

The Global Fuel Economy Initiative Phase I and the Global  
Automotive Fuel Economy Campaign of the Partnership for Clean  
Fuels and Vehicles (PCFV) managing vehicle growth in eight  
transitional countries

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## **Evaluation Office of UN Environment**

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The Global Fuel Economy Initiative Phase I and the Global Automotive Fuel Economy Campaign of the Partnership for Clean Fuels and Vehicles (PCFV) managing vehicle growth in eight transitional countries

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## LIST OF ABBREVIATIONS AND ACRONYMS

CMMcH	The Centro Mario Molina Chile
COP	Conference of Parties
EAC	East African Community
EC	European Commission
ECOWAS	Economic Community of West African States
ERC	Energy Regulatory Commission
FEPIT	GFEI Fuel Economy Policies Impact Tool
FIA	Fédération Internationale de l'Automobile
GCF	Green Climate Fund
GEF	Global Environment Facility
GHG	Greenhouse gas
ICCT	The International Council on Clean Transportation
IEA	International Energy Agency
IPCC	Intergovernmental Panel on Climate Change
IPIECA	The global oil and gas industry association for environmental and social issues
ITF	International Transport Forum
KPBB	Komite Penhapusan Bensin Bertimbel (Indonesia NGO)
NEDC	New European Drive Cycle
NGO	Nongovernmental Organization
PCFV	Partnership for Clean Fuels and Vehicles
PIEA	Petroleum Institute of East Africa
PIMS	Programme Information Management System (UN Environment)
PoW	Programme of Work (UN Environment)
PPEE	National Efficiency Program(Chile)
RMV	Registrar of Motor Vehicles
SSFA	Small-scale Funding Agreement
TOC	Theory of Change
UN	United Nations
UN Environment	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
USD	United States Dollar
USEPA	United States Environmental Protection Agency

## PROJECT IDENTIFICATION TABLE

Table 1: Project Identification Table for Global Fuel Economy Initiative Phase I

<b>UN Environment PIMS ID:</b>		<b>IMIS number:</b>	GFL/2328-2723- 4B53
<b>Sub-programme:</b>	Climate Change	<b>Expected Accomplishment(s):</b>	
<b>UN Environment approval date:</b>	July 2010	<b>PoW Output(s):</b>	
<b>Global Environment Facility project ID:</b>	3888	<b>Project Type:</b>	Medium-Sized Project
<b>GEF Operational Programme #:</b>	11	<b>Focal Area(s):</b>	Climate Change
<b>GEF approval date:</b>	22 July 2010	<b>GEF Strategic Priority/Objective:</b>	CC 7 - To facilitate market transformation for sustainable mobility in urban areas leading to reduced GHG emissions GEF: SP5 "Promoting Sustainable Innovative Systems for urban transport".
<b>Expected Start Date:</b>	September 2010	<b>Actual start date:</b>	September 2010
<b>Planned completion date:</b>	May 2013	<b>Actual completion date:</b>	January 2016
<b>Planned project budget at approval:</b>	\$ 3,120,000	<b>Total expenditures reported as of June 2014:</b>	\$ 2,642,410
<b>EC contribution</b>	\$ 1,849,340 <sup>1</sup> (1,500,000 Euro)	<b>Total expenditures reported as of June 2014:</b>	\$ 1,849,340 (1,500,000 Euro)
<b>GEF Allocation:</b>	\$ 980,000	<b>GEF grant expenditures reported as of May 2014:</b>	\$ 980,000
<b>PDF GEF cost:</b>		<b>PDF co-financing:</b>	
<b>Expected MSP/FSP co-financing:</b>	\$ 2,140,000	<b>Secured MSP/FSP co-financing:</b>	\$ 2,176,853
<b>First Disbursement:</b>	October 2010	<b>Date of financial closure:</b>	May 2014
<b>No. of revisions:</b>	3	<b>Date of last revision:</b>	27 May 2013
<b>Date of last Steering Committee meeting:</b>	19 June 2013		
<b>Mid-term review/ evaluation (planned date):</b>	June 2011	<b>Mid-term review/ evaluation (actual date):</b>	June 2011
<b>Terminal Evaluation (actual date):</b>	August 2015		

<sup>1</sup> Exchange rate used by the project team for the reporting 1 USD = 0,8111 Euros

## EXECUTIVE SUMMARY

1. The Global Fuel Economy Initiative (GFEI) global target to “stabilize greenhouse gas emissions from the global light duty vehicles fleet through a 50 per cent improvement of vehicles fuel economy worldwide by 2050” is also the guiding principle of the GEF funded and UN Environment implemented project “The global fuel economy initiative Phase I”. This global target is a helpful guidance for the drafting of national policies and can also help tracking impact of the project. The approach to focus on national-level strategies in four pilot countries in the first phase of the project along with the generation of knowledge products, tools and a global database shows the commitment to a long-term approach, which aims to move to policy outcomes and emission reduction impacts.
2. The focus of this evaluation of “The Global Fuel Economy Initiative Phase I and the Global Automotive Fuel Economy Campaign of the Partnership for Clean Fuels and Vehicles (PCFV) managing vehicle growth in 8 transitional countries” is on the first phase of the Global Fuel Economy Initiative (GFEI) funded by the Global Environment Facility (GEF) and the European Commission and implemented by the UN Environment Transport Unit, which is part of the Energy Branch of the Economy Division<sup>2</sup>. The strengths of the project are the strong focus on achieving outcome-level results and the ability of the wider GFEI project team to provide sound policy advice and to develop projections on and measure the progress of performance of the vehicle fleets with regard to energy consumption and CO<sub>2</sub> emissions. For this the project has the advantage of a group of core partners (UN Environment, International Energy Agency (IEA), International Transport Forum (ITF), ICCT, UC Davis and Fédération Internationale de l'Automobile (FIA) Foundation) and the wider network of the Partnership for Clean Fuels and Vehicles, which provides a solid institutional and knowledge base.
3. The structure of the GFEI is more akin to an umbrella programme under which each partner pursues individual activities that are however closely interlinked. There is certain division of labour among the GFEI members under which for example International Energy Agency provides analysis and in-country support on fuel economy baselines and supports UN Environment.
4. Main outcome of the project in the implementation of fuel economy policies in the pilot and replication countries, which contributes to the overall goal of stabilizing greenhouse gas emissions from the global light duty vehicle fleet as outlined in the table 4 below. To launch the GFEI Initiative globally it is essential to provide a practical methodology for baseline setting, assessment of policies, and monitoring of emission reductions. In addition, it is important to provide examples of how other countries have achieved fuel economy improvements – and what works and does not work in terms of policy instruments.
5. The project and the GFEI partnership are actively engaged in the Sustainable Energy for All initiative (SE4ALL) and were active at the COP21 in Paris, engaging new countries to join the initiative as well as being featured at several sessions, including the session of Lima Paris Action Agenda. The GFEI has also helped to put transport prominently into the Sustainable Development Goals framework – Ensuring access to affordable, reliable, sustainable, and modern energy for all.

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<sup>2</sup> Formerly the Division of Technology, Industry and Economics (DTIE).

6. *The **likelihood of impact*** of the project is relatively high considering the close link between the project outputs (tools, capacity building and policy advice) and the desired outcomes (fuel economy policies), which tend to have a substantial impact on greenhouse gas emission reductions globally.
7. *Institutional arrangements* to support the implementation of selected measures were vital for the success of the GFEI approach in-country, far more important than technical advice. Even though various ministries were involved in all four pilots and many replication countries, roles and mandates were not equally clear in all countries. In Chile, Kenya and Ethiopia progress was relatively constant, while in Indonesia the institutional environment was more challenging. For the *socio-political sustainability* of the domestic policy and political process, it is vital to support the development of Institutional arrangements that are solid and facilitate relationships between institutions with clear roles and efficient processes. This includes active support and ownership from relevant Ministries, particularly Ministries of Energy and Finance. The national working groups established with support from the project are a contribution to this.
8. With regard to the project's catalytic role, government officials in the pilot and replication countries stated clearly that the GFEI project provided crucial knowledge and created capacity to understand the relevance, methods, and impacts of the proposed schemes. According to interviewees, there is also a growing recognition in the media and among citizens who begin to change their behaviour towards vehicle purchase and awareness, in particular when tax and/or labelling schemes are put in place.
9. The phase I project delivered all expected criteria: 1. Database on vehicle fleets and emissions; 2. Methodology for baseline setting and monitoring of emission reductions; 3. GFEI Auto Fuel Economy Tool; 4. Fuel Economy strategies and plans developed and launched in 4 pilot countries; 5. Global awareness raising on fuel economy; 6. GFEI Publications and Awareness Materials. Methodology and database had been established successfully in the four pilot countries, the toolkit had been published and is already in use in the pilot countries, while awareness campaigns were implemented.
10. Governments play a crucial role by reducing fuel combustion emissions, as they are responsible for the fuel supply and the budget to secure fuel. However, the issue is to secure the participation of the country's government for and beyond the projects lifetime (beyond legislation), which will be also influenced by the political environment. In the case of Chile, the government has clearly moved forward in implementation of policies that are aligned to GFEI project and were enabled by that process. Kenya and Ethiopia have implemented measures somewhat related to fuel economy and Indonesia is making progress in that regard recently. Governments in Kenya, Ethiopia and Chile showed good ownership of the policy process jointly pursued by the countries and the GFEI. A particularly useful tool in this regard were the tailored working groups of relevant government actors and stakeholders. Beyond the Environment Ministry, there is slightly less ownership visible in Indonesia, which made it harder to gain traction in the policy process.
11. The GFEI was launched as a major international platform to boost the potential contribution of light-duty vehicle fuel economy to global climate change mitigation efforts. The development of tools and guidelines (e.g. the baseline methodology) has created the content basis and the in-country work in the pilot countries has created a basis for the global roll-out of the initiative.
12. There was progress on some policies that contribute to fuel economy improvements in the light-duty vehicle fleets in the four pilot countries.



- a. Achievements in Chile included an incentive program for the purchase of more efficient vehicles including hybrid electric vehicles, and a fuel economy labelling system for new light duty vehicles (the first in Latin America), complementing previous efforts from the country in roadworthiness testing.
  - b. Kenya introduced a ban on the import of cars older than 8 years and is currently considering strengthening this regulation. There were a number of reasons behind this regulation, particularly the support of local vehicle assemblies (e.g. Toyota), but also air quality and fuel economy considerations.
  - c. Ethiopia showed a very high level of ownership with an active intergovernmental working group led by the federal transport authority. However, little progress towards fuel economy policies has been made so far.
  - d. Indonesia has seen some procrastination in the policy process towards meaningful improvements in vehicle fuel economy as there was substantial resistance at some of the key institutions involved in the process.
13. While this shows notable progress in the area of fuel economy policy in the pilot countries, there is still room for improvement to the development and to implement a comprehensive package of measures that is needed to substantially improve vehicle fuel economy and use over the longer term. A comprehensive policy package would need to include measures that manage the efficiency of the vehicles fleet such as vehicle fuel efficiency standards; policies to influence purchase behaviour such as CO2/efficiency based vehicles tax (differentiated purchase and/or annual tax); and measures to influence vehicle use such as fuel tax and modal choices (provision of public and non-motorized transport options).
14. Kenya and Ethiopia pursued measures focusing on the age of the vehicles fleet, which may fall short of delivering fuel economy benefits as there is only a weak direct link between the age of a vehicle and fuel economy. The main benefit from the regulations chosen in Kenya and Ethiopia is improved air quality.
15. The relevant stakeholders in the pilot countries are aware of the basic principles of vehicle fuel economy as result of the capacity building and policy dialogue activities of the project. There is a high level of ownership and commitment in Kenya, Ethiopia and Chile. Indonesia has proven to be a slightly more challenging policy environment.
16. *Lessons with explicit findings of the evaluation:* An initial list of stakeholders was identified based on previous interactions; for example, in the Partnership for Clean Fuels and Vehicles, which provided a good basis for interactions on policies to be implemented. Particularly helpful were partners in relevant government positions, who have been working on the topic for a long time as they provided continuity to the project engagement and a sound understanding of the principles of fuel economy policies. This was particularly true in Chile and also to some extent in Kenya and Ethiopia. Thanks to the initial support on data gathering, baseline setting and tool development the pilot countries were able to establish monitoring systems to inform policy initiatives and measure progress of fuel economy measures. This also helped in providing evidence and information to users and the media and to generate buy-in from stakeholders (even those initially opposing) in the policy process.
17. *Real project experiences – good practices and successes which could be replicated and mistakes avoided in the future:* Strong stakeholder relations are vital for success, in particular with regard to measures that need long-term support towards implementation. A senior (but not too senior) official who takes local ownership and is based in a core government institution can be vital as an anchor for local stakeholder relationships. This institution can be the energy department (as in Kenya the ERC) or

transport (Ethiopia). The Chilean example shows that a strong monitoring system is crucial to significant improvements in fuel economy policies. This is, however, a high cost and medium-term intervention that countries have to engage in, which can make it more difficult for replication.

18. Opportunities for improvements include new and improved policies and a continued policy dialogue to support the implementation of comprehensive policy packages to boost fuel economy. Reflecting on the political and institutional context in which these actions were developed and reflecting on this can help other countries to understand the policy take-up process. Building on the take-up learning from the pilot countries to replicate the efforts of the project (e.g. baseline development, as done in the pilot countries) can be useful to generate added value of the project. This could feed into *transferability* guidelines that cover experiences from the policy development and integration and the policy process aspects.
19. Isolated measures may help with the first steps towards improved efficiency, but an *integrated package* of measures addressing the efficiency of the vehicle fleet (new and existing) and the use of light duty vehicles is required to achieve substantial long-term impacts. The project already provides information on integrated packages, but could be more vocal in articulating the benefits of a more comprehensive approach and the shortcomings of isolated measures. A *long-term engagement* and dialogue is necessary and a dedicated gap analysis in the four pilot countries may help to identify the strength and weaknesses in the existing policy framework, which would help to provide even more targeted policy. The annual trainings in Paris are an important aspect in this process, but a more active and visible role of UN Environment in the domestic policy process may help keeping fuel economy on the political agenda.
20. As the number of countries working with the project and the GFEI is growing, so are the experiences that can be shared among countries. *Peer-learning* beyond regional events, e.g. through dedicated twinning of authorities from different countries could be an efficient and useful approach to improve upon the implementation of efficiency measures.<sup>3</sup> Typically these “twins” would be at different stages in the development of similar measures and can act as mentor and mentee throughout an implementation process. Involved countries will not only see best practice examples first-hand, they can also discuss how they were implemented. An important focus should be the exchange between public authorities at the local level with learning and knowledge-transfer. Different peer-learning methods can be applied to strengthen the relationship. Countries can serve as mentoring, hosting and showing their best-practice measures, and mentee, learning from other countries and their best-practice measures. This can further result in an assessment of the transferability of fuel economy actions and accompanying measures.

## I. INTRODUCTION

### 1.1 Background

21. In June 2010, based on previous projects supporting the Partnership for Clean Fuels and Vehicles (PCFV), United Nations Environment Programme (UN Environment) and the European Commission EuropeAid Co-operation Office entered into a contribution agreement EuropeAid/ENV/2010-242740/TPS entitled ‘The Global Automotive Fuel

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<sup>3</sup> Examples of peer-learning processes: CiViTAS (<http://www.civitas-initiative.org>), SOLUTIONS (<http://www.urban-mobility-solutions.eu>)

Economy Campaign of the Partnership for Clean Fuels and Vehicles (PCFV): Managing Vehicle Growth in Developing and Transitional Countries'. The Global Fuel Economy Initiative (GFEI) builds on the PCFV and was launched as a partnership between UN Environment, the International Energy Agency (IEA), the International Transport Forum (ITF) and the FIA Foundation, with support from the GEF (Global Environment Facility) and the European Commission. The GFEI was launched as a response to the projected vehicle growth rates in particular in many emerging economies and combines expertise and resources from all four partners for a comprehensive program to improve global automobile fuel economy by 50% by 2050. GEF support was used to enable the participation of non-Annex I countries in this global effort to stabilize and reduce emissions from passenger vehicles.

22. Phase 1 of the GFEI has the objective to develop essential approaches and tools to engage with the adoption of plans and policies which are intended to lead towards an improvement of 50% in auto fuel economy globally by 2050 and was meant as preparation for the following two phases.
23. In this context, the project's first phase, as the whole GFEI aims to contribute to improved mobility, is also aiming to contribute to the Millennium Development Goals and Sustainable Development Goals. Furthermore, the GFEI has the objective to assist governments and transport stakeholders for a more efficient fuel economy.
24. The first phase of the project started in September 2010 and ended in December 2014 (GEF) and January 2016 (EC). In that phase the project aimed to provide policy advice to four pilot countries in Africa, Latin America and Asia (Ethiopia, Kenya, Chile, Indonesia) and develop a toolkit on policies and strategies to increase the efficiency of the vehicle fleet with a focus on light duty vehicles. The GEF contribution to the GFEI amounted to USD 980,000 and 1.5m Euro from the European Commission along with additional co-financing (e.g. by US EPA and the FIA Foundation) and in-kind contributions by international GFEI partners.

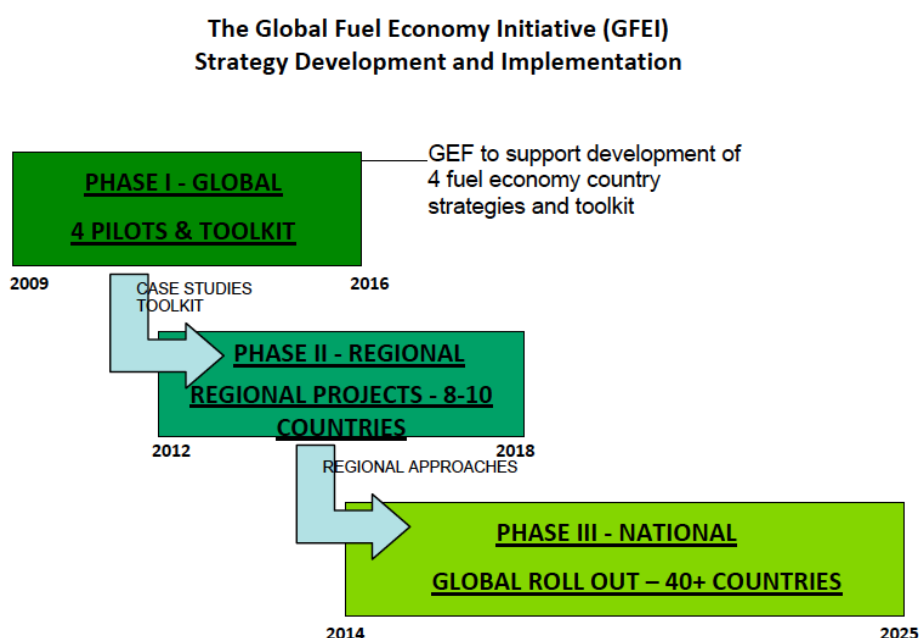


Figure 1. Phases of the GFEI from 2009 to 2025

25. The focus of this evaluation of “The Global Fuel Economy Initiative Phase I and the Global Automotive Fuel Economy Campaign of the Partnership for Clean Fuels and Vehicles (PCFV) managing vehicle growth in 8 transitional countries” is on the first phase of the Global Fuel Economy Initiative (GFEI) funded by the Global Environment Facility (GEF) and the European Commission and implemented by the UN Environment Transport Unit, which is part of the Energy Branch of the Economy Division.

## **1.2 Objectives, approach and limitation of the evaluation**

26. This evaluation focuses on phase 1 of the GFEI and covers the four pilot countries (Chile, Ethiopia, Kenya and Indonesia), which are the central part of the GEF funded component of this project and additional outreach, up-scaling and replication activities, which is the focus of the EC funded component of the project. The evaluation will extend to the second phase of the GFEI when assessing the extent, the Cleaner, More Efficient Vehicles Tool for development of national strategies has been rolled out in Phase II additional countries.
27. In line with the UN Environment Evaluation Policy<sup>4</sup> and the UN Environment Programme Manual<sup>5</sup> this evaluation has two primary objectives:
- a. To provide evidence of results to meet accountability requirements; and
  - b. To promote operational improvement, learning and knowledge sharing through results and lessons learned among UN Environment and its partners.
28. The project’s performance is assessed in terms of relevance, effectiveness and efficiency; direct and indirect outcomes and impacts of the project and their sustainability. The evaluation assesses the project’s relevance in relation to UN Environment’s mandate and its alignment with UN Environment’s policies and strategies at the time of project approval. For this, an analysis of the project documentation as well as interviews with the project team contributed to a better understanding on the link between project objectives and outputs and the relevant UN Environment Programmes of Work (PoWs). This evaluation report outlines the findings, conclusions and recommendations of the evaluation and summarises some basic information about the GFEI project. The Theory of Change is also used as a basis for this evaluation.
29. The evaluation and its recommendations are based on evidence gathered during the evaluation process, which included interviews with the project team and stakeholders and analysis of reports and deliverables documented in this report. The information presented in this evaluation report was verified from different sources, e.g. findings from reports were verified through interviews and vice-versa. Where verification was not possible the single source is mentioned in the relevant statement. The evaluation takes a participatory approach by engaging closely with the project team and the stakeholders during the evaluation, incorporating their feedback and focusing the recommendations on the needs for the upcoming work in the GFEI
30. The key questions for this evaluation, as outlined in the evaluation terms of reference, were:
- a. To what extent and how the project has succeeded in preparing national-level strategies and plans in the four GFEI countries?
  - b. To what extent the project has succeeded in developing an efficient GFEI global database for developing and transitional countries?

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<sup>4</sup> <http://www.unep.org/eou/StandardsPolicyandPractices/UNEPEvaluationPolicy/tabid/3050/language/en-US/Default.aspx>

<sup>5</sup> [http://www.unep.org/QAS/Documents/UNEP\\_Programme\\_Manual\\_May\\_2013.pdf](http://www.unep.org/QAS/Documents/UNEP_Programme_Manual_May_2013.pdf)

- c. To what extent the Cleaner, More Efficient Vehicles Tool for development of a national strategy development was finalized, tested and rolled out in Phase II additional countries?
  - d. To what extent and how the project succeeded in creating a methodology to assess a baseline on emissions and basic data for existing fleets in developing countries?
  - e. To what extent the regional and global tracking of emissions and reductions from light duty vehicle is supporting the achievement of 50:50 level?
  - f. How far has the project succeeded in developing examples of best practice which have led to wider level change in international practices?
31. Limitations of the evaluation include the difficulty of attributing the CO<sub>2</sub> emission reductions or deviations from the baseline in the four pilot countries and the replication countries to the project. These issues of attribution of CO<sub>2</sub> emission reductions are related to the high number of factors that influence the up-take of policies. The project is not the only source of information informing policy decisions, yet the project plays an important role in the policy development process particular in the four pilot countries and also several of the replication countries (e.g. Mauritius). However, based on the data analysis and tools developed by the project, estimates of the (potential) impacts are made and provided in this report.
32. The evaluation has been completed by Oliver Lah and Carlosfelipe Pardo (the latter specifically focussing on Chile) and provides one overall perspective on the first phase activities and country specific recommendations for the four pilot countries Kenya, Ethiopia, Indonesia and Chile. Oliver Lah led the overall evaluation of the GFEI, developed the methodology and assessed the in-country work in Kenya, Indonesia and Ethiopia. Carlosfelipe Pardo was in charge of the evaluation and recommendations for Chile and supported the development of the methodology and the preparation of the inception report and the evaluation report.

## II. THE PROJECT BACKGROUND

### 2.1 Context

33. The following sections will describe briefly the concept and objective of the GFEI as a whole and the project, which is UN Environment 's contribution to the GFEI. The report will refer to the "GFEI" when talking about the overall initiative and to "the project" when referring to the GEF and EC funded projects that is the subject of this evaluation.

#### The GFEI

34. The International Energy Agency (IEA), UN Environment, the International Transport Forum (ITF), the FIA Foundation, and the International Transport Forum (ITF) launched the Global Fuel Economy Initiative (GFEI) in 2009. The GFEI builds on the Partnership for Clean Fuels and Vehicles (PCFV) and aims to double automotive fuel economy by 2050 worldwide (GFEI - <http://www.globalfueleconomy.org>). The GFEI was launched since UN Environment and its partners identified fuel economy as providing a great potential to improve transport energy efficiency and to reduce Greenhouse Gas Emissions. The PCFV provided a good basis for the GFEI with a network of contacts in national ministries.
35. The cooperation with the other GFEI partner institutions (IEA, ITF, FIA, and later also ICCT and UC-Davis) was considered to be useful to achieve a higher level of visibility and impact as joint side-events at regional and international level can be organised more easily and better advice can be provided to governments.

36. The priorities for GFEI are the development of improved data for global fuel consumption, the encouragement of governments to find sound solutions suitable for their country, close engagement with relevant stakeholders and raising awareness for the initiative to get support from and change the behaviours of consumers and decision makers. The GFEI is planned to consist of three phases, of which the first phase is being evaluated in this report. The GFEI Phase I project has the objective to collect, analyse and communicate improved data. It reviewed the actual situation on fuel economy worldwide from which potential for improvements can be identified. Phase I has prepared national-level strategies in four pilot countries, developed a global vehicle database for fuel economy at the national level, focusing on developing and transitional countries. Based on this knowledge a toolkit has been developed, which is aimed to be used in the following phases 2 and 3, in which GFEI will engage at the global level.
37. The GFEI, through the established partnership, facilitates cooperation between its partners: FIA Foundation, UC Davis, International Transport Forum, ICCT, International Energy Agency and UN Environment. The contributions of each partner (including the UN Environment-led project) are incorporated in the GFEI bi-annual work programme. The structure of the GFEI is more akin to an umbrella programme under which each partner pursues individual activities that are however closely interlinked. There is a certain division of labour among the GFEI members under which for example International Energy Agency focuses on OECD countries, whereas UN Environment supports policy development in developing countries (see GFEI organisation below).

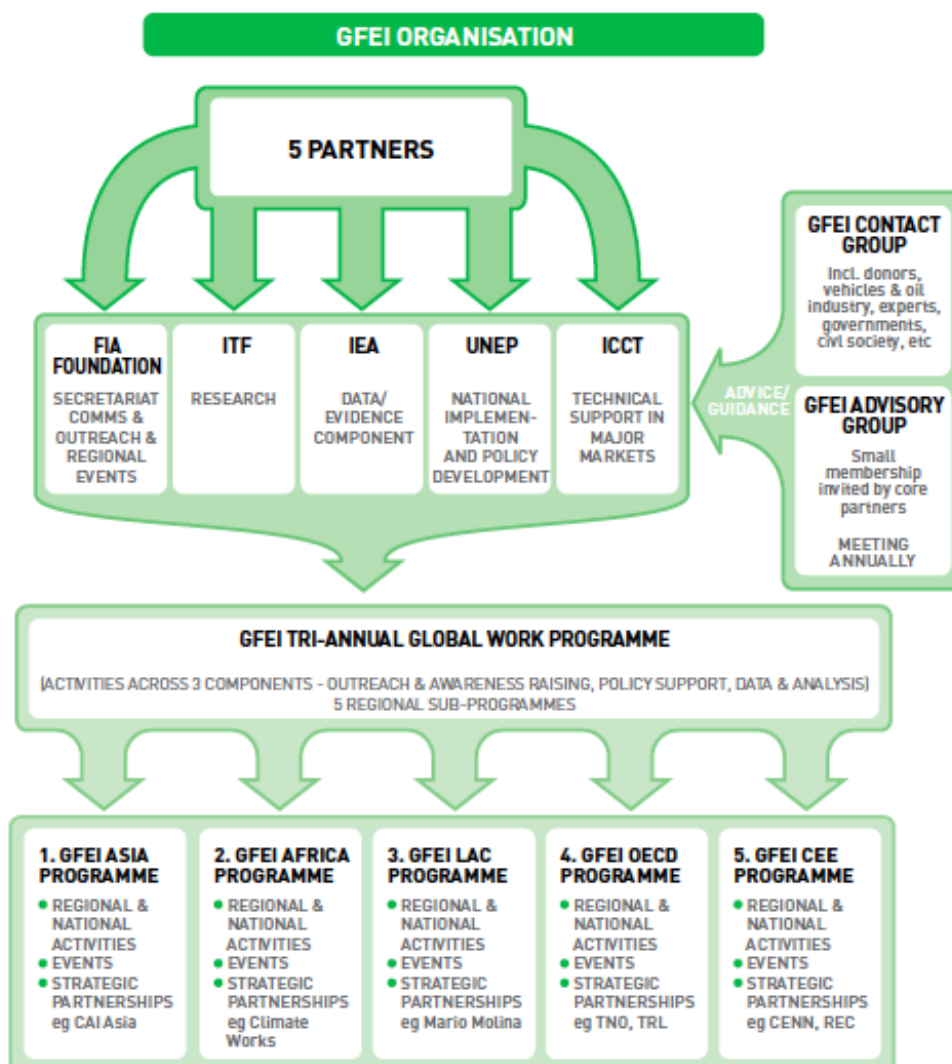


Figure 2. GFEI organizational structure

38. Each of the GFEI partners run projects related to the GFEI that generate synergies, but are independent of each other. Hence, the UN Environment led project funded by the GEF and the EC can be considered as a stand-alone project that contributes to a wider GFEI framework.

The project

39. The GFEI target to “stabilize greenhouse gas emissions from the global light duty vehicles fleet through a 50 per cent improvement of vehicles fuel economy worldwide by 2050” is also the guiding principle of the project. This is a helpful guidance for national policy development supported by the project and the target can also help tracking the potential impact of the GFEI. The objective of the project was to develop a database on vehicle fleets and emissions, to provide a methodology for baseline setting and monitoring of emission reductions, to create a GFEI Auto Fuel Economy Tool, to enhance fuel economy strategies and plans and launch in four pilot countries, to raise global awareness on fuel economy and provide GFEI publications and awareness materials. The approach to focus on national-level strategies in four pilot countries in the first phase of the project along with the generation of knowledge products, tools and a



global database shows the commitment to an implementation oriented approach, which aims to move to policy outcomes and emission reduction impacts.

