The JP established key building blocks of an INFF. The strategy of the JP focused on aligning planning, budgeting and financing to address Jordan's climate change priorities in a gender responsive way.
- iv. **Government ownership and leadership to ensure sustainability:** The JP strives to ensure sustainability of its interventions through building institutional capacity on SDGaligned budget tagging and tracking, with an initial focus on climate, gender and youth.
- v. **Building on our strong track record and lessons learnt:** The JP drew lessons from previous efforts on supporting the best possible use of public resources for social policies and programmes. With support of UN Women, Jordan included gender responsive coding in its budget circular for the first time in 2015. UNICEF in partnership with the National Council of Family Affairs (NCFA), initiated a collaboration in 2012 with GBD and line ministries. Since then, child friendly budgeting has been institutionalized as part of the annual budget process and circular instructions. The JP built upon lessons learnt from these efforts.
- vi. **Focusing on climate change to test approach:** In line with Jordan's Climate Change Policy and NDCs, mainstreaming climate across sectors is a national



priority, with ever increasing urgency particularly on the adaptation front. Instituting an integrated, SDG-aligned financing system with transparent, climate-gender budget tracking can help Jordan mobilize much-needed climate financing for critical sectors like water, health and agriculture. For the first time, Jordan has data on climate budget expenditures that can capture its contribution to its NDC climate mitigation target of 1.5%. The updated NDC states an unconditional national emissions reduction target of 5% below business-as-usual levels by 2030, and a full target of 31% below business-as-usual levels by 2030 (up from 14% in their NDC).

- vii. **Building on gender and women's economic empowerment and child-centered action:** UN Women has been building on its experience and partnerships in promoting gender equality and women's empowerment with the government (including the GBD), private sector, and civil society to enhance and support leadership in financing for SDG 5. UNICEF promotes child-centred climate action in order to strengthen the resilience of children, families and communities to shocks and stresses relating to natural hazards, climate change. This is evident through their support to the NCCM.
- viii. **Shifting existing and new investments to align with national SDGs priorities:** The JP provided tools and capacity building for public and private financing to increasingly align with the SDGs while strengthening the ecosystem for impact investing to attract new financing. SSIF represents the largest investment vehicle in the country with over USD 11 billion in assets under management. Building IMM capacities, as well as integrating SDG impact screening criteria and the WEP contributed to increasingly align the existing investment pipeline with the SDGs. The JP built on existing efforts by the Amman Stock Exchange (ASE) and the UN Global Compact in mainstreaming IMM in Jordan's SME sector.
- ix. **Creating an enabling environment for impact investment:** To attract investments, the government needs to be seen to be committed to having a supporting and enabling environment for businesses who are intentional about their societal and environmental impact and one that incentivizes and appeals to impact investors. Building on the extensive preparatory work of SDG Impact and the WEPs, this included working with relevant government agencies such as the Jordan Investment Commission (JIC) and other key players such as ASE, SSIF to implement an SDG lens in their reporting and investment promotion activities and in the case of the SSIF in its investment activity.
- x. **Leveraging resources and partnerships from multiple partners:** The JP is innovative in nature, both in terms of the policies, tools, methodologies and systems it will introduce, leveraging all the resources available to it through the UN system, relevant country experience and ongoing programmes of PUNOs, partnerships with IFIs/DFIs and development partners active in this space (World Bank, IMF...).
- xi. **Engaging key stakeholders with a focus on youth and women:** The JP planned to actively engage with national stakeholders from different backgrounds - women, youth, refugees, civil society, government, private sector, and the parliament.

20. With regard to **funding strategies**, even though the Joint SDGs Fund is the main donor, the UN agencies leveraged existing streams of funding to reinforce the JP efforts and objectives. The JP has been designed to build on the synergies and results of previous results and ongoing efforts in order to ensure sustainability and best use of the available resources through the SDG Joint Fund and existing funds allocated for related activities by UNDP, UN Women, and UNICEF. The value for Money is demonstrated through the following:

- ☞ **Policy Focus with elements of system strengthening and engagement of key stakeholders:** With the overall objective to support the development of an Integrated Financing Framework, this project ensures better and wider impact compared to direct service delivery interventions with the same amount of resources.
- ☞ **Timeliness and Relevance:** Jordan was in the process of updating its National Climate Change Policy (2013-2020) and NDCs, which provides an important entry point to engage in effective policy dialogue and understand implications of climate change for budgeting and financing.
- ☞ **Efficiency Gains:** the JP had immediate efficiency by bringing together UNDP, UNICEF, and UN Women to engage in a coordinated manner to achieve common objectives by also involving a wide range of critical enablers and policy makers.
- ☞ **Sequence and Complementarity of Activities:** The activities have been designed in a way that ensures complementarity and logical sequence to support gradual progress and addressing different types of needs and gaps.
- ☞ **Government Ownership and Active Engagement of local actors:** the program design ensured government including national women's machinery, ownership and engagement in all stages.

21. The strategic architecture of the JP, including its different anticipated Outcomes, Outputs, indicators, methods and expected results, and key partners, is summarized Annex 1.

### ***About the JP anticipated results***

22. **The main objective of the JP** was to establish key building blocks for an integrated, gender-responsive, SDG financing framework by 2022. This will contribute to ensuring that Jordan's national SDG priorities are adequately and effectively financed. The programme consists of two main outcomes areas. While Outcome 1 was developed under 2 outputs (with 2 additional outputs later on under the "Development Emergency Modality - Response to the Global Crisis on Food, Energy, Finance - 1/07/2022 to 31/12/2022"), outcome 2 comprises 4 different outputs. Following are their respective brief description:

23. **Outcome 1: Strengthened alignment of climate responsive planning, budgeting and financing with focus on gender and vulnerable groups:** Output 1.1 Increased availability of data and climate responsive analysis on public budgeting, financing needs, and public & private flows to meet Jordan's SDG priorities including gender equality; Output 1.2 Enhanced institutional capacity on SDG budget tracking building on climate, gender and child-friendly

budgeting. Outcome 1 focused on climate responsive planning, budgeting and financing with focus on gender and vulnerable groups. Here, analysis on strategic and institutional frameworks on climate change, related public expenditure, financing needs as well as map existing public and private financing flows were planned to be conducted. A systematic analysis of public expenditures and how they relate to climate change across ministries and sectors, establishing linkages with national plans and targets and quantifying climate-related expenditures have also been conducted, building on extensive stakeholder consultations, with lesson learnt from related works of UNDP, UNICEF and the 2009 World Bank environmental assessment. Institutional capacity have been built including on integrating climate change into budget circulars and planning processes. A training manual on “budgeting for climate change” targeting GBD and staff from related ministries was planned to be developed. The work built on UNICEF’s (child friendly budgeting) and UN Women’s (gender responsive budgeting) works with the GBD and line ministries.

24. **Outcome 2 : Public and private investments are increasingly aligned with national SDG priorities enabling new investments and partnerships:** Output 2.1. Increased capacity on SDG impact screening, measurement and management for public and private actors with a particular focus on cross-cutting issues such as gender; Output 2.2. Strengthened capacity to develop and implement innovative financing solutions for SDG priorities with a particular focus on cross-cutting issues such as gender; Output 2.3. Improved ecosystem for SDG impact investing for priority sectors including climate and gender; Output 2.4. Enhanced leadership on financing for gender equality and women’s empowerment. Outcome 2 focused on developing tools, strengthening capacities and sharing best practices for IMM to drive capital – public as well as private – towards the SDGs. It built on UNDP’s SDG Impact initiative which aimed to drive capital to investment opportunities that can advance the SDGs. SDG Impact has focused on raising awareness on sustainable investment practices including investor convenings, a workshop on sustainable investing for SSIF board members, investment committee and board representatives. In close coordination with JIC, UNDP developed an SDG investor map highlighting SDG aligned investment opportunities and policy bottlenecks to impact investment. SDG Impact is also developing tools for companies and investors to measure and manage impact. A first IMM training for SMEs was held in early 2020. Activities also build on UN Women’s efforts to leverage the WEP for private sector impact working with WEP partners through the Gender Equity Seal initiative. The JP built on UN Women’s partnership with SSIF to provide technical advice to SSIF to promote national priorities on gender equality and women’s empowerment and the SDGs. UN Women built capacity on gendered impacts of investments, develop and implement a tool to measure the gendered impact of investments and to systematize the tool within the fund’s existing investment assessment process.

25. The programme’s detailed Results framework, including related indicators, baselines, expected targets, attached partners per outcome and output is presented in Annex 5.

26. The Development Emergency Modality added activities aimed at strengthening the evidence-base and strategies for mitigating the impact of global crises on SDG financing, with the new Economic Modernization Vision as an entry point to support the development of a financing strategy that enhances a gender-responsive recovery and a just and green energy transition. It focuses on four outputs: Output 1.1 Review of building blocks of an INFF and development of an INFF roadmap in support of a gender-responsive recovery and a just and

green energy transition; Output 1.1 Review of building blocks of an INFF and development of an INFF roadmap in support of a gender-responsive recovery and a just and green energy transition; Output 1.3 Increased availability of data and analysis to support a just and green energy transition; Output 1.4 Scoping of innovative debt solutions.

### *The JP allocated budget*

27. The programmatic initial budget of the JP was estimated at \$1,268,000. As main donor, the Joint SDGs Fund contributed \$1,000,000 (over 97%) of the total JP budget. The following table presents the distribution of the program budget by outcome and by output, as well as by donor, as per the JP'S Prodoc.

**Table 1: Budget's snapshot per outcome and output, and per PUNOs and reported in the Prodoc**

Outcome 1		Strengthened alignment of climate responsive planning, budgeting and financing with focus on gender and vulnerable groups					
Output	Overall budget description	PLANNED BUDGET (USD)					
		Joint SDG Fund	UNDP Contribution	UN Women Contribution	UNICEF Contribution	PUNOs Contribution	Total Cost
Output 1.1 Increased availability of data and gender responsive analysis on public budgeting, financing needs, and public & private flows to meet Jordan's climate change priorities.	Consultancy fees for public expenditure review, mapping of financing flows and gaps, UN Women technical expert on cost-efficiency of gender and climate change, consultation workshops, communication material for citizen budget	400,000	10,000		58,000	68,000	468,000
Output 1.2. Enhanced institutional capacity on SDG budget tracking building on climate, gender and child-friendly budgeting	UN Women co-financing contribution through current GRB expert working with Ministry of Finance on Budget Circulars; other technical experts/ consultants including on SDG budgeting, workshop related costs	110,000		30,000	20,000	50,000	160,000
<b>Subtotal Outcome1</b>		<b>510,000</b>	<b>10,000</b>	<b>30,000</b>	<b>78,000</b>	<b>118,000</b>	<b>628,000</b>
Outcome 2		Public and private investments are increasingly aligned with national SDG priorities enabling new investments and partnerships					
Output	Overall budget description	PLANNED BUDGET					
		Joint SDG Fund (USD)	UNDP Contribution	UN Women Contribution	UNICEF Contribution	PUNOs Contribution	Total Cost (USD)
Output 2.1. Increased capacity on SDG impact screening, measurement and management for public and private actors with a particular focus on cross-cutting issues such as gender	Consultancy/ staff resources on IMM training development and roll-out, workshop related costs, expert fees on SDG aligned investment screening, UN Women co-financing contribution through current WEPs expert; UN Women gender and IMM expert to be recruited; travel and workshop costs	260,000	80,000	30,000		110,000	370,000
Output 2.2 Strengthened capacity to develop and implement innovative financing solutions for SDG priorities with a particular focus on cross-cutting issues such as gender	Consultancy/ expert fees, workshops and related costs (incl. travel)	60,000					60,000
Output 2.3 Improved ecosystem for SDG impact investing for priority sectors including climate and gender	Workshop related costs (in partnership and co-financed by private sector associations and other partners)	60,000	20,000			20,000	80,000
Output 2.4 Enhanced leadership on financing for gender equality and women's empowerment	Workshop related costs, technical expertise (consultancies and staff)	40,000		20,000		20,000	60,000
<b>Subtotal Outcome 2</b>		<b>420,000</b>	<b>100,000</b>	<b>50,000</b>	<b>0</b>	<b>150,000</b>	<b>570,000</b>
Joint programme management	Consultancy fees for evaluation communication related expenses (social media, printing, etc.)	70,000					70,000
<b>Subtotal JP management</b>		<b>70,000</b>					<b>70,000</b>
<b>Total</b>		<b>1,000,000</b>	<b>110,000</b>	<b>80,000</b>	<b>78,000</b>	<b>268,000</b>	<b>1,268,000</b>

28. To this initial \$1,268,000, and additional fund of \$250,000 was provided to the programme by the Development Emergency Modality (DEM), \$20,000 by UNICEF and



10,000 by UN Women. With this top-up fund, the total final budget of the programme is evaluated at \$1,548,000.

**Table 2: Budget' s napsnot per output and activities, and per PUNOs of the Development Emergency Modality**

Workplan Template									
Outcome 1		Strengthened evidence-base and strategies for mitigating impact of global crises on SDG financing							
Output	Target/s	List of activities	Time frame		PLANNED BUDGET				Implementing partner/s involved
			Q3	Q4	Overall budget description	Joint SDG Fund (USD)	PUNO Contributions (USD)	Total Cost (USD)	
Output 1.1 Review of buildings blocks of INFF and development of INFF Roadmap in support of a gender-responsive recovery and a just and green energy transition	Gender-responsive INFF Roadmap developed	Review and adjustment of key building blocks of INFF (based on existing JP) and development of INFF roadmap			Consultancy, staff costs, workshop related costs	70,000		70,000	UNDP with inputs from other UN agencies
		Identification of entry points, policy recommendations and interventions to increase financing for a gender responsive recovery, green and just energy transition			Consultancy, staff costs, workshop related costs	40,000	10,000	50,000	UN Women
Output 1.2 Increased availability of data and gender-responsive analysis on the impact of current global crises on development financing flows		Analysis of impact of recent global shocks incl. energy and food crises on development financing flows (public/ private, domestic/international)			Consultancy, staff cost, workshop related costs	60,000		60,000	UNDP with inputs from other UN agencies
		Analysis of impact of debt on fiscal space and analysis of energy price rise on public finance			Consultancy, workshop related costs	30,000	20,000	50,000	UNICEF with inputs from other UN agencies
Output 1.3 Increased availability of data and analysis to support a just and green energy transition		Review of impact of energy price increases on tariff reform, energy security and green energy transition			Consultancy, staff costs workshop related costs	30,000		30,000	UNDP with inputs from other agencies
Output 1.4 Scoping of innovative debt solutions		Review of feasibility of debt swaps (for climate/ nature) or green/SDG bond issuance			Consultancy, staff cost, workshop related costs	20,000		20,000	UNDP with inputs from other agencies
<b>TOTAL</b>						<b>250,000</b>	<b>30,000</b>	<b>280,000</b>	

CBI: Central Bank of Jordan; JBPWF: Jordan Business and Professional Women Forum; JNCW: Jordanian National Commission for Women; MoF: Ministry of Finance, MoPIC: Ministry of Planning and International Cooperation  
 Note: PUNO contributions include in-kind through staff time.

## **II. EVALUATION OBJECTIVES, SCOPE, AND METHODOLOGY**

### **2.1. Objectives of the assignment**

29. The objectives of the assignment are to:
- i. Collect and present evidence to review the extent to which the JP achieved its overall objective to unlock financial resources towards the SDGs and catalyse sustained change in the way government and its partners seek to finance the SDGs that will unlock resources into the future.
  - ii. Review and provide evidence as to how the JP's activities have contributed to foster SDG acceleration at the country level.
  - iii. Collect and present evidence to the extent to which the JP achieved its results as described in the JP document and result framework. This review should include the contribution towards the Joint SDG Fund's Outcome 4 and Output 2.
  - iv. Review the extent to which the JP has contributed to strengthening the UN Development System (UNDS) reform and describe the level of coordination between relevant actors, especially participating UN agencies (PUNO) and government.
  - v. Review the extent to which the JP has contributed to creating sustainable partnerships and collaborations with local and international partners from public and private sectors.
  - vi. Review to which extent the JP has contributed to mainstream gender equality and human rights.
  - vii. Review the extent to which local capacity has been built.
  - viii. Review the likelihood of sustainability of the JP's results and the quality of the exit strategy. Review the planned next steps of the JP.
30. Based on the above, present the key progresses or achievements, lessons learned, best practices and areas for improvement to inform future interventions.

### **2.2. Scope of the work**

31. The purpose of this evaluation is to review the extent to which the project results have been achieved, progresses made, partnerships established, systems changed, financial resources mobilized and aligned with the SDGs (including systemic changes that will mobilize and align resources after the JP ends), capacities built, and cross cutting issues (i.e., gender, human rights) addressed. Lessons learned, best practices, and recommendations for future interventions will be also determined.