40. Policy development and implementation has been identified as one of the specific aims of the project. The policy development and implementation is aimed to *“support the role of the road transport sector in the reduction of global CO<sub>2</sub> and non-CO<sub>2</sub> emissions by supporting the development of fuel economy policies at regional and national levels in non-Annex I countries”*. The project objective is based on global climate change mitigation objectives as articulated in the UNFCCC context and national objectives generated by improved fuel economy such as reduced expenditure on fossil fuels (public and private) and other sustainable development benefits.
41. The first four countries were intended to lay the foundation for the in-country work, which was then followed by regional outreach, dissemination and communication activities, for example through the global fuel and vehicle database and toolkit. In this context, the project also aims to contribute to improved mobility, lower emissions and costs which in turn would contribute to Millennium Development Goals and Sustainable Development Goals. Pilot countries in Africa, Asia and Latin America (Costa Rica (replaced later by Kenya), Chile, Ethiopia and Indonesia) were identified early in the project. These countries were chosen as they showed a progressive approach to vehicle emission reductions in the respective regions, thus providing useful case studies for other countries to follow. However, the identified pilot countries were very different in terms the climate, the socio-cultural setting as well as the available infrastructure. The country reports developed by local consultants included a detailed analysis of the operating environment, e.g. the vehicle fleet, existing infrastructure, legal frameworks and other socio-economic factors. In fact, data gathering was a major factor to initiate the activities on potential fuel economy improvements in the four pilot countries. Beyond that, the socio-economic and political environment was also assessed to some extent to assess the feasibility of various policy options.
42. These four pilot countries are used as pilot scenarios and the Global Fuel Economy Initiative is planned to be later rolled out globally. At the end of 2015, 40 countries had been already engaged with GFEI. These are countries from Asia, Africa, Eastern Europe and Caucasus, Middle East and West Asia and South America and Caribbean. In this respect, GFEI has a global geographical scope.
43. Each pilot country has a different policy and operating environment and pursuing policy implementation in different contexts is an important learning experience for the project team. While the policy environments are different, the challenges, however, are similar in the pilot countries and other replication countries, such as a growing vehicle fleet and an increase in emissions along with local issues such as congestion, air pollution and safety.
44. Within the first year the project’s aim was to have the relevant national and regional stakeholders identified, sub regional events launched, the four pilot countries identified and agreements framed, the first draft of the toolkit and database developed as well as a communication strategy for GFEI developed and the website presented. The second year was planned to be used to intensify the on-going work from the first months and engage in the work of the national in-country teams, training events, website update and the presentation of GFEI initiative at global events. The last months were to be used to engage in on-going activities spelled out above.

## 2.2 Objectives and components

45. The objective of this three-phase GFEI initiative was to stabilize greenhouse gas emissions from the global light duty vehicles fleet through a 50 percent improvement of light-duty vehicles fuel economy worldwide by 2050. This GEF funded UN Environment



project was designed to support the first phase of the global GFEI Initiative by developing plans and strategies for improved auto fuel economy policies in four developing countries and developing a global fuel economy toolkit. This required technical, networking and financial support to governments and their partners, including those in the fuel and vehicle industries. The project document identified two 'specific aims of the project', namely (i) policy development and national implementation to support the role of the road transport sector in the reduction of global CO<sub>2</sub> and non-CO<sub>2</sub> emissions by supporting the development of fuel economy policies at regional and national levels in non-Annex I countries, including launch of pilot projects in 4 countries and the establishment of the foundation for a global GFEI rollout; and (ii) information dissemination, capacity increase, and communication: implementation activities on automotive fuel economy supported with a global awareness campaign and tools to provide information that enables behavioral change and supports markets for fuel efficient technology. This includes the development of a global fuel and vehicle database and toolset - the first of their kind. Specifically, objectives, outcomes and outputs of this project are described in Table 2.

Table 2. GEF Project logical framework<sup>6</sup>

<b>Goal:</b> To stabilize greenhouse gas emissions from the global light duty vehicle fleet through a 50 per cent improvement of vehicle fuel economy worldwide by 2050 (moving from a global average of 8 litres/100 km to 4 litres/100 km).		
<b>Objectives</b>	<b>Outcomes</b>	<b>Expected Outputs (accomplishments)</b>
i) Collect, analyze and communicate improved data and analysis on fuel economy globally and at the national level via a baseline measurement and monitor trends and progress over time towards a 50% improvement by 2050	1. Fuel economy strategies and plans developed and launched in 4 non- Annex I Pilot Countries (e.g. agreements or draft agreements already developed with Ethiopia, Chile, Costa Rica and Indonesia), contributing to a global 50:50 goal	1: Fuel economy policies in 4 Pilot Countries
ii) engage partners at the regional, sub-regional and national levels by developing GFEI launch events at the regional and sub-regional levels in Latin America, Europe and Africa	2. Publication and refinement of the GFEI Cleaner, More Efficient Vehicles Tool for national strategy development tool, and its use as a training tool and as a repository for best available information on current policies and technologies that promote auto fuel economy	2: GFEI tool and database
iii) engage national governments and industry partners to develop sound, consensus-driven plans and strategies for policies that encourage fuel economy improvements;	3. A global vehicle and fuel economy knowledge campaign that helps to establish the GFEI approach and brings additional partners and countries on board for the implementation of phase II and phase III	3: GFEI Knowledge Campaign
iv) work with industry leaders and stakeholders to better understand the potential for fuel economy improvement in new and used vehicle markets and engage their expertise toward improved fuel economy in non-Annex I countries	4. Publicly available data on vehicle fleets and emissions is improved through the UN Environment PCFV/GFEI Fuels and Vehicles Database	4. Database established
v) Develop and support global and regional awareness efforts to provide consumers and	5. A practical methodology for baseline setting and monitoring of emission	5. Methodology developed

<sup>6</sup> Source: PIF 5 October 2009

decision makers with information on options, costs, and available resources to improve fleet performance and reduce CO2 and non-CO2 emissions.	reductions over time is developed for the purposes of this project and phases II & III for continuation of the GFEI rollout globally, along with improving available data for global modeling (e.g. improved IEA MoMo modeling).	
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46. Five inter-related components were developed to deliver the planned outcomes of the project:

1. Collect, analyze and communicate improved data (ProDoc Page 9);
2. Engage partner at the regional, sub-regional and national level (ProDoc Page 9);
3. Engage national governments and industry partners to develop sound, consensus-driven plans and strategies (ProDoc Page 9);
4. Work with industry leaders and stakeholders (ProDoc Page 10);
5. Develop and support global and regional awareness efforts (ProDoc Page 10).

47. The outcomes defined in the project's logical framework are essentially outputs since they describe services and products to be delivered by the project and thus cannot be regarded as outcomes. The outcomes as defined in the logical framework have been assessed as delivered outputs later in the evaluation. The Project Document also lists "expected accomplishments", which are essentially the same as the "outcomes" identified in the logical framework, and which again are regarded as outputs.

48. The "Expected accomplishments" were defined as:

1. Fuel economy strategies and plans in four countries (ProDoc Page 10);
2. Development of the GFEI the Cleaner, More Efficient Vehicles Tool for national strategy development tool (ProDoc Page 10);
3. A global vehicle and fuel economy campaign to accomplish the implementation of phase II and III with a wider community of partners (ProDoc Page 10);
4. Data on vehicle fleet and its emission available for the public (ProDoc Page 10);
5. For a global success of the Initiative, it is essential to develop a methodology for baseline setting and monitoring of emission reductions over time (ProDoc Page 11).

## 2.3 Target areas/groups

### 2.3.1 Stakeholders

49. As a policy oriented project the GFEI needs to engage closely with stakeholders, including policy decision-makers, industry and civil society (detailed list of stakeholders below). The Project Document provides an overview of the national and international stakeholders, including those representing civil society and industry, relevant national ministries and international organisations.

50. The key political stakeholders and partners in the pilot countries (except Kenya) were involved in the early discussion about the project aim and objectives. It is not mentioned in the Project Document that these groups were directly involved in the project design, but they were consulted. However, t partners in the GFEI were directly involved in the project design and in the delivery of the project.

51. As final beneficiaries of the project were identified: urban residents, vulnerable groups (women, children and the elderly) and low income residents who are most vulnerable to the effects of climate change and poor air quality. However, no dedicated gender focused activities were planned and no specific consideration was given in the project document to address challenges for these identified groups. Vulnerable groups are mentioned among the final beneficiaries of the project, with a particular focus on the benefits from improved fuel economy to air quality.

#### Key stakeholders in the pilot countries

52. National governments and government agencies in Costa Rica, Chile, Indonesia and Ethiopia that were identified by the project team include (individuals marked with a \* were interviewed by the evaluators):

a. In **Chile**, the project team partnered with:

- Ministry of Energy \*
- National Energy Efficiency Program – PPEE \*
- Ministry of Transport\*
- Ministry of Finance\*

b. In **Ethiopia**, the project team partnered with:

- Ministry of Transport Ethiopia
- Ethiopian Transport Authority\*

c. In **Indonesia**, the project team partnered with:

- Ministry of Environment
- KPBB

d. In **Kenya**, the project team partnered with:

- Energy Regulatory Commission, Kenya \*
- Energy Regulatory Commission (ERC)\*
- University of Nairobi\*
- The National Treasury of Kenya\*

53. In addition to the political stakeholders mentioned above, country and regional partners were identified to assist in the delivery of the project and facilitate the stakeholder engagement. The following institutions were identified:

e. Chile:

- Centro Mario Molina Chile (CMMCh) assisted in the implementation of the pilot project\*

f. Ethiopia:

- The Forum for Environment was involved in the in-country activities,
- Addis Ababa Institute of Technology authored the country report,\*

g. Indonesia:

- Clean Air Asia was identified as the lead regional partner\* to support the implementation

h. Kenya:

- The NGO Sustainable Transport Africa, Kenya and the University of Nairobi support the work in Kenya.

54. The Project Document stated that most of the relationships to the relevant stakeholders in the pilot countries were established in previous interactions as part of the Partnership for Clean Fuels and Vehicles.

#### Roles of international partners

55. The international GFEI partnership with IEA, ITF, ICCT, UC-Davis, FIA Foundation and UN Environment aims to secure the global recognition of the problem of increasing emissions in developing and transitional countries. These agencies are also important to provide the necessary knowledge in monitoring and evaluating existing vehicle fleet emissions and developing a database including the data. The roles of the partners included the following:

- UN Environment took the lead in policy development in developing and countries in transition,
- The International Energy Agency (IEA) provides quantitative analysis at the global level and support for some national level analysis.
- FIA-Foundation manages the international secretariat and leads the GFEI communication and outreach.
- ICCT provides support to some specific in-country advice, in particular on regulation.
- ITF took the lead on harmonization and provides advice on international outreach events.
- UC-Davis provides technical support to capacity building workshops.

56. The table 3 below provides a short overview of the assessment of the relevance of the project to key stakeholder groups participation, cooperation and partnership:

Table 3. Stakeholder Analysis

Key Stakeholders	Country	Interests	Role	Project Influence
Ministry of Energy	Chile	Energy security, efficiency	Key implementing agency for fuel policy	High
National Energy Efficiency Program – PPEE	Chile	Energy security, energy efficiency	Support implementation body	Medium
Ministry of Environment	Chile	Emission reductions	Active support implementation agency	Medium
Ministry of Transport	Chile	Transport efficiency	Lead agency for vehicle monitoring, policies and regulation	High
Ministry of Environment	Indonesia	Emission reductions	Main policy supporter of the project, but with little influence on policy implementation	Medium
Ministry of Transport	Indonesia	Transport efficiency	Lead agency on vehicle regulation	High
Ethiopian Transport Authority & Ministry of Transport	Ethiopia	Transport and energy efficiency	Convener of the working group, Lead agency on vehicle regulation	High
Ministry of Transport	Kenya	Transport efficiency	Lead agency on vehicle regulation	Medium

Energy Commission	Regulatory	Kenya	Energy security, energy efficiency	Convener of the working group	High
Treasury		Kenya	Productivity	Lead agency for fiscal policies	High

### 2.3.2 Pilot countries

57. **Chile** is highly dependent on fossil fuels and already laid the groundwork for a vehicle emission standard before GFEI phase I was implemented. GFEI has the objective to help and foster this change and provide necessary knowledge and tools to achieve a national economy plan in Chile. Chile has had considerable history in the improvement of policies related to fuel economy, especially since the development of a centre for vehicle control (3CV) in the late 1990s and a subsequent prohibition of used vehicle imports to the country. The support from the GEF and GFEI have been instrumental in pushing forward the more recent regulations and improvements, namely the development of a vehicle labelling system for low duty vehicles established in 2010 (voluntary until 2012, then mandatory), the development of a 'feebate' system<sup>7</sup> for car purchases is operational since 2014 as part of the government's tax reform, and subsequent instruments such as the development of a rebate (subsidy) scheme to renew taxi fleets and future plans for broadening the scope of the labelling system (to medium sized vehicles and freight)<sup>8</sup>.
58. In **Kenya**, UN Environment collaborated with the Energy Regulatory Commission (ERC) to implement the phase I of the GFEI. The University of Nairobi Enterprises and Services Limited (UNES Ltd) was contracted to work in-country to develop a vehicle inventory for Kenya from 2010-2012 and the Petroleum Institute of East Africa (PIEA) implemented a cleaner fuels program. A joint workshop by ERC and PIEA in June 2014 highlighted harmonising East African Standards on low sulphur fuels and policy recommendations to improve vehicle economy in Kenya. A contract for the second phase of the programme was signed in 2014 for providing additional consulting services by UNES to the government of Kenya focusing on a fuel economy labelling and the development of baseline data.  
[http://www.unep.org/transport/New/PCFV/africa/kenya\\_piea.asp](http://www.unep.org/transport/New/PCFV/africa/kenya_piea.asp).
59. **Ethiopia** was chosen as a pilot country since its growth of passenger travel is estimated to increase from 40 billion in 2010 to 220 billion in 2030. Parallel, fuel emissions will increase from 2.5 million in 2010 to 13.1 million ton CO<sub>2</sub> in 2030. During phase I the project held meetings with the Ethiopian Government to provide an inventory of the existing vehicle fleet.
60. GFEI provided information on the existing vehicle fleet in **Indonesia** to assist in the implementation of emission standards, which, once implemented, can then be tracked. UN Environment is working together with a national NGO the Komite Penghapusan Bensin Bertimbel (KPBB) and Pustrat, the Transportation and Logistics Center at Gadjah Madah University to implement a clean and efficient fuels and vehicle policy in Indonesia. The economic study to support the Action Plan to implement fuel economy

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<sup>7</sup> Feebate refers to a policy measure that is revenue neutral and combines fees for inefficient vehicles and rebates for very efficient vehicles. More specific information can be found in [http://www.unep.org/transport/gfei/autotool/approaches/economic\\_instruments/fee\\_bate.asp](http://www.unep.org/transport/gfei/autotool/approaches/economic_instruments/fee_bate.asp)

<sup>8</sup> A rebate is essentially a subsidy, but in this context it has a special focus on providing such subsidy as a response to the purchase of vehicles with lower emissions. A description in Spanish of the Chilean rebate is described here <http://www.mtt.gob.cl/bonos/BonoColectivo.xhtml>. A useful description (in English) of a similar initiative is given here: <http://www.alberta.ca/climate-carbon-pricing.aspx>.

policies included a review of related economic and fiscal policies on Low Cost Green Cars policies to provide incentives to local clean auto manufacturers. Additionally, a workshop was held in November 2014 with the (KPBB) and the Ministry of Environment and Energy to promote dialogue between key stakeholders in order to facilitate binding commitments on fuel economy, which would bring a net benefit of USD 70 billion from fuel savings for the next 26 years.

61. Whilst the first phase of the project (which is covered by this evaluation) focused on four pilot countries, the second and third phase of the GFEI were to mobilize a global roll-out of the GFEI. The countries included in the global roll-out and its advancements are described below:
62. UN Environment worked with **Uganda** since 2013 to implement cleaner fuels and vehicle policies. In this regard, a national task force has been established to monitor the improvement of automotive fuel economy. A vehicle inventory and import counts has been prepared by the Makerere University College of Business Management Science. Additionally, the Ministry of Energy and Mineral Development has been involved to support national sensitization of fuel policies and oversees the government adoptions and the formation of a national task team.
63. The East African Community (EAC) held a regional workshop on vehicle emission inspection and testing in **Rwanda**/Kigali in 2014 to raise awareness for inspection and testing issues and to harmonise low sulphur standards regionally. Since January 2015, vehicle emission testing is now mandatory in Rwanda for all vehicles and UN Environment is providing technical support for the vehicle emission enforcement agencies. <http://www.unep.org/Transport/new/pcf/africa/rwanda2014.asp>.
64. A joint workshop of the UN Environment and GFEI was held in November 2014 in **Mauritius** for implementing a clean and efficient fuel policy for vehicles. The 2013 implemented fuel economy program had improved the vehicle fuel economy in Mauritius from an average of 7 litres per 100 kilometres in 2005 to 6.6 litres per 100 kilometres in 2013. Mauritius implemented a CO<sub>2</sub> tax-based fee and a rebate system in 2011 and will continue its effort by encouraging the import of more efficient vehicles, awareness raising, vehicle labelling, eco-driving and public sensitization campaigns. <http://www.unep.org/Transport/new/PCFV/africa/mauritius2014.asp>.
65. UN Environment worked with Algeria from November 2014 onwards to promote and implement the **Algerian** energy policy. The main responsibility of UN Environment has been the coordination and monitoring of the energy conservation policy and providing assistance by developing a vehicle inventory to establish a national average fuel economy baseline to prepare policy recommendations for cleaner and efficient vehicles.
66. An agreement with the Clean Energy **Nepal** was signed in 2014 to take inventory of their vehicle fleet in order to develop a fuel economy baseline for light-duty vehicles. [http://www.baq2014est.org/side\\_event-doubling\\_fuel\\_efficiency.html](http://www.baq2014est.org/side_event-doubling_fuel_efficiency.html).
67. The Fuel Roadmap, which was jointly developed by UN Environment and Clean Air **Sri Lanka**, had been endorsed by the former President Mr. Rajapakse at the UN Climate Summit in New York in 2014. As a result, the country now imports Euro3 gasoline and diesel and plans will be developed for a Euro4 standard nationwide. Sri Lanka will also engage in the development of a fuel economy baseline for light-duty vehicles to develop a national fuel economy policy in the future. <http://news.lk/news/politics/item/3135-president-rajapaksa-s-statement-at-the-2014-climate-summit>.
68. The GFEI and the NGO Clean Air Asia is supporting the **Vietnam** Register under the Ministry of Transport since 2011 in their objective to develop fuel economy standards for Vietnam, which include national fuel consumption limits for Motorcycles, Mopeds, and Light-Duty Vehicles and the adoption of voluntary standards. Vietnam implemented

vehicle labelling for light-duty vehicles in 2015. <http://baq2014.org/wp-content/uploads/05-VIETNAM.pdf>.

69. The International Energy Agency is working closely with the Ministry of Interior in FYR **Macedonia** to provide disaggregated data on the car fleet for 2005, 2008 und 2013 in order to review the baseline and projections for Macedonia to support the government to develop a national fuel economy policy.
70. **Georgia** is in need of a taxation reform to improve the fuel economy, which is based on a completed baseline assessment from 2008 to 2012. The GFEI Fuel Economy Policies Impact Tool (FEPIT) is used to develop action plans to inform the Georgian Government.
71. It is mandatory for light-duty vehicles in **Thailand** to display the Eco-Sticker on windshields since October 2015. This sticker includes information about the vehicle's CO<sub>2</sub> rating, fuel economy and car emissions and will be used for a revising of tax rates in January 2016.
72. After a workshop in Moscow/**Russia** with UNDP Russia and the Ministry of Transport of the Russian Federation, the UN Environment, GFEI and the other participants drafted policy recommendations on the "importance of the participation of the Russian Federation in the efforts of the Global Fuel Economy Initiative (GFEI) on reduction of CO<sub>2</sub> emissions and fuel consumption rate to a half by 2050 globally (the international campaign "50x50)". UN Environment will follow up on the implementation of these recommendations.
73. Work from the project has been used as a basis to support other countries such as **Peru** and **Uruguay**, and CMMCh is working with other countries in the region (mostly in Central America and the Caribbean) towards the same goals, though beginning with the initial steps of the establishment of a monitoring system for each country, which is a prerequisite for more ambitious goals such as labelling and green taxes. The Chilean example clearly serves as a best practice for other countries in the region and Chile became a source of South-South cooperation.
74. UN Environment, Centro Mario Molina Chile and the Vice-Minister of the Ministry of Environment of **Peru** worked together on a Cleaner Fuels and More Efficient Vehicle Strategy, which will be discussed with the inter-governmental working group.
75. To support regional work in **Central America**, especially **Costa Rica**, UN Environment and the regional NGO CEGESTI signed an agreement in 2014. It is agreed to support the Government of Costa Rica in establishing a roadmap for low sulphur fuels and vehicle emission standards and developing a fuel economy baseline for light-duty vehicles in Costa Rica.
76. The University of Technology in **Jamaica** launched GFEI in July 2015 at an event funded by the Global Environment Facility (GEF). GFEI will support vehicle emission and fuel quality standards in Jamaica.
77. GFEI has supported **Uruguay** to develop a fuel economy baseline, which was presented to key stakeholders. A labelling scheme and a fuel economy policy has been developed in corporation with Centro Mario Molina Chile.
78. After a conference for Cleaner Fuels and More Efficient Vehicle in **Guatemala** in November 2014, recommendations have been developed on the fuel quality and vehicle emission standards and the promotion of auto fuel economy to support better air quality and energy security.
79. **Paraguay** has developed the Air Quality Law, which UN Environment and CMMCh are actively supporting together with government entities CONADERNA and SEAM. Three outcomes of this support will be: publication and dissemination of the 2014 Air Quality

Monitoring Study; development of a cleaner fuels and vehicles roadmap and conducting a training workshop on cleaner fuels and vehicles.

80. **Benin** is starting an inventory of all vehicles imported and in-country to work on a fuel economy baseline.
81. **Cote D'Ivoire** signed an agreement with GFEI in April 2015 to implement a vehicle data entry tool, which will highlight existing numbers of vehicles in the country to prepare policy recommendations and start a public campaign to improve the fuel economy.
82. A report for the Ukraine was developed in cooperation with Ukraine's International Standardization Academy to understand the average fuel economy of vehicles and to provide recommendations on standards, incentives, procurement and other measures.
83. A fuel economy conference was held in Montenegro in cooperation with Regional Environmental Centre for Central and Eastern Europe (REC) and advice was provided fuel economy policies and the development of a light duty vehicles database.

## 2.4 Milestones/key dates in project design and implementation

84. Project Milestones as defined in the project document were:

1. Database on vehicle fleets and emissions
2. Methodology for baseline setting and monitoring of emission reductions
3. GFEI Auto Fuel Economy Tool (re-named Cleaner, More Efficient Vehicles Tool)
4. Fuel Economy strategies and plans developed and launched in 4 pilot countries
5. Global awareness raising on fuel economy
6. GFEI Publications and Awareness Materials

Table 4. Key dates according to the project document

MoU with 4 pilot countries	September – December 2009
Inception meeting/workshop + report of meeting	November 2009 – March 2010
Hire consultants and project staff	September 2009 – February 2010
Establish M&E system	October – December 2009
Expenditure report – Jun and Dec 31+30 days	March 2010; August 2010; March 2011; September 2011; February 2012
Progress report – Dec 31- 30 days	March 2010; March 2011; February 2012
Annual co-financing report Dec 31-30 days	August 2010; August 2011;
Year-end review of project accounts Dec 31 + 60 days	August 2010; March 2011;
Project Implementation Review	September 2010; September 2011
Mid-term review	December 2010
Progress report to co-financiers	March 2010; April 2011; February 2012
Training workshops/seminars	July 2010 – March 2012
Project steering committee meeting + minutes of meeting	September 2009; September 2010; September 2011
Country visit & report	October 2009; April – June 2010; September – December 2011
Final report + outputs	February – April 2012
Completion revision	March – April 2012
Final audit report for project	October 2012



Terminal evaluation	August 2012
Return unspent funds	May 2012
Closing revision	July 2012

## 2.5 Implementation arrangements

85. UN Environment was the Implementing Agency of the project in collaboration with the International Energy Agency (IEA), the International Transport Forum (ITF) and the Federation Internationale de l'Automobile (FIA) Foundation. In October 2012, a new project implementing partner joined - the Institute of Transportation Studies at the University of California, Davis (ITS-UC, Davis).

86. UN Environment's Transport Unit, (*the Executing Agency*) within the Economy Division, managed the project's implementation and coordination. The GFEI is considered as one of the main activities of the UN Environment Economy Division, Transport Unit and has an active oversight of the tasks and the project's budget. It provided the personnel and day-to-day management for the project, and ensured reporting and budgetary management of the action this included UN Environment's fund management services. The Transport Unit Head functioned as the Project Director, and Transport Unit staff responsible for regional programs managed project implementation on the ground, along with sub-contracting. In addition to the Unit Head, a designated Programme Officer oversaw the day-to-day implementation and management of the project. The project followed UN Environment standard monitoring, reporting and evaluation processes and procedures, and was evaluated against the stated project indicators of achievement, timelines, and deliverables.

Table 5. Role and perceived capacity/expertise of executing partners

Project Partners	Roles, expertise
Centro Molina (Chile):	Leading project implementation, coordinating partners (local and international), considerable expertise in project topic
Ministry of Transport (Chile):	Supporting the work of the project via their 3CV center and legislative efforts, expertise in technical processes in terms of roadworthiness, legal issues.
KPBB (Indonesia), Clean Air Asia (Indonesia support and regional outreach):	KPBB is a highly motivated and knowledgeable partner for the activities in Indonesia with good relationships to key government agencies. Clean Air Asia has a solid network in Asia, in particular Southeast Asia and can provide helpful support to KPBB for the in-country work and UN Environment for the outreach.
Ethiopian Transport Authority (Ethiopia):	The Ethiopian Transport Authority is a motivated lead agency for the discussions among stakeholders in the working group and the Addis Ababa Institute of Technology provides support and data analysis and policy recommendations.
Energy Regulatory Commission (Kenya):	The ERC is well placed to facilitate the dialogue between government institutions and stakeholders and the local support by the Nairobi University provides reasonable advice on relevant policy issues.

87. The GFEI partnership includes the International Energy Agency (IEA), the International Transport Forum (ITF) and the Federation Internationale de l'Automobile (FIA) Foundation. The International Council on Clean Transportation (ICCT) and the Institute of Transportation Studies at the University of California, Davis (ITS-UC, Davis) joined in 2012/13 (see partners' roles on page 18).

88. The national pilot projects were managed by the UN Environment Transport Unit and its team of regional and substantive Programme Officers. These worked with GFEI partners and national working groups to develop and move toward implementation of the auto fuel economy plans developed under phase I. UN Environment reported to the Project Steering Committee on the implementation of the national-level projects, and regularly with the GFEI Secretariat in addition to engaging IEA and ITF technical expertise at the national level.
89. *Project Steering Committee*: A Project Steering Committee was maintained at the international level to ensure the coordination and information exchange on project process and performance. UN Environment submitted reports to the Committee and sought advice from members on project implementation and progress. The Project Steering Committee was designed to provide guidance on the specifics of the GEF phase I project and related initiatives within the GFEI and, in addition to project partners, the Steering Committee included the GFEI Steering Group which consisted of GFEI founding member organizations UN Environment, FIA Foundation, IEA and ITF.
90. *Project Technical and Communications Support Group*: the project technical and communications support group formed a specialized sub-group of the project steering committee as described above. UN Environment made full use of the governance structures and resources provided by the make-up of the GFEI, including its Advisory group, Secretariat, Associate members, and the PCFV and its technical partners. The Group supplied advice and expertise on the substantive technical aspects of project implementation on the global and national levels, and assisted with communicating the aims and results of the project and the GFEI in general.
91. *GFEI Core Partners*: The four founding partners were the core partners of the GFEI - FIA Foundation, International Energy Agency (IEA), International Transport Forum (ITF) and UN Environment, *GFEI Four Programmatic Components*. The figure below aims to show the basic structure of the project consortium.

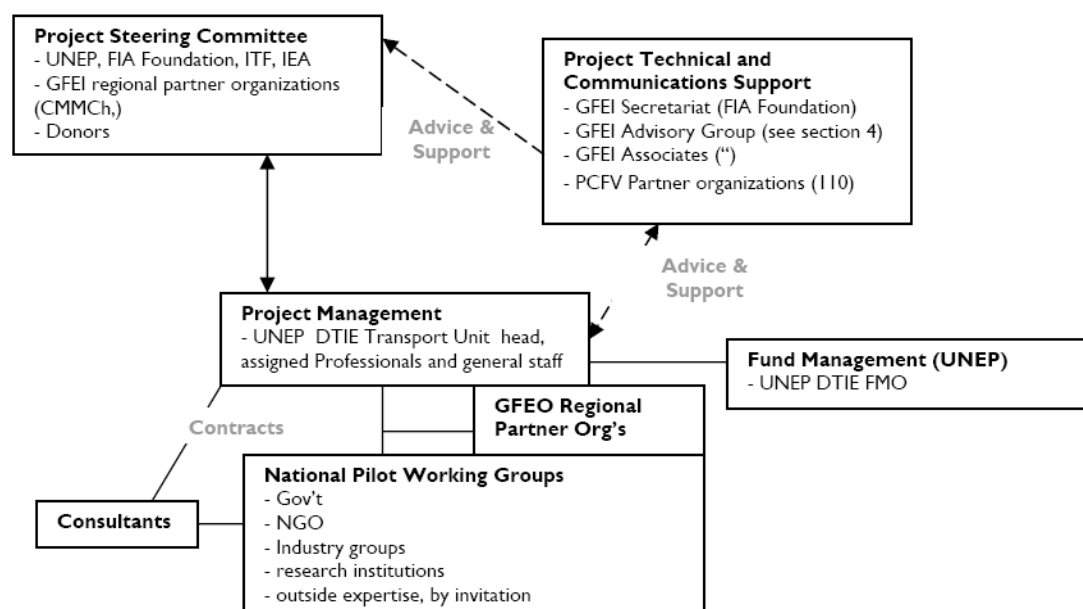


Figure 3. Decision-making and organizational flow chart

92. Each of the four partners played a part in implementing the four components of the GFEI, e.g. regional workshops and dialogues, and also playing a role in the bi-annual round-table as well as specializing in certain tasks/areas as follows:
- FIA Foundation – Secretariat, Fundraising, Communications and outreach
  - IEA – data and modeling
  - ITF – cost effectiveness, 2010 Roundtable event
  - UN Environment – policy development in developing and transition countries (including GFEI Toolkit)
93. An internal Mid-Term Review (MTR) was conducted in 2011, which states that the project is on track as planned and that regional implementation work can commence. The MTR concluded that the four of the five objectives have been accomplished. 1) setting up four pilot countries; 2) development of a toolkit; 3) methodology and data setting; and 4) GFEI Secretariat. At the time of the report the development of the fuel economy strategy in the pilot countries was still on-going. The recommendations of the MTR are rather general and no major changes to the project design or execution were suggested.
94. *Changes to the project:* Costa Rica has been at an early stage replaced by Kenya. Due to the fact, that the project team had sufficient previous knowledge and networks, Kenya could be incorporated easily to the other pilot countries.
95. In February 2011, a request for budget revision was submitted, including the reallocation of the GFEI funds of the Latin America launch due to other sources of funds covering this part of the project (\$40,000). Resources for a planned third Consultant (\$57,000) were shifted to the two consultants already working on the project. The UN Volunteer 1 had not been hired and the budget (\$33,500) had been transferred to Consultant 1. The allocated budget for the second UN Volunteer was reallocated to the GFEI launch (\$7,400). From the Small-scale Funding Agreement (SSFA) \$10,000 were transferred to the travel to Ethiopia. \$95,000 were shifted from the planned funds for Costa Rica to Kenya, publication fees had been reduced by \$3,000 and were used to pay a fourth consultant. Reporting cost were also decreased by \$5,000 and spend for the GFEI launch.

## 2.6 Project financing

### Funding sources

96. The total budget of the project amounted to EUR 6,093,031. It was funded by Governmental and Bilateral organizations, as well as Private organizations and International Cooperation.

Table 6 Actual budget by funding source (Final Report to the EC)

Partner Contribution (EUR)	Secured EUR	Secured in USD
<b>Government and Bilateral</b>		
United States Environmental Protection agency	952.719,00	1.174.601,16
Climate and Clean Air Coalition (CCAC)	55.832,00	68.834,92
Environment Canada	63.572,00	78.377,51
<b>Private</b>		
IPIECA	17.214,00	21.223,03

FIA Foundation	287.836,00	354.871,16
Continued Support from other organizations	1.001.037,00	1.234.172,11
<b>International Cooperation</b>		
United Nations Environment Programme	821.878,00	1.013.288,13
Global Environment Facility (GEF)	892.944,00	1.100.904,94
EC Contribution	1.500.000,00	1.849.340,40
<b>TOTAL</b>	<b>6.093.031,00</b>	<b>7.512.058,93</b>

97. Co-financing for this project came from a variety of sources, both financial and in-kind. UN Environment, in addition to the US Government through the USEPA, the FIA Foundation, and various contributions from the private sector (including the global oil and gas industry association for environmental and social issues (IPIECA)) will form the bulk of the cash and in-kind contributions for this project. In addition, countries were required to contribute to project implementation through the provision of staff, facilities and financial contributions, if possible. The estimated project's cost at design stage associated with the funding sources is presented in Table 6.

#### Estimated costs

98. The UN Environment-PCFV Budget for the funding Period is presented below for both planned budget and actual expenditure, and funding by source.

Table 7. Planned budget and expenditures

	Planned budget (Euro)	Planned budget (US\$)	Actual expenditure (Euro)	Actual expenditure (US\$)
Launch Global Campaign and Operational Costs	467.000,00	575.761,31	416.361,00	513.328,81
Cleaner, More Efficient Vehicles Tool	320.000,00	394.525,95	47.699,00	58.807,79
Regional roll-out, incl. regional workshops and political decision making	1.270.000,00	1.565.774,87	1.545.419,00	1.905.337,20
National Support – Policy Development, Capacity Building and Technology Support	3.650.000,00	4.500.061,64	3.451.401,00	4.255.210,21
Global Database and Best Practices Dissemination	304.000,00	374.799,65	251.364,00	309.905,07
<b>Total</b>	<b>6.011.000,00</b>	<b>7.410.923,44</b>	<b>6.141.535,00</b>	<b>7.571.859,20</b>

99. *Discussion of expenditure:* The expenditures are reported transparently and they appear to match the effort as reported from the content side. The budget seems reasonable considering the activities in the pilot and outreach countries. There is a slight difference between the actual expenditures and funding secured, which was explained by the project team as being largely due to changing exchange rates in the actual transactions and the blanket exchange rate applied in the reporting (1USD = 0,8111 EUR).

## 2.7 Reconstructed Theory of Change of the project

### Output-outcome relationship

100. The project has a strong focus on policy outcomes in the pilot countries. The outputs, such as the reports, workshops and toolkits provide the basis for policy proposals and changing political mind-set that acknowledges the benefits of fuel economy and acts accordingly.

### Outputs

101. *GFEI tool and policy database:* The publication and refinement of the GFEI Cleaner, More Efficient Vehicles Tool is mentioned as one key output informing the policy development and implementation process in the pilot countries and as an input for the global outreach of the program. This tool is designed to assist in the development of national strategies, providing best practices on current policies and technologies that promote auto fuel economy.
102. *GFEI Knowledge Campaign:* A global vehicle and fuel economy knowledge campaign is also envisaged as an output contributing to a mind-shift of policy makers and other stakeholders and helping to bring other countries on board for future phases of the initiative.
103. *Database on vehicle fleets and emissions:* Another knowledge product output of the project is a database on vehicle fleets and emissions to better understand the technological potential for fuel economy.
104. *Methodology for baseline setting:* The methodology for baseline setting and monitoring of emission reductions is intended as an output to raise awareness among consumers and decision makers of the costs and benefits of fuel economy.

### Outcomes

105. *Implementation of fiscal and regulatory policies to improve fuel economy for Kenya, Ethiopia, Chile and Indonesia:* The development of fuel economy strategies and plans is mentioned as the objective of the project and they are envisaged to be developed and launched in four non- Annex I Pilot Countries (Ethiopia, Chile, Costa Rica/Kenya and Indonesia). The outputs related to this outcome are policy advice, capacity building and reports that inform fuel economy policies and regulations.
106. *Methodology and datasets, which are used by relevant authorities in the pilot countries:* The use of the methodologies and datasets is an important enabler for the policy implementation and its impact.

### Intermediate States

107. *Policies in pilot countries are in place and are mutually reinforcing:* The linkages of policies in the pilot countries have an important effect on their effectiveness.
108. *Global roll-out: additional countries sign up to the GFEI:* For the global roll-out an interaction of not just the project team, but also the pilot country partners is vital to show the effectiveness of the programme and the added value the project can bring to national policy processes.
109. *Policies are adopted in additional countries:* Provided the project succeeds in persuading policy makers the intended outcome is to draft and implement policies that regulate the efficiency of the vehicle fleet, steer consumer behaviour and vehicle purchasing decisions and influence vehicle use. An enabler for this is the application of the tools and methodologies developed by the project and the intended global roll-out that will boost the impact well beyond the first pilot countries, all of which will

eventually lead to fuel economy of light duty vehicles leading to CO<sub>2</sub> emission reductions (impact).

110. *Take-up of policy advice and the development of concrete legislative and/or regulatory steps:* The crucial step from the development of outputs towards outcomes is the take-up of policy advice and the development of concrete legislative and/or regulatory steps.
111. *Consumer behaviour and awareness changes are a result of policies in place:* A crucial driver and element for success for the generation of impacts is the combination of measures that not just influence the efficiency of the vehicle fleet and customer purchasing behaviour, but also vehicle use, which in combination is aimed to lead to substantial CO<sub>2</sub> emission reductions. For this, the project needs to provide timely and adequate advice to the partner authorities during the entire policy process, from the first policy proposal to the legislation/adoption and implementation of the policies. This includes clear guidance on the costs and benefits of the proposed measures provided by the project team.
112. *Acknowledgement of the benefits of fuel economy by stakeholders and the general public:* An important aspect is support from the media and the public to allow policy proposals to be taken further.

#### Drivers

113. *Relevant authorities collaborate towards an integrated policy package:* A key driver for the project that can actually influence national policy making processes is the active participation and support from the national policy level in the partner countries. The project team will need to maintain a close relationship with the key individuals.
114. *Tools and methodologies are considered useful and applicable by authorities:* It is also important that relevant authorities consider the advice and tools as useful and applicable for their circumstances, which requires trainings and active promotion of the tools and methodologies.
115. *Long-term team of experts engaged in the project:* To assure a smooth and successful implementation of the project, a constant team effort is necessary, and the fact that experts involved in these projects were involved for various years made it possible for smooth operation (specifically in the case of Chile).
116. *Active local support and capacity building:* Policy development, implementation and enforcement can be supported by capacity development.
117. *Private sector is informed and engaged and supportive of the main policy changes:* When the policy proposals are taken up by the relevant authority, driver for success of the project is the dialogue between relevant policy players and private sector stakeholders (e.g. industry and private transport operators) collaborate in the implementation process. This is essential to move on from the project outputs to actually influence policy outcomes that can potentially lead to impacts. The dialogue needs to be facilitated and supported by the project team. In some cases, the private sector (e.g. vehicle manufacturers or distributors) can generate obstacles to implementation and block policy change; in the case of this project it was clear that they were engaged directly and involved in policy implementation and negotiated agreements.

#### Assumptions

118. *Fiscal and regulatory measures are implemented and enforced.* A main driver towards the generation of impacts is the proper implementation and enforcement of measures.

119. *Fuel economy policies are integrated into a wider multimodal policy framework:* The project approach focuses almost exclusively on vehicle technology and related policies, which leaves the key aspects untouched, such as travel demand management, compact city planning and the shift towards low-carbon transport modes such as public transport, walking and cycling. Hence, the project team needs to highlight the context of fuel economy policies and provide advice in the integration into a wider framework that also addresses the provision of modal alternatives and ensures mobility to all income groups and businesses. The effectiveness and sustainability of fuel economy measures critically depends on the integration into the wider transport and mobility policy and infrastructure framework, which determines the CO<sub>2</sub> emission reduction impact of fuel economy measures. For example, if no modal alternatives are provided, individuals and businesses will only spend more on transport if fuel taxes are increased, or if fuel economy standards are introduced without appropriate fuel taxation, rebound effects (induced travel) may affect the efficiency gains in the vehicle fleet.
120. *Countries have political continuity:* An important assumption for the long-term success of the project is that governments continue to support the initiated policy changes even if administrations change. Political volatility can negatively affect the implementation progress, but political changes may also be in favour of fuel economy policies, hence it is important to build broad political consensus for policies and also to be ready if a window of opportunity opens.
121. *Technological improvements make change feasible:* A large part of the emission reduction potential of the GFEI is based on existing technologies. However, over the longer term even more efficient vehicles and low-carbon energy carriers need to enter the vehicle fleets to achieve the desired impact.
122. See the following page for a diagram of the reconstructed theory of change of this project based on the current review.

Figure 4 Reconstructed Theory of Change at evaluation (based on UNEP, 2016)

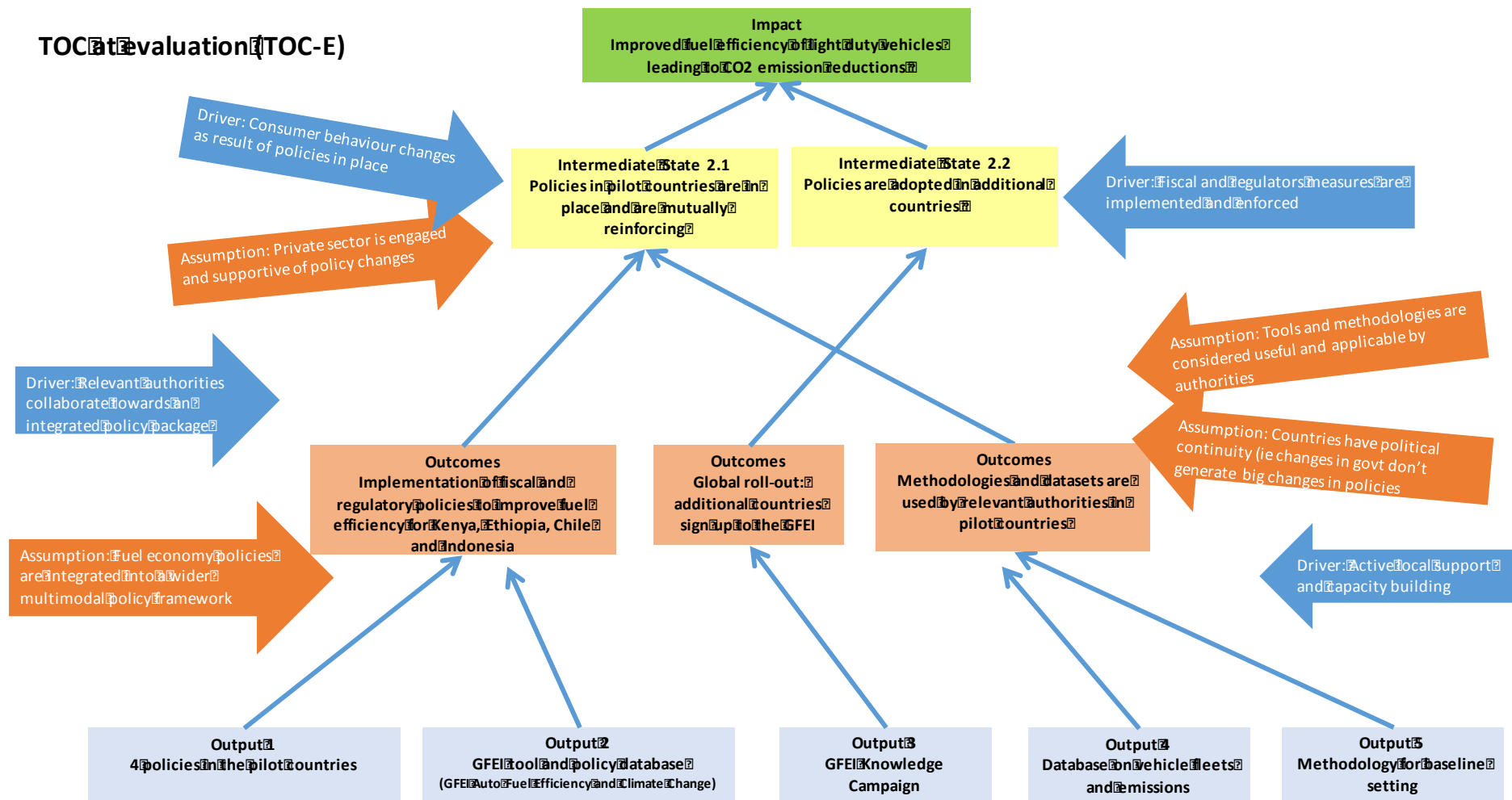




Table 10. Project result statements reflected in the ToC

Project document	Reconstructed ToC		
<b>Goal:</b> To stabilize greenhouse gas emissions from the global light duty vehicle fleet through a 50 percent improvement of vehicle fuel economy worldwide by 2050 (moving from a global average of 8 litres/100 km to 4 litres/100 km).	<b>Impact:</b> Greenhouse gas emissions from the global light duty vehicle fleet stabilized through a 50 percent improvement of vehicle fuel economy worldwide by 2050		
<b>Outcome 1:</b> Fuel economy strategies and plans developed and launched in 4 non- Annex I Pilot Countries (e.g. agreements or draft agreements already developed with Ethiopia, Chile, Costa Rica and Indonesia), contributing to a global 50:50 goal	<b>Output 1:</b> Fuel economy strategies and plans developed and launched in pilot countries	<i><b>Outcome:</b> Policy proposals developed by relevant national authorities</i>	<i><b>Intermediate state:</b> Policies in pilot countries are implemented and are mutually reinforcing</i>  <i><b>Intermediate state:</b> Policies are adopted in additional countries</i>
<b>Outcome 2 :</b> Publication and refinement of the GFEI Auto Fuel economy and Climate Change: a tool for national strategy development tool, and its use as a training tool and also as a repository for best available information on current policies and technologies that promote auto fuel economy	<b>Output 2:</b> GFEI tool and database refined and published	<i><b>Outcome:</b> Fiscal and regulatory policies to improve fuel economy in the pilot countries adopted</i>  <i><b>Outcome:</b> Global roll-out – additional countries sign up to the GFEI</i>	
<b>Outcome 3:</b> A global vehicle and fuel economy knowledge campaign that helps to establish the GFEI approach and brings additional partners and countries on board for the implementation of phase II and phase III	<b>Output 3:</b> GFEI Knowledge Campaign launched	<i><b>Outcome:</b> Acknowledgement of the benefits of fuel economy by stakeholders (policy and society) and the general public</i>	
<b>Outcome 4:</b> Publicly available data on vehicle fleets and emissions is improved through the UN Environment PCFV/GFEI Fuels and Vehicles Database	<b>Output 4:</b> Database on vehicle fleets and emissions established	<i><b>Outcome:</b> Methodologies and datasets are used by relevant authorities in pilot countries</i>	
<b>Outcome 5:</b> A practical methodology for baseline setting and monitoring of emission reductions over time is developed for the purposes of this project and phases II & III for continuation of the GFEI rollout globally, along with improving available data for global modeling (e.g. improved IEA MoMo modeling).	<b>Output 5:</b> Methodology for baseline setting developed		

### III. EVALUATION FINDINGS

123. The evaluation focused on the first phase of the GFEI, which created the basis for the later phases of the GFEI with regard to content, networks and in-country policy support. The countries relevant for the first phase of the GFEI and thus the project under evaluation are Kenya, Ethiopia, Chile and Indonesia along with international outreach and capacity building activities.
124. Evaluation findings and recommendations are based on evidence gathered through interviews with the project team and analysis of project documents. These findings are verified through interviews with relevant stakeholders, visits to relevant locations in the pilot countries and relevant background documents.

#### 3.1 Strategic relevance

125. Interviews with stakeholders and review of documentation have proven that this project is in line with UN Environment's mandate through aiming at clearly improving the state of the environment through global emission reductions. The project has the clear objective to contribute to global *climate change mitigation* efforts. It aims to deliver on this by better data, tools, capacity building, guidelines and policy dialogue, which is consistent with the UN Environment Programmes of Work 2012/13 and 2014/15 and the Medium-term Strategy, and deliver on the Bali Strategic Plan for Technology Support and Capacity Building by building local capacity and empowering domestic decision making processes on improving vehicle fuel economy.
126. The outcomes of the project have strengthened the capacities of the participating government officials with regard to goal setting, compliance with international environmental policy and international agreements. Furthermore, the project provided technological support based on the individual priorities of the countries, provided a framework for capacity building as well as monitored transparency and accountability. The GFEI project has promoted and financed only environmentally friendly initiatives.
127. *Alignment with the GEF climate change focal area's strategic priorities:* The project makes a direct contribution to the GEF Climate Change Mitigation Strategy (GEF-5: 2010 July-2014 June) by promoting the deployment of more efficient vehicle technologies and providing capacity building in the partner countries in the area of vehicle fuel economy.
128. *Gender balance and human rights:* The GFEI project has identified the issues for vulnerable groups, mentioning women as one of them. One of the international GFEI partners, the FIA Foundation published a factsheet on Women's mobility and personal security (<http://www.fiafoundation.org/media/224074/fiaf-factsheet-2-womens-safety.pdf>). The project team acknowledged that it is not an easy task to integrate a specific gender focus into measures such as national vehicle fuel economy or import regulations. Similarly, a human rights based approach (HRBA) is mentioned in the project document, but there is no direct evidence on the inclusion of indigenous people needs and concerns into specific policy measures. Part of the advice and guidance provided during meetings, workshops, by the tools and guidelines is to highlight the impacts of different policy measures and with that ensuring that *environmental, social and economic safeguards* are incorporated in the decision making processes.
129. GFEI participated in a number of international and regional events, such as the UN Climate Summit, UNFCCC conferences and events toward the development of the Sustainable Development Goals. However, a specific gender based analysis or the

inclusion of vulnerable groups was not developed. In the pilot countries, meetings and workshops were developed during project implementation to receive feedback from stakeholders and receive technical advice from international stakeholders.

130. There are a number of activities within the project that support and facilitate *South-South Cooperation*, such as meetings between pilot country officials with counterparts in the region and the annual training event in Paris is another opportunity for countries to share experiences and exchange ideas with peers. Project replication is a major objective for the project, e.g. there are outreach and replication efforts supported in Latin America (e.g. in Peru, Uruguay, Paraguay, Costa Rica) and Africa (e.g. Uganda, South Africa, Mauritius and others).
131. Based on the above, the evaluation rating for Relevance is 'Satisfactory'.

### 3.2 Achievement of outputs

132. The project delivered all relevant outputs as outlined in the Project Document and has succeeded in developing further activities than what was expected. The support from the project to the policy development in the pilot countries was seen as instrumental by many interviewees and is clearly the case as international support to exemplify the effectiveness of labelling and green taxes was one of the main drivers of the project.
133. The 'outcomes' identified in the project document are regarded as outputs by the evaluation, since they are direct services and products delivered by the project, and thus these 'results' have been placed by the project at a too high level according to UN Environment terminology. The following table provides an overview of the programmed outputs (which were thus identified as 'outcomes' in the project document) and an assessment of the quantity and quality, the usefulness and timeliness of the delivered outputs.

Table10. Project outputs

No	Author	Date	Output	Description	Evaluation comments
UN Environment reports/tools					
1	UNEP	2011 -	Cleaner, More Efficient Vehicles Tool, <a href="http://www.unep.org/transport/GFEI/auto_tool/index.asp">http://www.unep.org/transport/GFEI/auto_tool/index.asp</a>	The tool aims to "provide information and real-world examples of technology and policies used around the globe to improve auto fuel economy" as stated in the short description.	The information provided in the tool is useful, yet limited to a relatively small number of countries. The data available under the global overview and case studies sections is informative, but not always up-to-date. A larger sample of countries and data and a more succinct presentation of the data would make the database a much more useful source of information for fuel economy data and best-practices. The data is often presented in the form of an academic paper, not adjusted to the use in an online data base. Some case studies (e.g. China) have been updated in recent years, but others present data, which is five and more years old, which may not always be considered to still provide useful best-practice information.  The Guidelines for Fuel Economy

					<p>Baseline Setting provided as part of the tool, consist of a description of the steps for data collection and analysis. The steps are sensible, but the presentation and the guidance provided may make it challenging for non-specialist policy advisors to follow.</p> <p>The data is part of a qualitative description in the country profiles and cannot be downloaded to allow direct benchmarking and comparison. Generally, a broader sample of data, tracking of data and more target oriented presentation would improve the report.</p>
Consultant reports commissioned/supported by UN Environment					
1	University of Nairobi Enterprises and Services LTD (UNES)	2014	Report on Global Fuel Economy: Initiative Study in Kenya	Report on the establishment on vehicle inventory for Kenya between 2010-2012 to conduct a cost-benefit analysis and health analysis for fuel economy and emission standard introduction.	The paper is well written and the analysis follows the basic GFEI approach and logic. The Cost Benefit Analysis is particularly useful, although the recommendations derived from this analysis remain rather unspecific. Economic and social opportunities of fuel economy measures are not sufficiently highlighted and the potential of specific measures is not identified. The study is not available on the website/tool. Data is partially available.
2	University of Nairobi Enterprises and Services (UNES)		<p>Development of a fuel economy labelling and "feebate" programme for motor vehicles in Kenya</p> <p><a href="http://www.unep.org/transport/GFEI/pdf/feebate2016_Feebate_Report.pdf">http://www.unep.org/transport/GFEI/pdf/feebate2016_Feebate_Report.pdf</a></p>	Report on effects of duties and fees in vehicle purchase and influence on engine size, establishing on CO <sub>2</sub> emission baseline	The report by UNES discusses the potential benefits of selected measures in broad terms. What is missing is a direct comparison of policy measures and how measures should be combined to maximize benefits.
3	Addis Ababa Institute of Technology	2012	Final Report on Pilot Global Fuel Economy Initiative Study in Ethiopia	The report provides baseline data for tracking progress in improvement of vehicle efficiency, recommendations for Ethiopia and assesses the impact of vehicle emission on air quality.	Very comprehensive data analysis is presented in the document and a number of policy options to be considered at the national and also local level. The Cost Benefit Analysis only covers two technology shift options. The recommendations are very short and do not reflect the depth of analysis available in the rest of the document. The study and data are not available on the website/tool. Some editing would be required before publication.

4	CMM		Seguimiento Ambiental Del Mercado Automotriz Chileno  <a href="http://www.unep.org/transport/PDFs/GFEI/Seguimiento_Ambiental_del_Mercado_Automotriz_Chileno_Versión_Final.pdf">http://www.unep.org/transport/PDFs/GFEI/Seguimiento_Ambiental_del_Mercado_Automotriz_Chileno_Versión_Final.pdf</a>	The report presents a set of indicators that allow monitoring of the automotive market in order to improve knowledge on impact mitigation associated to motorization, and as a tool for the monitoring of yearly automobile sales and define more effective regulations.	The report indeed achieves its purpose and describes in good detail the motor vehicle market in the country with a useful set of indicators. It provides insights on the key market segments that must be monitored more closely (e.g. SUVs) and provides international comparisons with other markets and national-level regulations, with hard and updated data of diverse developed and developing countries. It has a critical approach backed by data which makes it useful as a report on indicators that also provides policy recommendations.
5	CMM	2013	GFEI Pilot Project, Chile – Substantive Report		The Chile English version of the report reflects on the process and the main findings Of the pilot project phase.
6	Safrudin, A., Palguna, A., et.al.	2013	Cost-Benefit Analysis Fuel Economy: Final Report Indonesia	Identifying policy options in order to reduce emissions, cost-benefit analysis to evaluate policy options to provide tailor suit recommendations	The analysis presented in the paper provides valuable information on the vehicle fleet, fuel quality and detailed analysis of health aspects. Hence, the policy analysis focuses on a mix of fuel economy and air quality aspects. The recommendations present a sensible combination of measures to address fuel economy and air quality issues, also including national and local measures. The paper also identifies some of the key stakeholders and institutional actors. The study and data are not available on the website/tool.
Reports with UN Environment contributions					
1	Joshua Miller, Drew Kodjak, Rachel Muncrief, Zifei Yang (ICCT), <b>Rob de Jong, Bert Fabian (UNEP)</b> , Lew Fulton (UC Davis), Stephen Perkins, Jari Kauppila (ITF), Pierpaolo Cazzola (IEA), Richard Clarke (FIA Foundation)	2015	<a href="#">Fuel Economy State of the World 2016. Time for global action</a>	Fuel Economy State of the World 2016 reviews the recent progress and remaining challenges in fuel economy and highlights the new developments, trends, and examples of progress that the GFEI has helped to bring about.	The global update is a joint GFEI partnership publication and is actively disseminated by all partners. The contributions of the UN Environment team provide a developing countries' perspective to the report. More insights on the policy processes in the pilot and replication countries would strengthen the value of this report even further.

### 3.3 Effectiveness

134. Main outcome of the project is the implementation of fuel economy policies in the pilot and replication countries, which contributes to the overall goal of stabilizing greenhouse gas emissions from the global light duty vehicle fleet as outlined in the table 4 below. To launch the GFEI globally it is essential to provide a practical methodology for baseline setting and monitoring of emission reduction. The project and the GFEI partnership is actively engaged in the Sustainable Energy for All initiative (SE4ALL) and was active at the COP21 in Paris and COP22 in Marrakech, engaging new countries to join the initiative as well as being featured at several sessions, including the session of Lima Paris Action Agenda. GFEI has also helped to put transport prominently into the Sustainable Development Goals framework – Ensuring access to affordable, reliable, sustainable, and modern energy for all.
135. The logical framework as outlined in the ProDoc (see page 15) outlines a number of outcomes that contribute to the achievement of the project goal, which is to “To stabilize greenhouse gas emissions from the global light duty vehicle fleet through a 50 per cent improvement of vehicle fuel economy worldwide by 2050 (moving from a global average of 8 litres/100 km to 4 litres/100 km)”. The overall goal is long-term (achievement by 2050). Hence only the trend towards this goal can be assessed. In cooperation with the other GFEI international partners, regular update reports on the global progress are being published that provide an overview on recent progress on fuel economy. The discussion with stakeholders showed that there is a reasonably clear causal link between project outputs (data analysis and policy advice documents) and policy outcomes (e.g. vehicle age ban in Kenya and fuel economy labelling scheme in Chile) for all four pilot countries and several of the replication countries (e.g. Mauritius).