## 2.3. Methodology and et limitations of the evaluation

### 2.3.1. Methodology and data collection

32. The methodology of the assignment combines quantitative and qualitative approaches, as well as gender mainstreaming, participatory and theory of change techniques. A thorough analysis is made of all relevant secondary information sources such as Jordan national related reference documents, UNDP Country Programme Document (United Nations Sustainable Development Partnership Framework 2018-2022 and all relevant documents related to the JP, including Prodoc, Theory of Change, Results Framework, Work Plans (WPs), PIRs, etc. Additionally, online consultations have been conducted with Primary information sources such as the UNDP, UNICEF, UN Women, Government counterparts, Project' Team, representatives from the private sector, NGOs, and CSOs.

33. The evaluation process was guided by data collection tools such as Focus Group Discussion Guide and the Semi-structure Individual Questionnaire. These data collection instruments are developed under the OECD/DAC evaluation criteria of relevance, coherence, effectiveness (including Gender Equality and Human Rights), efficiency, and sustainability. Based on the scope of the work, other criteria such as the catalytic effect of the project, collaboration between national institutions on one side and among international institution, on the other, including lessons learned and forward-looking recommendations will be explored. An overview of the stakeholders consulted is presented in the table below:

**Table 3: Breakdown of implementing partners, stakeholders, and beneficiaries consulted**

Participating UN Organizations (PUNOs)		National authorities		Private Sector Associations/ Civil Society	
UNDP	4	Gouvernement stakeholder	8	Amman Stock Exchange	1
UNICEF	2	Parlement member		UN Global Compact Network	1
UNDP/UN WOMEN	2	Social Security Investment Fund			
<b>Total</b>	<b>7</b>	<b>Total</b>	<b>8</b>		<b>2</b>
<b>International Financial Institutions</b>		<b>Development Partners including Joint SDG Fund Donors</b>		<b>Other stakeholder and beneficiaries</b>	
		AMAM Ventures	1		
<b>Total</b>		<b>Total</b>		<b>Total</b>	
<b>GRAND TOTAL : 18</b>					

34. In the context of this evaluation, a total of 18 key informants, stakeholders and actors were interviewed. The diversified sources of information enabled us to obtain critical inputs, including expert advice, verifiable data on indicator baseline, milestones and target achievement, existing reports, evaluations and technical papers, etc. This ensured a strong triangulation that supports findings (progress, issues and challenges, best practices, strategies and policy options) and recommendations. The detailed list of stakeholders consulted is displayed in Annex 2. The evaluation Focus Group Discussion Guideline and Semi-Structure Individual Questionnaire are presented at Annex 3 and 4, respectively.



### 2.3.2. The Joint Programme (JP) Evaluability and rating instruments

35. The unit of analysis is the JP in its entirety, i.e., outcomes, outputs, activities, and inputs that were detailed in the programme document and any associated modifications. The JP evaluability is based on the Results Framework defined in the Prodoc. The main results/Outcomes of the JP, are the ultimate development changes anticipated. Each includes specific performance measurement indicators, products (outputs/ intermediate results) to be achieved, a reference framework (database/baseline) and specific targets to be achieved at the end of the JP. Every anticipated result/outcome and output will be measured against the evaluation criteria mentioned above (section 2.3.1). These criteria are adapted to and measured against the following outcomes' rating scale of the Joint Guidelines for Use in the International Rescue Committee (IRC) and the Operations Evaluation Department of the World Bank<sup>3</sup>. The assessment scale of the project results in relation to the evaluation criteria is declined from 6 to 0. While the score 6 represents the highest performance (*Highly Satisfactory*) in relation to a criterion given, a score of 0 (zero) denotes zero performance (no progress made), i.e., the anticipated outcome or outcome was not initiated at all during the project lifecycle. When the respondent rates his knowledge of the project as *Highly Unsatisfactory*, or *Don't know*, the interview is interrupted, and the discussion goal changes and seeks to assess the respondent general knowledge of the issues of the Pension Fund and the SDG Financing Ecosystem in Jordan.

**Table 4: The JP Results Rating Scale**

Rating	Rationale	Score
<i>Highly Satisfactory</i>	There were <b>no shortcomings</b> in the achievement operation's objectives regarding the criterion.	6
<i>Satisfactory</i>	There were <b>minor shortcomings</b> in the achievement operation's objectives regarding the criterion	5
<i>Moderately Satisfactory</i>	There were <b>moderate shortcomings</b> in the achievement operation's objectives regarding the criterion	4
<i>Moderately Unsatisfactory</i>	There were <b>significant shortcomings</b> in the achievement operation's objectives regarding the criterion	3
<i>Unsatisfactory</i>	There were <b>major shortcomings</b> in the achievement operation's objectives regarding the criterion	2
<i>Highly Unsatisfactory</i>	There were <b>severe</b> shortcomings in the achievement operation's objectives regarding the criterion	1
<i>No progress made</i> <sup>4</sup>	<b>No activity initiated</b> with regard to related with regard to the outcome or output.	0

36. With regard to Gender and Gender Equality, the evaluation examines the extent to which the Joint SDGs Fund's support was designed to contribute to gender equality on one side, and to which extent gender mainstreaming has been taken into account during the interventions implantation as well as how it is turned into gender equality results, on the other side. Thus, we

<sup>3</sup> IRC and the OED, *Harmonized Evaluation Criteria for Outcome Evaluation*, International Rescue Committee (IRC) and Operations Evaluation Department (OED), an independent unit within the World Bank (<http://ieg.worldbankgroup.org/sites/default/files/Data/HarmonizeEvalCriteria.pdf>)

<sup>4</sup> Rating scale level added by the evaluator

consider the Gender Marker<sup>5</sup> at the programme design, implementation and monitoring process level and the Gender Results Effectiveness Scale (GRES) after the JP's interventions are implemented. While the Gender marker, developed by UNDP/PBF, classifies the gender mainstreaming level in 4 categories (GEN-0, GEN-1, GEN-2, GEN-3)<sup>6</sup>, the GRES, developed by UNDP/IEO, classifies gender results into five categories (gender negative, gender blind, gender targeted, gender responsive, gender transformative<sup>7</sup>). The evaluation will validate the JP's Gender marker rating at the level of Prodoc, planned Results Framework, and the JP's implementation instruments and modality.

### 2.3.3. Constraints and limitation of the evaluation

37. **The main difficulty attached to the evaluation process is time constraint.** The evaluation's period coincided with a charged agenda of the Government officials who were mobilized by the crown prince's wedding of June 1<sup>st</sup>. In addition to the high interest of Amman population in this event and an expected arrival of a great number of foreign dignitaries, this timing was deemed inappropriate for a field trip and for stakeholders' consultation. This made the timeframe very tight for an evaluation draft report due for June 23<sup>rd</sup>. Moreover, the reduction by the UNDP of the timeframe for the in-field stakeholders and actors' consultations from 3 weeks to only 1 week is not easy to meet. Still, thorough independent and confidential consultations of actors and beneficiaries of projects, including of external sources, are of capital importance to triangulate and validate the progress described in official reports from the intervention's direct promoters and implementers.

38. Alternatively, a deeper analysis of the JP related documents and online consultation via an individual questionnaire and Microsoft Team and Zoom virtual interviews within a tight timeframe. In these circumstances, the evaluator was not able, at this point in time, to collect comments and inputs from a greater number of actors. However, it was agreed to continue the exercise of consulting the various stakeholders until the production of the final evaluation report.

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<sup>5</sup> A corporate tool to sensitize programme managers in advancing GEWE by assigning ratings to projects during their design phase to indicate the level of expected contribution to GEWE. It can also be used to track planned programme expenditures on GEWE (not actual expenditures) (UNDP IEO, 2015).

<sup>6</sup> [https://www.un.org/peacebuilding/sites/www.un.org.peacebuilding/files/documents/pbf\\_guidance\\_note\\_on\\_gender\\_marker\\_scoring\\_2019.pdf](https://www.un.org/peacebuilding/sites/www.un.org.peacebuilding/files/documents/pbf_guidance_note_on_gender_marker_scoring_2019.pdf)

<sup>7</sup> UNDP/IEO, 2015: *Evaluation of UNDP Contribution to Gender Equality and Women's Empowerment*

### III. ANALYSIS OF RESULTS ACHIEVED BY THE JOINT PROGRAMME

39. This chapter examines project results against the evaluation criteria of relevance, coherence, effectiveness, gender, efficiency, catalytic effects, and sustainability.

#### 3.1. The JP's performance assessment in relation to the evaluation criteria

40. The overall performance of the Joint Programme is determined as satisfactory. The JP's overall performance is determined as Satisfactory in relation to the evaluation criteria of relevance, coherence, effectiveness, efficiency, sustainability/sustainability, the catalytic impact, and the inter-agency collaboration. Following the JP's performance assessment in relation to the evaluation criteria, the overall progress is rated with score 5 (There were **minor shortcomings** in the achievement operation's objectives). The following table summarizes the performance of the programme against the OECD/DAC evaluation criteria, including its catalytic impact, and level of inter-agency collaboration.

**Table 5: Overall assessment of the project with regard to the evaluation criteria selected**

N°	CRITERIA	Rating	Score sur 6
1	Relevance	Highly Satisfactory	6
2	Coherence	Highly Satisfactory	6
3	Effectiveness	Moderately Satisfactory	4
4	Gender and Gender Equality	Highly Satisfactory	6
5	Efficiency	Moderately Satisfactory	4
6	Sustanaibility/ownership	Moderately Satisfactory	4
7	Catalytic impact	Satisfactory	5
8	National Inter-Agency Collaboration	Satisfactory	5
9	International Inter-Agency Collaboration	Highly Satisfactory	6
<b>Average</b>		<b>Satisfactory</b>	<b>5</b>

41. The following sections present the detailed analysis of the project results in relation to the various evaluation criteria retained.

##### 3.1.1. Relevance : *Highly Satisfactory*

42. The evaluation determines the JP's relevance is determined as highly satisfactory the objectives of the Joint Programme are perfectly consistent with the needs, interests, and priorities of the people and the country in achieving the SDGs. It has also significantly contributed to strengthening the UN Development System (UNDS) reform and demonstrates a satisfactory level of coordination between relevant actors, especially participating UN agencies (PUNO), government of Jordan (through relevant line ministries), the private sector and Civil Society Organisations (CSOs).



The extent to which the objectives of the intervention are consistent with the needs, interests, and priorities of the people and the country in achieving the SDGs

43. With the main objective of accelerating Jordan's progress towards SDGs by establishing Building Blocks of an Integrated Financing Framework, the JP comes in support and strengthening of Jordan's previous efforts towards **climate change impacts mitigation and financing**. Prior to the launch of the JP "Enabling SDG Financing Ecosystem" in 2020, Jordan was committed to addressing climate change with the Nationally Determined Contributions (NDC) of 2015, which include a national target to lower greenhouse gas emissions by 14% by 2030, with 12.5% conditional upon Jordan receiving international financing and assistance while the remaining 1.5% would be achieved through national means. In line with Jordan's Climate Change Policy, it was thus considered an important need and national priority to contribute to mainstreaming climate across sectors.

44. Before the JP's intervention, while Jordan does not currently have a national SDG framework, there are several entry points for the UN and the JP to ensure stronger integration of the 2030 Agenda and the SDGs into planning, budgeting and financing processes and create momentum for systemic change. While a National Adaptation Plan (NAP) process was launched in February 2017 with a stocktaking exercise, Jordan's Voluntary National Review (VNR) submitted in 2017 articulates several national SDG priorities and Vision 2025: A National Vision and Strategy (The Hashemite Kingdom of Jordan, 2017c ) provides a blueprint for the country considering economic, social and environmental dimensions of sustainable development. The Government, in partnership with the United Nations Country Team (UNCT), has recently started to determine baselines and initiate steps towards developing targets. There is increasing momentum and interest from the Government as well as development partners, to integrate SDGs into its strategic frameworks and policies and to align investments, a momentum this JP seeks to seize building on the following existing relevant government objectives.

45. In addition, the VNR 2017 clearly indicates that the National Roadmap to achieve SDGs prioritizes **mainstreaming gender** in all national development plans. On 8 March 2020 the Government approved the National Women's Strategy (NWS) 2020-2025 fully in alignment with SDGs, in particular SDG 5. Thus, mainstreaming gender equality, a significant objective (Gender Marker 2) of the JP, was also a priority regarding the low rate of women economic participation in Jordan and low score of Jordan in the Global Gender Gap Index. In Contrary to the JP's Prodoc which determines the JP's Gender Marker as 3 with regard to it's design, the evaluation determines its as 2, as rated by the Top-Up-Fund<sup>8</sup>.

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<sup>8</sup> Full title: "Development Emergency Modality – Response to the Global Crisis on Food, Energy, Finance ", the the top-up-fund is an additional fund received by the JP. It builds on and leverages the momentum and partnerships forged during the implementation of the JP.

**Table 6: Gender Marker Scores**

Score	Description
0	No observable contribution of outputs to gender equality is expected
1	Projects that will contribute in some way to gender equality, but not significantly
2	Projects that have gender equality as a significant objective
3	Projects that have gender equality as a principal objective

Source: UN Women (2009)

46. On 8 March 2020, the Government adopted an approach fully aligned with SDG 5 with the National Women's Strategy (NWS) 2020-2025. In focusing on gender (SDG 5) and climate (SDG 13) to establish building blocks of an INFF, the JP responded to pressing needs of the people of Jordan and provided support for the Government to efficiently use resources to reach SDG priorities.

47. Furthermore, **strengthening national systems for social protection and disaster risk management** is one the Government's strong commitment expressed prior to the JP lunch. This aims to accelerate results for the most vulnerable, a priority particularly important in mitigating the impact of COVID-19. In this context, a National Social Protection and Poverty Strategy (NSPS 2019- 2025) has been under the leadership of MoPIC and the Ministry of Social Development (MoSD) with support from UNICEF and development partners. The strategy calls for an integrated approach by considering the following pillars: social assistance, social services, social insurance, and labor market policies. Partnering with the Jordan Pension Fund, including the Social Security Investment Fund (SSIF), the JP strive to support the Government addressing social protection of the vulnerable people. Obviously, by also partnering with Amman Stock Exchange (ASE), Jordan's biggest economic corporation, the JP fully participated in the achievement process of the Government's Economic Growth Plan (2018-2022).

48. Succinctly, the JP directly addresses various SDGs but indirectly facilitates progress across a range of other SDGs through support to the impact investment ecosystem, IMM and WEP. With the aim to facilitate the efficient and effective use of resources and the catalyzation of additional resources with a focus on climate change and gender, both cross-cutting areas that affect progress on many other SDG targets not listed here:

☞ **SDG 5 Achieve gender equality and empower all women and girls: Target 5c** Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels, **Indicator 5.c.1** Proportion of countries with systems to track and make public allocations for gender equality and women's empowerment;

☞ **SDG 6 Ensure availability and sustainable management of water and sanitation for all: Target 6.2** By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations; **Indicator 6.2.1** Proportion of population using safely managed sanitation services, including a hand-washing facility with soap and water;

- ☞ **SDG 12 Ensure sustainable consumption and production patterns:** Target 12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle; Indicator 12.6.1. Number of countries publishing sustainability reports;
- ☞ **SDG 13 Take urgent action to combat climate change and its impacts:** Target 13.2 Integrate climate change measures into national policies, strategies and planning; Indicator 13.2.1. Number of countries that have communicated the establishment and operationalization of an integrated policy/ strategy/ plan which increases their ability to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emissions development in a manner that does not threaten food production (including a national adaptation plan, nationally determined contribution, national communication, biennial update report or other);
- ☞ **SDG 17 Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development:** Target 17.3 Mobilize additional financial resources for developing countries from multiple sources; 17.3.1 Foreign direct investment (FDI), official development assistance and SouthSouth cooperation as a proportion of total domestic budget; Target 17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships; 17.17.1. Amount of United States dollars committed to (a) public-private partnerships and (b) civil society partnerships.

To what extent has the Joint Programme contributed to strengthening the UN Development System (UNDS) reform and describe the level of coordination between relevant actors, especially participating UN agencies (PUNO) and government?

49. The JP PUNOs have been conducting their activities following a clear thematic repartition: UNICEF led on activities related to climate budgeting and planning, UN Women led on gender mainstreaming with the Government and private sector and UNDP coordinated the program, led the development of building blocks of an INFF and implemented activities on aligning investments with the SDGs, building on previous works and partnerships established under the SDG Impact initiative. There was a good level of complementarity between PUNO, with expertises combined to achieve greater results. Impact management and measurement trainings for example benefited from the experience of UNDP and its partnership with Social Value International, as well as from UN Women's WEP network and experience to integrate gender mainstreaming in the curriculum.

50. The UN Resident Coordination Office (RCO) provided support in coordinating with the Government, through the Ministry of Planning and International Cooperation, and with other stakeholder, including the private sector, mobilizing relevant networks to reach results. The RCO also provided technical expertise to all studies conducted in the JP. It also supported smooth communication with external other UN agencies involved in the INFF process.



### 3.1.2. Coherence : *Highly Satisfactory*

The compatibility of the programme within; and with other programmes in a country; Internal and external coherence

51. From the internal coherence perspective, it appears that the JP's intervention is coherent with the initiation of an impact investment board in Jordan built on partnerships previously established and extended UNDP's network in the private sector to the benefit of other projects. The publication of the Seeds of Impact report in 2022, started under the SDG Impact Initiative, was especially critical to deepen partnerships with funds and businesses featured in the report for their active contribution to the SDGs. The programme also established partnerships with large institutions relevant to the investment ecosystem like SSIF and the ASE. Partnership are also being built with think tank and NGOs involved in impact investment to expand their contribution to this effort to structure the ecosystem, especially Jordan Strategy Forum and the Crown Prince Foundation. Engagement with private stakeholders deepened in other sectors, including ongoing projects for local economic development or sectorial initiatives like the development of the Baptism touristic site or an investment case for mental health.

52. The JP's coherence as per the external standpoint is evidenced through its complementarity with and reinforcement of numerous government's initiatives. Such key initiatives are, but not limited to:

- ☞ **Jordan Vision 2025: A National Vision and Strategy:** Jordan Vision 2025, "Jordan 2025", is a blueprint developed at the same time as the Post-2015 consultations with wide participation from all MGOs and was launched in the first half of 2015 in the presence of His Majesty King Abdullah II Ibn Al Hussein. This takes into consideration the social, economic and environmental dimensions of sustainable development, with the objective of achieving a prosperous, resilient and inclusive economy while strengthening reforms (VNR, 2017, p. 25);
- ☞ **Executive Development Programmes (EDPs):** these are multi-year government development plans, developed through a participatory approach, to integrate and track different national development and sectoral plans and strategies under the "Jordan 2025". EDPs translate also the "Jordan 2025" document into actionable and measurable development programmes through three- or four-year cycles;
- ☞ **Governorate Development Programmes:** It have been prepared for each of the 12 governorates, translating national priorities at the sub-national level and taking into consideration their own priorities and challenges in line with their governorate's comparative advantages and unique development situation and challenges;
- ☞ **The Jordan Response Plan for the Syria Crisis (2017-2019):** Developed within the overall framework of the "Jordan 2025", this Plan is a pioneering resilience-based rolling plan that brings together medium-term humanitarian and resilience efforts in a single, national framework for the benefit of both refugees and host communities. It aims to ensure its harmonization with the long-term development priorities of the country and is in line with the EDP and the governorate development programmes;



☞ **The Economic Growth Plan (2018-2022):** This plan was developed to recapture the country's economic growth momentum and realize its development potential. It includes economic, financial and sector-specific policies, as well as government interventions with a focus on partnership with the private sector.

53. Other national important development plans and strategies the JP has contributed in their implementation processes with respect to the 2030 Agenda include, but not limited to: 1) The Comprehensive National Plan for Human Rights (2016-2025); 2) The National Strategy for Human Resources Development (2016-2025); 3) The *National Strategy* on Deinstitutionalization for People with Disabilities (2019-2022); 4) The National Strategy for Women (2018-2022); 5) The Jordanian National Action Plan to Implement UN Security Council Resolution 1325 (2017-2020); 7) The National Strategy for Youth Empowerment (2017-2025); 8) The National Climate Change Policy (2013-2020); 9) The National Strategy and Action Plan for Sustainable Consumption and Production (2016-2025); 10) The National Policy and Strategy for Science, Technology and Innovation (2013-2017); 11) The National Plan for Green Growth; 12) The National Plan for the Elderly (2016-2020); 14) The Demographic Dividend Policy Document; 15) National Employment Strategy (2011-2020); 16) National Social Protection and Poverty Eradication Strategy (2018-2025); 17) National Plan for Green Growth (2017-2025); 18) National Solid Waste Management Strategy (2015-2034); 19) National Water Strategy (2016-2025); 20) National Energy Strategy (2015-2025).

54. The JP also contributes to strengthening the UN system better working together in terms of policy coherence, partnerships and reducing duplications of efforts both from the UN agencies sides as well as from the Government of Jordan's interventions. In this view, the UNDP has played an integrator role in the INFF process. As the lead agency, UNDP has coordinated the initial building blocks of the INFF and engaged with the Government on this process. The DFA is now being conducted by UNDP and it is integrating inputs from a range of UN agencies to make sure the UN speaks as one in advancing this process and presenting recommendations to national partners.

### 3.1.3. Effectiveness

55. This section of the report discusses the performance of the project against its four strategic outcomes, outputs and anticipated targets.

Extent to which the objectives have been achieved. To what extent the JP **achieved its results** as described in the JP document and result framework. This review should include the contribution towards the Joint SDG Fund's **Outcomes 1 & 2?**

**Following the JP's performance assessment in relation to the anticipated outcomes and outputs, the overall progress registered is also determined as Satisfactory, with score 5** (There were **minor shortcomings** in the achievement operation's objectives). The table 4 below present the JP's performance rating summary with regard to its outcomes and outputs. Detailed related data, including supporting rationales of the rating are presented in Annex 5.

**Table 7: The JP's OUTCOMES and OUTPUTS Performance Overview**

Indicators	Baseline	Expected Final Target	Rating	Rationale
<b>Outcome 1: Strengthened alignment of climate responsive planning, budgeting and financing with focus on gender and vulnerable groups</b>				
% of national budget allocated to climate related expenditures is made publicly available	N/A (Data on climate-related expenditures is not available)	Planned Climate PER Climate Citizen Budget Brief National Budget Law & Budget Functional Classification & Public Finance data published by GBD, DOS, and CBJ	<b>Moderately satisfactory (5)</b>	Review done, Draft CPER available, but Final version is yet to be validated and published (not done at the JP's end)
<b>Output 1.1 Increased availability of data and climate responsive analysis on public budgeting, financing needs, and public &amp; private flows to meet Jordan's SDG priorities including gender equality</b>				
% of key Line Ministries budgets dedicated to climate change	N/A (Data on climate-related expenditures is not available)	Planned CPER; Climate Citizen Budget Brief; National Budget Law & Budget Functional Classification and Public; Finance data published by GBD, DOS, and CBJ Climate related financing flows have been mapped	<b>Moderately Satisfactory (5)</b>	Draft CPER available, but Final version is yet to be validated and published (not done at the JP's end)
	Similar work done as part of "Child Friendly Budgeting" Annual budget circular includes instructions on child-friendly budgeting.	Budget documents and budget circular issued by the Ministry of Finance and the General Budget Department Policy briefs/ case studies documenting work with GBD and Key line Ministries	<b>Moderately satisfactory (5)</b>	Draft Manual available. Yet to be validated and published (Not done by the JP's end)
<b>Output 1.2 Enhanced institutional capacity on SDG budget tracking building on climate, gender and child-friendly budgeting</b>				
2023 budget circular includes instructions on Climate Output	Main Table No. 24' in annual Budget shows (apportioned) allocation for children in key line ministry's budgets		<b>Moderately Unsatisfactory (6)</b>	2023 Budget Circular includes specific instructions related to "Climate Change" for the first time in Jordan (new additions compared to 2022 and previous circulars)
Budget performance indicators for key line Ministries reflect climate change	Similar work done as part of the "Child Friendly Budgeting" to review budget law performance info & to reflect results for children		<b>Highly Satisfactory (6)</b>	Technical trainings and capacity building of staff from the GBD and line ministries conducted
2023 budget circular includes instructions on climate specific budget for gender and SDG budget tracking			<b>No progress made (0)</b>	No consultant engaged to build in this indicator. It was decided to put the exercise on hold as part of revised workplan
Average			<b>4</b>	

Indicators	Baseline	Expected Final Target	Rating	Rationale
<b>Outcome 2. Public and private investments are increasingly aligned with national SDG priorities enabling new investments and partnerships</b>				
# of funds and companies adopting IMM including gender impact screening	N/A	20 companies participated in IMM training	<b>Highly Satisfactory (6)</b>	Achieved
<b>Output 2.1 Increased capacity on SDG impact screening, measurement and management for public and private actors with a particular focus on cross-cutting issues such as gender</b>				
# partnerships established to address impact management and measurements for SDGs with a focus on gender and women's economic empowerment	n/a baseline data will be collected by JP	Jordan had 141 WEPs signatories by end of March 2023, 20 of which have approved and dedicated time to build their capacity on gender smart IMM training. At the same time 3 Jordanian trainers were trained to carry out this training	<b>Highly Satisfactory (6)</b>	Achieved
<b>Output 2.2 Improved ecosystem for SDG impact investing for priority sectors including climate and gender</b>				
# of blended and innovative financing solutions for SDG priorities mobilizing resources	n/a baseline data will be collected by JP	blended finance	<b>Moderately satisfactory (4)</b>	This was supposed to take place in Q3 and Q4 2022 but never happened. There was an earlier training that preceded the JP that would have served as a model. All the partners lined up from last training. Achieved. Training on blended finance held, and at least 2 innovative financing solutions under development (as per TORs).
<b>Output 2.3 Improved ecosystem for SDG impact investing for priority sectors including climate and gender</b>				
# of public & private fora organized to create incentives and to unlock bottlenecks for SDG aligned investments	n/a	Workshop reports	<b>Highly Satisfactory (6)</b>	Achieved
<b>Output 2.4 Enhanced leadership on financing for gender equality and women's empowerment</b>				
Establishment of a national platform on financing for gender equality		National platform on financing for gender equality endorsed TOR by at least 2 government agencies and 2 civil society organizations	<b>Highly Satisfactory (6)</b>	National platform on financing for gender equality endorsed TOR by Amam Venture (Investment Fund), which agreed on hosting the Platform. The launching event of the event was attended by more than 60 participants under the patronage of the Minister of Investment that included 2 days of discussion series.
Average			<b>5,6</b>	

## ***Evidenced-based narrative performance overview***

56. The JP has brought an important contribution to strengthen the planning, budgeting, and financing linkages as well as to key building blocks of an Integrated National Financing Framework (INFF), with a focus on climate and gender and vulnerable groups. The JP informed the Government's response to the challenge of financing sustainable development in a context of declining economic growth and raising public debt.

57. Regarding availability of data and climate responsive analysis on public budgeting, financing needs, and public & private flows to meet Jordan's SDG priorities including gender equality:

- ☞ The percentage of national budget allocated to climate related expenditures has been made publicly available (climate relevant public expenditure are estimated at 8.3% to 8.7% for 2017 – 2022);
- ☞ Climate Citizen Budget Brief, National Budget Law & Budget Functional Classification and Public finance data published by GBD, DOS, and CBJ;
- ☞ The mapping of financing flows (public international, private domestic and international) has been conducted but not made available yet;
- ☞ Studies conducting under the top-up funding (Developpement Emergency Modality) will make additional data available on SDG financing flows and financing needs, taking into consideration the global context and reducing fiscal space.

58. Regarding enhanced institutional capacity on SDG budget tracking building on climate, gender and child-friendly budgeting:

- ☞ At end 2022, a workplan and draft training manual were developed for capacity building and technical assistance to implement Climate responsive coding and budgeting;
- ☞ The capacities of more than 50 Government staff member were developed with the contribution of this programme, the JP provided technical input to develop the curriculum of the first Arabic interactive open source of gender responsive budgeting online learning platform and its launching;
- ☞ Training on SDG budget tracking for other SDGs was delayed to prioritize completion of the PER.

59. One of the JP key achievements is the development of a Climate public expenditure review (CPER), the first of its kind in the region, which has been developed and will contribute to set out recommendations to support institutionalization and integration of climate change into national budgeting and planning systems, thus improving responses to climate vulnerabilities. Developed under the leadership of UNICEF, the CPER involved quantifying climate related expenditures and establishing climate expenditure relevancy estimates, showing the portion of the national budget spent on projects and activities with positive effect on



mitigating and adapting to climate change. The CPER also includes analysis of the policy and institutions, providing recommendations to support integration of climate change into national budgeting and planning systems. CPER includes dedicated sections on social vulnerability and implications of climate changes on children and vulnerable groups, with a focus on gender. UNICEF is providing technical assistance to support the integration of climate change into the PFM and budgeting system. The CPER Draft is yet to be validated, published and disseminated.

60. The JP achieved results in terms of increasing alignment of public and private investments with national SDG priorities enabling new investments and partnerships. Regarding increased capacity on SDG impact screening, measurement and management for public and private actors with a particular focus on cross-cutting issues such as gender, among other, a) 33 companies trained on IMM as of end 2022 by UN Women, UNDP, and Social Value International with a curriculum based on the SDG Impact Practice Standards and aligned with the Women's Empowerment Principles; b) 53,715 persons benefited indirectly by being employed by the 128 companies that signed and committed to WEPs (Women's Economic Empowerment) in Jordan, which are a set of 7 principles that promote gender equality in workplace, market place and community; c) Capacity development of more than 50 government staff member on gender responsive budgeting with the contribution of this programme; d) Partnership with UN Global Compact Network in Jordan, Amman Stock Exchange and SSIF to roll-out IMM training. Specifically, with respect to improved ecosystem for SDG impact investing for priority sectors including climate and gender:

- ☞ A public forum has been held in 2022 with representatives from the private sector, the Government and international development community for the launch of the Seeds of Impact report, in partnership with Beyond Capital;
- ☞ Regular meeting of a taskforce recognized by the Global Steering Group for impact investment composed of UNDP, RCO, 17 Ventures, Expectation State, Refugee Investment Network;
- ☞ Other events with champions of the impact investment ecosystem have been held in 2023: 13 February with Al Fanar, NAMA, Catalyst, Seven Circles, the Fifth, 16 March with Beyond Capital, Crown Prince Foundation, i-Park, Jordan Strategy Forum, 360 moms, Souq Fann and workshop on 26 March with the leader of the Turkish NAB and Amman Ventures, Impact Hub, Al Fanar, Crown Prince Foundation. i-Park, Jordan Strategy Forum;
- ☞ Bilateral discussions to advance the structuring of the impact investment ecosystem with an impact investment board with stakeholders including Parachute16, EVPA, iGravity/DRC, Citibank, Flat6Labs, Amman Stock Exchange, EBRD;
- ☞ Mission and vision statement, workplan with activity lines for the next years and budget have been developed for the impact investment board.

61. As per strengthened capacity to develop and implement innovative financing solutions for SDG priorities, the scope of work development for blending finance has been elaborated and the feasibility of innovative financing solutions for the SDGs is being integrated in the



policy recommendations of the Development Finance Assessment (DFA), including debt swaps and thematic bonds (validation workshop to be held in July 2023).

62. In order to enhance leadership on financing for gender equality and women's empowerment, the JP promoted the institutionalization of gender responsive financial planning across ministries. A platform on financing for gender equality has been established and is hosted by Amam Ventures. The DFA methodology have been applied to map climate-related financing flows, with a specific emphasis on private flows and opportunities for PPPs to deliver on Jordan's climate commitments. To support further progress towards the SDGs with stronger linkages between planning, budgeting and financing, the JP has started collecting data to extend the DFA to other sectors and to produce analyses on the impacts of multiple crises on Jordan's development financing landscape. A gender-responsive analysis of the recent shocks on development financing flows have been produced in April 2023 after consultations with Government officials, highlighting financing gaps and opportunities (validation workshop to be held in July 2023).

63. To support businesses and investors in aligning investment and business strategies to the SDGs, the JP rolled out an impact management and measurement (IMM) curriculum based on the SDG Impact Practice Standards and the Women's Empowerment Principles (WEP). The number of WEP signatories increased by 71%, making Jordan the first country in the Arab region. A new platform for financing for gender equality, hosted by Amam Ventures, has been established in March 2023. Following-up on the trainings on IMM, the JP advocated for integrating ESG and sustainability within the strategy of the Social Security Investment Fund, Jordan's largest domestic investor. The JP also supported the drafting of reporting guidelines for the ASE's sustainability reporting, made mandatory for the top companies. The JP maintained the momentum generated by policy dialogue on improving the impact investment ecosystem, creating a taskforce with national stakeholders, and engaging with the Global Steering Group for Impact Investing (GSG) to establish a roadmap for a National Advisory Board (NAB).

#### 3.1.4. Gender Mainstreaming *Highly Satisfactory*

To what extent have gender considerations been integrated into the JP design and implementation

64. **As demonstrated with regard to the JP's relevance, mainstreaming gender equality is a significant objective (Gender Marker 2).** This is evidenced through the JP's both outcomes and respective outputs : **Outcome 1.** Strengthened alignment of climate responsive planning, budgeting and financing with focus on gender and vulnerable groups: (Output 1.1 Increased availability of data and climate responsive analysis on public budgeting, financing needs, and public & private flows to meet Jordan's SDG priorities including gender equality; Output 1.2 Enhanced institutional capacity on SDG budget tracking building on climate, gender and child-friendly budgeting); **Outcome 2.** Public and private investments are increasingly aligned with national SDG priorities enabling new investments and partnerships (Output 2.1. Increased capacity on SDG impact screening, measurement and management for public and

private actors with a particular focus on cross-cutting issues such as gender; Output 2.2. Strengthened capacity to develop and implement innovative financing solutions for SDG priorities with a particular focus on cross-cutting issues such as gender; Output 2.3. Improved ecosystem for SDG impact investing for priority sectors including climate and gender; Output 2.4. Enhanced leadership on financing for gender equality and women's empowerment).