Table 11. Logical framework for the GEF GFEI project, with objectives and outcomes and evaluation comments on their achievement

<b>Goal:</b> To stabilize greenhouse gas emissions from the global light duty vehicle fleet through a 50 percent improvement of vehicle fuel economy worldwide by 2050 (moving from a global average of 8 litres/100 km to 4 litres/100 km).		
Objectives	Related outcomes	Evaluation comments
i) Collect, analyse and communicate improved data and analysis on fuel economy globally and at the national level via a baseline measurement and monitor trends and progress over time towards a 50% improvement by 2050	Fuel economy strategies and policies implemented in 4 non- Annex I Pilot Countries contributing to a global 50:50 goal	<b>1. Fuel economy policies implemented</b>
		<b>Ethiopia:</b> Several policies are being considered, no (new) policy measures have been implemented as result of the GFEI support so far. A baseline and fuel quality standards was developed. <sup>9</sup> However, there is a high level of motivation among many of the members of the fuel economy working groups according to the chair (Transport Authority). There has been noticeable progress on urban mobility issues (independent from the project), but so far little progress has been made on concrete measures at the national level. It is important to maintain the cooperation with the government to continue to work towards policy outcomes that can make a meaningful contribution to the

<sup>9</sup> [http://www.unep.org/transport/pcf/PDF/GFEI\\_AfricaLaunch/Ethiopia\\_Case%20Study.pdf](http://www.unep.org/transport/pcf/PDF/GFEI_AfricaLaunch/Ethiopia_Case%20Study.pdf)

		improvement of the efficiency of the vehicle fleet.
		<p><b>Chile:</b> A number of policies have been implemented as an outcome of the project activities in the country, e.g. fuel economy policies implemented: “feebate”, labelling and green tax for vehicles, plus tax rebate for cleaner taxis.<sup>10</sup> There are also plans for the expansion of scope and improvement of these mechanisms, e.g. by a broader scope for the labelling and taxation schemes and potentially expanding to heavy duty vehicles.</p> <p>The combination of these measures comes closest to the desired outcome. Building on this success story and aiming to replicate it is vital for the success of upcoming in-country work.</p>
		<p><b>Indonesia:</b> Several policies are being considered, no (new) policy measures have been implemented as result of the GFEI support so far. A vehicle baseline fleet analysis has been conducted. Fuel economy labelling and differential taxation are being pursued.</p> <p>So far, only little progress has been made in the early phase of the project. More recently a number of policy proposals are considered more seriously.</p>
		<p><b>Kenya:</b> Import ban for vehicles older than 8 years implemented with support from the project and a “feebate” scheme is currently being discussed. A vehicle baseline and an age-based taxation system was established.<sup>11</sup></p> <p>The import ban and in particular the process towards the implementation of this measure has generated a high level of visibility of fuel economy and air quality issues. It remains unclear, if this measure will have a direct positive impact on the fuel economy and CO<sub>2</sub> emissions of the vehicle fleet as no restrictions on vehicle.</p>
		<b>2. GFEI tool and database</b>

<sup>10</sup> [http://www.unep.org/transport/gfei/autotool/approaches/economic\\_instruments/fee\\_bate.asp](http://www.unep.org/transport/gfei/autotool/approaches/economic_instruments/fee_bate.asp)

<sup>11</sup> <http://www.kra.go.ke/customs/faqcustoms2.html>



ii) Engage partners at the regional, sub-regional and national levels by developing GFEI launch events at the regional and sub-regional levels in Latin America, Europe and Africa	GFEI Cleaner, More Efficient Vehicles Tool used by national authorities to inform the policy development	<p>GFEI tool and database used as part of their project process and as a basis for technical discussions. The GFEI tool is used for national policy development and used as a technical basis for methodologies and capacity development in the pilot countries and beyond.</p> <p>The tool and database helps, but would benefit from a larger dataset and comparability of the countries and their actions. It would be good to continue to use baseline methodology in other countries of the region and provide and promote e-learning and webinars to use and apply the tool.</p>
iii) Engage national governments and industry partners to develop sound, consensus-driven plans and strategies for policies that encourage fuel economy improvements;	Implementation of fuel economy policies and adoption of the GFEI approach by additional countries	<p><b>3: GFEI Knowledge Campaign</b></p> <p>GFEI material and expert knowledge used as an international benchmark in order to convince policymakers, provide information and secure policy approval. Work in the pilot countries generates a basis for further replication in other countries.</p> <p>In cooperation with the GFEI partnership fuel economy issues in developing and transitional countries are promoted widely via communication channels and are presented at relevant events, which creates a high level of visibility of the initiative and the potential of fuel economy</p>
iv) Work with industry leaders and stakeholders to better understand the potential for fuel economy improvement in new and used vehicle markets and engage their expertise toward improved fuel economy in non-Annex I countries	Publicly available data on vehicle fleets and emissions available on the PCFV/GFEI Fuels and Vehicles Database is used to inform policy making and private sector decision making	<p><b>4. Database established</b></p> <p>Data available previously from efforts in roadworthiness testing, but made publicly available for the project.</p> <p>There is a constant improvement of the database, but the contribution of external data to the database is still limited and would need to be improved to become valuable.</p>
v) Develop and support global and regional awareness efforts to provide consumers and decision makers with information on options, costs, and available resources to improve fleet performance and reduce CO <sub>2</sub> and non-CO <sub>2</sub> emissions.	5. Consumers and decision makers are aware of options, costs and available resources to improve fleet performance and reduce CO <sub>2</sub> and non-CO <sub>2</sub> emissions.	<p><b>5. Global outreach</b></p> <p>Phase I has created an excellent basis for the global roll-out and the global outreach and in-country awareness raising efforts are excellent and should be sustained in cooperation with the international and regional GFEI partners.</p>



### 3.3.1 Likelihood of impact using RoTI and based on reconstructed TOC

136. The focus of the project is on policy support, which creates the basis for implementation action. Teaming-up with other implementation support initiatives (e.g. on energy and local transport) may help improving the likelihood of impact. In general terms, **likelihood of impact** of the fuel economy policies (outcomes) is relatively high once the measures are actually implemented. This is due to the fact that there is high level of climate change mitigation potential attributed to measures, such as fuel and vehicle tax and vehicle fuel economy regulation (IEA, 2012; Lah, 2014; Sims et al., 2014). Accompanying measures such as fuel economy labelling, driver training etc. can further enhance the effectiveness of these measures. Succeeding with the implementation of comprehensive measures can be very challenging and critically depends on the policy environment as the experience in the pilot countries has shown, as well as the availability of updated and reliable data (which some countries have improved during the project). The area of fuel economy policies includes a number of politically challenging subjects such as fuel and vehicle tax as well as manufacturing and import regulations. Hence, implementing measures will continue to be challenging and success critically depends on domestic support from relevant political and institutional actors and stakeholders.
137. Evaluation of the achievement of the formal project overall objective, overall purpose, goals and component outcomes using the project's own results statements as presented in the Project Document is provided below:
138. *Cost and time-saving* was generated by synchronising activities with the Partnership for Clean Fuels and Vehicles. This integrated approach between these two activities continued throughout the project, which allowed a wider outreach to more countries and also the coverage of different, but strongly related policies on clean and efficient vehicles and fuels. Formal processes have contributed somewhat to *delays* in the project, for example legal arrangements with partner countries and processes related to the initiation of the policy implementation. While the latter cannot easily be avoided, the formal arrangements with the countries could be streamlined, e.g. in some cases it may be possible to sign a Memorandum of Understanding not directly with a government entity, but with a local knowledge partner to initiate the policy process, although in some cases, an MOU with Government is important to ensure commitment. *Building on existing institutions and partnerships:* Through the close links to the Partnership for Clean Fuels and Vehicles and international partnerships with other very active institutions, the project had a good head-start into the project activities with regard to content in terms of awareness and networks. This helped with regard to the project's efficiency and effectiveness, which contributed to the *cost-effectiveness and timeliness of project execution*. In Chile, the structure of the center for vehicle control and the activities and the entire roadworthiness scheme was used as a basis for the efforts of this project.
139. The outputs and related outcomes are described in more detail in tables 10 and 11. The following table provides a summary overview and rating according to the RoTI methodology.

Table 12. An overview of the Review of Outcomes to Impact (RoTI) assessment

<b>Results rating of project entitled:</b>		Global Fuel Economy Initiative Phase I					
		<b>Rating (D - A)</b>		<b>Rating (D - A)</b>		<b>Rating (+)</b>	<b>Overall</b>
<b>Outputs</b>	<b>Outcomes</b>		<b>Intermediate states</b>		<b>Impact (GEBs)</b>		
1. Policies for the pilot countries	1. Fuel economy strategies and plans developed and launched	A	1. Policies in pilot countries are in place and are mutually reinforcing	B	1. Improved fuel economy of light duty vehicles leading to CO2 emission reductions	A	A
2. GFEI tool and policy database							
3. GFEI Knowledge Campaign	2. Global roll-out: additional countries sign up to the GFEI		2. Policies are adopted in additional countries				
4. Database on vehicle fleets and emissions	3. Methodologies and datasets are used by relevant authorities in pilot countries						
5. Methodology for baseline setting							
	<b>Rating justification:</b>		<b>Rating justification:</b>		<b>Rating justification:</b>		
	The combination of outputs provides sufficient information to explore options and select measures.		Not all countries have adopted comprehensive policies (i.e. only Chile has) which affects the potential impact of selected measures as opposed to comprehensive policy packages.		Active in-country policy advice and global roll-out have a good likelihood to contribute to the successful take-up and implementation of policies that lead to reduced emissions.		

Table 13. Review of Outcomes to Impact (RoTI) rating scale

Outcome Rating	Rating on progress toward Intermediate States
D: The project's intended outcomes were not delivered	D: No measures taken to move towards intermediate states.
C: The project's intended outcomes were delivered, but were not designed to feed into a continuing process after project funding	C: The measures designed to move towards intermediate states have started, but have not produced results.
B: The project's intended outcomes were delivered, and were designed to feed into a continuing process, but with no prior allocation of responsibilities after project funding	B: The measures designed to move towards intermediate states have started and have produced results, which give no indication that they can progress towards the intended long term impact.
A: The project's intended outcomes were delivered, and were designed to feed into a continuing process, with specific allocation of responsibilities after project funding.	A: The measures designed to move towards intermediate states have started and have produced results, which clearly indicate that they can progress towards the intended long term impact.

140. Based on the Review of Outcomes to Impact (RoTI) assessment, the RoTI rating for the achievement of outcomes is "A" and the rating on the progress towards intermediate states is "B". The composite rating is thus "AB" which, according to the RoTI rating scale (Table 13) translates to an overall RoTI rating of "highly likely".

### 3.4 Sustainability and replication

#### *Sustainability*

141. The discussions with local stakeholders and officials have shown that there is a growing awareness of the potential of auto fuel economy in general and specific measures. The enhanced capacities of decision makers contributed to the outcomes in the first phase of the project and create a basis to pursue fuel economy actions further. The fact that several pilot and replication countries have already embarked on fuel economy measures during the first phase of the project, and some even earlier, shows a solid commitment to the issues, which will help the project in the future to continue with GFEI activities. *The key conditions or factors that are likely to undermine or contribute to the persistence of benefits* are related to the sometimes challenging institutional and political structures in some of the pilot and replication countries. This became particularly evident in Indonesia, where progress has been stalled for some time because of those barriers. However, once good working relationships were in place they were maintained through regular engagement.
142. *Financial resources:* The issue of fuel economy is highly relevant for the phase I funding agencies GEF and the EC and the project has shown that progress in this important policy area can be made. The funding agencies have shown continued interest and have committed funds for a second phase of the project. Hence, continued funding of the GFEI and with it, support for technical advice and policy development is likely. There is also a high level of potential for domestic funding for increased fuel economy efforts, in particular through fuel and vehicles taxes, funds generated by which could be reallocated to driver trainings, improved transport infrastructure and more efficiency transport modes (walking, cycling, public transport). These measures as well as industry regulations are politically challenging and may face opposition e.g. from the private sector and automobile industry.

143. *Institutional arrangements* to support the implementation of selected measures were vital for the success, far more important than technical advice. Even though various ministries were involved in all four pilot countries and many replication countries, roles and mandates were not equally clear in all. In Chile, Kenya and Ethiopia progress was relatively constant, while in Indonesia the institutional environment might have been more challenging according to evaluation interviews. From the *political and institutional* side, volatility of political positions, changing responsibilities and staff turnover may affect the continuity of project activities. Building the project on a broader political and institutional basis will help mitigating these risks. The national working groups/task forces approach is a good start in this direction.
144. For the *socio-political sustainability of the policy*, advice needs to be designed to fit into the institutional policy environment. There are good relationships between institutions in several of the pilot and outreach countries and a good understanding of the policy environment, which can help pursuing fuel economy measures further. Personal relationships between stakeholders also play a key role as cases in Chile and Indonesia have shown. In many cases the socio-political sustainability relies on motivated and trained individuals and there is a risk of discontinuation of actions if these individuals move on to other positions. The establishment of Working Groups and the involvement of a larger number of individuals helps mitigating that risk to some extent.
145. *Environmental sustainability*: Stakeholders in the pilot countries that were not directly involved in the project indicated that the labelling and green tax should be complemented by fleet renovation/scrappage schemes<sup>12</sup> and travel demand management measures to ensure environmental sustainability. Induced demand was indicated as a potential threat to the project's sustainability.

#### *Catalytic role and replication*

146. The project has a very strong focus on its *catalytic role*. The project, not only informed officials in the partner countries about fuel economy benefits and policy measures, but also supported the implementation thereof. This process kick-starts domestic action that is likely to continue beyond project's activities in the countries. An initial implementation support is part of the project and processes such as the domestic working groups are intended to sustain these efforts and support implementation activities beyond the project's lifetime. The international exchange and partnerships supports this. While there was a reasonable motivation to work on fuel economy related policies, in Kenya, Ethiopia and Chile the project has provided *incentives* (social, economic, market based, competencies etc.) to contribute to catalysing changes in stakeholder behaviour.
147. Contribution to *institutional changes*: Institutional change is a long and complicated process, but the project with its active role in the policy development and implementation and stakeholder dialogue can contribute to evolutionary changes within the existing institutional structures, for example in Chile, a first attempt in 2012 to implement the green tax were not successful but changes in government and a fiscal reform in 2014 enabled the implementation of these measures.
148. The project contributed to *policy changes* in all countries (pilot and outreach) with regards to awareness and in Chile and Kenya also with regard to implementation.

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<sup>12</sup> Renovation/Scrappage scheme means to encourage people with financial incentives to either buy a new, more eco friendly car or renovate the old car to be more efficient and environmental friendly.

Other replication countries such as Mauritius have also implemented fuel economy policy measures as part of the Phase I project activities.

149. The project *created opportunities for particular individuals* such as officials engaged in policy development processes, local consultants and academics (e.g. Clean Air Asia, Universities of Nairobi and Addis Ababa), who also participated in the capacity building activities. The *partner institutions* (government focal points) that chair and manage the working groups and the stakeholder dialogues, may benefit from the recognition and their role in process to maintain relationships supported by the project with government counterparts and stakeholders beyond the project's scope and lifetime.
150. With regard to the project's catalytic role, government officials in the pilot and replication countries staff stated clearly that the GFEI project provided crucial knowledge and created capacity to understand the relevance, methods and potential impacts of the proposed schemes. According to interviewees, there is also a growing awareness and recognition in the media and among citizens who begin to change their behaviour towards vehicle purchase, in particular where tax and/or labelling schemes are in place (i.e. they no longer purchase a vehicle based on price and general performance but also based on information given in the labelling and associated costs).

### 3.5 Efficiency

151. According to the progress and final reports and discussions with the project and financial teams, the project operated cost-effectively by generating synergies between the PCFV and GFEI activities and engaging government partners and local consultants. The close links between the GFEI and PCFV projects regarding the project team, management and networks helps to generate a high level of efficiency. Similarly, the involvement of local knowledge and consultancy partners contributes to an efficient level of project delivery. Important for the effectiveness is to ensure that all partners deliver a high level of quality in their data analysis and policy advice.
152. Most outputs were delivered in a timely manner with a good level of quality (see table 10). The project execution works efficiently with several project team members being responsible for specific world regions. As there is a relatively high level of continuity in the project team, with some of the staff (including the project manager) being involved since the inception of the project, institutional knowledge and stakeholder relationships can be maintained, which contributes to the efficiency of the project.
153. The project duration was extended to reflect slower policy processes and corresponding funding expenditure in some pilot and replication countries. Funding from major donors was secured and continued to be secured to enable project activities. Additional bilateral and private sources contributed to the financial foundation of the project. There is some risk regarding financial sustainability due to the relatively large size of the project, which makes it more challenging to raise appropriate funds. The combination of GEF and the EC provides two major pillars for funding, which helps mitigating this risk.

### 3.6 Factors affecting performance

154. The evaluation did not find significant issues in project performance. The most relevant is the apparent reluctance of the private sector and automobile industry to adopt, accept and work based on agreements of labelling and green tax, though project stakeholders identified the problems early on by involving these stakeholders quickly

and arriving at agreements that were suitable to the purposes of the project and acceptable to industry.

#### *Project preparation and readiness*

155. *Quality of project design and preparation, identifying stakeholders, involvement of partners:* Many stakeholders were identified in the project design phase, based on the network of the Partnership of Clean Fuels and Vehicles. Stakeholder relationships during the process worked efficiently with relatively clear mandate and responsibilities. Relevant ministries (e.g. transport, energy, finance and environment) were all involved in the process in most pilot countries (Chile, Kenya and Ethiopia).
156. *Feasibility of the objectives:* Phase I of the GFEI project had a duration of three years, which was a suitable timeframe for the implementation of the planned work programme. The pilot countries had been identified at an early stage, (Costa Rica had been replaced with Kenya). Due to good relationships with relevant partners in Kenya the project team was able to identify relevant stakeholders and partners for Kenya to fulfil all requirements. As the objectives for the following phases II and III had already been agreed on, the necessary outcomes for phase I had been followed through consequently. All objectives and components were clear, however, the objectives could have been more conservative to allow for trial and error. The feasibility critically depends on the local policy environment and as the experience in the pilot countries has shown, the implementation of comprehensive fuel economy measures is a challenging task - so far, Chile is the only pilot country, which has done so.
157. *Milestones, outputs and outcomes* (accomplishments) have been outlined in the Project Document and are similar in their extent. The phase I project delivered all expected outputs: 1. Database on vehicle fleets and emissions; 2. Methodology for baseline setting and monitoring of emission reductions; 3. GFEI Auto Fuel Economy Tool; 4. Fuel Economy strategies and plans developed and launched in 4 pilot countries; 5. Global awareness raising on fuel economy; and 6. GFEI Publications and Awareness Materials.

#### *Project implementation and management*

158. The project operated *efficiently and effectively* from a project management perspective. The high profile of the project within the UN Environment Economy Division Transport Unit, commitments by government partners and local consultants minimized constraints in project management and implementation. One relevant issue was the engagement of the private sector and automobile industry to take part in discussions of the labelling and green tax (in the case of Chile) in order to achieve a common understanding and negotiation of the actual regulations that would be implemented and thereby reducing the probability of the reluctance of the private sector to adopt changes and accept them.
159. The *project team* played a *proactive role and their performance* contributed positively to the efficient and effective delivery of the planned work programme of the project. The project team was well staffed, with most of the UN Environment Economy Division Transport Unit staff being involved in parts of the project and the Head of the Transport Unit acting as the Project Manager. The *working groups* in the participating countries, in particular in Ethiopia, Kenya and Chile also played an active role in the implementation process and in the consideration of new policy measures.

#### *UN Environment Supervision and backstopping*

160. The purpose of supervision is to verify the quality and timeliness of project execution in terms of finances, administration and achievement of outputs and outcomes. As most of the UN Environment Economy Division Transport Unit staff was

involved in the project in some capacity, there was a good level of backstopping and quality control capacity in the team. *The UN Environment Task Manager* engaged in active communication with the Project Manager to provide oversight and management support to the project. Both, the Task and the Project Manager have the same line-manager, which may create issues in case of potential conflicts. However, this has not been the case so far and the close institutional connection between both managers may also help solving smaller issues faster.

161. The project relies on effective *operations* within UN Environment and in cooperation with the partner governments and consultants. While administrative processes and rigour need to be maintained to ensure transparent management and delivery, it may be worthwhile to look into the effectiveness of certain measures, such a Memorandum of Understanding (MoU) with local knowledge partners rather than with the partner country governments themselves. This could be similarly effective and much more efficient as MoUs with government usually take much longer to negotiate.

*Stakeholder participation, cooperation and partnerships*

162. The set-up of national working groups (as done so in the pilot countries) appears to be a suitable approach to engage relevant officials and stakeholders. These working groups include relevant government entities, representatives from petroleum and vehicle industry and civil society. The level of engagement of these working groups varies from country to country. In Chile, there was an active participation of all stakeholders, in Kenya and Ethiopia primarily government agencies were active. There were very few working group activities in Indonesia. In regards the regional and global levels, there is a very active cooperation among the GFEI partners. The partnership includes a small number of organisations, which makes it manageable, but may reduce the potential for synergies with other relevant activities by other relevant organisations.  
*Communication and public awareness*

163. The primary audience for this project are government officials, but once policy proposals are picked up by ministries or when baseline studies and policy recommendations are being presented, media attention is often generated. The support or opposition from media outlets depends on how the evidence for policy recommendation is being presented, in many cases (in all four pilot countries and many replication countries) the media response is relatively positive, focusing on benefits such as improved air quality and reduced petrol bills.

164. Most of the international communication and dissemination activities are led by the GFEI international partner FIA Foundation. This is done very professionally through all relevant channels and on a very regular basis.

*Country ownership and driven-ness (governmental involvement, public sector)*

165. Governments play a crucial role by reducing fuel emissions, as they are responsible for the fuel supply and the budget to secure fuel. However, the issue is to secure the participation of the Governments of the countries for and beyond the projects lifetime (beyond a legislation), which will be also influenced by the political environment. Adoption and implementation of fuel efficient policies can be regarded as a sign of country ownership and driven-ness. In the case of Chile, Government has clearly moved forward in implementation of policies that are aligned to GFEI project and were enabled by that process. Kenya and Ethiopia have implemented measures somewhat related to fuel economy and Indonesia is making progress in that regard recently. Governments in Kenya, Ethiopia and Chile showed good ownership of the policy process jointly pursued by the countries and the GFEI. A particularly useful tool in this regard were the working groups of relevant government actors and stakeholder which the project supported. In Indonesia, there is slightly less ownership visible

beyond the Ministry of Environment, which made it harder to gain traction in the policy process.

#### *Financial planning and management*

166. *Verification of the application of proper standards timeliness of financial planning, management and reporting:* According to the project reports and the project team, there were sufficient and timely financial resources available to the GFEI project team and its partners to carry out the planned activities.
167. Project expenditure was largely according to the planned budget as documented in the final report (see table 8). There were small deviations in several activity areas, which are typical for these kinds of projects, e.g. small changes in the consultants and staff hired (see table 14). The deviations between planned budget and expenditure seem minor and no issues were raised by the finance team. In addition, at the time of the project's completion.
168. *Assessment of other administrative processes such as recruitment of staff:* The GFEI project is a central part of the UN Environment Economy Division Transport Unit's work programme. It is the largest project of the team and many staff members are involved in the project activities with dedicated regional responsibilities. The project produced annual reports and a final report, which included financial reporting. The project financial reporting provided a concise overview of the expenditures for each reporting period, although there was no clear tracking against the planned budget. A reconciled budget with provided on request, which showed the planned and actual expenditure. The financial reporting was well done and to the required level of detail, but the reporting is done slightly differently for the EC and GEF projects with regard to the categories used, which required some additional effort to reconcile the planned and actual expenditures.
169. *Co-financing* beyond the GEF and EC funds was provided by the US (linked to the PCFV), the FIA foundation, which provided additional support to carry out the planned activities. According to the project final report, in-kind contributions were used for activities such as communication, outreach and data analysis and in-cash financial contributions were supporting in-country work and capacity building activities. The final report provides a good overview of expenditures related to areas of project activities.
170. The project has done a great job in scaling up its visibility and in-country activities. The resources were used appropriately and in line with the project document and objectives.

#### *Monitoring and evaluation*

171. The Project Document outlined a basic monitoring and evaluation plan, which included annual project reports, oversight and project supervision processes. The annual project reports are intended to seek feedback from the Steering Committee, the GFEI Secretariat and the UN Environment Economy Division (formerly Division of GEF Coordination) programme officers, which is indicated as a monitoring measure.
172. No specific M&E design has been outlined in the Project Document, but it includes a plan in regards annual reports on the progress of the project with regard to outputs and outcomes in the pilot and replication countries. Evaluation plans were mentioned in the Project Document. The indicators outlined in the Project Document, and which are followed-up by the reports, are focused on outputs (reports and workshops) and outcomes (policies) with some anecdotal aspects on monitoring the causal link between outputs and outcomes. The project's tools helped tracking progress towards impacts to some extent. Risks are mentioned and addressed during the course



of the project, but a consistent documentation of risk management during the data analysis and policy processes could have helped maintaining institutional knowledge and building on it. What is missing from the project is a dedicated project monitoring system with an internal focus on the project's role in the policy processes and its longer-term impact. It could be useful to seek feedback from the participants of the annual trainings and regional events, but also from a dedicated focus group from key authorities and stakeholders (e.g. on an annual basis) to get their perspective on the quality of the project outputs and the influence of the project on national policy processes.

173. Substantial efforts were put towards the development of the baseline in the pilot and replication countries and towards tracking progress in the area of fuel economy. The development of baselines was a core component of the project in the early phase of in-country support and provided a good basis for the monitoring of progress. Stakeholders were involved in the development of the baselines as well as tracking of progress of the impacts of policies, where this links directly to the relevant project activities.
174. The project document, as well as the reports the project produced are also strong in providing information on global and regional environmental status and trends, and on the costs and benefits of different policy options. There was also a good understanding within the project team about the capacity of collaborating institutions and experts and capacity building actions were planned accordingly.

## IV. CONCLUSION AND RECOMMENDATIONS

### 4.1 Conclusions

Summary of the main conclusions

175. The GFEI partnership was launched as major international platform to boost the potential contribution of light vehicle fuel economy to global climate change mitigation efforts. The Environment led project is a crucial part of the GFEI partnership and focused on the development of tools and guidelines, which created the content basis and the in-country work in the pilot countries has created a basis for the global roll-out of the initiative.
176. As outlined in section 2.3.2 there is notable progress in the area of fuel economy policy in the pilot and outreach countries. Building on the measures already implemented and/or currently under consideration, the project continues to focus on the development of comprehensive packages of measures to substantially improve vehicle fuel economy and use over the longer term.
177. Thanks to the trainings, workshops and reports, relevant stakeholders in the pilot countries are aware of the basic principles of vehicle fuel economy as result of the capacity building and policy dialogue activities of the project. There is a high level of ownership and commitment in Kenya, Ethiopia and Chile. Indonesia has proven to be a slightly more challenging policy environment.

Table 14. Evaluation Ratings

Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability is rated from Highly Likely (HL) down to Highly Unlikely (HU).

Criterion	Summary Assessment	Rating
<b>A. Strategic relevance</b>	The project has a high level of strategic relevance to UN Environment's overall energy efficiency and climate change programme as it deals with one of the areas with the highest CO <sub>2</sub> emission reduction potentials in the land transport sector – light-duty vehicle fuel economy.	<b>S</b>
<b>B. Achievement of outputs</b>	<p>Most planned outputs were delivered at a high level of quality. The development of national policy advice papers is mostly carried out by local consultants, which is efficient, but closer support, review and reinforcement of key policy messages may improve the effectiveness. Several stakeholders mentioned that a visible role of UN Environment in proposing and promoting fuel economy policies helps with the process and communication as UN Environment is seen as an independent and respected body and as such less exposed to political opposition as local NGOs or government institutions.</p> <p>The project delivered all relevant outputs as outlined in the Project Document and has succeeded in developing further activities than what was expected. Many interviewees stressed the fact that the workshops and reports delivered by the project played an important role in the selection of policy measures that were taken forward to the implementation.</p>	<b>S</b>
<b>C. Effectiveness: Attainment of project objectives and results</b>	<p>Considering the complexity of the project and the relatively high political barriers for some of the proposed measures, the progress in the four pilot countries is reasonable. The global roll-out to a growing number of countries is an additional indicator for the project's effectiveness.</p> <p>Main outcome of the project is the implementation of fuel economy policies in the pilot and replication countries, which contributes to the overall goal of stabilizing greenhouse gas emissions from the global light duty vehicle fleet as outlined in the table 4 below. The project provided a practical methodology for baseline setting and monitoring of emission reductions, which is an important aspect in achieving results.</p> <p>The project and the GFEI partnership is actively engaged in the Sustainable Energy for All initiative (SE4ALL) and was active at the COP21 in Paris, engaging new countries to join the initiative as well as being featured at several sessions, including the session of Lima Paris Action Agenda. GFEI has also helped to put transport prominently into the Sustainable Development Goals framework – ensuring access to affordable, reliable, sustainable, and modern energy for all.</p>	<b>S</b>
<b>1. Achievement of direct outcomes</b>	The project informed a number of policies in the pilot countries, which can be considered as an achievement of the desired outcomes. The policies vary from isolated measures, e.g. ban of vehicles from a certain age- such as in Kenya, to more integrated	<b>MS</b>

Criterion	Summary Assessment	Rating
	packages- such as in Chile. Desired outcomes have not been achieved fully in all pilot countries and continued engagement is needed in these and in other replication countries.	
2. Likelihood of impact	<p>The focus of the project is on policy support, which creates the basis for implementation action. Teaming up with other implementation support initiatives (e.g. on energy and local transport) may help improve the likelihood of impact.</p> <p>The likelihood of impact of the project is relatively high considering the close link between the project outputs (tools, capacity building and policy advice) and the desired outcomes (fuel economy policies), which tend to have a substantial impact on greenhouse gas emission reductions from the on-road transport sector.</p> <p>Implementing fuel economy measures will continue to be challenging and success critically depends on domestic support from relevant political and institutional actors and stakeholders. The project has established local and regional networks and provides continued support to guide the implementation process.</p>	ML
3. Achievement of project goal and planned objectives	The project achieved most of its goals, most notably the support of policy processes in pilot and replication countries, implementation in some of them and global roll-out to more countries.	S
<b>D. Sustainability and replication</b>	<p>The project is designed to be a long-term program, which is part of the key thematic pillars of the UN Environment Economy Division Transport Unit. Funding at the current level appears to be feasible, but requires a constant fund raising effort.</p> <p>Through its local partners, the project has a sustainable basis locally to pursue fuel economy actions further. The fact that several pilot and replication countries have already embarked on fuel economy measures during the first phase of the project and some even before the project started shows a solid commitment to the issues, which will help the project in the future to continue GFEI activities.</p> <p>The project has already reached out to over 40 countries and intends to work with 100. With regard to the replication of the project activities this is an outstanding achievement already and a very ambitious target.</p>	L
1. Financial	Funding from major donors was secured and continued to be secured to enable project activities. Additional bilateral and private sources contribute to the financial foundation of the project. There is some risk regarding financial sustainability due to the relatively large size of the project, which makes it more challenging to raise appropriate funds. The combination of GEF and EC support provides two major pillars for funding, which helps in mitigating this risk.	L
2. Socio-political	There is a growing demand from a growing number of countries for advice on auto fuel economy policies, the implementation of which is vital for global climate change mitigation efforts. Domestically, this would contribute to several sustainable	L

Criterion	Summary Assessment	Rating
	development targets, which may create societal support for policy measures.	
3. Institutional framework	The in-country work is well embedded into national institutions and frameworks, which is vital for the continuity that is needed to pursue long-term policy change.	L
4. Environmental	Fuel economy improvements, in particular when linked to a wider set of policies, are likely to generate short and long-term environmental benefits, most notably in the areas of air pollution and climate change mitigation.	L
5. Catalytic role and replication	The project sees its primary role in initiating and informing domestic policy change and the work programme is geared in that direction. Based on this the catalytic role of the project in the participating countries (pilots) is remarkable. As a major focus is on replication and global roll-out, there is a substantially increasing number of countries the project deals with, which increases the level of replication, but leaves fewer resources (staff, time, funds) for each of the countries. This does not necessarily create issues, but the project team should monitor the progress in each of the participating countries.	S
<b>E. Efficiency</b>	The close links between the GFEI and PCFV projects with regard to the project team, management and networks helps to generate a high level of efficiency. Similarly, the involvement of local knowledge and consultancy partners contributes to an efficient level of project delivery. Important for the effectiveness is to ensure that all partners deliver a high level of quality in their data analysis and policy advice.	S
<b>F. Factors affecting project performance</b>	Government and civil society stakeholders play a very active role in the project. The local/national working groups are a very useful tool for this. External input and peer-learning activities may act as additional “eye-openers” to initiate policy change. No major issues were raised from a project management perspective that affects project performance.	S
1. Preparation and readiness	Through the close links to the Partnership for Clean Fuels and Vehicles and international partnerships with other very active institutions, the project had a good head start into the project activities with regard to content, awareness and networks. This helped with regard to the project’s efficiency and effectiveness, which contributed to the cost-effectiveness and timeliness of project execution. In Chile, the structure of the center for vehicle control and the activities and the entire roadworthiness scheme was used as a basis for the efforts of this project.	S
2. Project implementation and management	The project appears to operate efficiently and effectively from a project management perspective. The high profile of the project within the Transport Unit, commitments by government partners and local consultants minimize constraints in project management and implementation. The project documentation was comprehensive. The project team plays a proactive role and their performance is contributing positively to the efficient and effective delivery of the planned work programme. The project team is well-staffed, with most of the Transport Unit staff being involved in	S

Criterion	Summary Assessment	Rating
	parts of the project (particularly regional and national backstopping and tool development) and the Transport Unit Head acting as the Project Manager.	
3. Stakeholders participation and public awareness	<p>The relevant stakeholders in the pilot countries are aware of the basic principles of vehicle fuel economy as a result of the capacity-building and policy dialogue activities of the project.</p> <p>The selection of the key stakeholders was based on relationships with the PCFV, which provided a good entry into the relationships and the involvement of the government partners ensured active participation. The local media have picked up some of the potential proposals when they were discussed politically. A more proactive management of the media relationships may help pave the way with regard to public awareness.</p>	S
4. Country ownership and driven-ness	<p>The working groups in the participating countries, in particular in Ethiopia, Kenya and Chile play an active role in the implementation process and in the consideration of new policy measures.</p> <p>Governments play a crucial role by reducing fuel emissions, as they are responsible for the fuel supply and the budget to secure fuel. However, the issue is to secure the participation of the country governments for and beyond the project's lifetime (beyond legislation), which will be also influenced by the political environment. In the case of Chile, the government has clearly moved forward in implementation of policies that are aligned to the GFEI project and were enabled by that process. Kenya and Ethiopia have implemented measures somewhat related to fuel economy and Indonesia is making progress in that regard recently. Governments in Kenya, Ethiopia and Chile showed good ownership of the policy process jointly pursued by the countries and the GFEI. A particularly useful tool in this regard was the working group of relevant government actors and stakeholder. Beyond the Environment Ministry, there is slightly less ownership visible in Indonesia, which made it harder to gain traction in the policy process.</p>	S
5. Financial planning and management	No issues were raised by the budget office and relevant staff and stakeholders.	S
6. UN Environment supervision and backstopping	Supervision and backstopping by UN Environment was appropriate. The transport unit is well staffed and can provide sufficient back-stopping if needed.	S
7. Monitoring and evaluation	There is good effort in measuring progress with regard to development and adoption of the policies.	MS
a. M&E Design	The design for the pilot project evaluation includes all the necessary basics, such as surveys, assessments and changes in auto fuel economy.	MS
b. Budgeting and funding for M&E activities	There is a dedicated monitoring and evaluation component foreseen in the project. The combination of the GEF and EC funding components of the project allow an efficient and cost-effective evaluation of the project as a whole.	S

Criterion	Summary Assessment	Rating
c. M&E Plan Implementation	Monitoring and evaluation was planned and budgeted for in the Project Document.	S
<b>Overall project rating</b>		S

## 4.2 Lessons Learned

178. The following is a summary of the main lessons to be learned from the project's successes and challenges.

Context:	<p><u>Data collection, analysis and communication</u>: Thanks to the initial support on data gathering, baseline-setting and tool development, the pilot countries were able to establish monitoring systems to inform policy initiatives and measure progress on fuel economy measures. This also helped in providing evidence and information to users (e.g. policy advisors and officials) and the media and to generate buy-in from stakeholders (even those initially opposing) in the policy process.</p> <p>For example, global progress reports by the GFEI Secretariat towards a 50% improvement in fuel economy by 2050 helped raising awareness of the potential of fuel economy more generally and the project in particular. This also allowed some benchmarking between countries, which may act as an additional motivation for countries to take action in this policy area. Good quality of data and analysis of the current status of auto fuel economy of the vehicle fleet was considered by all interviewed government representatives as a useful basis for informed policy discussions and decisions.</p>
Lesson # 1:	<p>Data collection, analysis and publication have proven to be a good “door opener” to starting policy discussions. Publication of relevant data to set baselines, inform policy change needs and also effectively report on progress made in other countries can help similar global projects to assess the potential for policy change and gain buy-in from other countries.</p>
Context:	<p><u>Engagement of national governments and industry partners to develop sound, consensus-driven policies</u>: The approach to build on the existing network and relationships within the Partnership for Clean Fuels and Vehicles enabled the project to be much more effective and efficient in particular in the first phase. For example, stakeholders were identified based on previous interactions, which provided a good basis for cooperation on policies to be implemented. Particularly helpful were partners in relevant government positions, who have been working on the topic for a long time as they provided continuity to the project engagement and a sound understanding of the principles of auto fuel economy policies. This was particularly true in Chile and also to some extent in Kenya and Ethiopia. Several stakeholders appreciated the role of UN Environment as advisor and provider of new policy impulses.</p>

Lesson # 2:	An active role of UN Environment as an advisor and a neutral outside party may help to advance policy implementation in particular at the critical stages of the process, namely the initial considerations on the uptake of new policy measures and reaching a consensus on the new policy. A close, longer-term relationship with policy brokers in the national administrations is vital for good cooperation on policy change.
Context:	<u>Work with industry leaders and stakeholders to better understand the potential for auto fuel economy improvement:</u> Part of the in-country work was the engagement with local vehicle manufacturers, petroleum industry, vehicle importers and other relevant industry players as well as environment groups and other NGOs. Reaching out to local industry has helped to build support for policy proposals and identify opportunities in the new and used vehicle markets for efficiency improvements.
Lesson # 4:	In similar projects, where the desired policy change closely links to the activities of the private sector, a close engagement of the stakeholders in the private sector, is important. Project should engage the private sector in the initial presentation of policy options, which may help to highlight the opportunities. In addition, close engagement of UN Environment with the private sector could be advantageous as advice from UN Environment may be perceived as advice from a trusted and neutral outside authority.

### 4.3 Recommendations

#### Recommendation 1.

Context:	Opportunities for improvements include new and improved policies and a continued policy dialogue to support the implementation of comprehensive policy package to boost auto fuel economy. Analysing the context in which these actions were developed and reflecting on this can help other countries to understand the policy up-take process. Building on the learning from the pilot countries to replicate the efforts of the project (e.g. fuel economy baseline development, as done in the pilot countries) can be useful to generate added value of the project. This could feed into <i>transferability</i> guidelines that cover experiences from the policy development and integration and the policy process aspects.
Recommendation #1	<p>The project's transferability analysis should take into consideration issues around taking a successful policy, such as fuel or vehicle tax from one place and implementing it in another, building on international experiences and the project learning. A structured transferability analysis can provide an opportunity to learn from valuable project experiences, identifying opportunities and avoiding mistakes.</p> <p>The success in transferring a policy depends on the interaction of the policies and characteristics of the respective policy environments. A</p>

structured approach can include the following steps:

1. Formulation of a mission statement and policy goals,
2. Identification of concrete objectives and targets
3. Selection of policy measures (integrated package)
4. Prioritization and phasing of measures
5. Impact assessment of single measures and measures in combination
6. Analysis of the policy environment
7. Identification of key political and institutional actors, and stakeholders
8. Coalition building and stakeholder engagement strategy
9. Policy implementation (incl. legislation and enforcement)
10. Monitoring and evaluation of the policy/ies adopted

The project includes several of these aspects, but a slightly more structured approach may help the team to provide targeted support, provides even clearer guidance to local policy partners and supporting consultants and may contribute to improved outcomes and impacts.

## Recommendation 2. Policy integration and packaging

Context:

The project focused on national policy measures to improve light duty fuel economy. The project acknowledges that additional measures are vital to deliver emission reductions from the land-transport sector.

Recommendation  
#2

Isolated policy measures may help with the first steps towards improved vehicle fuel economy, but an *integrated package* of measures addressing the efficiency of the vehicle fleet (new and existing) and the use of light duty vehicles is required to achieve substantial long-term impacts. The selection of policies is in the hands of the partner country governments. However, the project should continue to highlight the role of key policy measures and their interaction in a package of measures that is required to achieve the GFEI goal of 50 per cent improvement in fuel economy by 2050, which is technically feasible. However, there are number of barriers to fully utilize this potential, which requires policy action to regulate the efficiency of the vehicles, to steer consumers towards purchasing more fuel-efficient vehicles and to encourage more efficient use of vehicles.

The project could cooperate more actively with institutions and initiatives working on other parts of an integrated low-carbon transport strategy, e.g. the World Resources Institute (WRI) Institute for Transportation and Development Policy (ITDP), German Corporation for International Cooperation (GIZ) and the urban mobility SOLUTIONS network. This would bring together locally and nationally focused initiatives and strengthen the argument for policy action.

## Recommendation 3. Plan for a long-term engagement

Context:

A long-term engagement and continued dialogue beyond the pilot phase is necessary. The project already takes a longer term approach, which is



	<p>very positive and the growing number of country cases will contribute to a growing body of knowledge and experiences that can be shared. The global roll-out and expansion of in-country support to a large number of countries should not come at the expense of the level of depth though.</p>
Recommendation #3	<p>A dedicated gap analysis in the partner countries may help to identify the strength and weaknesses in the existing policy framework, which would help to provide continued targeted policy advice. Continued support by current funding agencies and/or new funding resources would be required for this.</p>
Recommendation 4. Facilitate peer-learning	
Context:	<p>While technical advice from UN Environment and local consultants is important to inform the policy process, the practical examples from other countries may provide the essential insights to succeed in an implementation process and may sometimes even provide the initial motivation to try a policy measure that otherwise might have been considered to be not feasible or appropriate. As the number of countries working with the project and the Global Fuel economy Initiative (GFEI) is growing, so are the experiences that can be shared among countries. Peer-learning could be an efficient and useful approach to improve upon the implementation of efficiency measures. Involved countries will not only see best practice examples first-hand, they can also discuss how they were implemented.</p>
Recommendation #4	<p>Peer learning beyond workshops and events could be facilitated centrally by the UN Environment transport team and regional implementing partners could assist in the dialogue and exchange. This could include small implementation teams consisting of two countries working on policy similar initiatives and supported by a local knowledge partner. Countries can serve as both mentor, hosting and showing its best-practice measure, and mentee, learning from other countries and their best-practice measures. While this is done to some extent already, and more structured and longer-term partnership can result in an assessment of the transferability of fuel economy actions and accompanying measures. The learning experiences among peers (countries) would be focused on specific technical issues, but even more importantly on practical issues related to the policy process (e.g. legislation, stakeholder engagement, media relations, financing and coalition building).</p>

ANNEX I.      RESPONSE TO STAKEHOLDER COMMENTS
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The inputs from stakeholders are fully reflected in this assessment. An agreement has been reached between the evaluator and key stakeholders in regards all comments.

## ANNEX II. EVALUATION TERMS OF REFERENCE

### PROJECT BACKGROUND AND OVERVIEW

#### Project General Information

**Table 1. Project summary**

<b>UNEP PIMS ID:</b>		<b>IMIS number:</b>	GFL/2328-2723- 4B53
<b>Sub-programme:</b>	CC	<b>Expected Accomplishment(s):</b>	
<b>UNEP approval date:</b>	July 2010	<b>PoW Output(s):</b>	
<b>GEF project ID:</b>	3888	<b>Project Type:</b>	MSP
<b>GEF OP #:</b>	11	<b>Focal Area(s):</b>	Climate Change
<b>GEF approval date:</b>	22 July 2010	<b>GEF Strategic Priority/Objective:</b>	CC 7 - To facilitate market transformation for sustainable mobility in urban areas leading to reduced GHG emissions GEF: SP5 "Promoting Sustainable Innovative Systems for urban transport".
<b>Expected Start Date:</b>	September 2010	<b>Actual start date:</b>	September 2010
<b>Planned completion date:</b>	May 2013	<b>Actual completion date:</b>	May 2014
<b>Planned project budget at approval:</b>	\$ 3,120,000	<b>Total expenditures reported as of June 2014:</b>	\$970,022
<b>GEF Allocation:</b>	\$ 980,000	<b>GEF grant expenditures reported as of May 2014:</b>	?
<b>PDF GEF cost:</b>	?	<b>PDF co-financing:</b>	?
<b>Expected MSP/FSP co-financing:</b>	\$ 2,140,000	<b>Secured MSP/FSP co-financing:</b>	\$ 2,140,000
<b>First Disbursement:</b>	October 2010	<b>Date of financial closure:</b>	May 2014
<b>No. of revisions:</b>	3	<b>Date of last revision:</b>	27 May 2013
<b>Date of last Steering Committee meeting:</b>	19 June 2013		
<b>Mid-term review/ evaluation (planned date):</b>	June 2011	<b>Mid-term review/ evaluation (actual date):</b>	June 2011
<b>Terminal Evaluation (actual date):</b>	August 2015		

## Project rationale<sup>13</sup>

1. Given the projected vehicle growth rates in non-OECD countries, it is clear that the global effort to address climate change can only succeed when it also addresses the growing non-OECD vehicle fleet and involves these countries in a solution. In response, UNEP, IEA, FIA Foundation and ITF set up the Global Fuel Economy Initiative (GFEI) that promoted a doubling of fuel economy of the global vehicle fleet. One of the aims of the GFEI is to significantly improve automotive fuel economy in developing and transitional countries.

2. As a necessary ingredient to sustained growth, mobility need not contribute to the rising costs of more emissions, more global warming, and more pollution. In fact, by contributing to safe, sustainable and affordable mobility, the lives of the poor can be improved – the overall target of Millennium Development Goal efforts. Further, no matter what conditions people live under, better mobility means better living. The transport sector's role in realizing the MDG's – a crucial and central role – has long been neglected.

3. There are also sound economic motives for improved auto fuel economy – namely, reduced government and consumer expenditure on oil. Many non-OECD countries are net fuel importers; increasing efficiency will contribute to lower dependency on expensive imports, helping to reduce high fuel expenditures and subsidies and helping to free up finances for basic service provision and investment toward the MDGs. With GEF support, the fuel economy campaign can make a significant contribution to the efforts of countries to move toward less oil dependent, low carbon societies and accelerate leap-frog adoption of low carbon technologies and policies. Pilot countries in Africa, Asia and Latin America have already been identified; these countries are Costa Rica, Chile, Ethiopia and Indonesia. Currently, the UNFCCC emissions data for all 4 countries is not available when it comes to the transport sector and the road sector in particular; but private data from Polk exists for some of these pilot countries. However, all countries are progressive in their approach to vehicle emissions, in particular within their regions; thus, they provide useful case study potential for other countries to follow, along with a political will to address automotive fuel economy through a national, regional and global approach through the GFEI.

4. UNEP, the International Energy Agency (IEA), the International Transport Forum (ITF) and the FIA Foundation, with support from the GEF and other international funds and organizations, launched a new global initiative – the Global Fuel Economy Initiative (GFEI, [www.50by50campaign.org](http://www.50by50campaign.org)), which combines expertise and resources from all four partners for a comprehensive program to improve global automotive fuel economy within the next few decades. GEF support was used to enable the participation of non-Annex I countries in this global effort to stabilize and reduce emissions from passenger vehicles.

5. The overall objective of the GFEI was to stabilize greenhouse gas emissions from the global light duty vehicles fleet through a 50 percent improvement of vehicles fuel efficiency worldwide by 2050. This project's objective was to support Phase I of the GFEI: to develop plans and strategies for improved auto fuel efficiency policies in 4 developing countries and develop a global fuel economy toolkit. The pilot projects and toolkit were planned to be used for Phase 2 and Phase 3 rolling out the GFEI to the global level.

6. This project for Phase I had the following planned outcomes:

1. National-level strategies and plans prepared in 4 GFEI pilot countries with supporting expertise and resources from the GFEI;
2. A global database including auto fuel efficiency information at the national level for developing and transitional countries;

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<sup>13</sup> Source: GFEI Project document with Annexes

3. The Auto Fuel Efficiency and Climate Change: a tool for national strategy development tool finalized, field tested and ready for roll out in Phase II to additional countries, available in online and CD versions;
4. Methodology for creating a baseline for emissions and basic data for existing fleets in developing countries, to be used in the pilot countries and toward building greater regional and global tracking of emissions and reductions from the light duty vehicle sector toward 50:50.

7. This first phase of the GFEI global roll out was a preparatory stage where the essential approaches and tools were developed for a global roll out of national actions for the adoption of plans and policies that lead toward a global improvement of 50 percent in auto fuel efficiency worldwide by 2050. This required technical, networking and financial support to governments and their partners, including those in the fuel and vehicle industries.

### Project objectives and components

8. The objective of this 3 phase GFEI initiative was to stabilize greenhouse gas emissions from the global light duty vehicles fleet through a 50 percent improvement of vehicles fuel efficiency worldwide by 2050. Specifically, objectives, outcomes and outputs of this project are described below.

**Table 2. GEF Project logical framework<sup>14</sup>**

<b>Goal:</b> To stabilize greenhouse gas emissions from the global light duty vehicle fleet through a 50 percent improvement of vehicle fuel economy worldwide by 2050 (moving from a global average of 8 litres/100 km to 4 litres/100 km).		
<b>Objectives</b>	<b>Outcomes</b>	<b>Outputs</b>
i) Collect, analyse and communicate improved data and analysis on fuel economy globally and at the national level via a baseline measurement and monitor trends and progress over time towards a 50% improvement by 2050	3. Fuel economy strategies and plans developed and launched in 4 non- Annex I Pilot Countries (e.g. agreements or draft agreements already developed with Ethiopia, Chile, Costa Rica and Indonesia), contributing to a global 50:50 goal	1: Fuel economy policies in 4 Pilot Countries
ii) engage partners at the regional, sub-regional and national levels by developing GFEI launch events at the regional and sub-regional levels in Latin America, Europe and Africa	4. Publication and refinement of the GFEI Auto Fuel Efficiency and Climate Change: a tool for national strategy development tool, and its use as a training tool and also as a repository for best available information on current policies and technologies that promote auto fuel economy	2: GFEI tool and database
iii) engage national governments and industry partners to develop sound, consensus-driven plans and strategies for policies that encourage fuel economy improvements;	3. A global vehicle and fuel efficiency knowledge campaign that helps to establish the GFEI approach and brings additional partners and countries on board for the implementation of Phase II and Phase III	3: GFEI Knowledge Campaign
iv) work with industry leaders and stakeholders to better understand the potential for fuel economy improvement in	4. Publicly available data on vehicle fleets and emissions is improved through the UNEP PCFV/GFEI Fuels and Vehicles	4. Database established

<sup>14</sup> Source: PIF 5 October 2009

new and used vehicle markets and engage their expertise toward improved fuel economy in non-Annex I countries	Database	
v) Develop and support global and regional awareness efforts to provide consumers and decision makers with information on options, costs, and available resources to improve fleet performance and reduce CO2 and non-CO2 emissions.	5. A practical methodology for baseline setting and monitoring of emission reductions over time is developed for the purposes of this project and Phases II & III for continuation of the GFEI rollout globally, along with improving available data for global modeling (e.g. improved IEA MoMo modeling).	5. Methodology developed

The log frame for the additional EU funding leveraged by the project is attached in Annex 11. It is fully compatible with the Project framework above.

### Executing Arrangements

10. UNEP was *the Implementing Agency* of the project in collaboration with the International Energy Agency (IEA), the International Transport Forum (ITF) and the FIA Foundation. In October 2012, a new project implementing partner joined - the Institute of Transportation Studies at the University of California, Davis (ITS-UCDavis).

11. UNEP's Transport Unit, (*the Executing Agency*) within the Division of Technology, Industry and Economics, managed the project's implementation and coordination. It provided the personnel and day-to-day management for the project, and ensured reporting and budgetary management of the action; this included UNEP's fund management services. The Transport Unit Head functioned as Project Director, and unit staff responsible for regional programs managed project implementation on the ground, along with sub-contracting. In addition to the Unit Head, a designated Programme Officer oversaw the day-to-day implementation and management of the project. The project followed UNEP standard monitoring, reporting and evaluation processes and procedures, and was evaluated against the stated project indicators of achievement, timelines, and deliverables.

13. The national pilot projects were managed by the UNEP Transport Unit and its team of regional and substantive Programme Officers. These worked with GFEI partners and national working groups set up to develop and move toward implementation the auto fuel efficiency plans developed under Phase I. UNEP reported to the Project Steering Committee on the implementation of the national-level projects, and regularly with the GFEI Secretariat in addition to engaging IEA and ITF technical expertise at the national level.

12. *Project Steering Committee:* A Project Steering Committee was maintained at the international level to ensure the coordination and information exchange on project process and performance. UNEP submitted reports to the Committee and sought advice from members on project implementation and progress. The Project Steering Committee was designed to provide guidance on the specifics of the GEF Phase I project and related initiatives within the GFEI and, in addition to project partners, the Steering Committee included the GFEI Steering Group which consisted of GFEI founding member organizations UNEP, FIA Foundation, IEA and ITF.

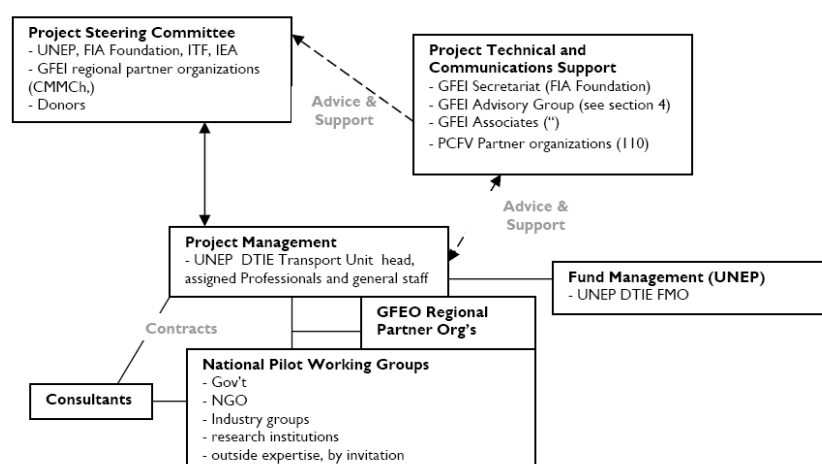
13. *Project Technical and Communications Support Group:* the project technical and communications support group formed a specialized sub-group of the project steering committee as described above. UNEP made full use of the governance structures and resources provided by the make-up of the GFEI, including its Advisory group, Secretariat, Associate members, and the PCFV and its technical partners. The Group supplied advice and expertise on the substantive technical aspects of project implementation on the global and national levels, and assisted with communicating the aims and results of the project and the GFEI in general.

14. *GFEI Core Partners*: The four founding partners were the core partners of the GFEI - FIA Foundation, IEA, ITF and UNEP, *GFEI Four Programmatic Components*.

15. Each of the four partners played a part in implementing the four components of the GFEI, e.g. regional workshops and dialogues, and also playing a role in the bi-annual round-table as well as specializing in certain tasks/areas as follows:

FIA Foundation – Secretariat, Fundraising, Communications and outreach  
 IEA – data and modeling  
 ITF – cost effectiveness, 2010 Roundtable event  
 UNEP – policy development in developing and transition countries (including GFEI Toolset)

**Table 3. Decision-making and organizational flow chart**



## Project Cost and Financing

16. The total budget of the project amounted to USD 3,120,000. This was funded by a GEF contribution of USD 980,000 and by non-GEF resources in the form of co-financing, amounting 2,140,000. The project falls into the medium-size (MSP) project category.

17. Co-financing for this project came from a variety of sources, both financial and in-kind. UNEP, in addition to the US government through the USEPA, the FIA Foundation, and various contributions from the private sector (including IPIECA) will form the bulk of the cash and in-kind contributions for this project. In addition, countries were required to contribute to project implementation through the provision of staff, facilities and financial contributions, if possible. The estimated project's cost at design stage associated with the funding sources is presented in Table 3.

**Table 3. Budget by funding source**

Cost to the GEF Trust Fund	980,000 USD
Cost to EC	1,800,000 Euros
<i>Co-financing Cash</i>	
UNEP-DTIE	200,000 USD
Bilaterals (US)	1,205,000 USD
Private sector	50,000 USD
FIA Foundation	250,000 USD
Sub-total	2,685,000 USD
<i>Co-Financing in Kind</i>	
UNEP-DTIE	35,000 USD
FIA Foundation	100,000 USD
IEA	300,000 USD

Sub-total	435,000 USD
<b>Total</b>	<b>3,120,000</b>

### Implementation Issues

19. An internal Mid-Term Review (MTR) was conducted on time as planned in project document by June 2011. The MTR of the GEF GFEI project has been carried out by African NGO Climate Excellent. This review found that the GFEI project had already accomplished four of the five major objectives of the proposed work, notably the objectives that were required in order to start additional sub regional implementation: the setting up of GFEI projects in four pilot counties; completing the design and posting on-line of a fuel economy toolkit; launching a global vehicle and fuel efficiency knowledge campaign; improving publicly available data on fuels and vehicles through an online database; and developing a practical methodology for country baseline data setting.

20. Other changes that took place during project implementation included the replacement of Costa Rica with Kenya. Initially, Costa Rica was to be one of the Phase I pilot countries for the fuel economy work; however due to various events within the country, it was decided to leave Costa Rica for Phase II. Colombia had expressed great interest, but due to political delays, it will also left to join in Phase II. Kenya, which has already completed the baseline study as part of the Phase I project, was the fourth pilot country. Pilot countries were at different stages of development, hence Ethiopia and Indonesia were in the baseline data setting stage; Kenya and Chile had already developed the baseline data.

21. Other issue identified by the PIR was the level of the establishment of GFEI tool & database in selected countries. In retrospect, the acquiring and inputting the data took longer than expected and this affected the completion of the other project's phases in the respective countries.

22. PIR<sup>15</sup> concluded progress toward the main objective has been satisfactory and that all outcomes, (except outcome 1 rated MS) were rated as satisfactory. The project was also considered relevant to countries need; hence many countries were interested in being a part of the project.

23. Some of risks identified in the PIR process were the highly sensitivity of pilot countries to economic fluctuations, to social issues or cultural barriers. The project has learned that early involvement with key government agencies, and private partnership was critical to the passing of cleaner fuels and efficient vehicle policies.

24. Also it was noted that the issue of fuel economy policies and measures, particularly setting standards and using economic instruments were not mainstreamed in developing countries particularly with the people working in relevant government agencies, as such, it was important to continue capacity building and knowledge sharing activities.

25. The evaluation should assess how the lessons learned from this project have contributed to the global roll out of the GFEI to developing and transitional countries. Also the evaluation should assess the bank of experience in policy implementation, and the practical implications of their advice for other countries.

26. If comparative elements would be available, the evaluation needs to provide a comparative analysis framework between countries, to evidence lessons learned, in the following areas (but not limited to) social and economic conditions and governance mechanisms, institutional framework and management arrangements, coordination and partnership mechanisms, legislation that aided project implementation.

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<sup>15</sup>Source: PIR 2014



## TERMS OF REFERENCE FOR THE EVALUATION

### Objective and Scope of the Evaluation

1. In line with the UNEP Evaluation Policy<sup>16</sup> and the UNEP Programme Manual<sup>17</sup>, the Terminal Evaluation is undertaken at completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and IEA, ITF, FIA Foundation, PCFV etc. Therefore, the evaluation will identify lessons of operational relevance for future project formulation and implementation [especially for the second phase of the project, if applicable].

2. It will focus on the following sets of **key questions**, based on the project's intended outcomes, which may be expanded by the consultants as deemed appropriate:

- (b) To what extent and how the project has succeed in preparing national-level strategies and plans in 4 GFEI countries?
- (c) To what extent the project has succeeded in developing an efficient GFEI global database at national level for developing and transitional countries?
- (d) To what extent the Auto Fuel Efficiency and Climate Change tool for development of a national strategy development was finalized, tested and roll out in Phase II additional countries?
- (e) To what extent and how the project succeeded in creating a methodology to assess a baseline on emissions and basic data for existing fleets in developing countries?
- (f) To what extent the roll out on Phase II of the project has built on the success of Phase I?
- (g) To what extent the regional and global tracking of emissions and reductions from light duty vehicle is supporting the achievement of 50:50 levels?
- (h) How far has the project succeeded in developing examples of best practice which have led to wider level change in international practices?

### Overall Approach and Methods

3. The Terminal Evaluation of the Project will be conducted by independent consultants under the overall responsibility and management of the UNEP Evaluation Office in consultation with the UNEP Task Manager and the Sub-programme Coordinators of the UNEP climate change sub-programme.

4. It will be an in-depth evaluation using a participatory approach whereby key stakeholders are kept informed and consulted throughout the evaluation process. Both quantitative and qualitative evaluation methods will be used to determine project achievements against the expected outputs, outcomes and impacts. It is highly recommended that the consultant(s) maintains close communication with the project team and promotes information exchange throughout the evaluation implementation phase in order to increase their (and other stakeholder) ownership of the evaluation findings.

5. The findings of the evaluation will be based on the following:

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<sup>16</sup> <http://www.unep.org/eou/StandardsPolicyandPractices/UNEPEvaluationPolicy/tabid/3050/language/en-US/Default.aspx>

<sup>17</sup> [http://www.unep.org/QAS/Documents/UNEP\\_Programme\\_Manual\\_May\\_2013.pdf](http://www.unep.org/QAS/Documents/UNEP_Programme_Manual_May_2013.pdf)

(a) **A desk review of:**

Relevant background documentation, inter alia; GFEI Project Document; GEF PIR 2011, 2012, 2013; GFEI Mid-Term Review; UNEP GEF PIR Fiscal Year 11- 1 July 2010 to 30 June 2011); UNEP GEF PIR Fiscal Year 13(1 July 2013 to 30 June 2014); GFEI GEF half yearly progress report July\_Dec11 GEF Annex 8 format.