To what extent have the **output and outcome levels generated results** for gender equality and the empowerment of women?

65. Regarding the Gender Results Effectiveness Scale (GRES), the evaluation assigns the JP a score of 4. As presented in the following table, the performance of the project demonstrates that its results address differentiated needs of men and women and deals with the equitable distribution of advantages, resources, status, rights, etc.

**Table 8: Gender Results Effectiveness Scale (GRES)**

SCALE	DESCRIPTION
<b>Gender negative</b>	Result had a negative outcome that aggravated or reinforced existing gender inequalities and norms
<b>Gender blind</b>	Result had no attention to gender, failed to acknowledge the different needs of men, women, girls and boys, or marginalized populations
<b>Gender targeted</b>	Result focused on the number of equity (50/50) of women, men or marginalized populations that were targeted
<b>Gender responsive</b>	Results addressed differential needs of men or women and address equitable distribution of benefits, resources, status, rights but did not address root causes of inequalities in their lives
<b>Gender transformative</b>	Result contributes to changes in norms, cultural values, power structures and the roots of gender inequalities and discriminations. The aim was to redefine systems and institutions where inequalities are created and maintained.

Source : UNDP/UN Women (2015)<sup>9</sup>

66. Indeed, for instance, gender was mainstreamed and highlighted through the work with the private sector, concerning the impact measurement and management together with Amman Stock Exchange. Jointly with UNDP, and Social Value International UN Women mainstreamed gender into the developed curriculum on impact measurement and management to be aligned with the Women's Empowerment Principles. The material was shared with ASE. In addition, using the curriculum, UN Women built the capacity of 15 participants, 11 of whom are females, and 4 males. The trainer was one of the trainers who received the TOT on IMM under this programme. This includes the work with UNDP on gender smart IMM and the financing for gender equality platform, and the discussion series with eco-system players.

67. The programme also supported UN Women's efforts working the government in the institutionalization of the gender responsive financial planning as a corner stone of the mainstreaming gender into the INFF in the central and sectoral levels, on a pilot basis. The programme supported and contributed to the provision of the capacity development of more

<sup>9</sup> UNDP, 2015: "Evaluation of UNDP Contribution to Gender Equality and Women's Empowerment", by Chandi Kadirgamar, Ana Rosa Soares & al. (<https://erc.undp.org/evaluation/evaluations/detail/7076>)



than 50 government staff member. The programme provided technical support to the development of the curriculum of the first Arabic interactive open source of gender responsive budgeting online learning platform and its launching. The training has become the prerequisite for all government staff to complete on additional tailored trainings. Government staff capacities on gender responsive budgeting was developed to enable future interventions through data availability when the government carry out diagnostics and assessments to develop financial strategies.

68. A Financing for Gender Equality platform has been established under the JP and a Jordanian investment fund, Amam Ventures hosted it after negotiations with different partners. The current host is a well-recognized investment fund, which is an impact investment fund that provides simultaneous risk capital and technical assistance to support the sustainability and growth of SMEs that are committed to diversity and inclusion. The launching of the platform included a 2 days series of discussions that addressed approaches and areas to design catalytic, innovative financing approaches and foster collaboration between various stakeholders to drive systemic change and progress towards a more equitable and sustainable Jordan with examples from the country and the region.

69. Women's Empowerment Principles Signatories Network in Jordan has been expanded in the private sector to reach 141, the highest in the region with the support of this programme. The network supported the expanding, adoption and recognition of gender equality in the workplace, marketplace, and the community through analyzing the gender reality in the private sector companies through WEPs gender gap analysis tool, technical support on how to mainstream gender in the operations and institutional policies, mentoring tool, and national platform established. Fifteen of the network private sector companies have participated in the capacity building interventions of the gender smart impact measurement and management in the private sector in collaboration with Amman Stock Exchange.

## ***Human Rights***

To what extent have the JP contributed in achieving Human Rights protection? To what extent have the poor, indigenous and physically disabled, and other disadvantaged and marginalized groups benefited from the Joint Programme?

70. Promoting gender mainstreaming is itself about Human Rights, equitable access to resources, and financing facilities. By mandate, UN Women's work was to support women to have a better access to their rights, which is in alignment with human rights that stipulate that all humans to be treated fairly and that all humans are free and equal. UN Women focused on the women's access to public services by supporting gender responsive financial planning, and identifying more opportunities for financing gender equality priorities through the private sector. The development by UNICEF of performance indicators for key line Ministries reflect climate change, and "Child Friendly Budgeting" to review budget law performance info & to reflect results for children is well in line with human rights considerations. Access to financing

in the private sector is particularly a big challenge for women because of social and economic constraints.

### 3.1.5. Efficiency : **Moderately Satisfactory**

Extent to which resources/inputs (**funds, time, human resources**, etc.) have been turned strategically into results ? Have the UNDP, UNICEF, and UN Women been able to ensure an efficient use of resources?)

71. Overall, the level of the JP's efficiency is considered as moderately satisfactory. Evidences show that resources allocated to the JP have been very well utilized. However, shortcomings were faced with regard to the funding, the HR sufficiency as well the JP objectives implementation within the initial planned timeframe. This caused delays in the implementation of certain program activities as well as a no cost six months extension.

#### *The JP'S efficiency performance in relation to its financial resources management*

To what extent the efficiency of the implementation methods for the disbursement of funds and support to targeted beneficiaries was achieved?

72. The coordination of different agencies allowed for better efficiency. For example, while UNICEF focuses on public expenditures, UNDP on private and international climate financing flows. The three agencies leveraged existing programs directly related to the scope of the fund, using the SDG fund resources for new activities under unified targeted objectives, minimizing costs and increasing long-term gains. For example, the Seeds of Impact report was started under the SDG Impact initiative but its fallouts contributed to the JP, especially as a tool to bring together the impact investment ecosystem under the leadership of UNDP.

73. However, the total allocated fund (\$1,548,000) appears to be too small for such ambitious programme.

#### *The JP'S efficiency performance in relation to its anticipated timeframe management*

Were the expected outputs delivered on time?

74. Project performance in terms of time management is satisfactory. The PUNOs strived to adapt their interventions to the challenges they faced throughout the implementation of the programme. The challenges which contribute to delays in the JP activities' implementation are the sudden onset of the COVID-19, changes in the political leadership, and the complexity of the fiscal and national budget coding system.

75. Indeed, the approval of the JP coincided with the peak of the first wave of the COVID-19 pandemic with Jordan implementing one of the strictest movement restrictions globally. The



government has been heavily focused on the COVID-19 response and addressing the immediate impacts on the economy and society. The focus on addressing the impact of COVID-19 has affected ownership on issues like climate change and gender. Government capacity particularly on steering discussions around finance for development remained weak while many development partners focus on the humanitarian response.

76. The JP had to adapt to parliamentary elections held in late 2020 and appointment of a new Government as well as changes in top government positions in conducting strategic policy dialogue related to financing for sustainable development. Changes in focal points affect the continuity of strategic policy dialogue. The adoption of the Economic Modernization Vision implied intense governmental activities as well as changes in priorities, which caused some delays for the JP to adjust. The Development Emergency Modality included activities to review and adapt building blocks of the INFF and develop an INFF roadmap aligned with those new priorities and evolving international context.

77. Finally, addressing fiscal policies and introducing changes that require modifications in the budgeting system have proved particularly challenging. The JP adjusted by removing one activity that the Government rejected as part of the JP and formulating new proposals.

### *The JP'S efficiency performance in relation to its **human resources management***

To what extent the efficiency of the implementation methods for the HR management and support to targeted beneficiaries was achieved?

78. The underfunding of the programme, compared to its ambitious objectives, caused a big challenge to the programme implementers to fully cover all planned activities. One of subsequent consequences was the non-renewal of UNDP's senior focal point attached to the JP for lack of fund. As UNDP is designated as the coordination lead agency, this caused some gaps in the flow of information between different PUNOs, stakeholders and actors and in the process smooth dynamic.

#### **3.1.6. Sustainability/Ownership : *Moderately Satisfactory***

Probability of the benefits of the intervention continuing in the long term. To what extent the Joint Programme outputs/results are likely to be sustainable beyond its lifetime? How could the JP results be further sustainably projected and expanded in the country?

79. **The JP's level of sustainability is rated as Moderately Satisfactory.** Initiatives implemented by the JP are owned by relevant national stakeholder. The gender responsive budgeting efforts that this programme contributed to were done in partnership with national stakeholders with an aim to localize and institutionalize the work to maintain its sustainability and national ownership. While the Budget tagging system is now being considered in GBD's processes under different programmes based on the support the JP contributed to, and Amam Ventures is hosting the Financing for Gender Equality Platform. At the same time, the impact

investment board has its roadmap and is benefiting from the support of the JP to seek diversified sources of financing (external contributions and memberships). Amman Stock Exchange has published its sustainability guidelines with the support of the JP and listed companies are now publishing reports under the supervision of capital market institutions. Trainers were trained on gender smart IMM and now have the ability to continue rolling-out the trainings beyond this JP with national capacities.

80. Activities supported by the JP related to the climate public expenditure review and efforts to strengthen linkages between planning, budgeting and financing related to climate and gender are conducted jointly and with consultation with government stakeholders through MoPIC and the GBD and the Ministry of Environment including line ministries. The mapping of financing flows has been conducted with private sector partners. The DFA is continuing beyond the end of the programme and will provide an INFF roadmap to develop a financing strategy in the future. Other UN agencies are also involved along the JP PUNO to further advance the INFF. The building block and ownership seem to be in place. In addition, UNICEF's work (CPD 2023-2027 and Public Finance for Children program) stills on the same mood and goes beyond the JP actions.

81. However, further follow-up is needed for a sustained continuation of interventions initiated. It should be a continued process. While all activities seek to build national ownership, they are only at this stage aiming to establish some of the building blocks of an SDG financing strategy. Efforts at this stage are not yet sufficient/sustainable and resources for follow-up activities remain to be mobilized and partnerships in particular with IFIs still need to be strengthened.

#### 3.1.7. Catalytic aspect: **Satisfactory**

#### 4. The JP's catalytic impact is rated as Satisfactory.

Have the Joint Programme been catalytic by unlocking additional financial resources during its implementation?

82. **The programme did get top up funding of \$250,000 and additional \$20,000 from UNICEF and 10,000 from UN Women for its extension to 31 March 2023.** The top-up funding allocated to the project in 2022 and a no-cost extension allowed to adjust the INFF process, especially the elaboration of a national roadmap, to the evolution of the needs of the people and the country in the context of rising geopolitical tensions, with impacts on fiscal space, availability of development fundings and energy prices.

83. The top-up proposal built on and leveraged the momentum and partnerships forged during the implementation of the Joint Programme (JP) *Enabling SDG Financing Ecosystem* implemented by UNDP, UNICEF and UN Women as well as complementary initiatives of other UN agencies and development partners. The proposal was developed under the "**Development Emergency Modality (DEM) – Response to the Global Crisis on Food, Energy, Finance**". The objective of the DEM was to strengthen evidence-base and strategies to mitigate impacts of global crises on SDG financing. Activities were proposed to strengthen the evidence-base

and strategies for mitigating the impact of global crises on SDG financing. The focus was on analyzing the impact of multiple crises on Jordan's development financing landscape, the impact of rising debt on fiscal space and public finance with a view towards developing an INFF roadmap. Policy analysis and advocacy are also informing other ongoing reform efforts including the energy sector and electricity tariff reform ensuring that reform efforts protect the most vulnerable while also incentivizing the energy transition. Efforts will strengthen the UN's positioning and provide timely evidence in support of the UN's new Cooperation Framework 2023-2027 which includes a strong focus on financing (see above Outcome 1 of CF).

To what extent the JP achieved its overall objective to unlock financial resources towards the SDGs and catalyse sustained change in the way government and its partners seek to finance the SDGs that will unlock resources into the future?

84. **UN Women's discussions with the AFD<sup>10</sup> helped unlock an additional EUR 1.5 million funding to mainstream gender responsive budgeting into the public budgeting cycle.** Therefore, the programme will continue to build on the JP and other efforts related to gender responsive budgeting, which are an important contribution to mainstreaming gender into the INFF and its building blocks on the strategic and policy level. The proposed programme was developed in full partnership with JNCW, Ministry of Planning, General Budget Department, Ministry of Labor, Ministry of Health, Ministry of Education, and Ministry of Parliamentarian and Political Affairs.

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<sup>10</sup> Agence Française de Développement



## IV. CHALLENGES, INNOVATIONS, GOOD PRACTICES AND LESSONS LEARNT

### 4.1. Challenges

85. **The small nature of the JP Fund, COVID-19 and the impact on the government's priorities, the lack of highly qualified experts that have combined expertise in economics, gender and climate in the country.** Indeed, the main challenges faced by the JP throughout its implementation are: a) the limited budget; b) the surge of the COVID-19; c) political changes and the frequent turn-over of the leadership at the government counterparts level; d) the rigidity of the national budget coding.

86. **Budget limitations:** The first main challenge faced by the programme is the Limited budget which left the programme with extremely limited staff.

87. **COVID-19 impact:** In addition, the difficult economic situation caused by Covid-19 and the global crises that broke out in 2022 reduced the fiscal space and changed the government priorities. Therefore, the JP had to adjust with the Development Emergency Modality to inform the Government's responses with evidence-based analyses that demonstrate the relevance of an integrated financing framework to address financing challenges.

88. **Frequent leadership turnover from governmental partners:** Several changes in top government positions including multiple cabinet re-shuffles, especially the change of the government focal point in the middle of the JP delayed some activities. Addressing fiscal policies and introducing changes that require modifications in the budgeting system have proved particularly challenging.

89. **Jordan's financial system is notably intricate,** which adds a layer of challenge to any efforts aimed at introducing financial and investment good practices. Reforms within Jordan's financial systems are often influenced by significant entities tied to substantial loans, including sovereign debts. This situation complicates the UN's ability to introduce changes in the financial system and implement reform strategies. Building alliances with essential stakeholders within the ecosystem is thus vital to allow for the seamless integration of the components of an INFF and ensure significant and sustainable outcomes.

90. **Need to enhance the involvement of the Government's technical committee in the programme implementation process.** The partners expressed a need to enhance the involvement of governmental focal points in the implementation of certain activities through technical and steering committees chaired by the Government and the UN. It is however important to highlight that there were changes of key governmental focal points assigned to the project, coupled with interruption of activities during COVID-19, which required additional consultations and orientation on the JP to the new staff involved from both sides. These changes led to the adoption of new processes for communication and updated workplan for activities, which has improved the overall coordination at subsequent stages of the program, through the involvement of the new focal point from MoPIC.



## 4.2. Innovations

91. The JP itself can be considered as an innovative intervention in the Middle East. As part of the national consultation process for the Climate Public Expenditure Review, the first of its kind in Jordan and the Arab region, three milestones were achieved. Gender equality (Gender smart impact and measurement curriculum for training private sector enterprises), combined to climate change budgeting is a new area of action as cross-cutting issue in Jordan.

## 4.3. Lessons learnt from the JP experience

92. Lessons learnt from the Joint Programme experience are the following:

- i. It is always a challenge to having multiple stakeholders in managing a programme.
- ii. Both public and private sectors are equally important, and they should be supported but in different approach that address their specific nature.
- iii. Gender lens is not only a cosmetic step to be taken by introducing an indicator that provides sex disaggregated data, it is comprehensive approach that should be applied since the beginning until the end of the programme and should engage all stakeholders involved.
- iv. Assessment and diagnostics phase should be the first step to be taken to have the power of information when working in the financing eco-system.
- v. Introducing new technical methods adapted to national context is ensuring programme sustainability.
- vi. Understanding the meaning of sustainability and its importance and how implementing it and writing the sustainability's report might affect the company's business and reputation;
- vii. Awareness raising between staff and some listed companies and enforce issuance of sustainability reports for ASE20 listed companies.
- viii. The establishment of a platform for financing for gender equality can ignite the interest of other important players in the ecosystem and raise their awareness about the profitability of this financing approach, which would help in promoting its opportunities and mobilizing more efforts towards its adoption.
- ix. Partnering with private sector enterprises to integrate gender lens into their management and operations to empower women in the work place, market place and community can inform them about additional marketing opportunities that can support and incentivize positive competition among enterprises to join the Women's Empowerment Principles Network.
- x. The importance of the gender champions' role in the private sector who supported the advancement of the women's economic empowerment agenda by investing their time, efforts, and networks. Their critical contributions supported the programme's



activities and reinforced its sustainability. This as well helped in the mobilization of additional key players in the eco-system in Jordan.