Project Publications:

- GFEI Tool User Guide ([http://www.unep.org/transport/gfei/autotool/Pdf's/GFEI\\_User\\_Guide.pdf](http://www.unep.org/transport/gfei/autotool/Pdf's/GFEI_User_Guide.pdf)); 'International comparison of light-duty vehicle fuel economy and related characteristics' ([http://www.globalfueleconomy.org/Documents/Publications/wp5\\_iea\\_fuel\\_Economy\\_report.pdf](http://www.globalfueleconomy.org/Documents/Publications/wp5_iea_fuel_Economy_report.pdf)); Incentives For Cleaner Vehicles And Fuel Economy For The Vehicle Fleet of Chile' (<http://www.globalfueleconomy.org/updates/2011/Documents/Chile-Feebate-Proposal-Dec-2011.pdf>); Global Clean Fuels and vehicles database ([http://www.unep.org/cleanfleet\\_database/home.asp](http://www.unep.org/cleanfleet_database/home.asp)); The GFEI baseline methodology is available online as part of the GFEI Tool, online from ([http://www.unep.org/transport/gfei/autotool/nextsteps/developing\\_a\\_baseline.asp](http://www.unep.org/transport/gfei/autotool/nextsteps/developing_a_baseline.asp).); The GFEI Cleaner, More Efficient Vehicles Tool available at (<http://www.unep.org/transport/gfei/autotool/>); The GFEI, through the International Energy Agency (IEA) reports ([http://www.iea.org/publications/fueleconomy\\_2012\\_final\\_web.pdf](http://www.iea.org/publications/fueleconomy_2012_final_web.pdf) and [http://www.iea.org/publications/pp5\\_fuel\\_economy\\_final.pdf](http://www.iea.org/publications/pp5_fuel_economy_final.pdf)); GFEI sponsored a paper published by the Commonwealth Advisory Bureau (CAB) in November 2012 ([http://www.commonwealthadvisorybureau.org/opinion/opinion-single-item/?tx\\_ttnews\[tt\\_news\]=602&tx\\_ttnews\[backPid\]=574&cHash=5433893293d0179d5eb7a625ecc46909](http://www.commonwealthadvisorybureau.org/opinion/opinion-single-item/?tx_ttnews[tt_news]=602&tx_ttnews[backPid]=574&cHash=5433893293d0179d5eb7a625ecc46909)); A public database featuring fuel and vehicle data (vehicle emission standards and fuel economy) ([http://www.unep.org/cleanfleet\\_database/home.asp](http://www.unep.org/cleanfleet_database/home.asp)); The GFEI baseline methodology is available online as part of the GFEI Tool, online from ([http://www.unep.org/transport/gfei/autotool/nextsteps/developing\\_a\\_baseline.asp](http://www.unep.org/transport/gfei/autotool/nextsteps/developing_a_baseline.asp).); Action 'needed now' on vehicle fuel economy' (<http://www.publicserviceeurope.com/article/2752/action-needed-now-on-vehicle-fuel-economy>); 'Policy Pathway: Improving the Fuel Economy of Road Vehicles' ([http://www.iea.org/publications/pp5\\_fuel\\_economy\\_final.pdf](http://www.iea.org/publications/pp5_fuel_economy_final.pdf)); Montenegrin User Guide for the 'GFEI Cleaner, More Efficient Vehicles Tool'; Technology Roadmap: Fuel Economy for Road Vehicles' ([http://www.iea.org/publications/fueleconomy\\_2012\\_final\\_web.pdf](http://www.iea.org/publications/fueleconomy_2012_final_web.pdf))

- Project design documents (including minutes of the project design review meeting at approval); Annual Work Plans and Budgets or equivalent, revisions to the project (Project Document Supplement), the logical framework and its budget;
- Relevant background documentation, inter alia UNEP and GEF policies, strategies and programmes pertaining to sustainable transport; at the time of the project's approval;
- Project reports such as six-monthly progress and financial reports, progress reports from collaborating partners, meeting minutes, relevant correspondence etc.;
- Project outputs: 1 -Fuel economy policies in 4 Pilot Countries; 2 -GFEI tool and database; 3- GFEI Knowledge Campaign; 4- Data base; 5- Methodology for baseline.
- Evaluations/reviews of similar projects

(b) **Interviews (individual or in group) with:**

- UNEP Task Manager; UNEP Head of Transport Unit; Project management team; UNEP Fund Management Officer;
- Project partners, including; UNDP Transportation Unit; IEA; ITF; FIA Foundation; PCFV; ITS-UC Davis; Relevant resource persons;

(c) **Surveys** electronic surveys to assess result of the GFEI initiative in pilot countries.

- (d) **Field visits** in two or all four countries where the project was implemented, (as budget will allow)
- (e) **Other data collection tools**; desk review, interviews with key stakeholders (face to face, online/phone interviews), focus groups meetings, comparative analysis etc.

### Key Evaluation principles

6. Evaluation findings and judgements should be based on **sound evidence and analysis**, clearly documented in the evaluation report. Information will be triangulated (i.e. verified from different sources) to the extent possible, and when verification was not possible, the single source will be mentioned. Analysis leading to evaluative judgements should always be clearly spelled out.

7. The evaluation will assess the project with respect to a **minimum set of evaluation criteria** grouped in six categories: (1) Strategic Relevance; (2) Attainment of objectives and planned result, which comprises the assessment of outputs achieved, effectiveness and likelihood of impact; (3) Sustainability and replication; (4) Efficiency; (5) Factors and processes affecting project performance, including preparation and readiness, implementation and management, stakeholder participation and public awareness, country ownership and driven-ness, financial planning and management, UNEP supervision and backstopping, and project monitoring and evaluation; and (6) Complementarity with the UNEP strategies and programmes. The evaluation consultants can propose other evaluation criteria as deemed appropriate.

8. **Ratings.** All evaluation criteria will be rated on a six-point scale. Annex 3 provides guidance on how the different criteria should be rated and how ratings should be aggregated for the different evaluation criterion categories.

9. **Baselines and counterfactuals.** In attempting to attribute any outcomes and impacts to the project intervention, the evaluators should consider the difference between *what has happened with, and what would have happened without, the project*. This implies that there should be consideration of the baseline conditions, trends and counterfactuals in relation to the intended project outcomes and impacts. It also means that there should be plausible evidence to attribute such outcomes and impacts to the actions of the project. Sometimes, adequate information on baseline conditions, trends or counterfactuals is lacking. In such cases this should be clearly highlighted by the evaluators, along with any simplifying assumptions that were taken to enable the evaluators to make informed judgements about project performance.

10. **The “Why?” Question.** As this is a terminal evaluation and a follow-up project is likely [or similar interventions are envisaged for the future], particular attention should be given to learning from the experience. Therefore, the “Why?” question should be at the front of the consultants’ minds all through the evaluation exercise. This means that the consultants need to go beyond the assessment of “what” the project performance was, and make a serious effort to provide a deeper understanding of “why” the performance was as it was, i.e. of processes affecting attainment of project results (criteria under category F – see below). This should provide the basis for the lessons that can be drawn from the project. In fact, the usefulness of the evaluation will be determined to a large extent by the capacity of the consultants to explain “why things happened” as they happened and are likely to evolve in this or that direction, which goes well beyond the mere review of “where things stand” at the time of evaluation.

11. A key aim of the evaluation is to encourage reflection and learning by UNEP staff and key project stakeholders. The consultant should consider how reflection and learning can be promoted, both through the evaluation process and in the communication of evaluation findings and key lessons.

12. **Communicating evaluation results.** Once the consultant(s) has obtained evaluation findings, lessons and results, the Evaluation Office will share the findings and lessons with the key stakeholders. Evaluation results should be communicated to the key stakeholders in a brief and concise manner that encapsulates the evaluation exercise in its entirety. There may, however, be several intended audiences, each with different interests and preferences regarding the report. The Evaluation Manager will plan with the consultant(s) which audiences to target and the easiest and clearest way to communicate the key evaluation findings and lessons to them. This may include some or all of the following; a webinar, conference calls with relevant stakeholders, the preparation of an evaluation brief or interactive presentation.

## Evaluation criteria

### Strategic relevance

13. The evaluation will assess, in retrospect, whether the project's objectives and implementation strategies were consistent with global, regional and national environmental issues and needs.

14. The evaluation will assess whether the project was in-line with the GEF climate change focal area's strategic priorities and operational programme(s).

15. The evaluation will also assess the project's relevance in relation to UNEP's mandate and its alignment with UNEP's policies and strategies at the time of project approval. UNEP's Medium Term Strategy (MTS) is a document that guides UNEP's programme planning over a four-year period. It identifies UNEP's thematic priorities, known as Subprogrammes (SP), and sets out the desired outcomes [known as Expected Accomplishments (EAs)] of the SubProgrammes. The evaluation will assess whether the project makes a tangible/plausible contribution to any of the EAs specified in the MTS 2010-2013. The magnitude and extent of any contributions and the causal linkages should be fully described.

- The evaluation should assess the project's alignment / compliance with UNEP's policies and strategies. The evaluation should provide a brief narrative of the following:

1. *Alignment with the Bali Strategic Plan (BSP)*<sup>18</sup>. The outcomes and achievements of the project should be briefly discussed in relation to the objectives of the UNEP BSP.
2. *Gender balance*. Ascertain to what extent project design, implementation and monitoring have taken into consideration: (i) possible gender inequalities in access to and the control over natural resources; (ii) specific vulnerabilities of women and children to environmental degradation or disasters; and (iii) the role of women in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation. Are the project intended results contributing to the realization of international GE (Gender Equality) norms and agreements as reflected in the UNEP Gender Policy and Strategy, as well as to regional, national and local strategies to advance HR & GE?
3. *Human rights based approach (HRBA) and inclusion of indigenous peoples issues, needs and concerns*. Ascertain to what extent the project has applied the UN Common Understanding on HRBA. Ascertain if the project is in line with the UN Declaration on the Rights of Indigenous People, and pursued the concept of free, prior and informed consent.
4. *South-South Cooperation*. This is regarded as the exchange of resources, technology, and knowledge between developing countries. Briefly describe any aspects of the project that could be considered as examples of South-South Cooperation.
5. *Safeguards*. Whether the project has adequately considered environmental, social and economic risks and established whether they were vigilantly monitored. Was the safeguard management instrument completed and were UNEP ESES requirements complied with?

16. Based on an analysis of project stakeholders, the evaluation should assess the relevance of the project intervention to key stakeholder groups.

### Achievement of Outputs

17. The evaluation will assess, for each component, the project's success in producing the programmed outputs and milestones as presented in Table 2 above, both in quantity and quality, as well as their usefulness and timeliness.

18. Briefly explain the reasons behind the success (or failure) of the project in producing its different outputs and meeting expected quality standards, cross-referencing as needed to more detailed explanations provided under Section F (which covers the processes affecting attainment of project results). Were key stakeholders appropriately involved in producing the programmed outputs?

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<sup>18</sup> <http://www.unep.org/GC/GC23/documents/GC23-6-add-1.pdf>

## Effectiveness: Attainment of Objectives and Planned Results

19. The evaluation will assess the extent to which the project's objectives were effectively achieved or are expected to be achieved.

20. The **Theory of Change** (ToC) of a project depicts the causal pathways from project outputs (goods and services delivered by the project) through outcomes (changes resulting from the use made by key stakeholders of project outputs) towards impact (long term changes in environmental benefits and living conditions). The ToC will also depict any intermediate changes required between project outcomes and impact, called 'intermediate states'. The ToC further defines the external factors that influence change along the major pathways; i.e. factors that affect whether one result can lead to the next. These external factors are either drivers (when the project has a certain level of control) or assumptions (when the project has no control). The ToC also clearly identifies the main stakeholders involved in the change processes.

21. The evaluation will reconstruct the ToC of the project based on a review of project documentation and stakeholder interviews. The evaluators will be expected to discuss the reconstructed TOC with the stakeholders during evaluation missions and/or interviews in order to ascertain the causal pathways identified and the validity of impact drivers and assumptions described in the TOC. This exercise will also enable the consultant to address some of the key evaluation questions and make adjustments to the TOC as appropriate (the ToC of the intervention may have been modified / adapted from the original design during project implementation).

22. The assessment of effectiveness will be structured in three sub-sections:

- (a) Evaluation of the **achievement of outcomes as defined in the reconstructed ToC**. These are the first-level outcomes expected to be achieved as an immediate result of project outputs. For this project, the main question will be to what extent the project has contributed to these outcomes.

- 1. National-level strategies and plans prepared in 4 GFEI pilot countries with supporting expertise and resources from the GFEI;
- 2. A global database including auto fuel efficiency information at the national level for developing and transitional countries;
- 3. The Auto Fuel Efficiency and Climate Change: a tool for national strategy development tool finalized, field tested and ready for roll out in Phase II to additional countries, available in online and CD versions;
- 4. Methodology for creating a baseline for emissions and basic data for existing fleets in developing countries, to be used in the pilot countries and toward building greater regional and global tracking of emissions and reductions from the light duty vehicle sector toward 50:50.

Additional questions would be to what extent the project:

- 1. To what extent the project has completed fuel economy policies in 4 pilot countries?
  - 2. To what extent the project has developed GFEI tool and database?
  - 3. To what extent the GFEI knowledge campaign has been developed and implemented?
- (a) Assessment of the **likelihood of impact** using a Review of Outcomes to Impacts (ROtI) approach<sup>19</sup>. The evaluation will assess to what extent the project has to date contributed, and is likely in the future to further contribute, to [intermediate states], and the likelihood

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<sup>19</sup> Guidance material on Theory of Change and the ROtI approach is available from the Evaluation Office.

that those changes in turn lead to positive changes in the natural resource base, benefits derived from the environment and human well-being. The evaluation will also consider the likelihood that the intervention may lead to unintended negative effects (project documentation relating to Environmental, Social and Economic. Safeguards)

- (b) Evaluation of the **achievement of the formal project overall objective, overall purpose, goals and component outcomes** using the project's own results statements as presented in the Project Document<sup>20</sup>. This sub-section will refer back where applicable to the preceding sub-sections (a) and (b) to avoid repetition in the report. To measure achievement, the evaluation will use as much as appropriate the indicators for achievement proposed in the Logical Framework (Logframe) of the project, adding other relevant indicators as appropriate. Briefly explain what factors affected the project's success in achieving its objectives, cross-referencing as needed to more detailed explanations provided under Section F. Most commonly, the overall objective is a higher level result to which the project is intended to contribute. The section will describe the actual or likely **contribution** of the project to the objective.
- (c) The evaluation should, where possible, disaggregate outcomes and impacts for the key project stakeholders. It should also assess the extent to which HR and GE were integrated in the Theory of Change and results framework of the intervention and to what degree participating institutions/organizations changed their policies or practices thereby leading to the fulfilment of HR and GE principles (e.g. new services, greater responsiveness, resource re-allocation, etc.)

### Sustainability and replication

23. Sustainability is understood as the probability of continued long-term project-derived results and impacts after the external project funding and assistance ends. The evaluation will identify and assess the key conditions or factors that are likely to undermine or contribute to the persistence of benefits. Some of these factors might be direct results of the project while others will include contextual circumstances or developments that are not under control of the project but that may condition the sustainability of benefits. The evaluation should ascertain to what extent follow-up work has been initiated and how project results will be sustained and enhanced over time. The reconstructed ToC will assist in the evaluation of sustainability, as the drivers and assumptions required to achieve higher-level results are often similar to the factors affecting sustainability of these changes.

24. Four aspects of sustainability will be addressed:

- (d) *Socio-political sustainability.* Are there any social or political factors that may influence positively or negatively the sustenance of project results and progress towards impacts? Is the level of ownership by the main stakeholders sufficient to allow for the project results to be sustained? Are there sufficient government and other key stakeholder awareness, interests, commitment and incentives? Did the project conduct 'succession planning' and implement this during the life of the project? Was capacity building conducted for key stakeholders? Did the intervention activities aim to promote (and did they promote) positive sustainable changes in attitudes, behaviours and power relations between the different stakeholders? To what extent has the integration of HR and GE led to an increase in the likelihood of sustainability of project results? Additionally:
  - To what extent the project is continuing to provide on-going support and access to industry and government knowledge and feedback, in addition to networking, technical and financing support for ongoing work on the subject?
- (e) *Financial resources.* To what extent are the continuation of project results and the eventual impact of the project dependent on financial resources? What is the likelihood that adequate financial resources<sup>21</sup> will be or will become available to use capacities built by the project?

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<sup>20</sup> Or any subsequent **formally approved** revision of the project document or logical framework.

<sup>21</sup> Those resources can be from multiple sources, such as the national budget, public and private sectors, development assistance etc.

Are there any financial risks that may jeopardize sustenance of project results and onward progress towards impact?

- Possible benefits from potential fuel cost and foreign exchange benefits of improved automotive fuel efficiency, coupled with widely fluctuating global fuel prices – are these measures self-sustaining in the short and medium-term?
- (f) *Institutional framework.* To what extent is the sustenance of the results and onward progress towards impact dependent on issues relating to institutional frameworks and governance? How robust are the institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. required to sustaining project results and to lead those to impact on human behaviour and environmental resources, goods or services?
- (g) *Environmental sustainability.* Are there any environmental factors, positive or negative, that can influence the future flow of project benefits? Are there any project outputs or higher level results that are likely to affect the environment, which, in turn, might affect sustainability of project benefits? Are there any foreseeable negative environmental impacts that may occur as the project results are being up-scaled?

25. **Catalytic role and replication.** The *catalytic role* of UNEP interventions is embodied in their approach of supporting the creation of an enabling environment and of investing in pilot activities which are innovative and showing how new approaches can work. UNEP also aims to support activities that upscale new approaches to a national, regional or global level, with a view to achieve sustainable global environmental benefits. The evaluation will assess the catalytic role played by this project, namely to what extent the project has:

- (a) *catalysed behavioural changes* in terms of use and application, by the relevant stakeholders, of capacities developed;
- (b) provided *incentives* (social, economic, market based, competencies etc.) to contribute to catalysing changes in stakeholder behaviour;
- (c) contributed to *institutional changes*, for instance institutional uptake of project-demonstrated technologies, practices or management approaches;
- (d) contributed to *policy changes* (on paper and in implementation of policy);
- (e) contributed to sustained follow-on financing (*catalytic financing*) from Governments, private sector, donors etc.;
- (f) created opportunities for particular individuals or institutions ("*champions*") to catalyse change (without which the project would not have achieved all of its results).

26. *Replication* is defined as lessons and experiences coming out of the project that are replicated (experiences are repeated and lessons applied in different geographic areas) or scaled up (experiences are repeated and lessons applied in the same geographic area but on a much larger scale and funded by other sources). The evaluation will assess the approach adopted by the project to promote replication effects and determine to what extent actual replication has already occurred, or is likely to occur in the near future. What are the factors that may influence replication and scaling up of project experiences and lessons? Additionally:

- To what extent the lessons learned from this project will enable a global roll out of the GFEI to developing and transitional countries?
- Did the project communicate effectively the results and approach of GFEI beyond the pilot themselves and reached potential partners?

### Efficiency

27. The evaluation will assess the cost-effectiveness and timeliness of project execution. It will describe any cost- or time-saving measures put in place in attempting to bring the project as far as possible in achieving its results within its (severely constrained) secured budget and (extended) time. It will also analyse how delays, if any, have affected project execution, costs and effectiveness. Wherever possible, costs and time over results ratios of the project will be compared with that of other similar interventions. The evaluation will also assess the extent to which HR and GE were allocated specific and adequate budget in relation to the results achieved.

28. The evaluation will give special attention to efforts by the project teams to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. to increase project efficiency. For instance, [insert relevant examples for the project being evaluated].

### **Factors and processes affecting project performance**

29. **Preparation and readiness.** This criterion focuses on the quality of project design and preparation. Were project stakeholders<sup>22</sup> adequately identified and were they sufficiently involved in project development and ground truthing e.g. of proposed timeframe and budget? Were the project's objectives and components clear, practicable and feasible within its timeframe? Were the capacities of executing agencies properly considered when the project was designed? Was the project document clear and realistic to enable effective and efficient implementation? Were the partnership arrangements properly identified and the roles and responsibilities negotiated prior to project implementation? Were counterpart resources (funding, staff, and facilities) and enabling legislation assured? Were adequate project management arrangements in place? Were lessons from other relevant projects properly incorporated in the project design? What factors influenced the quality-at-entry of the project design, choice of partners, allocation of financial resources etc.? Were any design weaknesses mentioned in the Project Review Committee minutes at the time of project approval adequately addressed?

30. **Project implementation and management.** This includes an analysis of implementation approaches used by the project, its management framework, the project's adaptation to changing conditions, the performance of the implementation arrangements and partnerships, relevance of changes in project design, and overall performance of project management. The evaluation will:

- (a) Ascertain to what extent the project implementation mechanisms outlined in the project document have been followed and were effective in delivering project milestones, outputs and outcomes. Were pertinent adaptations made to the approaches originally proposed?
- (b) Evaluate the effectiveness and efficiency of project management and how well the management was able to adapt to changes during the life of the project.
- (c) Assess the role and performance of the teams and working groups established and the project execution arrangements at all levels.
- (d) Assess the extent to which project management responded to direction and guidance provided by the UNEP Task Manager and project steering bodies including,
- (e) Identify operational and political / institutional problems and constraints that influenced the effective implementation of the project, and how the project tried to overcome these problems.

31. **Stakeholder participation, cooperation and partnerships.** The Evaluation will assess the effectiveness of mechanisms for information sharing and cooperation with other UNEP projects and programmes, external stakeholders and partners. The term stakeholder should be considered in the broadest sense, encompassing both project partners and target users (such as Governments, NGOs, Industry Groups, research institutions, consultants, etc.) of project products. The TOC and stakeholder analysis should assist the evaluators in identifying the key stakeholders and their respective roles, capabilities and motivations in each step of the causal pathways from activities to achievement of outputs, outcomes and intermediate states towards impact. The assessment will look at three related and often overlapping processes: (1) information dissemination to and between stakeholders, (2) consultation with and between stakeholders, and (3) active engagement of stakeholders in project decision making and activities. The evaluation will specifically assess:

- (a) the approach(es) and mechanisms used to identify and engage stakeholders (within and outside UNEP) in project design and at critical stages of project implementation. What were the strengths and weaknesses of these approaches with respect to the project's objectives and the stakeholders' motivations and capacities?

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<sup>22</sup> Stakeholders are the individuals, groups, institutions, or other bodies that have an interest or 'stake' in the outcome of the project. The term also applies to those potentially adversely affected by the project.



- (b) How was the overall collaboration between different functional units of UNEP involved in the project? What coordination mechanisms were in place? Were the incentives for internal collaboration in UNEP adequate?
- (c) Was the level of involvement of the Regional, Liaison and Out-posted Offices in project design, planning, decision-making and implementation of activities appropriate?
- (d) Has the project made full use of opportunities for collaboration with other projects and programmes including opportunities not mentioned in the Project Document<sup>23</sup>? Have complementarities been sought, synergies been optimized and duplications avoided?
- (e) What was the achieved degree and effectiveness of collaboration and interactions between the various project partners and stakeholders during design and implementation of the project? This should be disaggregated for the main stakeholder groups identified in the inception report.
- (f) To what extent has the project been able to take up opportunities for joint activities, pooling of resources and mutual learning with other organizations and networks? In particular, how useful are partnership mechanisms and initiatives to build stronger coherence and collaboration between participating organisations?
- (g) How did the relationship between the project and the collaborating partners (institutions and individual experts) develop? Which benefits stemmed from their involvement for project performance, for UNEP and for the stakeholders and partners themselves? Do the results of the project (strategic programmes and plans, monitoring and management systems, sub-regional agreements etc.) promote participation of stakeholders, including users, in environmental decision making?

32. **Communication and public awareness.** The evaluation will assess the effectiveness of any public awareness activities that were undertaken during the course of implementation of the project to communicate the project's objective, progress, outcomes and lessons. This should be disaggregated for the main stakeholder groups identified in the inception report. Did the project identify and make use of existing communication channels and networks used by key stakeholders? Did the project provide feedback channels?

33. **Country ownership and driven-ness.** The evaluation will assess the degree and effectiveness of involvement of government / public sector agencies in the project, in particular those involved in project execution and those participating in project Steering Committee, Project Technical and Communication Support Group, National Pilot Working Group.

- (a) To what extent have Governments assumed responsibility for the project and provided adequate support to project execution, including the degree of cooperation received from the various public institutions involved in the project?
- (b) How and how well did the project stimulate country ownership of project outputs and outcomes?
- (c) How and how well the potential partners were reached through communication and outreach activities? How well they were involved and contributed in the project's activities?

34. **Financial planning and management.** Evaluation of financial planning requires assessment of the quality and effectiveness of financial planning and control of financial resources throughout the project's lifetime. The assessment will look at actual project costs by activities compared to budget (variances), financial management (including disbursement issues), and co-financing. The evaluation will:

- (a) Verify the application of proper standards (clarity, transparency, audit etc.) and timeliness of financial planning, management and reporting to ensure that sufficient and timely financial resources were available to the project and its partners;

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<sup>23</sup> [If the ProDoc mentions any opportunities for collaboration with other projects and programmes, present these here in the footnote]

- (b) Assess other administrative processes such as recruitment of staff, procurement of goods and services (including consultants), preparation and negotiation of cooperation agreements etc. to the extent that these might have influenced project performance;
  - (c) Present the extent to which co-financing has materialized as expected at project approval (see Table 1). Report country co-financing to the project overall, and to support project activities at the national level in particular. The evaluation will provide a breakdown of final actual costs and co-financing for the different project components (see tables in Annex 4).
  - (d) Describe the resources the project has leveraged since inception and indicate how these resources are contributing to the project's ultimate objective. Leveraged resources are additional resources—beyond those committed to the project itself at the time of approval—that are mobilized later as a direct result of the project. Leveraged resources can be financial or in-kind and they may be from other donors, NGO's, foundations, governments, communities or the private sector.
35. Analyse the effects on project performance of any irregularities in procurement, use of financial resources and human resource management, and the measures taken UNEP to prevent such irregularities in the future. Determine whether the measures taken were adequate.
36. **Supervision, guidance and technical backstopping.** The purpose of supervision is to verify the quality and timeliness of project execution in terms of finances, administration and achievement of outputs and outcomes, in order to identify and recommend ways to deal with problems which arise during project execution. Such problems may be related to project management but may also involve technical/institutional substantive issues in which UNEP has a major contribution to make.
37. The evaluators should assess the effectiveness of supervision, guidance and technical support provided by the different supervising/supporting bodies including:
- (a) The adequacy of project supervision plans, inputs and processes;
  - (b) The realism and candour of project reporting and the emphasis given to outcome monitoring (results-based project management);
  - (c) How well did the different guidance and backstopping bodies play their role and how well did the guidance and backstopping mechanisms work? What were the strengths in guidance and backstopping and what were the limiting factors?
  - (d) How well the project led the process of setting up the multi-stakeholder group in pilot countries?
38. **Monitoring and evaluation.** The evaluation will include an assessment of the quality, application and effectiveness of project monitoring and evaluation plans and tools, including an assessment of risk management based on the assumptions and risks identified in the project document. The evaluation will assess how information generated by the M&E system during project implementation was used to adapt and improve project execution, achievement of outcomes and ensuring sustainability. M&E is assessed on three levels:
- (a) *M&E Design.* The evaluators should use the following questions to help assess the M&E design aspects:
    - Arrangements for monitoring: Did the project have a sound M&E plan to monitor results and track progress towards achieving project objectives? Have the responsibilities for M&E activities been clearly defined? Were the data sources and data collection instruments appropriate? Was the time frame for various M&E activities specified? Was the frequency of various monitoring activities specified and adequate?
    - How well was the project logical framework (original and possible updates) designed as a planning and monitoring instrument?
    - SMART-ness of indicators: Are there specific indicators in the logframe for each of the project objectives? Are the indicators measurable, attainable (realistic) and relevant to the objectives? Are the indicators time-bound?
    - Adequacy of baseline information: To what extent has baseline information on performance indicators been collected and presented in a clear manner? Was the methodology for the baseline data collection explicit and reliable? For instance, was there adequate baseline information on pre-existing accessible information on global and regional environmental status and trends, and on the costs and benefits of different policy options for the different target audiences? Was there sufficient information about

the assessment capacity of collaborating institutions and experts etc. to determine their training and technical support needs?

- To what extent did the project engage key stakeholders in the design and implementation of monitoring? Which stakeholders (from groups identified in the inception report) were involved? If any stakeholders were excluded, what was the reason for this? Was sufficient information collected on specific indicators to measure progress on HR and GE (including sex-disaggregated data)?
- Arrangements for evaluation: Have specific targets been specified for project outputs? Has the desired level of achievement been specified for all indicators of objectives and outcomes? Were there adequate provisions in the legal instruments binding project partners to fully collaborate in evaluations?
- Budgeting and funding for M&E activities: Determine whether support for M&E was budgeted adequately and was funded in a timely fashion during implementation.

(b) *M&E Plan Implementation.* The evaluation will verify that:

- the M&E system was operational and facilitated timely tracking of results and progress towards projects objectives throughout the project implementation period;
- PIR reports were prepared (the realism of the Task Manager's assessments will be reviewed)
- Half-yearly Progress & Financial Reports were complete and accurate;
- the information provided by the M&E system was used during the project to improve project performance and to adapt to changing needs.

### **The Consultant**

39. For this evaluation, the evaluation team will consist of a consultant with additional support for a case study in Chile. Details about the roles and responsibilities of the consultant are presented in Annex 1 of these TORs. The Consultant should have at least 10 years relevant experience in global fuel efficiency issues and a broad understanding of large-scale, consultative assessment processes and factors influencing use of assessments and/or scientific research for decision-making. The consultant will plan and conduct data collection and analysis, and the preparation of the main report for the evaluation.

40. By undersigning the service contract with UNEP/UNON, the consultant certifies that they have not been associated with the design and implementation of the project in any way which may jeopardize their independence and impartiality towards project achievements and project partner performance. In addition, they will not have any future interests (within six months after completion of the contract) with the project's executing or implementing units.

### **Evaluation Deliverables and Review Procedures**

41. The consultant will prepare an **inception report** (see Annex 2(a) of TORs for Inception Report outline) containing a thorough review of the project context, project design quality, a draft reconstructed Theory of Change of the project, the evaluation framework and a tentative evaluation schedule.