## V. CONCLUSION ET RECOMMANDATIONS

### 5.1. Conclusion

93. The Joint programme was designed to expand the capacity of the Government of Jordan in planning, budgeting and financing. It especially addressed the criticality of financing for development to achieve the SDGs in light of declining domestic revenues and a rise in public debt, compounded by the Covid-19 pandemic and its socio-economic implications. This was highlighted as a main challenge in achieving the SDGs in Jordan's first Voluntary National Review (VNR) in 2017. The programme's activities have contributed to SDG acceleration in Jordan by introducing changes at the Government level with the initial building blocks of a INFF process. Reinforced institutional capacities, financing data made available and new tools like the CPER are helping the Government in making a more efficient use of resources to accelerate achievement of the SDGs. Government staffs are especially better equipped to better factor in gender and climate objectives in the budgeting process.

94. The JP also made contribution in aligning investments with the SDGs, especially SDG 5, thus contributing to enhancing funding availability for SDG priorities. Progresses in impact measurement and management allow for a more efficient and transparent contribution of investments to the SDGs. Major institutions like Amman Stock Exchange and the Social Security Investment Fund have been trained to better integrate SDGs in major investment decisions. The impact investment ecosystem is being better structured, which will lead to enhanced pipelines for investments with impacts on the SDGs.

95. Continuing activities of the JP are focusing on identifying the best suited innovative financing mechanisms to go one step further in accelerating progresses in SDG priorities.

### 3.2. Recommendations

96. In order to overcome the challenges that the JP has faced throughout its implementation, sustain its achievements and lay the groundwork for good practices for future similar programmes and projects, the following recommendations are proposed:

- i. **Have a second phase to continue the effort to accelerate the impact of the JP, building more awareness, with bigger budget.**
- ii. **Need for further investment and capacity building for budgeting for climate as well as further reengagement with MOPIC and MOF for INFF overall.** Of course, training have been conducted for 14-line ministries. However, this needs further investment in capacity building and technical assistance. The programme should continue working on enhancing awareness and ownership of the INFF process beyond the MoPIC, and especially with the Ministry of Finance. In other words, it is critical to continue pushing for a greater leadership from the Ministry of Finance on the INFF process. Other UN agencies with relevant expertise should also

be involved, for instance IOM on the mechanisms for the diaspora to contribute to financing the SDGs in Jordan.

- iii. **Huge advocacy toward the government and the private sector** in terms of climate change, gender mainstreaming, human rights, and different vulnerable groups. Raise awareness among Board of Directors for companies is very important to having a greater impact among any organization;
- iv. **The programme should continue to present concrete tool for the Government to mobilize financing for its SDG-aligned priorities:** for instance, debt swaps or climate bonds, based on the feasibility study currently being completed, which will also contribute to a higher understanding and involvement in the INFF process;
- v. **Enhance the public/private dialogue:** building on the impact investment board to further engage on policies and regulations for an enabling framework to maximize the contribution of the private sector to accelerating SDG financing.
- vi. **There is a pressing need for more capacity building and awareness for this project within the ASE staff and listed companies and towards the whole private sector.** It is important to provide more capacity building on how companies can write sustainability reports, implement best international practices, always look for the updates from the GRI principles;
- vii. **Continued engagement with the IFIs.** There is need for the government to continue adopting inclusive partnerships with lead IFIs and concerned UN agencies in Jordan to discuss and advice concerning the public financial planning based on the Jordanian fiscal context. It is important to successfully complete the planned interventions for gender responsive budgeting and work for the government to generalize the experience of the 5 ministries to be mandatory for all national entities. The bigger players in Jordan, when it comes to financial planning, such as IMF and World Bank (WB) were not sufficiently involved as they should be. Of course, as per the CPER and Climate Budget Tagging, regular engagement with WB and development partners were conducted in the process of design, data collection, consultations, and validation. These activities need to continue throughout the programme implementation and beyond. Mobilizing additional political support is also important;
- viii. **Continued gender responsive planning and budgeting:** specifically,
  - a. Enhance the private public sectors partnership on financing for gender equality in coordination with national women's machinery and IMC and international community in Jordan;
  - b. Ensure that gender lens is properly applied in all the diagnostics and analyses, which entails the integration of the gender lens throughout the process;



- c. Partner with the Ministry of Finance to develop a strategy for Financing for Gender Equality that address both the public and private financing, which aligned with national frameworks;
  - d. Develop a clear roadmap for the development and implementation of gender smart INFF;
  - e. Apply the gender lens into the national frameworks and the financial planning and into the partnerships established with the private sector to catalyze more resources to support an inclusive and sustainable development and economic growth that correspond to the national priorities for all without excluding any group. That should start in the assessment and diagnostic phase to planning to monitoring and evaluation and ending with the governance phase.
- ix. **More follow up and check out the difficulties and obstacles trying to solve it:** Keep checking the updated information about sustainability and main principles used and the updated in the GRI principles;
- x. **To ensure ensure ownership and sustainability of intervention impacts, it is essential that key government partners be involved step by step, day by day in all processes (during the design, implementation, and the Exit period).** It is important to ensure the continuous flow of information, step by step, at all levels of decision-making and at the level of the national stakeholders, actors, direct and indirect beneficiaries of the interventions. If necessary, future programmes/projects should provide the government counterparts with an in-depth expert for capacity building purposes;
- xi. **Provide more time for evaluation processes for a better in-depth consultations of stakeholders, programme actors and beneficiaries:** Thorough independent and confidential consultations of actors and beneficiaries of projects, including of external sources, are of capital importance to triangulate and validate the progress described in official reports from the intervention's direct promoters and implementers.

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<sup>11</sup> United Nations Sustainable Development Framework

<sup>12</sup> *Statistical Information on Government, Crime, Victimization and Justice* (CE-SIGCVJ).

## ANNEXES



## Annex 1: The JP Theory of Change

Impact		Resources are effectively and efficiently leveraged and used to meet Jordan's national SDG priorities	
Goal		By 2022, Jordan has in place key building blocks for an integrated, gender-responsive, SDG financing framework	
Goal TOC	If (1) planning, budgeting and financing are better aligned, with a pilot focus on climate change; and if (2) public and private investments are increasingly addressing SDGs priorities; (3) then there will be progress on Jordan's SDG priorities (4) because existing financing will be more effectively and efficiently used, and new resources catalyzed.		
Outcomes	<b>1. Strengthened alignment of climate responsive planning, budgeting and financing with focus on gender and vulnerable</b> <i>% of national budget allocated to climate related expenditures is made publicly available</i>		
Outcome TOC	<b>2. Public and private investments are increasingly aligned with national SDG priorities enabling new investments and partnerships</b> <i># of funds and companies adopting impact measurement and management including gender impact screening</i>		
Outputs	<b>1.1. Increased availability of data and gender responsive analysis on public budgeting, financing needs, and public &amp; private flows to meet Jordan's SDG priorities including gender equality</b> <i>% of key line ministry budgets dedicated to climate change, Budget performance indicators for key sectors reflect climate change and gender</i> <b>1.2. Enhanced institutional capacity on SDG budget tracking building on climate, gender and child-friendly budgeting</b> <i>2022 budget circular includes instructions on SDG priority coding incl. climate, gender, child-friendly coding</i>		
Key Assumptions	<b>2.1. Increased capacity on SDG impact screening, measurement and management for public and private actors with a particular focus on cross-cutting issues such as gender</b> <i># partnerships established to address impact management and measurements for SDGs with a focus on gender and women's economic empowerment</i> <b>2.2. Strengthened capacity to develop and implement innovative financing solutions for SDG priorities with a particular focus on cross-cutting issues such as gender</b> <i># of blended and innovative financing solutions for SDG priorities mobilizing resources</i> <b>2.3. Improved ecosystem for SDG impact investing for priority sectors including climate and gender</b> <i># of public and private fora organized to create incentives and to unlock bottlenecks for SDG aligned investments</i> <b>2.4. Enhanced leadership on financing for gender equality and women's empowerment</b> <i>Establishment of a national platform on financing for gender equality</i>		
Risks & Barriers	<b>Leadership and commitment in public and private sectors to move towards SDG aligned impact approach</b> <b>Key IFIs are aligning behind the SDG with a stronger impact focus</b>		
	<b>Public expenditure prioritizes COVID-19 response</b> <b>Changes in government leadership</b> <b>Detailed public expenditure, administrative data not made available</b>		
	<b>Businesses and funds are affected by economic downturn, additional pressures by COVID-19, and regional instability</b> <b>Investor interest in Jordan declines as a result of COVID-19 and regional and global downturn</b>		

Source: Prodoc (Update Dec.2021, p 22)

## Annex 2: Key informants, Stakeholders and Actors consulted

N°	Institution	Contact person	Gender		Title/Position	Telephone/ whatApp	Email
Participating UN Organizations (PUNOs)							
1	UNDP	Corentin Denis		M	Financing and Partnership Analyst		
2	UNDP	Joao Pedro Goncalves		M	Senior Economist		
3	UNICEF	Nayef AlKhawaldeh	H		Social policy specialist		
4	UNICEF	Maya Hammad			Social policy specialist		
5	UN WOMEN	Hazar Asfoura	F		Programme Analyst		
6	UN WOMEN	Layla Al-Qasim					
NATIONAL AUTHORITIES							
7	Ministry of Planning and International Cooperation (MoPIC)	Dr. Hadram Al Fayez			Head of the Policies and Studies Department		
8	MoPIC	Lara Abdullat			Head of UN Division/ Int'l Cooperation Dept.		
9	MoPIC	Rasha Dabbouri			Head of SDG Unit		
10	MoPIC	Boshra bin Tariff			Head of Gender Policy and Women Empowerment		
11	MoPIC	Ayah Khirfan			UN Division/ Int'l Coop Dept.		
12	MoPIC	Heba Al-Shraideh			UN Division/ Int'l Coop Dept.		
13	Ministry of Environment	Bilal Shagarin			Director of Climate Change Directorate		
14	Ministry of Finance/GBD	Mohammad Alawneh			Head of Expenditure Policy Analysis		
Private Sector Associations/ Civil Society							
15	AmamVentures	Tamara Abdel-Jaber					
16	Amman Stock Exchange	Dr. Rasha Dayyat			Director, Planning and Institutional Development Department	Tel. +962 6 5664109 Ext. 1400, Fax +962 6 5664071	
17	UN Global Compact Network Jordan	Aya Soki			Executive Director		
International Financial Institutions							
Development Partners including Joint SDG Fund Donors							

### **Annex 3: Focus Group Discussion Guidelines**



## FOCUS GROUP DISCUSSION GUIDELINES

### Evidence-based Final Evaluation of the Joint Programme “Enabling SDG Financing Ecosystem” in Jordan. SDG Joint Fund -Component I

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*Prepared by: Komi GLIGBE, Ph.D: International Consultant, Lead Evaluator*  
**May 2023**

Questionnaire N° \_\_\_\_ Date \_\_\_\_\_ Name of the interviewer: \_\_\_\_\_

Once completed, this document is strictly confidential. The information contained in it, once completed will only serve as source of data to this study and only accessible by the independent team.

#### I/ EVALUATION SCOPE AND METHODOLOGY

The Joint Programme “Enabling SDG Financing Ecosystem” (Accelerating Jordan’s Progress towards SDGs by Establishing Building Blocks of an Integrated Financing Framework) is part of the Joint SDGs Fund which provides the mechanism for transformative solutions implemented by governments and national stakeholders. Led by UNDP in partnership with UNICEF and UN Women, the Joint Programme aims to accelerate progress towards the SDGs. Covering the period of 15/06/2020 to 31/12/2022 (extended to 31/03/2023), the programme aims at strengthening institutional capacity on integrating climate change in budgeting and planning and SDG budgeting to ensure sustainability and facilitate scaling the climate pilot to an Integrated National Financing Framework (INFF) and advance SDG financing for all sectors. The JP works with the largest investment vehicles in Jordan, such as the Social Security Investment Fund (SSIF) and supports the Government’s PPP Unit. This increases the potential for shifting resources towards SDG acceleration and for new financing to be catalyzed. The JP is required to develop an evidence-based final narrative report (“Final Report”) covering a review of the JP activities and results over the 30 months implementation period. The evaluation methodology is developed under the OECD/DAC evaluation criteria of relevance, coherence, effectiveness (including Gender Equality and Human Rights), efficiency, and sustainability. Other criteria such as the catalytic effect of the project, collaboration between national institutions on one side and among international institution, on the other, including lessons learned and forward-looking recommendations will be explored. The evaluation criteria are measured against the following outcomes’ rating scale of the Joint Guidelines for Use in the



International Rescue Committee (IRC) and the Operations Evaluation Department (OED/World Bank<sup>13</sup>):

Rating score	Performance rating	Description
6	<i>Highly Satisfactory</i>	There were <b>no</b> shortcomings in the achievement operation's objectives regarding the criterion
5	<i>Satisfactory</i>	There were <b>minor</b> shortcomings in the achievement operation's objectives regarding the criterion.
4	<i>Moderately Satisfactory</i>	There were <b>moderate</b> shortcomings in the achievement operation's objectives regarding the criterion
3	<i>Unsatisfactory</i>	There were <b>major</b> shortcomings in the achievement operation's objectives regarding the criterion
2	<i>Highly Unsatisfactory</i>	There were <b>severe</b> shortcomings in the achievement operation's objectives regarding the criterion.
1	<i>Don't know/ No response</i>	Don't know/ No response

## II/ RESPONDENT/S IDENTIFICATION

### 2.1. Belonging Institution(s)

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### List of Focus Group respondents

N°	Nom	Prénom(s)	Sexe (M/F)
1			
2			
3			
4			
5			

### 2.2. Responses to Evaluation Criteria

QUESTION	RESPONSE	COMMENTS
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<sup>13</sup> IRC and the OED, *Harmonized Evaluation Criteria for Outcome Evaluation*, International Rescue Committee (IRC) and Operations Evaluation Department (OED), an independent unit within the World Bank (<http://ieg.worldbankgroup.org/sites/default/files/Data/HarmonizeEvalCriteria.pdf>)

<b>RELEVANCE:</b> (The extent to which the objectives of the intervention are consistent with the needs, interests, and priorities of the people and the country in achieving the SDGs)		
1. To what extent is the <u>Joint Programme aligned with the relevant national development needs and priorities</u> in terms of its social, economic and environmental development?		
2. To what extent is the JP's activities have contributed to foster SDG acceleration at the country level?		
3. To what extent was the Joint Programme has contributed to strengthening the UN Development System (UNDS) reform and describe the level of coordination between relevant actors, especially participating UN agencies (PUNO) and government?		

QUESTIONS	RESPONSES	COMMENTS
<b>COHERENCE</b> ( The compatibility of the programme within; and with other programmes in a country; Internal and external coherence)		
4. In terms of Internal coherence, to what extent are the Joint programme's activities demonstrate linkages and synergies with other existing programmes/projets in the country and established strategic partnerships with bilateral actors/IFIs, non-state actors (e.g. the media, CSOs, academia, think tanks) and the private sector (identifying key areas for private sector development and engagement, and/or for facilitating SDG financing) ?		
5. In terms of <b>External coherence</b> , to what extent the <u>UNDP proactively</u> pursued the New Way of Working in Select areas, established strategic partnerships with the <b>government and other UN agencies</b> , and articulated its unique role within the UN Development System (UNDS) at the country level, demonstrating its "integrator role"?		

QUESTIONS	RESPONSES	COMMENTS
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<b>EFFECTIVENESS</b> (Extent to which the objectives of the the programme have been achieved)		
6. To what extent the JP <b>achieved its results</b> as described in the JP document and result framework. This review should include the contribution towards the Joint SDG Fund's <b>Outcome 1</b> <sup>14</sup>		
7. To what extent the Joint Programme <b>achieved its results</b> as described in the JP document and result framework. This review should include the contribution towards the Joint SDG Fund's <b>Outcome 2</b> <sup>15</sup> ?		
8. To what extent local capacity has been built?		
9. Which factors have contributed to achieving the intended results or targets?		
10. Which factors have contributed to not fully achieving the intended results or targets?		
11. How COVID-19 affected or limited the JP activities and what actions were undertaken to offset the negative impact?		

<b>GENDER AND GENDER EQUALITY</b>		
<b>QUESTION</b>	<b>RESPONSE</b>	<b>COMMENTS</b>
12. To what extent have gender considerations been integrated into the JP <b>design and implementation</b> ?		
13. Were there any <b>constraints</b> when it comes to addressing gender issues during the JP implementation?		
14. If yes, to what extent efforts were made to overcome these constraints?		
15. To what extent have the <b>output and outcome levels generated results</b> for gender equality and the empowerment of women?		

<sup>14</sup> **Outcome 1. Strengthened alignment of climate responsive planning, budgeting and financing with focus on gender and vulnerable groups:** Output 1.1. Increased availability of data and climate responsive analysis on public budgeting, financing needs, and public & private flows to meet Jordan's SDG priorities including gender equality; Output 1.2. Enhanced institutional capacity on SDG budget tracking building on climate, gender and child-friendly budgeting.