42. It is expected that a large portion of the desk review will be conducted during the inception phase. It will be important to acquire a good understanding of the project context, design and process at this stage. The review of design quality will cover the following aspects (see Annex 7 for the detailed project design assessment matrix):

- Strategic relevance of the project
- Preparation and readiness;
- Financial planning;
- M&E design;
- Complementarity with UNEP strategies and programmes;
- Sustainability considerations and measures planned to promote replication and up-scaling.

43. The inception report will present a draft, desk-based reconstructed Theory of Change of the project. It is vital to reconstruct the ToC *before* most of the data collection (review of progress reports, in-depth interviews, surveys etc.) is done, because the ToC will define which direct outcomes, drivers and

assumptions of the project need to be assessed and measured – based on which indicators – to allow adequate data collection for the evaluation of project effectiveness, likelihood of impact and sustainability.

44. The inception report will also include a stakeholder analysis identifying key stakeholders, networks and channels of communication. This information should be gathered from the Project document and discussion with the project team. See annex 2 for template.

45. The evaluation framework will present in further detail the overall evaluation approach. It will specify for each evaluation question under the various criteria what the respective indicators and data sources will be. The evaluation framework should summarize the information available from project documentation against each of the main evaluation parameters. Any gaps in information should be identified and methods for additional data collection, verification and analysis should be specified. Evaluations/reviews of other large assessments can provide ideas about the most appropriate evaluation methods to be used.

46. Effective communication strategies help stakeholders understand the results and use the information for organisational learning and improvement. While the evaluation is expected to result in a comprehensive document, content is not always best shared in a long and detailed report; this is best presented in a synthesised form using any of a variety of creative and innovative methods. The evaluators are encouraged to make use of multimedia formats in the gathering of information e.g. video, photos, sound recordings. Together with the full report, the team leader will be expected to produce a 2-page summary of key findings and lessons. A template for this has been provided in Annex 10.

47. The inception report will also present a tentative schedule for the overall evaluation process, including a draft programme for the country visit and tentative list of people/institutions to be interviewed.

48. The inception report will be submitted for review and approval by the Evaluation Office before the any further data collection and analysis is undertaken.

49. When data collection and analysis has almost been completed, the evaluation team leader will prepare a short **note on preliminary findings and recommendations** for discussion with the project team. The purpose of the note is to allow the evaluation team to receive guidance on the relevance and validity of the main findings emerging from the evaluation.

50. **The main evaluation report** should be brief (no longer than 40 pages – excluding the executive summary and annexes), to the point and written in plain English. The report will follow the annotated Table of Contents outlined in Annex 2. It must explain the purpose of the evaluation, exactly what was evaluated and the methods used (with their limitations). The report will present evidence-based and balanced findings, consequent conclusions, lessons and recommendations, which will be cross-referenced to each other. The report should be presented in a way that makes the information accessible and comprehensible. Any dissident views in response to evaluation findings will be appended in footnote or annex as appropriate. To avoid repetitions in the report, the authors will use numbered paragraphs and make cross-references where possible.

51. **Review of the draft evaluation report.** The team leader will submit a zero draft report to the UNEP EO and revise the draft following the comments and suggestions made by the EO. Once a draft of adequate quality has been accepted, the EO will share this first draft report with the Task Manager, who will alert the EO in case the report would contain any blatant factual errors. The Evaluation Office will then forward the first draft report to the other project stakeholders, in particular:

Mr. Michael Spilsbury, Chief  
UNEP Evaluation Office  
Email: [michael.spilsbury@unep.org](mailto:michael.spilsbury@unep.org)

The Head of Evaluation will share the report with the following persons:

Director  
UNEP/ GEF Coordination Office

Paul Vrontamitis

Fund Management Officer  
UNEP/DTIE  
Email: [Paul.vrontamitis@unep.org](mailto:Paul.vrontamitis@unep.org)

George Colville  
Task Manager  
UNEP/DTIE  
Email: [George.colville@unep.org](mailto:George.colville@unep.org)

Rob de Jong  
Project Manager  
UNEP/DTIE  
Email: [rob.jong@unep.org](mailto:rob.jong@unep.org)  
And the relevant contact in the EC.

for their review and comments. Stakeholders may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions. It is also very important that stakeholders provide feedback on the proposed recommendations and lessons. Comments would be expected within two weeks after the draft report has been shared. Any comments or responses to the draft report will be sent to the UNEP EO for collation. The EO will provide the comments to the evaluation team for consideration in preparing the final draft report, along with its own views.

52. The evaluation team leader will submit the final draft report no later than 2 weeks after reception of stakeholder comments. The team leader, with assistance from the supporting consultant, will prepare a **response to comments**, listing those comments not or only partially accepted by them that could therefore not or only partially be accommodated in the final report. He will explain why those comments have not or only partially been accepted, providing evidence as required. This response to comments will be shared by the EO with the interested stakeholders to ensure full transparency.

53. **Submission of the final evaluation report.** The final report shall be submitted by Email to the Head of the Evaluation Office. The Evaluation Office will finalize the report and share it with the interested Divisions and Sub-programme Coordinators in UNEP. The final evaluation report will be published on the UNEP Evaluation Office web-site [www.unep.org/eou](http://www.unep.org/eou).

54. As per usual practice, the UNEP EO will prepare a **quality assessment** of the zero draft and final draft report, which is a tool for providing structured feedback to the evaluation consultants. The quality of the report will be assessed and rated against the criteria specified in Annex 3.

55. The UNEP Evaluation Office will assess the ratings in the final evaluation report based on a careful review of the evidence collated by the evaluation consultants and the internal consistency of the report. Where there are differences of opinion between the evaluation team and UNEP Evaluation Office on project ratings, both viewpoints will be clearly presented in the final report. The UNEP Evaluation Office ratings will be considered the final ratings for the project.

56. At the end of the evaluation process, the Evaluation Office will prepare a Recommendations Implementation Plan in the format of a table to be completed and updated at regular intervals by the Task Manager. After reception of the Recommendations Implementation Plan, the Task Manager is expected to complete it and return it to the EO within one month. (S)he is expected to update the plan every six months until the end of the tracking period. As this is a Terminal Evaluation, the tracking period for implementation of recommendations will be 18 months, unless it is agreed to make this period shorter or longer as required for realistic implementation of all evaluation recommendations. Tracking points will be every six months after completion of the implementation plan.

### Logistical arrangements

57. This Terminal Evaluation will be undertaken by an evaluation consultant contracted by the UNEP Evaluation Office. The consultant will work under the overall responsibility of the UNEP Evaluation Office and will consult with the EO on any procedural and methodological matters related to the evaluation. It is, however, the consultant's individual responsibility to arrange for their travel, visa, obtain documentary evidence, plan meetings with stakeholders, organize online surveys, and any other logistical matters related to the assignment. The UNEP Task Manager and project team will, where possible, provide

logistical support (introductions, meetings etc.) allowing the consultants to conduct the evaluation as efficiently and independently as possible.

### **Schedule of the evaluation**

Table 7 below presents the tentative schedule for the evaluation.

**Table 7. Tentative schedule for the evaluation**

<b>Milestone</b>	<b>Deadline</b>
Contracting	December/January
Inception Report	January
Evaluation Missions – Indonesia, Chile, Kenya and Ethiopia	Between February and April
Telephone interviews, surveys etc.	
Note on preliminary findings and recommendations	April
Zero draft report	April
Draft Report shared with UNEP Task Manager	May
Draft Report shared with stakeholders	May (possibly at annual GFEI meeting)
Final Report	May

## Consultant-specific Terms of Reference

### Team leader

The Consultant will be hired for 32 days spread over the period February to June 2016. (S)He will be responsible for overall management of the evaluation, in close consultation with the UNEP Evaluation Office, and timely delivery of its outputs as described in the overall TORs of the evaluation. (S)He will conduct the evaluation design, data collection and analysis, and report-writing. S/he will conduct field missions to Indonesia, Kenya and Ethiopia. The team leader will be assisted by the Supporting Consultant, who will take responsibility for the Chilean mission and interviews with South American stakeholders.

Working together with the supporting consultant, the team leader will:-

#### **Manage the inception phase of the evaluation, including:**

- conduct a preliminary desk review and introductory interviews with project staff;
- draft the reconstructed Theory of Change of the project;
- prepare the evaluation framework;
- develop the desk review and interview protocols;
- draft the survey protocols (partner survey and user survey) as required;
- plan the evaluation schedule;
- prepare the inception report, including comments received from the Evaluation Office
- 

#### **Coordination of the data collection and analysis phase of the evaluation, including:**

- conduct further desk review and in-depth interviews with key stakeholders of the project;
- methodology regarding information collection, data analysis, surveys etc.;
- information gathering and analysis; and
- share preliminary findings to solicit first comments with the project team.

#### **Coordination of the reporting phase, including:**

- write the report;
- liaise with the Evaluation Office on comments received and ensure that comments are taken into account during finalization of the main report; and
- prepare a Response to Comments annex for the main report, listing those comments not accepted by the evaluation team and indicating the reason for their rejection.

#### **Managing internal and external relations of the evaluation team, including:**

- maintain a positive relationship with evaluation stakeholders, ensuring that the evaluation process is as participatory as possible but at the same time maintains its independence;
- communicate in a timely manner with the Evaluation Office on any issues requiring its attention and intervention.

The Consultant shall have had no prior involvement in the formulation or implementation of the Project and will be independent from the participating institutions. (S)He will sign the Evaluation Consultant Code of Conduct Agreement Form.

The Consultant will be selected and recruited by the UNEP Evaluation Office through an individual consultancy contract.

### Key selection criteria

- Advanced university degree in international development, environmental sciences or other relevant political or social science areas.
- Evaluation experience, including using a Theory of Change approach;
- Broad understanding of sustainable and innovative urban transport;

- Knowledge of the UN system, and specifically of UNEP if possible;
- Excellent writing skills in English;
- Attention to detail and respect for deadlines;
- Minimum 10 years of professional experience.

The fee of the Team Leader will be agreed on a deliverable basis and paid upon acceptance of expected key deliverables by the UNEP Evaluation Office.

**Deliverables:**

- Inception report
- Note with preliminary findings (2 pages) incorporating Evaluation Office
- Draft main report incorporating Evaluation Office and Evaluation Advisory Panel comments as required
- Final main report incorporating comments received from evaluation stakeholders as appropriate, including a “response to comments” annex
- 2 page bulletin summarising project findings (see template in Annex 10.)

**Schedule of Payment:**

<b>Deliverables</b>	<b>Percentage payment</b>
Signature of contract	Travel expenses
Inception report	20% of fees
Submission and approval of the preliminary findings note	20% of fees
Submission and approval of the draft evaluation report	30% of fees
Submission and approval of the final evaluation report	30% of fees

## **Supporting Consultant**

The Consultant will be hired for 12 days spread over the period February to June 2016. (S)He will work together with the team leader to contribute to the evaluation design, data collection and analysis, and report-writing phases of the evaluation with specific focus on project activities in South America.

Activities will include:

**Support to the inception phase of the evaluation, including:**

- preliminary desk review and introductory interviews with project staff;
- input into development of the reconstructed Theory of Change of the project;
- support in the preparation of the evaluation framework;
- contribute to the desk review and development of interview protocols;
- contribute to the development of survey protocols (partner survey and user survey) as required;
- contribute to the development of the evaluation schedule;
- contribute to the preparation of the inception report, including comments received from the Evaluation Office
- 

**Coordination of the data collection and analysis phase of the evaluation in South America, including:**

- conduct further desk review and in-depth interviews with key stakeholders of the project in South America;
- ensure consistency of methodology (with team leader) regarding information collection, data analysis, surveys etc.;
- information gathering and analysis; and

**Coordination of the reporting phase, including:**



- write a report on the South American activities (to be included in the final report by the team leader);
- work with the team leader to review comments received from stakeholders and ensure that comments are taken into account during finalization of the main report; and
- contribute to the preparation of a Response to Comments annex for the main report, listing those comments not accepted by the evaluation team and indicating the reason for their rejection.

The Supporting Consultant shall have had no prior involvement in the formulation or implementation of the Project and will be independent from the participating institutions. (S)He will sign the Evaluation Consultant Code of Conduct Agreement Form.

The Supporting Consultant will be selected and recruited by the UNEP Evaluation Office through an individual consultancy contract.

#### Key selection criteria

- Advanced university degree in international development, environmental sciences or other relevant political or social science areas.
- Evaluation experience, including using a Theory of Change approach;
- Broad understanding of sustainable and innovative urban transport;
- Knowledge of the UN system, and specifically of UNEP if possible;
- Excellent writing skills in English;
- Attention to detail and respect for deadlines;
- Minimum 10 years of professional experience.

The fee of the Supporting Consultant will be agreed on a deliverable basis and paid upon acceptance of expected key deliverables by the UNEP Evaluation Office.

#### Deliverables:

- Inception report
- Note with preliminary findings (2 pages) incorporating Evaluation Office
- Draft main report incorporating Evaluation Office and Evaluation Advisory Panel comments as required
- Final main report incorporating comments received from evaluation stakeholders as appropriate, including a “response to comments” annex
- 2 page bulletin summarising project findings (see template in Annex 10.)

#### Schedule of Payment:

<b>Deliverables</b>	<b>Percentage payment</b>
Signature of contract	Travel expenses
Inception report	20% of fees
Submission and approval of the preliminary findings note	20% of fees
Submission and approval of the draft evaluation report	30% of fees
Submission and approval of the final evaluation report	30% of fees

## **Contractual arrangements**

58. The consultants will be hired under an individual Special Service Agreement (SSA).

59. The contract stipulates consultant fees only. Air tickets will be purchased by UNEP and 75% of the DSA for each authorised travel mission will be paid up front. Local in-country travel and communication costs will be reimbursed on the production of acceptable receipts. Terminal expenses and residual DSA entitlements (25%) will be paid after mission completion.

60. By undersigning the Special Services Agreement with UNEP/UNON, the consultants certify that they have not been associated with the design and implementation of the project in any way which may jeopardize their independence and impartiality towards project achievements and project partner performance. In addition, they will not have any future interests (within the six months following completion of the contract) with the project's executing or implementing units.

61. The consultant may be provided with access to UNEP's Programme Information Management System (PIMS) and if such access is granted, the consultant agrees not to disclose information from that system to third parties beyond information required for, and included in, the evaluation report.

62. In case the consultants are not able to provide the deliverables in accordance with these TORs, and in line with the expected quality standards by the UNEP Evaluation Office, payment may be withheld at the discretion of the Director of the Evaluation Office until the consultants have improved the deliverables to meet UNEP's quality standards.

63. If the consultants fail to submit a satisfactory final product to UNEP in a timely manner, i.e. before the end date of their contract, the Evaluation Office reserves the right to employ additional human resources to finalize the report, and to reduce the consultants' fees by an amount equal to the additional costs borne by the Evaluation Office to bring the report up to standard.

### ANNEX III. EVALUATION PROGRAM

<b>Inception Phase</b>	
<b>Jan/Feb 2016</b>	Development of inception report <ul style="list-style-type: none"> <li>• Evaluation design and work plan</li> <li>• Desk review of existing documents</li> <li>• Preliminary exchanges with project team</li> </ul>
<b>28 Feb 2016</b>	<b>Submission of Inception Report</b>
Feb/early March 2016	Review of Inception Report * Evaluation Office
<b>Implementation Phase</b>	
	Ongoing literature review, review of PIMS data and progress reports
Jan/Feb 2016	Initial discussions with project staff in Nairobi (virtual)
5-11 March 2016	Field visit to Nairobi and Addis Ababa (Oliver Lah) Interviews and discussion on ToC with project team and management Interviews project partners and stakeholders
28 March – 1 April 2016	Field visit to Santiago de Chile (Carlosfelipe Pardo) Interviews with project partners and stakeholders
March 2016	Discussions with project staff and stakeholders in Indonesia (virtual)
May 2016	Interviews with project partners and stakeholders
<b>Synthesis and Reporting Phase</b>	
March – June 2016	Drafting of the evaluation report including synthesis of findings, conclusions and recommendations
<b>22 July 2016</b>	<b>Note of Preliminary Findings and Recommendations</b> Presentation/discussion with EOU and project team
<b>25 July 2016</b>	<b>Recommendations (Skype with the project team)</b>
<b>5 August 2016</b>	<b>Submission of Zero Draft</b>
10 August 2016	Report review (quality assurance) by EOU * EOU
13 August 2016	Revision of Report based on EOU comments
<b>15 September 2016</b>	<b>First draft report to Project Team and discussion</b> * EOU
October	Comments from Project Team * Project Team
<b>25 October 2016</b>	Revision based on Project Team feedback
30 October 2016	Circulation of Report for comments by project stakeholders
30 November 2016	Finalization of the evaluation report draft)

## ANNEX IV. LIST OF INDIVIDUALS CONSULTED

Interviews – individual or in groups – are/were conducted with the following groups or stakeholders:

### UN Environment team

- The UN Environment project team (Jane Akumu, Bert Fabian, Veronica Ruiz-Stannah, Kamala Ernst, Elisa Dumetriscu, David Rubia, Maryam Bashir)
- UN Environment Head of Transport Unit (Rob de Jong)
- Task manager (Geordie Colville)
- UN Environment Fund Management Officer (Martin Okun)

### Country / Regional partners involved in the GFEI and EC components of the project:

- Gianni Lopez, Centro Molina, Chile
- Rodrigo Lopez Arce, Ministry of Transport, Chile
- Andres Romero Celedón, Secretario Ejecutivo de la Comisión Nacional de Energía, Chile
- Glynda-Bathan Bateria, Deputy Director Clean Air Asia, Philippines (for Indonesia)
- Alvin Meija, Head, Transport Program, Clean Air Asia, Philippines (for Indonesia)
- Puput Safruddin, KPBB Karliansyah, Deputy Director General, Ministry of Environment, Indonesia
- Kasahun Hailemariam, Director, Ethiopian Transport Authority, Ethiopia
- Negusu Akiliu, Ethiopia
- Bernard Koffi, Economic Community Of West African States (ECOWAS), Ethiopia
- Frederick Nyang, Acting Director General, Energy Regulatory Commission, Kenya
- Peter N. Kaigwara, Energy Regulatory Commission, Kenya
- Henry Kamau, Sustainable Transport Africa, Kenya
- Peter Njuguna Watoro, Energy Regulatory Commission, Kenya
- Ezra Kimutai Terer, Engineers Board of Kenya
- Ade Palguna, Assistant Deputy for Mobile Source Pollution Control (Indonesia)

### GFEI partners (incl. members of the steering committee and technical and communications support group):

- International Energy Agency (IEA): Pierpaolo Cazzola
- International Transport Forum (ITF): Steve Perkins, Philippe Crist
- FIA Foundation: Sheila Watson
- University of California, Davis: Lew Fulton

### Funding agencies

- GEF and EC

## ANNEX V. BIBLIOGRAPHY

The following project documentation has been reviewed:

***Project and progress reports:***

GFEI Project Document  
 GEF PIR 2011, 2012, 2013  
 GFEI Mid-Term Review  
 UNEP GEF PIR Fiscal Year 11- 1 July 2010 to 30 June 2011)  
 UNEP GEF PIR Fiscal Year 13(1 July 2013 to 30 June 2014)  
 GFEI GEF and EC progress reports (2010-2016)

***Project reports and tools:***

50by50: Global Fuel Economy Initiative; Making Cars 50% More Fuel Efficient by 2050 Worldwide. This report outlines the 50 by 50 challenge, calling for a 50% fuel economy improvement worldwide by 2050.  
 GFEI Workplan, Plan of Action 2012-2015  
 Fuel Economy State of the World 2014, The World is Shifting into Gear on Fuel Economy  
 LDV Fuel Economy and the G20, The Global Fuel Economy Initiative (GFEI) assists governments and transport stakeholders to achieve greater fuel economy.  
 Fuel Economy State of the World 2016, Time for global action  
 Fuel economy policies could spare Commonwealth governments from an impending fuel disaster, Lewis Fulton,  
 Policies to Reduce Fuel Consumption, Air pollution, and carbon emissions from vehicles in G20 nations, Drew Kodjak, Briefing Paper.  
 National reports for Ethiopia, Kenya, Chile and Indonesia  
 GFEI Working Paper 12: Technology and Policy of the Fuel Economy of new light-duty vehicles  
 GFEI Working Paper 11: International comparison of light-duty vehicle fuel economy: Evolution over 8 years from 2005-2013

***Project dissemination activities:***

The GFEI produced several films, which can be viewed at <http://www.globalfueleconomy.org/connect/films>.  
 GFEI Tool User Guide, [http://www.unep.org/transport/gfei/autotool/Pdf's/GFEI\\_User\\_Guide.pdf](http://www.unep.org/transport/gfei/autotool/Pdf's/GFEI_User_Guide.pdf)  
 'International comparison of light-duty vehicle fuel economy and related characteristics',  
[http://www.globalfueleconomy.org/Documents/Publications/wp5\\_iea\\_fuel\\_Economy\\_report.pdf](http://www.globalfueleconomy.org/Documents/Publications/wp5_iea_fuel_Economy_report.pdf)  
 Incentives For Cleaner Vehicles And Fuel Economy For The Vehicle Fleet of Chile'  
<http://www.globalfueleconomy.org/updates/2011/Documents/Chile-Feebate-Proposal-Dec-2011.pdf>  
 Global Clean Fuels and vehicles database, [http://www.unep.org/cleanfleet\\_database/home.asp](http://www.unep.org/cleanfleet_database/home.asp)  
 The GFEI baseline methodology is available online as part of the GFEI Tool, online from  
[http://www.unep.org/transport/gfei/autotool/nextsteps/developing\\_a\\_baseline.asp](http://www.unep.org/transport/gfei/autotool/nextsteps/developing_a_baseline.asp)  
 The GFEI Cleaner, More Efficient Vehicles Tool available at <http://www.unep.org/transport/gfei/autotool/>  
 The GFEI, through the International Energy Agency (IEA) reports:  
[http://www.iea.org/publications/fueleconomy\\_2012\\_final\\_web.pdf](http://www.iea.org/publications/fueleconomy_2012_final_web.pdf) and  
[http://www.iea.org/publications/pp5\\_fuel\\_economy\\_final.pdf](http://www.iea.org/publications/pp5_fuel_economy_final.pdf)  
 GFEI-sponsored paper published by the Commonwealth Advisory Bureau (CAB) in November 2012  
[http://www.commonwealthadvisorybureau.org/opinion/opinion-single-item/?tx\\_ttnews\[tt\\_news\]=602&tx\\_ttnews\[backPid\]=574&cHash=5433893293d0179d5eb7a625ecc46909](http://www.commonwealthadvisorybureau.org/opinion/opinion-single-item/?tx_ttnews[tt_news]=602&tx_ttnews[backPid]=574&cHash=5433893293d0179d5eb7a625ecc46909)  
 Action 'needed now' on vehicle fuel economy', <http://www.publicserviceeurope.com/article/2752/action-needed-now-on-vehicle-fuel-economy>  
 'Policy Pathway: Improving the Fuel Economy of Road Vehicles',  
[http://www.iea.org/publications/pp5\\_fuel\\_economy\\_final.pdf](http://www.iea.org/publications/pp5_fuel_economy_final.pdf)  
 Montenegrin User Guide for the 'GFEI Cleaner, More Efficient Vehicles Tool'  
 Technology Roadmap: Fuel Economy for Road Vehicles',  
[http://www.iea.org/publications/fueleconomy\\_2012\\_final\\_web.pdf](http://www.iea.org/publications/fueleconomy_2012_final_web.pdf)

COP21 in Paris 2016; The GFEI was extensively showcased at the meeting, including both the Energy and Transport thematic sessions of the LPAA, at which Sheila Watson, Director of Environment and Research at the FIA Foundation and Executive Secretary of GFEI, announced 40 new countries joining GFEI, \$7 million in new funding to support the next stages of work on this issue, including €1 million from the FIA Foundation, as well as highlighting key findings from GFEI's latest research – 'Fuel Economy State of the World 2016: Time for global action'.

African Refiners Association (ARA) - SSA workshop on Fuel Specifications, Uganda. September 2009 (UNEP, ARA)

4th Environmentally Friendly Vehicles Conference in New Delhi, India. November 2009 (FIA Foundation)

Letter of Agreement signed between UNEP and Indonesia Ministry of Environment. December 2009 (UNEP, Government of Indonesia)

High-level 50by50 Side-event during the UN Climate Change Conference in Copenhagen. December 2009 (ITF)

GFEI Inception Workshop held in Addis Ababa. January 2010 (UNEP, National GFEI Steering Committee)

Mexico Ministry of Environment's National Ecology Institute convened an international workshop to examine the design of vehicle standards in Mexico City. March 2010 (UNEP, ICCT)

SSA regional workshop on Cost Benefit of Clean Fuels and Vehicles, Morocco. May 2010

Representatives of motoring clubs from across the world gather at the FIA Foundation International Policy Forum 2010 in Como, Italy to discuss sustainable mobility and learn practical ways in which Clubs can promote fuel economy and sustainability. May 2010 (FIA Foundation)

First ever major symposium on fuel economy involving the entire Central and Eastern Europe (CEE) region held in Szentendre, Hungary. May 2010 (UNEP, IEA, ITF, FIA Foundation, REC & Eastern Alliance for Safe and Sustainable Transport)

GFEI Launch CEE: <http://www.globalfuelconomy.org/updates/2010/Pages/50by50SymposiumforCentralandEasternEurope.aspx>. May 2010 (UNEP, FIA Foundation)

GFEI Side Event at the Michelin Bibendum, Rio de Janeiro. June 2010 (IEA)

GFEI launches a new series of working papers at the Fifth regional EST Forum in Bangkok. August 2010 (UNEP, FIA Foundation, CAI-Asia Center)

GFEI West Africa regional workshop on lean Vehicles, Ivory Coast. August 2010 (UNEP)

The European Commission (EC) and the US EPA (Environment Protection Agency) join GEF in supporting UNEP with an additional USD 2 million to support the development of clean and efficient policies in developing and transitional countries. September 2010 (UNEP, GEF, EC, EPA)

GFEI launches project in the Middle East Region. September 2010 (UNEP, PCFV)

African Motoring Clubs from Kenya, Uganda, Tanzania, South Africa, Mozambique and Botswana sign up to support GFEI during the Annual Congress of FIA's African Motoring Clubs held in Maputo. October 2010 (FIA, UNEP)

UNEP signs a Small- Scale Funding Agreement (SSFA) with the Ethiopian Transport Authority (ETA) to oversee the implementation of GFEI activities in the country. November 2010 (UNEP, ETA)

SSA regional workshop on Cost Benefit of Clean Fuels and Vehicles, Mauritius. November 2010

GFEI Sub-regional workshop for East Africa, Nairobi. November 2010.

3rd Governmental meeting on Urban Air Quality in Asia, Singapore. November 2010 (UNEP)

Better Air Quality (BAQ) in Asia Conference, Singapore. November 2010 (UNEP, CAI-Asia)

One-day working session on Vehicle Fuel Economy Baseline: Practicalities and Results held in Nairobi, Kenya. November 2010

Chilean Ministers of Transport, Environment and Energy present the new national Fuel Economy labelling system. December 2010 (UNEP, Government of Chile)

GFEI is highlighted during the 16<sup>th</sup> United Nations Conference of Parties (COP 16) in Cancún, Mexico. December 2010 (UNEP, FIA)

A consultative meeting on the GFEI project, Addis Ababa, Ethiopia. January 2011

A GFEI consultative meeting held in Addis Ababa, Ethiopia. January 2011

First Consultative Group (CG) Meeting of the GFEI, RAC Club – Pall Mall, London. February 2011 (GFEI Partners)

ARA Annual General Meeting, South Africa. March 2011 (ARA, UNEP)

Presentation at the Diesel Emissions Conference & ARLA 32 Forum Brazil 2011. April 2011

GFEI Tool training for the Sub-regional Clean Fuels and Vehicles Working Group for Southeast Europe (Macedonia, Montenegro, Serbia, Bosnia and Herzegovina and Albania). May 2011 (UNEP)

Sub-Saharan Africa (SSA) Regional workshop on Cost Benefit of Clean Fuels and Vehicles. June 2011 (UNEP)

The national feebate systems proposal for Chile presented to the Minister for Environment. June 2011 (UNEP, Centro Mario Molina, ICCT)

Launch of the GFEI sponsored Second Brighton to London Royal Automobile Club (RAC) Future Car Challenge. The

race took place on 5 November 2011 and was an outstanding success. June 2011

Rwanda Workshop on Non-Motorized Transport (NMT), Kigali. October 2011 (UNEP)

GFEI presented at the 2011 Commonwealth People's Forum before Commonwealth Heads of Government Meeting (CHOGM) in Perth, Australia. October 2011 (LEV Automotive Partnership)

GFEI Sub-regional workshop for North Africa, Algeria. November 2011 (UNEP)

5th Regional Environmentally Sustainable Transport Forum in Asia, Bangkok, Thailand. August 2011 (CAI-Asia, UNEP)

## ANNEX VI. ASSESSMENT OF THE QUALITY OF PROJECT DESIGN

Ratings are based on a six-point scale as follows: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU).

	Project preparation and readiness		Evaluation Comments	Rating	Reference
1	Does the project document provide a description of stakeholder consultation during project design process?		Not specifically, but stakeholders are mentioned and the relationships with them that led to the project involvement is described.	S	ProDoc. Pages 15-16
2	Does the project document include a clear stakeholder analysis? Are stakeholder needs and priorities clearly understood and integrated in project design? (see annex 9)		There are a number of stakeholders being identified in the key partner and political institutions. A basic general description of high-level objectives is provided.	S	ProDoc. Pages 15-16
3	Does the project document entail a clear situation analysis?		The situation analysis globally and in the partner countries is detailed and provides an excellent basis for more in depth analysis.	HS	ProDoc. Pages 7-8, 12-13
4	Does the project document entail a clear problem analysis?		The problem of poor fuel economy in general and specific issues in the pilot countries are well described.	S	ProDoc. Pages 13-15
5	Does the project document entail a clear gender analysis?		No	U	N/A
	Relevance		Evaluation Comments	Rating	
6	Is the project document clear in terms of relevance to:	i) Global, Regional, Sub-regional and National environmental issues and needs?	The global, regional and national benefits of increased fuel economy are described in detail in the project document.	HS	ProDoc. Pages 17-19
7		ii) UN Environment mandate	The Project Document makes clear reference to the global importance of fuel economy in particular with regard to climate change mitigation efforts.  PoW 2012-13: The work on clean fuels and vehicles was identified as a relevant part of the efforts to reduce the environmental and health impacts of harmful substances and hazardous waste.	HS	ProDoc. Pages 17-18
8		iii) the relevant GEF focal areas, strategic priorities and operational program?	The climate change mitigation potential in OECD and non-OECD countries is well-defined and quantified in the Project Document.	HS	ProDoc. Pages 19-20
9		iv) Stakeholder priorities and needs?	The needs of International stakeholders are reasonably well defined. The description of the technical and political status quo in the partner countries provides some indication of National priorities. For Indonesia, Chile and Ethiopia relevant policy frameworks have	S	ProDoc. Pages 19-20



			been identified. All partner countries have expressed their interest in working with UN Environment and the GFEI on fuel economy policies.		
10	Is the project document clear in terms of relevance to cross-cutting issues	i) Gender equity	Some reference is made on the integration of gender issues in the policy design.	MS	ProDoc. Page 38
11		ii) South-South Cooperation	Global and regional outreach and exchange is being described. South-South cooperation is part of the regional and international events, but is not specifically described as such.	MS	ProDoc. Pages 32; 37; 39
12		iii) Bali Strategic Plan	Technology and knowledge transfer is the main focus of activities such as the policy briefs and the toolkit.	S	ProDoc. Pages 12; 63; 67
	<b>Intended Results and Causality</b>		<b>Evaluation Comments</b>	<b>Rating</b>	
13	Are the outcomes realistic?		A focus in this first phase of the GFEI is on the establishment of baselines and preferably steps towards actual fuel economy policies, e.g. an inventory of the existing vehicle fleet in Ethiopia, a fuel economy plan in Chile and an awareness campaign in Indonesia. Concrete outcomes, such as specific policies or regulations in each of countries have not been articulated in the project document.	MS	ProDoc, Pages 12; 15; 22; 26; 52
14	Is there a clearly presented Theory of Change or intervention logic for the project?		A dedicated ToC has not been developed, but the intervention logic of the project clearly identifies the outputs and how they can contribute to national policy action.	S/MU	ProDoc. Pages 25; 28
15	Are the causal pathways from project outputs [goods and services] through outcomes [changes in stakeholder behaviour] towards impacts clearly and convincingly described?		The outputs are developed to inform and influence policy makers, for example by highlighting the economic benefits of fuel economy. To support this and gain momentum in the pilot countries public awareness and communication activities are planned.	S	ProDoc. Pages 10; 19; 22; 27; 32
16	Is the timeframe realistic? What is the likelihood that the anticipated project outcomes can be achieved within the stated duration of the project?		The project duration is 32 months, which is a realistic timeframe for the planned activities, but not necessarily for the implementation of policies. However, the project is developed as a long-term initiative, which would allow the team follow-up activities even after the first phase has ended.	S	ProDoc. Pages 13; 72; 92
17	Are activities appropriate to produce outputs?		For each of the pilot countries dedicated activities are envisaged to produce target oriented outputs.	HS	ProDoc. Pages 33; 37
18	Are activities appropriate to drive change along the intended causal pathway(s)?		Activities are built on a good understanding of the existing framework and outputs are designed to drive change towards policy outcomes.	S	
19	Are impact drivers and assumptions clearly described for each key causal pathway?		Drivers and assumptions are well described and integrated in the intervention logic.	S	ProDoc. Page 32

20	Are the roles of key actors and stakeholders clearly described for each key causal pathway?	Key actors and stakeholders are identified and their basic role is described. A structured strategy for political engagement and coalition building was not developed.	MS	ProDoc. Page 15; 44
21	Is the ToC-D and/or logical framework terminology ( <i>result levels, drivers, assumptions etc.</i> ) consistent with UN Environment definitions ( <i>Programme Manual</i> )	Yes.	S	
	<b>Efficiency</b>	<b>Evaluation Comments</b>	<b>Rating</b>	
22	Does the project intend to make use of / build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. to increase project efficiency?	The project builds heavily on existing international networks and relationships with national counterparts from the Partnership for Clean Fuels and Vehicles (PCFV).	HS	ProDoc. Pages 10; 20
	<b>Sustainability / Replication and Catalytic effects</b>	<b>Evaluation Comments</b>	<b>Rating</b>	
23	Does the project design present a strategy / approach to sustaining outcomes / benefits?	The project is designed for a long-term engagement with national and international stakeholders and networks to sustain the outcomes and disseminate the outputs.	HS	ProDoc. Page 72
24	Does the design identify social or political factors that may influence positively or negatively the sustenance of project results and progress towards impacts?	Some high-level institutional market barriers were identified.	MS	ProDoc. Page 14
25	Does the design foresee sufficient activities to promote government and stakeholder awareness, interests, commitment and incentives to execute, enforce and pursue the programmes, plans, agreements, monitoring systems etc. prepared and agreed upon under the project?	Capacity building and stakeholder engagement is a core activity of the project.	S	ProDoc. Pages 36; 44
26	If funding is required to sustain project outcomes and benefits, does the design propose adequate measures / mechanisms to secure this funding?	A number of funding sources (cash and in-kind) are identified in the project document.	S	ProDoc. Page 20
27	Are financial risks adequately identified and does the project describe a clear strategy on how to mitigate the risks (in terms of project's sustainability)	Factors such as shifting donor priorities was identified and the point was mentioned that fuel economy can make a substantial contribution to the GEF's main objective of reducing greenhouse gas emissions, which ensures continued interest of the GEF in the GFEI program.	S	ProDoc. Page 32
28	Does the project design adequately describe the institutional frameworks, governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. required to sustain project results?	The Project Document and the in-country reports identify all relevant institutions, but no in-depth analysis of the potential for coalitions among key stakeholders and political actors is planned.	S	ProDoc. Pages 16; 25; 37
29	Does the project design identify	The project document identifies financial,	HS	ProDoc.

	environmental factors, positive or negative, that can influence the future flow of project benefits? Are there any project outputs or higher level results that are likely to affect the environment, which, in turn, might affect sustainability of project benefits?	institutional and policy factors that can influence the future success of project benefits. The document also outlines how to address those factors and how to use networks and local partners to ensure sustainability of project benefits.		Pages 20; 22; 36
30	Does the project design foresee adequate measures to promote replication and up-scaling / does the project have a clear strategy to promote replication and up-scaling?	As this first phase of the GFEL is designed to pave the way for further activities most of the project design is geared towards replication and upscaling. Dedicated sections on sustainability and replication are provided in the project document.	HS	ProDoc. Pages 37; 73
31	Are the planned activities likely to generate the level of ownership by the main national and regional stakeholders necessary to allow for the project results to be sustained?	Cooperation with local partners and active stakeholder engagement are a good basis for the generation of ownership.	S	ProDoc. Page 10; 28
	<b>Learning, Communication and outreach</b>	<b>Evaluation Comments</b>	<b>Rating</b>	
32	Has the project identified appropriate methods for communication with key stakeholders during the project life?	Engagement with local policy stakeholders is outlined although at a more general level.	MS	ProDoc. Pages 20; 22; 38
33	Are plans in place for dissemination of results and lesson sharing.	Communication and outreach activities have been described, focusing primarily on the wider communication e.g. through International events and the website.	S	ProDoc. Pages 10; 40
34	Do learning, communication and outreach plans build on analysis of existing communication channels and networks used by key stakeholders?	Communication and outreach plans link directly to well established networks.	S	ProDoc. Pages 9; 10; 16; 32
	<b>Risk identification and Social Safeguards</b>	<b>Evaluation Comments</b>	<b>Rating</b>	
35	Are all assumptions identified in the ToC and/or logical framework presented as risks in the risk management table? Are risks appropriately identified in both, ToC and the risk table?	A number of relevant risks are identified and management plans proposed.	S	ProDoc. Page 32; 34; 35
36	Is the risk management strategy appropriate?	Yes	S	
37	Are potentially negative environmental, economic and social impacts of projects identified?	Effects such as user behaviour, consumer preferences, reactions from industry, rebounds and others has been identified and addressed to the extent possible.	HS	ProDoc. Pages 10; 22; 33; 66;
38	Does the project have adequate mechanisms to reduce its negative environmental foot-print?	No	U	
39	Have risks and assumptions been discussed with key stakeholders?	Not documented in the PD.		
	<b>Governance and Supervision Arrangements</b>	<b>Evaluation Comments</b>	<b>Rating</b>	

40	Is the project governance model comprehensive, clear and appropriate? ( <i>Steering Committee, partner consultations etc.</i> )		The project governance is comprehensive and appropriate. It includes a steering committee and active involvement of international and associate partners and relevant stakeholders.	HS	ProDoc. Pages 39; 41; 43
41	Are supervision / oversight arrangements clear and appropriate?		Yes	HS	
	<b>Management, Execution and Partnership Arrangements</b>		<b>Evaluation Comments</b>	<b>Rating</b>	
42	Have the capacities of partners been adequately assessed?		The capabilities of partners and how they can contribute to the delivery of outputs are well described.	S	ProDoc. Pages 9; 15; 16; 26; 32
43	Are the execution arrangements clear and are roles and responsibilities within UN Environment clearly defined?		Yes	HS	ProDoc. Page 73
44	Are the roles and responsibilities of external partners properly specified?		A short explanation of the role of local implementing partners is provided.	MS	ProDoc. Page 28
	<b>Financial Planning / budgeting</b>		<b>Evaluation Comments</b>	<b>Rating</b>	
45	Are there any obvious deficiencies in the budgets / financial planning?		No. However, the different reporting styles for the GEF and EC project make it a bit challenging to reconcile the planned and actual figures in a coherent way.	HS	ProDoc. Page 45; 57
46	Has budget been reviewed and agreed to be realistic with key project stakeholders?		Not stated in the PD		
47	Is the resource utilization cost effective?		Yes	HS	
48	How realistic is the resource mobilization strategy?		Funds from the GEF and EC have been secured.	HS	ProDoc. Page 35
49	Are the financial and administrative arrangements including flows of funds clearly described?		Yes	HS	ProDoc. Page 67
	<b>Monitoring</b>		<b>Evaluation Comments</b>	<b>Rating</b>	
50	Does the logical framework	<ul style="list-style-type: none"> <li>capture the key elements of the Theory of Change/ intervention logic for the project?</li> </ul>	Outputs, outcomes and impacts are well described in the project document, even if no clear (graphical) ToC is provided.	MS	ProDoc. Pages 25; 28; 38; 52-54; 76
51		<ul style="list-style-type: none"> <li>have 'SMART' indicators for outcomes and objectives?</li> </ul>	Policy development and national implementation have been identified as desired outcomes. Possible fuel economy measures are identified as indicators. The outcomes are a mix of outputs (publication of tool) and outcomes (e.g. fuel economy strategies and plans launched).	MS	ProDoc. Pages 73; 87
52		<ul style="list-style-type: none"> <li>have appropriate 'means of verification'?</li> </ul>	Good measures of verification are provided related to each of the stated outcomes.	HS	ProDoc. Page 51
53	Are the milestones appropriate and sufficient to track progress and foster management towards outputs and		Yes		

	outcomes?			
54	Is there baseline information in relation to key performance indicators?	Information is provided on the global fuel economy status, along with regional data and specific national information. Knowledge gaps are identified.	S	ProDoc. Pages 8; 17
55	How well has the method for the baseline data collection been explained?	The description of the baseline data collection is sufficient to understand their role in policy advice and the tracking of progress.	S	ProDoc. Pages 27-28
56	Has the desired level of achievement (targets) been specified for indicators of outputs and outcomes?	The targets for outputs are well-defined, less so the outcomes.	MS	ProDoc. Pages 2; 9; 25; 28;
57	How well are the performance targets justified for outputs and outcomes?	The targets are defined by setting basis for further global action.	S	ProDoc. Page 45
58	Has a budget been allocated for monitoring project progress in implementation against outputs and outcomes?	Monitoring and evaluation plan based on UN Environment standards and an M&E budget are provided.	HS	ProDoc. Page 44
59	Does the project have a clear knowledge management approach?	Knowledge sharing is stressed as an objective several times in the project document. The toolkit and the communications activities actively contribute to the knowledge management.	MS	ProDoc. Pages 10; 22; 31-36
60	Have mechanisms for involving key project stakeholder groups in monitoring activities been clearly articulated?	The participation of the project steering committee, the GFEI secretariat and the UN Environment/GEF program officer are foreseen in the monitoring plan.		ProDoc. Pages 19; 38 -42
	<b>Evaluation</b>	<b>Evaluation Comments</b>	<b>Rating</b>	
61	Is there an adequate plan for evaluation?	A midterm and terminal evaluation as well as annual and final reports are planned and budgeted for.	HS	ProDoc. Page 73
62	Has the time frame for evaluation activities been specified?	Mid-term and final.	HS	ProDoc. Page 57
63	Is there an explicit budget provision for mid-term review and terminal evaluation?	Yes (20,000 USD)	S	ProDoc. Page 57
64	Is the budget sufficient?	No (additional funding from the EC project component was required)	MU	ProDoc. Page 20

## ANNEX VII. GEF PROJECT LOGICAL FRAMEWORK

<b>Goal:</b> To stabilize greenhouse gas emissions from the global light duty vehicle fleet through a 50 percent improvement of vehicle fuel economy worldwide by 2050 (moving from a global average of 8 liters/100 km to 4 liters/100 km). <sup>24</sup>		
Objectives	Outcomes	Outputs
i) Collect, analyze and communicate improved data and analysis on fuel economy globally and at the national level via a baseline measurement and monitor trends and progress over time towards a 50% improvement by 2050	4 Fuel economy strategies and plans developed and launched in 4 non-Annex I Pilot Countries (e.g. agreements or draft agreements already developed with Ethiopia, Chile, Costa Rica and Indonesia), contributing to a global 50:50 goal	1: Fuel economy policies in 4 Pilot Countries
ii) engage partners at the regional, sub-regional and national levels by developing GFEI launch events at the regional and sub-regional levels in Latin America, Europe and Africa	5 Publication and refinement of the GFEI Auto Fuel economy and Climate Change: a tool for national strategy development tool, and its use as a training tool and also as a repository for best available information on current policies and technologies that promote auto fuel economy	2: GFEI tool and database
iii) engage national governments and industry partners to develop sound, consensus-driven plans and strategies for policies that encourage fuel economy improvements;	3. A global vehicle and fuel economy knowledge campaign that helps to establish the GFEI approach and brings additional partners and countries on board for the implementation of phase II and phase III	3: GFEI Knowledge Campaign
iv) work with industry leaders and stakeholders to better understand the potential for fuel economy improvement in new and used vehicle markets and engage their expertise toward improved fuel economy in non-Annex I countries	4. Publicly available data on vehicle fleets and emissions is improved through the UN Environment PCFV/GFEI Fuels and Vehicles Database	4. Database established
v) Develop and support global and regional awareness efforts to provide consumers and decision makers with information on options, costs, and available resources to improve fleet performance and reduce CO <sub>2</sub> and non-CO <sub>2</sub> emissions.	5. A practical methodology for baseline setting and monitoring of emission reductions over time is developed for the purposes of this project and phases II & III for continuation of the GFEI rollout globally, along with improving available data for global modeling (e.g. improved IEA MoMo modeling).	5. Methodology developed

<sup>24</sup> Source: PIF 5 October 2009

## ANNEX VIII. CAPACITY BUILDING WORKSHOPS

Workshop	Place and date	Topic
1st Workshop on Global Fuel Economy Initiative	Balacava/Mauritius, 22-23 July 2013	Promoting the development of a vehicle fuel economy database
Transport: Opportunity, Status, Potentials and Challenges	Davis, 16 June 2014	Discussion on database and recommendations of vehicle fuel economy
GFEI Workshop in In-use Fuel Economy	London, 16 July 2014	The overall objective of the workshop is apprising all participants of recent and on-going efforts by different parties related to measuring in-use fuel economy, assess progress to date, and agree on future steps to continue and expand these efforts.
2nd National Workshop on Global Fuel Economy Initiative (GFEI) in Mauritius	27 November 2014	Discussion about cost benefit analysis and policy recommendations
Stakeholder Meeting on Automotive Fuel Economy Initiative	Katmandu, 6 March 2015	Promotion of national appropriate automotive fuel economy policies in Nepal, the Clean Energy Nepal and Clean Air Network Nepal and UN Environment. Discussion on possible fuel economy policies and institutional arrangements for its implementation
Workshop on heavy-duty vehicle fuel economy regulations	New Delhi, 29 April 2015	The workshop featured contributions from the IEA Secretariat, international experts from Europe, Japan, the Republic of Korea and the United States of America (USA), representatives of the ICCT, the Indian government, Indian and European Original Equipment Manufacturers (OEMs) and automotive component suppliers.
Stakeholder workshop to present the GFEI baseline findings	Uganda, 14 May 2015	Discussion of the key findings of a baseline survey on vehicle fuel economy in Uganda  Baseline survey showed that the average vehicle fuel economy in Uganda was getting worse with time, mainly from the fact that the country was importing older vehicle over time
Algeria sensitizes stakeholders on the benefits of improving vehicle fuel economy	Algiers, 3-4 June 2015	A national workshop to discuss policy options to improve vehicle fuel economy
GFEI Global Partners Meeting and Training	Paris, 11-12 June 2015	The meeting provided a platform for countries supported by the GFEI to exchange information and experience in developing fuel economy policies.
Global Fuel Economy Initiative Launch	Jamaica, 28 July 2015	Launch of the GFEI national project
CEGESTI presents report on CO2 emissions and fuel economy on new imported light duty vehicles from 2008-2014 in Costa Rica	Costa Rica, 22 September 2015	Among other actions suggested are: the adoption of emissions standards for new and used vehicles imported into the country, taxes on the more inefficient vehicles, and to continue with the fuel quality improvements in order to be able to take advantage of the best technologies available in the market.
Montenegro national launch of the Global Fuel Economy Initiative	Montenegro, 20 November 2015	The aim of the event was to help create an enabling environment that will lead to development and implementation of a national fuel economy policy in Montenegro, in addition to presenting updated auto fuel economy data for Montenegro.
Fuel economy policies	Sri Lanka, 2-4	In addition to supporting public transport initiatives, the country will

development in Sri Lanka	December 2015	conduct further analysis and establish a national committee to develop more comprehensive policies on fuel economy, that may include fuel economy labeling, a revised taxation scheme, feebate scheme, electric vehicles, eco-driving, etc. The GFEI will support Sri Lanka in further developing their fuel economy policies.
Macedonia continues strides on auto fuel economy policy	Macedonia, 10 December 2015	Attended by representatives of responsible government ministries, private sector, NGOs, relevant international organizations and national consultants, the meeting's objectives were to 1) discuss and adopt the detailed work plan of the national working group, 2) present the findings from the national auto fuel economy baseline and trend calculation for base year 2005 and 2008 and 2013, and 3) discuss the expectations and deliverables of the project through 2017.



## ANNEX IX. BRIEF CVS OF THE CONSULTANTS

**Oliver Lah** is a project coordinator at the Wuppertal Institute and focuses on climate change mitigation policy analysis and sustainable urban mobility. Oliver currently coordinates several projects, such as the SOLUTIONS project on urban mobility solutions around the world and the SUSTAIN EU-ASEAN project that facilitates collaboration on climate and resource issues between Europe and Southeast Asia. Oliver is also active in a number of other European and international projects such as EVIDENCE that provides advice on the costs and benefits of sustainable mobility measures, StratoClim on a climate science-policy interface for Europe and South Asia and SUMPs-Up on the rollout of Sustainable Urban Mobility Plans. Oliver worked with international organisations, such as the OECD/ITF, UN-Habitat and GIZ on urban mobility issues. He is also a Lead Author for the Fifth IPCC Assessment Report where he focused on costs and potentials, co-benefits and linkages between mitigation and adaptation actions in the transport sector. Prior to that Oliver worked for the New Zealand government, the University of Munich and the Minister of State to the German Federal Chancellor. He holds a Bachelor of Arts with Honours in Political Science, and a Master of Environmental Studies from Victoria University of Wellington.

**Carlos Felipe Pardo** is a Colombian psychologist with a master's in urbanism from the London School of Economics who is devoted to projects related to transportation policies, urban development, climate change, and urban lighting at the national and international level. He has made technical advice on these issues in more than 30 cities in Asia, Latin America and Africa. He has developed over 70 training courses on urban development, climate change, rapid buses, non-motorized transportation, demand management, promotion and sustainable transportation. This was complemented by biographical contributions with organizations like BID, GIZ, ITDP, I-ce, among others. Also, he has served as coordinator of "Sustainable Urban Transport Project for Latin America and Asia" of GIZ, director of ITDP Colombia, and Latin American coordinator for the SLoCaT network. He is currently the Executive Director of [despacio.org](http://despacio.org).

## ANNEX X. QUALITY ASSESSMENT OF THE EVALUATION REPORT

Evaluation Title:

The Global Fuel Economy Initiative Phase I and the Global Automotive Fuel Economy Campaign of the Partnership for Clean Fuels and Vehicles (PCFV) managing vehicle growth in 8 transitional countries

All UN Environment evaluations are subject to a quality assessment by the Evaluation Office. The quality assessment is used as a tool for providing structured feedback to the evaluation consultants.

The quality of both the draft and final evaluation report is assessed and rated against the following criteria:

	UN Environment Evaluation Office Comments	Draft Report Rating	Final Report Rating
<b>Substantive report quality criteria</b>			
A. Quality of the Executive Summary: Does the executive summary present the main findings of the report for each evaluation criterion and a good summary of recommendations and lessons learned? (Executive Summary not required for zero draft)	<p>Draft report: The executive summary is not complete, it does not provide a summary of the main findings and does not summarize lessons and recommendations</p> <p>Final report: The Executive Summary provides an overview of the project and its evaluation, and presents key findings in regards some of the evaluation criteria.</p>	U	MS
B. Project context and project description: Does the report present an up-to-date description of the socio-economic, political, institutional and environmental context of the project, including the issues that the project is trying to address, their root causes and consequences on the environment and human well-being? Are any changes since the time of project design highlighted? Is all essential information about the project clearly presented in the report (objectives, target groups, institutional arrangements, budget, changes in design since approval etc.)?	<p>Draft report: The section is repetitive and often mixes the project with the broader initiative it was implemented as part of. The section does not follow the requirements outlined in the ToR</p> <p>Final report: The section presents the project description well.</p>	MU	S
C. Strategic relevance: Does the report present a well-reasoned, complete and evidence-based assessment of strategic relevance of the intervention in terms of relevance of the project to global, regional and national environmental issues and needs, and UN Environment strategies and programmes?	<p>Draft report: The structure of the section could be strengthened. The source of evidence should be clearly described and a sound analysis should be presented. The section presents some conclusions but does not provide an assessment of the data to explain where the conclusions are derived from.</p> <p>Final report: The report presents an adequate analysis of the project's relevance.</p>	MU	MS
D. Achievement of outputs: Does the report present a well-reasoned, complete and evidence-based assessment of outputs delivered by the intervention (including their quality)?	<p>Draft report: The report provides a brief and overall list of the delivered outputs, but the list is not complete, the information sources have not been defined and it is not clear on what the conclusions of the usefulness of the different outputs is founded on. The report should also assess the quality and usefulness of the outputs in a more thorough manner and discuss the</p>	U	MS

	<p>outputs which were planned and not delivered.</p> <p>Final report: The report provides an overview of all delivered outputs with an assessment of quality.</p>		
E.	<p>Presentation of Theory of Change: Is the Theory of Change of the intervention clearly presented? Are causal pathways logical and complete (including drivers, assumptions and key actors)?</p> <p>Draft report: The ToC presents the key outcomes, intermediate states, and drivers and assumptions of the project but the causal logic of the project is not explained in the narrative and not correctly presented in the ToC diagram.</p> <p>Final report: The ToC presents the key outcomes, intermediate states, and drivers and assumptions of the project and describes the causal logic of the project adequately.</p>	MU	MS
F.	<p>Effectiveness - Attainment of project objectives and results: Does the report present a well-reasoned, complete and evidence-based assessment of the achievement of the relevant outcomes and project objectives?</p> <p>Draft report: The assessment of effectiveness should be strengthened. The section provides some conclusions without providing an analysis of the data collected, nor explaining the information sources. Some outputs are discussed as outcomes. The assessment does not rely on the ToC but the project's logframe where project outcomes were actually outputs.</p> <p>Final report: The assessment does not rely on the ToC but the project's logframe where outputs were identified as outcomes. Outcome level achievements have thus not been adequately captured.</p>	U	MU
G.	<p>Sustainability and replication: Does the report present a well-reasoned and evidence-based assessment of sustainability of outcomes and replication / catalytic effects?</p> <p>Draft report: The section on sustainability and replication should be strengthened. The section provides some conclusions without providing an analysis of the data collected, nor explaining the information sources. Findings should be better substantiated.</p> <p>Final report: The report provides a good assessment.</p>	U	S
H.	<p>Efficiency: Does the report present a well-reasoned, complete and evidence-based assessment of efficiency? Does the report present any comparison with similar interventions?</p> <p>Draft report: Efficiency has not been discussed</p> <p>Final report: Efficiency has been discussed to some extent.</p>	HU	MU
I.	<p>Factors affecting project performance: Does the report present a well-reasoned, complete and evidence-based assessment of all factors affecting project performance? In particular, does the report include the actual project costs (total and per activity) and actual co-financing used; and an assessment of the quality of the project M&amp;E system and its use for project management?</p> <p>Draft report: The section of Factors affecting performance is not complete and does not follow the evaluation ToR. Some sub-criteria have not been included. The information presented in the report is not well substantiated. The evaluation should provide complete evidence and a sound analysis of the evidence to substantiate conclusions.</p> <p>Final report: The factors affecting project performance have been adequately addressed.</p>	U	MS
J.	<p>Quality of the conclusions: Do the conclusions highlight the main strengths and weaknesses of the project, and connect those in a compelling story line?</p> <p>Draft report: The conclusions section should be strengthened by making the narrative flow better and by providing a complete assessment of the main strengths and weaknesses of the project. The section provided new evidence not</p>	U	MU

	discussed in the main body of the report. The section should be re-drafted after a thorough revision of the report.  Final report: Conclusions have been described for the different evaluation criteria separately. An overview would have been desirable.		
K.	Quality and utility of the recommendations: Are recommendations based on explicit evaluation findings? Do recommendations specify the actions necessary to correct existing conditions or improve operations ('who?' 'what?' 'where?' 'when?'). Can they be implemented?	Draft report: The recommendations are quite well drafted. The section provided new evidence not discussed in the main body of the report. The section should be re-drafted after a thorough revision of the report. Recommendations could more clearly define who should do what and by when.  Final report: The recommendations describe the context but could be more specific in regards the prescriptive action.	MS MS
L.	Quality and utility of the lessons: Are lessons based on explicit evaluation findings? Do they suggest prescriptive action? Do they specify in which contexts they are applicable?	Draft report: The messages behind the lessons are clear, the findings behind the lessons are not clearly discussed in the main report but the lessons provide new information not yet presented. Lessons should be clearer in prescriptive action  Final report: The lessons are well formulated.	MS S
Report structure quality criteria			
M.	Structure and clarity of the report: Does the report structure follow EO guidelines? Are all requested Annexes included?	Draft report: The report structure could be improved in many places by removing repetition and ensuring that the right topic is discussed under each of the sections. The section on efficiency and most sections on factors affecting performance were missing.  Final report: a required co-financing annex is missing. The report structure follows EOU guidelines.	MU MS
N.	Evaluation methods and information sources: Are evaluation methods and information sources clearly described? Are data collection methods, the triangulation / verification approach, details of stakeholder consultations provided? Are the limitations of evaluation methods and information sources described?	Draft report: The evaluation report provides an overall and generic description of methods and information sources, but does not add much to the same provided in the evaluation ToR. Since the project is part of a larger global umbrella initiative, the section should have clearly described how the evaluation will address the questions of contribution and attribution.  Final report: Methods have been adequately described.	MU MS
O.	Quality of writing: Was the report well written? (clear English language and grammar)	Draft report: In general, the quality of the writing should be improved. The text is difficult to follow and the report includes a lot of grammar mistakes.  Final report: The report is adequately written.	MU MS
P.	Report formatting: Does the report follow EO guidelines using headings, numbered paragraphs etc.	Draft report: The report formatting is adequate, but more attention should be paid to formatting of tables, to using correct headings and to not using very short paragraphs that	MU MS

	break the flow of the text.  Final report: The report has been formatted		
OVERALL REPORT QUALITY RATING			MS

The quality of the evaluation process is assessed at the end of the evaluation and rated against the following criteria:

	Rating
<b>Evaluation process quality criteria</b>	
<i>Q.</i> Preparation: Was the evaluation budget agreed and approved by the EO? Was inception report delivered and approved prior to commencing any travel?	Yes
<i>R.</i> Timeliness: Was a TE initiated within the period of six months before or after project completion? Was an MTE initiated within a six month period prior to the project's mid-point? Were all deadlines set in the ToR respected?	Yes
<i>S.</i> Project's support: Did the project make available all required documents? Was adequate support provided to the evaluator(s) in planning and conducting evaluation missions?	Yes
<i>T.</i> Recommendations: Was an implementation plan for the evaluation recommendations prepared? Was the implementation plan adequately communicated to the project?	Yes
<i>U.</i> Quality assurance: Was the evaluation peer-reviewed? Was the quality of the draft report checked by the evaluation manager and peer reviewer prior to dissemination to stakeholders for comments? Did EO complete an assessment of the quality of the final report?	Yes
<i>V.</i> Transparency: Were the draft ToR and evaluation report circulated to all key stakeholders for comments? Was the draft evaluation report sent directly to EO? Were all comments to the draft evaluation report sent directly to the EO and did EO share all comments with the commentators? Did the evaluator(s) prepare a response to all comments?	Yes
<i>W.</i> Participatory approach: Was close communication to the EO and project maintained throughout the evaluation? Were evaluation findings, lessons and recommendations adequately communicated?	Yes
<i>X.</i> Independence: Was the final selection of the evaluator(s) made by EO? Were possible conflicts of interest of the selected evaluator(s) appraised?	Yes
<b>OVERALL PROCESS RATING</b>	

#### Rating system for quality of evaluation reports

A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1

The overall quality of the evaluation report is calculated by taking the mean score of all rated quality criteria.