<sup>15</sup> **Outcome 2. Public and private investments are increasingly aligned with national SDG priorities enabling new investments and partnerships.** Output 2.1. Increased capacity on SDG impact screening, measurement and management for public and private actors with a particular focus on cross-cutting issues such as gender ; Output 2.2. Strengthened capacity to develop and implement innovative financing solutions for SDG priorities with a particular focus on cross-cutting issues such as gender ; Output 2.3. Improved ecosystem for SDG impact investing for priority sectors including climate and gender ; Output 2.4. Enhanced leadership on financing for gender equality and women's empowerment.

<b>HUMAN RIGHTS</b>		
16. To what extent have the JP contributed in achieving Human Rights protection?		
17. To what extent have the poor, indigenous and physically disabled, and other disadvantaged and marginalized groups benefited from the Joint Programme ?		

<b>EFFICIENCY</b> ( Extent to which resources/inputs ( <b>funds, time, human resources</b> , etc.) have been turned strategically into results ? Have the UNDP, UNICEF, and UN Women been able to ensure an efficient use of resources?)		
18. In terms of <b>Funds</b> (To what extent the efficiency of the implementation methods for the disbursement of funds and support to targeted beneficiaries was achieved? )		
19. In terms of <b>Time</b> (Were the expected outputs delivered on time?)		
20. In terms of <b>Human Resources</b>		
21. What are the strengths of the introduced modality (secondment) that is used for the Joint Programme management?		
22. Are there any weaknesses in the Joint Programme design, management, human resource skills, and resources?		

<b>QUESTION</b>	<b>RESPONSE</b>	<b>COMMENTS</b>
<b>SUSTAINABILITY:</b> Probability of the benefits of the intervention continuing in the long term		
23. To what extent the Joint Programme outputs/results are likely to be sustainable beyond its lifetime? How could the JP results be further sustainably projected and expanded in the country es?		
24. To what extent is the likelihood of sustainability of the JP's results and the quality of the exit strategy?		
25. How effective was the exit/sustainability strategy by UNDP and UN Women to sustain positive changes made by the project?		

<b>CATALYTIC ASPECT</b>		
26. Have the Joint Programme been catalytic by unlocking additional financial resources <u>during its implementation</u> ?		



27. To what extent the JP achieved's overall objective to unlock financial resources towards the SDGs and catalyse sustained change in the way government and its partners seek to finance the SDGs that will unlock resources <u>into the future</u> ?		
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## 11. Lessons learned, innovations, and recommendations

28. What are the lessons learned from the Joint Programme “Enabling SDG Financing Ecosystem” ?	
29. What are the specific innovations developed through this JP?	
30. What are your recommendations for a better capacity strengthening, national ownership et results for the next JP cycle	

## 12. Any other comments?

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😊 Thank you so much for contributing to better expertise and innovative technological solutions for SDGs in partner countries in a sustainable manner.

#### **Annex 4: Semi-Structured Individual Questionnaire**



## INDIVIDUAL SEMI-STRUCTURED QUESTIONNAIRE

### Evidence-based Final Evaluation of the Joint Programme “Enabling SDG Financing Ecosystem” in Jordan. SDG Joint Fund -Component I

Prepared by: Komi GLIGBE, Ph.D: International Consultant, Lead Evaluator  
May 2023

**For confidentiality purposes, please, once filled, return back the questionnaire directly to Dr Komi Gligbe at: [Komi.Gligbe@developmentcapacity.org](mailto:Komi.Gligbe@developmentcapacity.org)**

Questionnaire N° \_\_\_\_\_ Date \_\_\_\_\_ Name of the interviewer: \_\_\_\_\_

Once completed, this document is strictly confidential. The information contained in it, once completed will only serve as source of data to this study and only accessible by the independent team.

#### I/ EVALUATION SCOPE AND METHODOLOGY

The Joint Programme “Enabling SDG Financing Ecosystem” (Accelerating Jordan’s Progress towards SDGs by Establishing Building Blocks of an Integrated Financing Framework) is part of the Joint SDGs Fund which provides the mechanism for transformative solutions implemented by governments and national stakeholders. Led by UNDP in partnership with UNICEF and UN Women, the Joint Programme aims to accelerate progress towards the SDGs. Covering the period of 15/06/2020 to 31/12/2022 (extended to 31/03/2023), the programme aims at strengthening institutional capacity on integrating climate change in budgeting and planning and SDG budgeting to ensure sustainability and facilitate scaling the climate pilot to an Integrated National Financing Framework (INFF) and advance SDG financing for all sectors. The JP works with the largest investment vehicles in Jordan, such as the Social Security Investment Fund (SSIF) and supports the Government’s PPP Unit. This increases the potential for shifting resources towards SDG acceleration and for new financing to be catalyzed. The JP is required to develop an evidence-based final narrative report (“Final Report”) covering a review of the JP activities and results over the 30 months implementation period. The evaluation methodology is developed under the OECD/DAC evaluation criteria of relevance, coherence, effectiveness (including Gender Equality and Human Rights), efficiency, and sustainability. Other criteria such as the catalytic effect of the project, collaboration between national institutions on one side and among international institution, on the other, including lessons learned and forward-looking recommendations will be explored. The evaluation criteria are measured against the following outcomes’ rating scale of the Joint Guidelines for Use in the

International Rescue Committee (IRC) and the Operations Evaluation Department (OED/World Bank<sup>16</sup>):

Rating score	Performance rating	Description
6	<i>Highly Satisfactory</i>	There were <b>no</b> shortcomings in the achievement operation's objectives regarding the criterion
5	<i>Satisfactory</i>	There were <b>minor</b> shortcomings in the achievement operation's objectives regarding the criterion.
4	<i>Moderately Satisfactory</i>	There were <b>moderate</b> shortcomings in the achievement operation's objectives regarding the criterion
3	<i>Unsatisfactory</i>	There were <b>major</b> shortcomings in the achievement operation's objectives regarding the criterion
2	<i>Highly Unsatisfactory</i>	There were <b>severe</b> shortcomings in the achievement operation's objectives regarding the criterion.
1	<i>Don't know/ No response</i>	Don't know/ No response

## II/ RESPONDENT/S IDENTIFICATION

### 2.1. Belonging Institution(s)

\_\_\_\_\_

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### 2.2. Demographic data

**Gender:** 1.1. Male /\_\_ / 1.2. Female /\_\_ / 1.3. Not specify /\_\_ /

**Group of age** 1.4. 15 – 30 /\_\_ / 1.5. 31-40 /\_\_ / 1.6. 41-50 /\_\_ / 1.7. 51 + /\_\_ /

**2.3. Level of Knowledge of the** Joint Programme “Enabling SDG Financing Ecosystem” “the Czech expertise and innovative technological solutions for SDGs in partner countries are available and applied in a sustainable manner”).

**How can you rate your knowledge of the Joint Programme “Enabling SDG Financing Ecosystem”?**

- a. Highly Satisfactory /\_\_ / b. Satisfactory /\_\_ / c. Moderately Satisfactory/ \_\_ /  
d. Moderately Unsatisfactory /\_ / e. Highly Unsatisfactory/\_ / f. Don't know/\_ /

Please, explain your rating \_\_\_\_\_

\_\_\_\_\_

<sup>16</sup> IRC and the OED, *Harmonized Evaluation Criteria for Outcome Evaluation*, International Rescue Committee (IRC) and Operations Evaluation Department (OED), an independent unit within the World Bank (<http://ieg.worldbankgroup.org/sites/default/files/Data/HarmonizeEvalCriteria.pdf>)



### 3. Relevance (The extent to which the objectives of the intervention are consistent with the needs, interests, and priorities of the people and the country in achieving the SDGs)

**3.1.** To what extent is the Joint Programme aligned with the relevant national development needs and priorities in terms of its social, economic and environmental development?

- a. Highly Satisfactory /\_\_ /    b. Satisfactory /\_\_ /    c. Moderately Satisfactory/\_\_ /  
d. Moderately Unsatisfactory /\_ /    e. Highly Unsatisfactory/\_ / f. Don't know/\_ /

Please, explain your rating \_\_\_\_\_

**3.2.** To what extent is the JP's activities have contributed to foster SDG acceleration at the country level?

- a. Highly Satisfactory /\_\_ /    b. Satisfactory /\_\_ /    c. Moderately Satisfactory/\_\_ /  
d. Moderately Unsatisfactory /\_ /    e. Highly Unsatisfactory/\_ / f. Don't know/\_ /

Please, explain your rating \_\_\_\_\_

**3.4.** To what extent was the Joint Programme has contributed to strengthening the UN Development System (UNDS) reform and describe the level of coordination between relevant actors, especially participating UN agencies (PUNO) and government ?

- a. Highly Satisfactory /\_\_ /    b. Satisfactory /\_\_ /    c. Moderately Satisfactory/\_\_ /  
d. Moderately Unsatisfactory /\_ /    e. Highly Unsatisfactory/\_ / f. Don't know/\_ /

Please, explain your rating \_\_\_\_\_

**3.5.** What **recommendation(s)** would you make for a better relevance of the programme?

### 4. Coherence (The compatibility of the programme within; and with other programmes in a country; Internal and external coherence).

**4.1.** In terms of **Internal coherence**, to what extent are the Joint programme's activities demonstrate linkages and synergies with other existing programmes/projets in the country and established strategic partnerships with bilateral actors/IFIs, non-state actors (e.g. the media, CSOs, academia, think tanks) and the private sector (identifying key areas for private sector development and engagement, and/or for facilitating SDG financing) ?

- a. Highly Satisfactory /\_\_ /    b. Satisfactory /\_\_ /    c. Moderately Satisfactory/\_\_ /  
d. Moderately Unsatisfactory /\_ /    e. Highly Unsatisfactory/\_ / f. Don't know/\_ /

Please, explain your rating \_\_\_\_\_

**4.2.** In terms of **External coherence**, to what extent the UNDP proactively pursued the New Way of Working in Select areas, established strategic partnerships with the **government and**

other UN agencies, and articulated its unique role within the UN Development System (UNDS) at the country level, demonstrating its "integrator role"?

- a. Highly Satisfactory /\_\_\_/    b. Satisfactory /\_\_\_/    c. Moderately Satisfactory/\_\_\_/    d. Moderately Unsatisfactory /\_/\_/    e. Highly Unsatisfactory/\_/\_/ f. Don't know/\_/\_/

Please, explain your rating \_\_\_\_\_

## 5. Effectiveness (Extent to which the objectives have been achieved)

**5.1.** To what extent the JP **achieved its results** as described in the JP document and result framework. This review should include the contribution towards the Joint SDG Fund's **Outcome1<sup>17</sup>: 1.2** Enhanced institutional capacity on SDG budget tracking building on climate, gender and child-friendly budgeting ?

- a. Highly Satisfactory /\_\_\_/    b. Satisfactory /\_\_\_/    c. Moderately Satisfactory/\_\_\_/    d. Moderately Unsatisfactory /\_/\_/    e. Highly Unsatisfactory/\_/\_/ f. Don't know/\_/\_/

Please, explain your rating \_\_\_\_\_

**5.2.** To what extent the Joint Programme **achieved its results** as described in the JP document and result framework. This review should include the contribution towards the Joint SDG Fund's **Outcome2<sup>18</sup>** To what extent the Joint Programme **achieved its results** as described in the JP document and result framework. This review should include the contribution towards the Joint SDG Fund's **Outcome2<sup>19</sup>**?

- a. Highly Satisfactory /\_\_\_/    b. Satisfactory /\_\_\_/    c. Moderately Satisfactory/\_\_\_/

<sup>17</sup> **Outcome 1. Strengthened alignment of climate responsive planning, budgeting and financing with focus on gender and vulnerable groups:** Output 1.1. Increased availability of data and climate responsive analysis on public budgeting, financing needs, and public & private flows to meet Jordan's SDG priorities including gender equality; Output 1.2. Enhanced institutional capacity on SDG budget tracking building on climate, gender and child-friendly budgeting

<sup>18</sup> **Outcome 2. Public and private investments are increasingly aligned with national SDG priorities enabling new investments and partnerships.** Output 2.1. Increased capacity on SDG impact screening, measurement and management for public and private actors with a particular focus on cross-cutting issues such as gender ; Output 2.2. Strengthened capacity to develop and implement innovative financing solutions for SDG priorities with a particular focus on cross-cutting issues such as gender ; Output 2.3. Improved ecosystem for SDG impact investing for priority sectors including climate and gender ; Output 2.4. Enhanced leadership on financing for gender equality and women's empowerment.

<sup>19</sup> **Outcome 2. Public and private investments are increasingly aligned with national SDG priorities enabling new investments and partnerships.** Output 2.1. Increased capacity on SDG impact screening, measurement and management for public and private actors with a particular focus on cross-cutting issues such as gender ; Output 2.2. Strengthened capacity to develop and implement innovative financing solutions for SDG priorities with a particular focus on cross-cutting issues such as gender ; Output 2.3. Improved ecosystem for SDG impact investing for priority sectors including climate and gender ; Output 2.4. Enhanced leadership on financing for gender equality and women's empowerment.

d. Moderately Unsatisfactory /\_\_ / e. Highly Unsatisfactory/ \_\_ / f. Don't know/ \_\_ /

Please, explain your rating \_\_\_\_\_ To what extent the JP **achieved its results** as described in the JP document and result framework. This review should include the contribution towards the Joint SDG Fund's **Outcome1<sup>20</sup>: 1.2** Enhanced institutional capacity on SDG budget tracking building on climate, gender and child-friendly budgeting ?

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**5.3.** To what extent local capacity has been built?

a. Highly Satisfactory /\_\_ / b. Satisfactory /\_\_ / c. Moderately Satisfactory/ \_\_ /  
d. Moderately Unsatisfactory /\_\_ / e. Highly Unsatisfactory/ \_\_ / f. Don't know/ \_\_ /

Please, explain your rating \_\_\_\_\_

**5.4.** What are the positive or negative, intended or unintended, changes brought about by the JP's interventions? This may, inter alia, include an overview of benefits the JP brought to beneficiary institutions and citizens in partner countries.

Positives changes:

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Negative changes:

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**5.5.** What factors have contributed to achieving or not achieving the intended specific objective/outcome and outputs/results?

Which factors have contributed to achieving the intended results or targets?

a. \_\_\_\_\_  
b. \_\_\_\_\_

Which factors have contributed to not achieving as expected the intended results or targets?

a. \_\_\_\_\_  
b. \_\_\_\_\_

**5.6.** How COVID-19 affected or limited the Project activities and what actions were undertaken to offset the negative impact?

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**4.7.** What **recommendation(s)** would you make for a better effectiveness of the project?

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<sup>20</sup> **Outcome 1. Strengthened alignment of climate responsive planning, budgeting and financing with focus on gender and vulnerable groups: Output 1.1.** Increased availability of data and climate responsive analysis on public budgeting, financing needs, and public & private flows to meet Jordan's SDG priorities including gender equality; **Output 1.2.** Enhanced institutional capacity on SDG budget tracking building on climate, gender and child-friendly budgeting

## 5. Gender and Gender Equality

**5.1.** To what extent have gender considerations been integrated into the **JP design and implementation**?

- a. Highly Satisfactory /\_\_ /    b. Satisfactory /\_\_ /    c. Moderately Satisfactory/\_\_ /  
d. Moderately Unsatisfactory /\_ /    e. Highly Unsatisfactory/\_ / f. Don't know/\_ /

Please, explain your rating \_\_\_\_\_

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**5.2.** Were there any **constraints** when it comes to addressing gender issues during the JP implementation?

- a. Yes /\_\_ /    b. No /\_\_ /    b. Don't know /\_\_ /

**5.2.** If yes, to what extent efforts were made to overcome these constraints?

- a. Highly Satisfactory /\_\_ /    b. Satisfactory /\_\_ /    c. Moderately Satisfactory/\_\_ /  
d. Moderately Unsatisfactory /\_ /    e. Highly Unsatisfactory/\_ / f. Don't know/\_ /

Please, explain your rating \_\_\_\_\_

---

**5.3.** To what extent have the **output and outcome levels generated results** for gender equality and the empowerment of women?

- a. Highly Satisfactory /\_\_ /    b. Satisfactory /\_\_ /    c. Moderately Satisfactory/\_\_ /  
d. Moderately Unsatisfactory /\_ /    e. Highly Unsatisfactory/\_ / f. Don't know/\_ /

Please, explain your rating \_\_\_\_\_

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**5.4.** What **recommendations** (if any) would you make for a better gender mainstreaming of the project?

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## 6. Human Rights

**6.1.** To what extent have the JP contributed in achieving Human Rights protection?

- a. Highly Satisfactory /\_\_ /    b. Satisfactory /\_\_ /    c. Moderately Satisfactory/\_\_ /  
d. Moderately Unsatisfactory /\_ /    e. Highly Unsatisfactory/\_ / f. Don't know/\_ /

Please, explain your rating \_\_\_\_\_

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**6.2** To what extent have the poor, indigenous and physically disabled, and other disadvantaged and marginalized groups benefited from the Joint Programme?

- a. Highly Satisfactory /\_\_ /    b. Satisfactory /\_\_ /    c. Moderately Satisfactory/\_\_ /  
d. Moderately Unsatisfactory /\_ /    e. Highly Unsatisfactory/\_ / f. Don't know/\_ /



Please, explain your rating \_\_\_\_\_

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## 7. Efficiency (Extent to which resources/inputs (**funds, time, human resources**, etc.) have been turned strategically into results ? Have the UNDP, UNICEF, and UN Women been able to ensure an efficient use of resources?)

**7.1.** In terms of **Funds** (To what extent the efficiency of the implementation methods for the disbursement of funds and support to targeted beneficiaries was achieved? )

- a. Highly Satisfactory /\_\_ /    b. Satisfactory /\_\_ /    c. Moderately Satisfactory/\_\_ /  
d. Moderately Unsatisfactory /\_ /    e. Highly Unsatisfactory/\_ / f. Don't know/\_ /

Please, explain your rating \_\_\_\_\_

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**7.2.** In terms of **Time** (Were the expected outputs delivered on time?)

- a. Highly Satisfactory /\_\_ /    b. Satisfactory /\_\_ /    c. Moderately Satisfactory/\_\_ /  
d. Moderately Unsatisfactory /\_ /    e. Highly Unsatisfactory/\_ / f. Don't know/\_ /

Please, explain your rating \_\_\_\_\_

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**7.3.** In terms of **Human Resources**

- a. Highly Satisfactory /\_\_ /    b. Satisfactory /\_\_ /    c. Moderately Satisfactory/\_\_ /  
d. Moderately Unsatisfactory /\_ /    e. Highly Unsatisfactory/\_ / f. Don't know/\_ /

Please, explain your rating \_\_\_\_\_

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**7.4.** What are the strengths of the introduced modality (secondment) that is used for the Joint Programme management?

- a. \_\_\_\_\_  
b. \_\_\_\_\_

**7.5.** Are there any weaknesses in the Joint Programme design, management, human resource skills, and resources?

- a. \_\_\_\_\_  
b. \_\_\_\_\_

**7.6.** Is there a **communication strategy** in place?

- a. Yes /\_\_ /    b. No /\_\_ /    b. Don't know /\_\_ /

**7.7.** If yes, to what extent it was effective ?

- a. Highly Satisfactory /\_\_ /    b. Satisfactory /\_\_ /    c. Moderately Satisfactory/\_\_ /  
d. Moderately Unsatisfactory /\_ /    e. Highly Unsatisfactory/\_ / f. Don't know/\_ /

Please, explain your rating \_\_\_\_\_

**7.8.** What **recommendations** would you make for a better efficiency of the project?

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## 8. Sustainability (Probability of the benefits of the intervention continuing in the long term)

**8.1** To what extent the Joint Programme outputs/results are likely to be sustainable beyond its lifetime? How could the JP results be further sustainably projected and expanded in the country es?

- a. Highly Satisfactory /\_\_ /    b. Satisfactory /\_\_ /    c. Moderately Satisfactory/\_\_ /  
d. Moderately Unsatisfactory /\_ /    e. Highly Unsatisfactory/\_ / f. Don't know/\_ /

Please, explain your rating \_\_\_\_\_

**8.2.** To what extent **is** the likelihood of sustainability of the JP's results and the quality of the exit strategy?

- a. Highly Satisfactory /\_\_ /    b. Satisfactory /\_\_ /    c. Moderately Satisfactory/\_\_ /  
d. Moderately Unsatisfactory /\_ /    e. Highly Unsatisfactory/\_ / f. Don't know/\_ /

Please, explain your rating \_\_\_\_\_

**8.3.** What would be future priority interventions to ensure long-term sustainability of the JP's achievements and contribute to further sharing knowledge and expertise to partner countries?

- a. \_\_\_\_\_  
b. \_\_\_\_\_  
c. \_\_\_\_\_

**8.4.** What **recommendations** would you make for a better sustainability of the project?

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## 9. Catalytic aspect

**9.1.** Have the Joint Programme been catalytic by unlocking additional financial resources during its implementation ?

1. Yes /\_\_ /    2. No /\_\_ /    3. Don't know /\_\_ /

○ If yes, which one(s) ?

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**9.2.** To what extent the JP achieved's overall objective to unlock financial resources towards the SDGs and catalyse sustained change in the way government and its partners seek to finance the SDGs that will unlock resources into the future?

- a. Highly Satisfactory /\_\_ /    b. Satisfactory /\_\_ /    c. Moderately Satisfactory/\_\_ /  
d. Moderately Unsatisfactory /\_ /    e. Highly Unsatisfactory/\_ / f. Don't know/\_ /

Please, explain your rating \_\_\_\_\_

## 10. Inter-Agencies Collaboration

**10.1.** To what extent de Joint Programme has contributed in enhancing national interagences collaboration?

- a. Highly Satisfactory /\_\_ /    b. Satisfactory /\_\_ /    c. Moderately Satisfactory/\_\_ /  
d. Moderately Unsatisfactory /\_ /    e. Highly Unsatisfactory/\_ / f. Don't know/\_ /

Please, explain your rating \_\_\_\_\_

**10.2.** To what extent de Joint Programme has contributed in enhancing international interagences collaboration?

- a. Highly Satisfactory /\_\_ /    b. Satisfactory /\_\_ /    c. Moderately Satisfactory/\_\_ /  
d. Moderately Unsatisfactory /\_ /    e. Highly Unsatisfactory/\_ / f. Don't know/\_ /

Please, explain your rating \_\_\_\_\_

## 11. Lessons learned, innovations, and recommendations

What are the lessons learned from the Joint Programme “Enabling SDG Financing Ecosystem” ?	
What are the specific innovations developed through this JP?	
What are your recommendations for a better capacity strengthening, national ownership et results for the next JP cycle	

## 12. Any other comments?

\_\_\_\_\_

\_\_\_\_\_

😊 Thank you so much for contributing to better expertise and innovative technological solutions for SDGs in partner countries in a sustainable manner.

## Annex 5: The JP's OUTCOMES and OUTPUTS Performance Overview

Indicators	Baseline	Target 2021	2021 Results	Target 2022	Expected Final Target	Rating	Rationale
<b>Outcome 1: Strengthened alignment of climate responsive planning, budgeting and financing with focus on gender and vulnerable groups</b>							
% of national budget allocated to climate related expenditures is made publicly available	N/A  (Data on climate-related expenditures is not available)	Climate Public Expenditure Review Initiated	Climate Public Expenditure Review Initiated	Public spending on climate related issues as % of total Government spending and as % of GDP is made available	Planned Climate PER Climate Citizen Budget Brief National Budget Law & Budget Functional Classification & Public Finance data published by GBD, DOS, and CBJ	<b>Satisfactory (5)</b>	Review done, Draft CPER available, but Final version is yet to be validated and published (not done <u>at the JP's end</u> )
<b>Output 1.1 Increased availability of data and climate responsive analysis on public budgeting, financing needs, and public &amp; private flows to meet Jordan's SDG priorities including gender equality</b>							
% of key Line Ministries budgets dedicated to climate change	N/A  (Data on climate-related expenditures is not available)	Climate Public Expenditure Review Initiated  Mapping of climate related financing flows initiated	Climate Public Expenditure Review (CPER) Initiated  Mapping of climate related financing flows initiated	% of key Line Ministries budgets allocated to climate change is made available	Planned Climate PER Climate Citizen Budget Brief National Budget Law & Budget Functional Classification and Public Finance data published by GBD, DOS, and CBJ  Climate related financing flows have been mapped	<b>Satisfactory (5)</b>	Draft CPER available, but Final version is yet to be validated and published (not done <u>at the JP's end</u> )
	Similar work done as part of "Child Friendly Budgeting" Annual budget circular includes instructions on child-friendly budgeting.	Work on developing Manual of "Budgeting for Climate Change" is initiated	Work on developing Manual of "Budgeting for Climate Change" is initiated	Capacity building and technical assistance provided to GBD and Key line Ministries Friendly Performance indicators for at least two-line Ministries reflect climate change	Budget documents and budget circular issued by the Ministry of Finance and the General Budget Department Policy briefs/ case studies documenting work with GBD and Key line Ministries	<b>Moderately satisfactory (5)</b>	Draft Manual available. Yet to be validated and published (Not done by the JP's end)



Indicators	Baseline	Target 2021	2021 Results	Target 2022	Expected Final Target	Rating	Rationale
<b>Output 1.2</b> Enhanced institutional capacity on SDG budget tracking building on climate, gender and child-friendly budgeting							
2023 budget circular includes instructions on Climate	Main Table No. 24' in annual Budget shows (apportioned) allocation for children in key line ministry's budgets	Mapping financing flows and gaps related to climate change initiated	Mapping financing flows and gaps related to climate change initiated	Completion of mapping		<b>Highly Satisfactory (6)</b>	2023 Budget Circular includes specific instructions related to "Climate Change" for the first time in Jordan (new additions compared to 2022 and previous circulars)
Budget performance indicators for key line Ministries reflect climate change	Similar work done as part of the "Child Friendly Budgeting" to review budget law performance info and to reflect results for children			Capacity building and technical assistance provided to GBD and Key line Ministries  Performance indicators for at least two-line Ministries reflect climate change		<b>Highly Satisfactory (6)</b>	Technical trainings and capacity building of staff from the GBD and line ministries conducted
2023 budget circular includes instructions on climate specific budget for gender and SDG budget tracking		Activities will start only in Q1/Q2 2022		Guidelines for SDG <sup>21</sup> budget tracking developed, GBD and line ministries trained		<b>No progress made (0)</b>	No consultant engaged to build in this indicator. It was decided to put the exercise on hold as part of revised workplan

<sup>21</sup> IMM training material (English and Arabic); Draft Mapping of Climate Change Adaptation Interventions in Jordan from a Gender Lens; Other analyses are being prepared. (2021 Annual Report)

Indicators	Baseline	Target 2021	2021 Results	Target 2022	Expected Final Target	Rating	Rationale
<b>Outcome 2. Public and private investments are increasingly aligned with national SDG priorities enabling new investments and partnerships</b>							
# of funds and companies adopting IMM including gender impact screening	N/A	developed and rolled out to at least 20 companies	20 companies participated in first IMM training		20 companies participated in IMM training	<b>Highly Satisfactory</b>  (6)	Achieved
<b>Output 2.1 Increased capacity on SDG impact screening, measurement and management for public and private actors with a particular focus on cross-cutting issues such as gender</b>							
# partnerships established to address impact management and measurements for SDGs with a focus on gender and women's economic empowerment	n/a baseline data will be collected by JP	SSIF partnership on IMM and gender impact plus at least one other partnership		At least 2 additional partnerships established		<b>Highly Satisfactory</b>  (6)	Achieved
<b>Output 2.2 Improved ecosystem for SDG impact investing for priority sectors including climate and gender</b>							
# of blended and innovative financing solutions for SDG priorities mobilizing resources	n/a baseline data will be collected by JP			Training on blended finance held, and at least 2 innovative financing solutions under development Training material, financing deals being set up	blended finance	<b>Moderately satisfactory</b>  (4)	This was supposed to take place in Q3 and Q4 2022 but never happened. There was an earlier training that preceded the JP that would have served as a model. All the partners lined up from last training. Achieved. Training on blended finance held, and at least 2 innovative financing solutions under development (as per TORs).

Indicators	Baseline	Target 2021	2021 Results	Target 2022	Expected Final Target	Rating	Rationale
<b>Output 2.3 Improved ecosystem for SDG impact investing for priority sectors including climate and gender</b>							
# of public & private fora organized to create incentives and to unlock bottlenecks for SDG aligned investments	n/a	At least one workshop organized focusing on a priority sector	Discussions on establishment of National Advisory Board initiated	At least an additional 2 fora organized	Workshop reports	<b>Highly Satisfactory</b>  (6)	Achieved
<b>Output 2.4 Enhanced leadership on financing for gender equality and women's empowerment</b>							
n/a					National platform on financing for gender equality endorsed TOR by at least 2 government agencies and 2 civil society organizations	<b>Highly Satisfactory</b>  (6)	National platform on financing for gender equality endorsed TOR by Amam Venture (Investment Fund), which agreed on hosting the Platform.. The launching event of the event was attended by more than 60 participants under the patronage of the Minister of Investment that included 2 days of discussion series. A final report was done and distributed among participants about recommendations to promote financing for gender equality in Jordan.

## Annex 6: The top-up fund Workplan

Outcome 1		Strengthened evidence-base and strategies for mitigating impact of global crises on SDG financing								
Output	Target/s	List of activities	Time frame		PLANNED BUDGET				PUNO/s involved	Implementing partner/s involved
			Q3	Q4	Overall budget description	Joint SDG Fund (USD)	PUNO Contributions (USD)	Total Cost (USD)		
Output 1.1 Review of buildings blocks of INFF and development of INFF Roadmap in support of a gender-responsive recovery and a just and green energy transition	Gender-responsive INFF Roadmap developed	Review and adjustment of key building blocks of INFF (based on existing JP) and development of INFF roadmap			Consultancy, staff costs, workshop related costs	70,000		70,000	UNDP with inputs from other UN-agencies	MoF, MoPIC, CBJ, World Bank, IMF other IFIs
		Identification of entry points, policy recommendations and interventions to increase financing for a gender responsive recovery, green and just energy transition			Consultancy, staff costs, workshop related costs	40,000	10,000	50,000	UN Women	MoPIC, MOF, CBJ, World Bank, JNCW, JBPWF
Output 1.2 Increased availability of data and gender-responsive analysis on the impact of current global crises on development financing flows		Analysis of impact of recent global shocks incl. energy and food crises on development financing flows (public/ private, domestic/international)			Consultancy, staff cost, workshop related costs	60,000		60,000	UNDP with inputs from other UN-agencies	MoF, MoPIC, CBJ, World Bank, IMF other IFIs
		Analysis of impact of debt on fiscal space and analysis of energy price rise on public finance			Consultancy, workshop related costs	30,000	20,000	50,000	UNICEF with inputs from other UN agencies	MoF, MoPIC, CBJ, World Bank
Output 1.3 Increased availability of data and analysis to support a just and green energy transition		Review of impact of energy price increases on tariff reform, energy security and green energy transition			Consultancy, staff costs workshop related costs	30,000		30,000	UNDP with inputs from other agencies	MoF, MoPIC, CBJ, NEPCO, IMF other IFIs, Ministry of Energy and Mineral Resources
Output 1.4 Scoping of innovative debt solutions		Review of feasibility of debt swaps (for climate/ nature) or green/SDG bond issuance			Consultancy, staff cost, workshop related costs	20,000		20,000	UNDP with inputs from other agencies	MoF, MoPIC, CBJ, World Bank, IMF other IFIs
TOTAL						250,000	30,000	280,000		

CBJ: Central Bank of Jordan; JBPWF: Jordan Business and Professional Women Forum; JNCW: Jordanian National Commission for Women; MoF: Ministry of Finance, MoPIC: Ministry of Planning and International Cooperation  
 Note: PUNO contributions include in-kind through staff time.



## Annex 7: EVALUATION TORs



### INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

Date: 2 Nov 2022

**Country:** Home based

**Description of the assignment:** IC Evaluator to evaluate SDG Joint Fund -Component I

**Project name:** Evidence-based Final Narrative Report for the Joint Programme “Enabling SDG Financing Ecosystem” in Jordan.

**Period of assignment/services (if applicable):** up to 40 business days

Proposal should be submitted at the following address [offers.jo@undp.org](mailto:offers.jo@undp.org) no later than 16 November 2022 with the subject: “IC – Enabling SDG Financing Ecosystem”

Any request for clarification must be sent in writing, to [offers.jo@undp.org](mailto:offers.jo@undp.org) or by standard electronic communication to the address or e-mail indicated above. The procuring UNDP entity will respond in writing or by standard electronic mail and will send written copies of the response, including an explanation of the query without identifying the source of inquiry, to all consultants.

#### 1. BACKGROUND

The [Joint SDG Fund](#) supports countries as they accelerate their progress towards the Sustainable Development Goals (SDGs). It operates through joint programmes (JPs) that provide the mechanism for transformative solutions implemented by governments and national stakeholders and supported by the UN Country Team led by Resident Coordinators (RCs). Strategic direction for the Fund is provided by the Strategic Advisory Group chaired by the Deputy Secretary-General as the chair of UN Sustainable Development Group. The Fund is managed by the Operational Steering Committee, comprised of representatives of 5 UN entities, and with the support from the Secretariat of the Fund. The UN Development Coordination Office (DCO) hosts the Fund and provides for the alignment with the broader UN Development System reforms. The Administrative Agent of the Fund, in charge of financial management, is the Multi-Partner Trust Fund Office (MPTF-O). Official documents (e.g., Terms of Reference and Operational Guidance) of the Fund and information on funding can be found on the [Gateway portal](#).

The SDG Financing: Enabling Environment portfolio was launched in the summer of 2020 with the release of grant funding up to US\$1 million to 62 JPs in 69 countries. Twenty-one UN agencies under the leadership of UN Resident Coordinators collaborated, building on UN-DESA methodological work, agencies’ technical support at the country level and development partners’ support. Although each JP is unique, all support governments in the development of SDG financing strategies – most in the form of [Integrated National Financing Frameworks \(INFFs\)](#). In a nutshell, this portfolio helps countries define the “financing” behind the “policies” and building the related capacities to operationalize financing reforms. It supports the linking of planning with financing. It drives coherence (and adequateness of) existing policies and institutional arrangements.

The socio-economic impact of COVID-19 on Jordan has been severe, compounded by persistent regional instability, years of low growth and fiscal crisis. To meet its SDG priorities in the context of these challenges, Jordan needs to ensure that scarce resources are used efficiently and effectively, align existing investments to the SDGs and catalyze additional financing. Led by UNDP in partnership with UNICEF and UN Women, the Joint Programme aims to accelerate progress towards the SDGs through establishing the key building blocks for an integrated, gender responsive SDG financing framework.

It focuses on strengthening linkages between planning, budgeting, and financing for climate, a key priority for Jordan with the potential to have a transformative impact on all other SDGs. It aims at strengthening institutional capacity on integrating climate change in budgeting and planning and SDG budgeting to ensure sustainability and facilitate scaling the climate pilot to an Integrated National Financing Framework (INFF) and advance SDG financing for all sectors. The JP works with the largest investment vehicles in Jordan, such as the Social Security Investment Fund (SSIF) and supports the Government's PPP Unit in aligning existing investments and investment pipelines to national SDG priorities leveraging cooperation with IFIs and development partners. This increases the potential for shifting resources towards SDG acceleration and for new financing to be catalyzed. Capacity building on impact measurement and management (IMM) and the Women's Economic Empowerment Principles (WEP) for small and medium enterprises (SME) and companies listed on the Amman Stock Exchange (ASE) helps create an investment-ready pipeline.

#### **Objective of the assignment**

The JP is required to develop an evidence-based final narrative report ("Final Report") covering a review of the JP activities and results over the 30 months implementation period. The unit of analysis is the JP in its entirety, i.e., outcomes, outputs, activities, and inputs that were detailed in the programme document and any associated modifications. The objectives of the assignment are to:

- ix. Collect and present evidence to review the extent to which the JP achieved its overall objective to unlock financial resources towards the SDGs and catalyse sustained change in the way government and its partners seek to finance the SDGs that will unlock resources into the future.
- x. Review and provide evidence as to how the JP's activities have contributed to foster SDG acceleration at the country level.
- xi. Collect and present evidence to the extent to which the JP achieved its results as described in the JP document and result framework. This review should include the contribution towards the Joint SDG Fund's Outcome 1 and Outcome 2.
- xii. Review the extent to which the JP has contributed to strengthening the UN Development System (UNDS) reform and describe the level of coordination between relevant actors, especially participating UN agencies (PUNO) and government.
- xiii. Review the extent to which the JP has contributed to creating sustainable partnerships and collaborations with local and international partners from public and private sectors.
- xiv. Review to which extent the JP has contributed to mainstream gender equality and human rights.
- xv. Review the extent to which local capacity has been built.
- xvi. Review the likelihood of sustainability of the JP's results and the quality of the exit strategy. Review the planned next steps of the JP.
- xvii. Based on the above, present the key progresses or achievements, lessons learned, best practices and areas for improvement to inform future interventions.

The JP in Jordan's results, against which the programme should be reviewed, are as follows:

Results/ Indicators Baseline	Baseline	Expected 2021 Target	2021 Result	Expected 22 Target	Expected Final Target
Outcome 1 Strengthened alignment of climate responsive planning, budgeting and financing with focus on gender and vulnerable groups					
% of national budget allocated to climate related expenditures is made publicly available	N/A (Data on climate-related expenditures is not available)	Climate Public Expenditure Review Initiated	Climate Public Expenditure Review Initiated	Public spending on climate related issues as % of total Government spending and as % of GDP is made available	Planned Climate PER Climate Citizen Budget Brief National Budget Law & Budget Functional Classification and Public Finance data published by GBD, DOS, and CBJ
Output 1.1 Increased availability of data and climate responsive analysis on public budgeting, financing needs, and public & private flows to meet Jordan's SDG priorities including gender equality					
% of key Line Ministries budgets dedicated to climate change	N/A Data on (climate-related expenditures not available)	Climate Public Expenditure Review Initiated Mapping of climate related financing flows initiated	Climate Public Expenditure Review Initiated Mapping of climate related financing flows initiated	% of key Line Ministries budgets allocated to climate change is made available	Planned Climate PER Climate Citizen Budget Brief National Budget Law & Budget Functional Classification and Public Finance data published by GBD, DOS, and CBJ Climate related financing flows have been mapped
Output 1.2 Enhanced institutional capacity on SDG budget tracking building on climate, gender and child-friendly budgeting					

2023 budget circular includes instructions on Climate responsive coding and budgeting	Similar work done as part of “Child Friendly Budgeting” Annual budget circular includes instructions on child-friendly budgeting Main Table No. 24’ in annual Budget shows (apportioned) allocation for children in key line ministry's budgets	Work on developing Manual of “Budgeting for Climate Change” is initiated Mapping financing flows and gaps related to climate change initiated	Work on developing Manual of “Budgeting for Climate Change” is initiated Mapping financing flows and gaps related to climate change initiated	Capacity building and technical assistance provided to GBD and Key line Ministries Friendly Performance indicators for at least two line Ministries reflect climate change	Budget documents and budget circular issued by the Ministry of Finance and the General Budget Department Policy briefs/ case studies documenting work with GBD and Key line Ministries
2023 budget circular includes instructions on climate specific budget for gender and SDG budget tracking				Guidelines for SDG budget tracking developed, GBD and line ministries trained Policy brief on SDG budget tracking	
Outcome 2. Public and private investments are increasingly aligned with national SDG priorities enabling new investments and partnerships					
# of funds and companies adopting IMM including gender impact screening	N/A	developed and rolled out to at least 20 companies	20 companies participated in first IMM training	At least 50 companies trained on IMM	
Output 2.1 Increased capacity on SDG impact measurement and management for public and private actors with a particular focus on cross-cutting issues such as gender					

# partnerships established to address impact management and measurements for SDGs with a focus on gender and women's economic empowerment	N/A	SSIF partnership on IMM and gender impact plus at least one other partnership	Partnership with UN Global Compact Network in Jordan, Amman Stock Exchange and SSIF		
Output 2.2 Strengthened capacity to develop and implement innovative financing solutions for SDG priorities with a particular focus on cross-cutting issues such as gender					
# of blended and innovative financing solutions for SDG priorities mobilizing resources	N/A			Training on blended finance held, and at least 2 innovative financing solutions under development	
Output 2.3 Improved ecosystem for SDG impact investing for priority sectors including climate and gender					
# of public and private fora organized to create incentives and to unlock bottlenecks for SDG aligned investments	N/A	At least one workshop organized focusing on a priority sector	Discussions on establishment of National Advisory Board initiated	At least an additional 2 fora organized	Workshop reports
Output 2.4 Enhanced leadership on financing for gender equality and women's empowerment					
Establishment of a national platform on financing for gender equality	N/A				National platform on financing for gender equality endorsed TOR by at least 2 government agencies and 2 civil society organizations



## 2. SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED ANALYTICAL WORK

The independent consultant/contractor will prepare the Final Report in a phased manner, under the guidance of the UN Country Team, based on desk reviews, stakeholder consultations, field visits (if appropriate), and evidence-based contribution analysis and reporting of the JP's results as per the foreseen targets and indicators. The consultant/contractor shall review the extent to which the project results have been achieved, progresses made, partnerships established, systems changed, financial resources mobilized and aligned with the SDGs (including systemic changes that will mobilize and align resources after the JP ends), capacities built, and cross cutting issues (i.e., gender, human rights) addressed. Finally, the report shall recommend areas for improvement and learning. The report is intended to provide evidence of the contribution of the JPs to the Joint SDG Fund's results and identify lessons learned and best practices for future interventions.

The scope of the exercise covers the entire period of the implementation, between 15/06/2020 and 31/12/2022, of the JP titled Enabling SDG Financing Ecosystem. The report shall include the following:

- Contextual Analysis
  - o Brief review of the scope and focus of the JP considering the development landscape, the contextual changes happening in the country as well as its contribution to strengthen the UNDS reform at the country level and to accelerate the progress on the SDGs.
- Overview of Strategic Results
  - o The consultant/contractor will conduct a detailed review and analysis of JP progress reports, results framework, workplan, acceleration plan, communications materials, and any other relevant document. The consultant/contractor will also conduct consultations/interviews with key stakeholders both including PUNOs, government partners, private sector, and other stakeholders as relevant.
  - o This will lead to an overview of the JP's contribution to strategic results, including its progress toward an INFF, contribution to SDG acceleration, contribution to increased SDG financing flows, leverage of strategic partnerships, contribution to UN development system reform in terms of enhancing the role of the RC and facilitating UN coherence and efficiency in the country team, and contributions to cross-cutting issues including gender, human rights, and COVID-19 recovery.
- Results by Joint Programme Outcomes and Outputs
  - o Based on the analysis of JP materials and consultations with stakeholders referenced above, the consultant/contractor will review and describe the JP's progress toward its specific outcomes and outputs.
- Challenges and Changes
  - o The consultant/contractor will provide a description of the challenges and risks faced by the JP during implementation and explain the appropriateness of the JP's responses and risk mitigation measures.
- Sustainability and Local Ownership
  - o The consultant/contractor will review and describe the next steps and sustainability of the JP's strategy and results, with particular reference to local ownership and capacity building of key stakeholders.

- Communications
  - o The consultant/contractor will review the implementation of the communication strategy/plan of the JP and provide a brief description/highlight of the events organized as part of the JP.
- Lessons learned and best practices
  - o Based on the review of materials and consultations with stakeholders, the consultant/contractor will identify lessons learned and best practices from the JP's implementation, with the purpose of identifying recommendations for the successful implementation of future joint programmes and SDG financing programmes.
- Annexes
  - o The consultant/contractor will include the results framework of the JP and summaries of all stakeholder consultations and interviews, as well as any additional relevant material in the annexes.

The consultant/contractor will need to present evidence of development results or intermediate measures of tangible progress toward them. This assignment requires an advanced aptitude for analyzing complex information from different sources, identifying most essential insights, and articulating multi-faceted and cross-sectoral findings in a clear and concise manner. It will also require the ability to quickly acquire optimal understanding of a complicated country context and undertake high-quality research using both quantitative and qualitative methods.

## DELIVERABLES

Based on the JP's scope and focus, the consultant/contractor will produce the following deliverables:

### **Inception Report/Work Plan (2-5 pages)**

Initial review of documents and exchange with the UN country team shall result in the outline of work plan to produce the final report. The inception report should include the list of interviewees, key documents and materials that the consultant will review for this process, other methods, sources, and procedures for data collection and a concrete timeframe for the work plan milestones and deliverables. The inception report frames a common agreement and understanding of what is to be produced by the consultant, the UN country team, and relevant partners. The report is shared within the first 5 workdays of the contract.

### **Final Report (maximum 30 pages)**

The Final Report will consolidate the overall progress, innovations, and lessons learned based on concrete evidence and cases. The Report will focus on reporting results and transformative changes (including tangible, evidenced intermediate outcomes toward them) rather than listing of activities. The report should focus both on the JP's progress against targets (what) as well as how the JP contributed to enhancing UN coherence, coordination, and efficiency at the country level (how). The report should include detailed references and/or annexes to substantiate its findings. The report should follow the outline stated in Annex 1. The questions in the template (UN country teams can adapt and expand it as needed) define the information that must be generated and presented in the Evidence-based Final Narrative Report.

The consultant/contractor is expected to complete the assignment in up to 40 workdays under the following deadlines:

- Inception report: 30<sup>th</sup> November 2022
- Final Progress report: 22<sup>nd</sup> December 2022

**Schedule of Payment: -**

Deliverable	Date	percentage
Inception report:	30 November 2022	% 20
Final Progress report	22 December 2022	% 80

This is the due date for the deliverable completion, the invoice should be submitted as soon as possible after the deliverable approval

### 3. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

**UN Country teams should adjust this section as necessary to fit the JP and country context. Teams are also welcome to recruit firms rather than individual consultants and should adjust this section accordingly. Delete this paragraph before publishing your TOR.**

- An advanced university degree in economics/finance, or related field.
- At least 10 years of professional experience in international development and cooperation out of which at least 3-4 years of professional experience in SDG financing.
- Successful track-record on producing a minimum of 5 reports, reviews, assessments or evaluations of development programmes, funds, or complex projects overall, with a minimum of 2 conducted on joint programmes.
- Expertise in Result-Based Management (or Result-Oriented Management).
- In-depth understanding of multi-stakeholder and cross-sectoral project/programmes.
- Experience of working with UN development system will be an asset.
- Knowledge of human rights-based and/or Leaving No One Behind approach will be an asset.
- Excellent research, drafting and reporting skills.
- Fluency in English and Arabic is an advantage; Knowledge other official UN languages will be an asset.

### 4. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS.

Interested individual consultants must submit the following documents in order to be considered for the assignment:

1. Technical Proposal:

- (i) Explaining why they are the most suitable for the work (1-page max.)
- (ii) Providing a brief methodology on how they will approach and conduct the work. (2-3 pages)
- (iii) Submit samples of similar work conducted.

2. Financial offer signed and submitted separately including the “OFFEROR’S LETTER TO UNDP CONFIRMING INTEREST AND AVAILABILITY FOR THE INDIVIDUAL CONTRACTOR (IC) ASSIGNMENT” annexed to this notice.

3. P11 and Curriculum Vitae (In English) (shall at least include information about the university degree, training and professional certificates, experience, age, professional references, skills and competencies, and contact information), with at least 3 references.

## 5. FINANCIAL PROPOSAL

### **Lump sum contract**

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables. Payments are based upon delivery of the services specified in the TOR. The financial proposal shall include a breakdown of this lump sum amount (including travel, per diems, and number of anticipated working days).

Travel N/A

## 6. EVALUATION

### **SHORTLISTING:**

Individual consultants will be evaluated based on the following methodologies:

Criteria	Max. Point
Relevance of education (Advanced University degree in the field of economics/finance, or related field)	40%
Relevance of experience (At least 10 years of professional experience in international development and cooperation out of which at least 3-4 years of professional experience in SDG financing.)	40%
Proficient in English and Arabic	10%
Successful track-record on producing a minimum of 5 reports, reviews, assessments or evaluations of development programmes, funds, or complex projects overall, with a minimum of 2 conducted on joint programmes	10%
Total	100%

Only Individual Consultants obtaining a minimum of 70 points on the shortlisting evaluation will be considered in the technical and financial evaluation.

### **Technical EVALUATION:**

This selection criteria will follow the Combined Scoring method – where the qualifications and methodology will be weighted a max. of 70%, and combined with the price offer which will be weighted a max of 30%, using the following evaluation criteria.

Individual consultants will be evaluated based on the following methodologies:

#### **Step I: Screening and Shortlisting:**

This is based on the above criteria for shortlisting

#### **Step II: Technical Review**

Shortlisted candidates will undergo a technical evaluation which will assess the following points:

Technical Evaluation Criteria max. 70 points (Weighted 70%):

Criteria	Max. Points
<b>Criteria A:</b> Relevant education background	(15 points)
<b>Criteria B:</b> Experience and methodology	(20 points)
<b>Criteria C:</b> Working experience in the field of SDG Financing and previous reviews, assessments or evaluations of development programmes, funds, or projects, including joint programmes	(35 points)
Total	(70 points)

Candidates obtaining 49 points or more in the technical evaluation will be considered in the Financial evaluation.

#### **Financial Criteria - 30% of total evaluation**

For those offers considered in the financial evaluation, the lowest price offer will receive 30 points. The other offers will receive points in relation to the lowest offer, based on the following formula:  $(PI / P_n) * 30$  where  $P_n$  is the financial offer being evaluated and  $PI$  is the lowest financial offer received.

#### **Step III: Final Evaluation**

The final evaluation will combine the scores of the desk review and the financial proposal with the following weights assigned to each:

Individual consultants will be evaluated based on the cumulative analysis methodology (weighted scoring method), where the award of the contract will be made to the individual consultant whose offer has been evaluated and determined as:

- Responsive/compliant/acceptable; and
- Having received the highest score out of a pre-determined set of technical and financial criteria specific to the solicitation.

Technical Criteria weight: [70%]

Financial Criteria weight: [30%]