



The Mena region Initiative as a model of Nexus Approach and
Renewable Energy Technologies (MINARET)

Monitoring & Evaluation Report September 2020

30 September 2020

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1 Introduction

1.1 Purpose

The purpose of this report is to represent the monitoring and evaluation results until end of September 2020. Since the M&E role has been activated at the beginning of 2020, this report represent the M&E activities for the MINARET project's components and activities starting from the beginning of the project until the date of this report. This report is an updated version of the submitted report on 31 May 2020. This report with will continuously updated in order to perform all the required M&E activities to insure that the goal of the project is accomplished. The progress of the project will be measured in the same way for the quantitative indicators and source of information, that were established, developed and described before each relevant task begins. Considering that, monitoring and evaluation are indispensable management tools for improving ongoing, future program planning, implementation and decision-making processes.

1.2 Project summary

The MENA Region Initiative as a Model of NEXUS Approach and Renewable Energy Technologies (MINARET) aims to address the unique sustainability challenges and opportunities of the MENA region by increasing local and regional sustainability capacities using the synergies between renewable energy technology and efficiency, water management, and food security.

The 4-year project kicked off in the first quarter of 2017 to be implemented in Jordan, Tunisia and Lebanon. The MINARET project intends to build the municipality's resilience to climate change through adopting renewable energy resources and energy efficiency, water management techniques and food security. The following table contains a summary about the project.

Table 1 Summary of MINARET Project

Title	The MENA region Initiative as a model of Nexus Approach and Renewable Energy Technologies (MINARET)
Starting Date	November, 2016
Duration	4 years
Partners	RSS/NERC (Lead Partner), IUCN, HORIZONS
Target Area	Jordan, Lebanon, Tunisia
Beneficiaries	Karak Municipality /Jordan , Jdaideh AlChouf Municipality /Lebanon, Monastir Municipality /Tunisia
Budget	4,000,000 JOD
Funding Source	Swedish International Development Cooperation Agency (SIDA)
Goal	The project is designed to be implemented over four years in partnership with municipalities in three different countries: Tunis, Lebanon, and Jordan. It is the first Project in the region that utilizes a nexus approach to address the unique sustainability challenges and opportunities that face each of the countries from a local municipal level concerning water, energy and food security.

2 M&E Framework

Monitoring focus mainly on the inputs, activities, and outputs. In contrast, evaluation takes place at specific moments, and permits an assessment of a program's progress over a longer period. Evaluation tracks changes and focuses more on the outcome and impact level. This is illustrated by Figure 1, which shows the link of the chain of inputs, outputs, outcomes and impacts with the planning cycle.

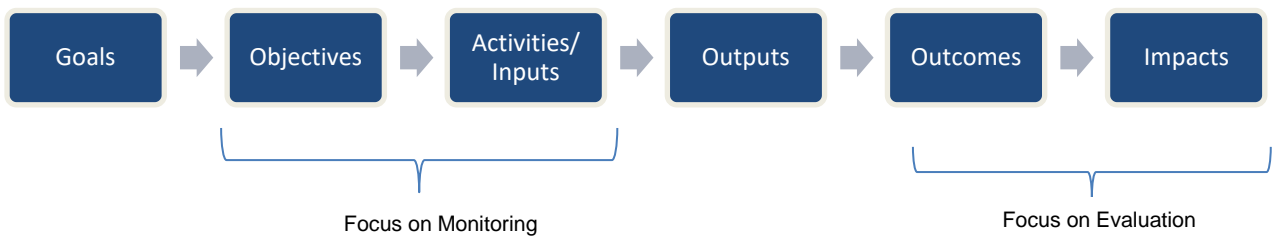


Figure 1 Program Progress

3 M&E Findings

3.1 M&E Results – Activities & Deliverables

The implementation of the M&E activities in MINARET project have been carried out and the results are shown in the below tables.

Component Number	1
Component Title	Situational Analyses and Needs Assessment
Activity Number	1.1
Activity Title	Finalize Overall Project Management Guidelines & Procedures
Deliverable(s)	Standard Operating Procedures (SOPs)
Assigned Date	30/9/2018
Date of Issue	15/4/2019
Date of Approval	N.A.
Responsible Partner	Project Management
Monitoring and Evaluation Results	SOPs must be in accordance with MINARET project's regulations, partners' policies and procedures and donor policies with reference to the agreements between partners, and between partners and donor. SOPs are the standards for running MINARET's activities that all stakeholders have to adhere to while running any activity. It is a step-by-step guideline that makes it easy for anyone to follow. Developing an SOP is about systemizing all of our processes and documenting them. MINARET Project designed this Standard Operating Procedures manual to be an informative guide that will assist in running project activities through clear steps.

	<p>The manual outlines the process to follow in planning and implementing all project activities, and also highlights cross-cutting issues that need to be considered throughout the whole process like gender mainstreaming, community participation and communication.</p> <p>Financial procedures and policies guideline has been prepared according to MINARET’s SOP. This guide aims to document the financial policies, procedures and rules related to partner’s payments and purchase during MINERAT project lifetime in more detailed way to ensure the accuracy for all financial dealings.</p> <p>Monitoring & Evaluation Training Course is an example of implement the Financial procedures and policies guideline. To execute this training course it went throw all the procedures in the financial guideline for examples:</p> <ul style="list-style-type: none"> - Request for at least three proposals for M&E training course and Formation of committee - Based on Financial procedures and policies guideline there is no need for tenders in this case
<p>Monitoring and Evaluation Quarter / Year</p>	<p>Q2 / 2020</p>
<p>Evidence(s)</p>	<p>Evid. 1.1.1 Standard Operating Procedures for the Project Activities Evid. 1.1.2 Financial guidelines and Partner Payments Polices</p>
<p>Evidence(s) Date</p>	<p>N.A.</p>

Component Number	1
Component Title	Situational Analyses and Needs Assessment
Activity Number	1.2.1
Activity Title	Conduct an analysis of the mandate of municipalities including their responsibilities and authorities
Deliverable(s)	4 Reports for municipalities in the region
Assigned Date	30/9/2018
Date of Issue	03/02/2019
Date of Approval	N.A.
Responsible Partner	NERC
Monitoring and Evaluation Results	<p>The main objective of the study is to identify the extent of which the current municipality laws, regulations, core mandate and responsibilities give municipalities the responsibility in managing, governing and making decisions regarding energy, water, and food (EWF) specifically, climate change and sustainable development secondarily. The second objective of the study is to determine the extent of which municipalities are enabled to perform on their mandate with regards to EWF and sustainable development. The third objective of the study is to determine the extent of which the legal and regulatory framework municipalities enables / ensures that municipalities engage their citizenship and community based organizations, not-for-profit organizations and other civil actors in determining and prioritizing their EWF and other sustainable development needs.</p> <p>According to the terms of reference for Conducting an Analysis of the Mandate of Municipalities including their responsibilities and authorities according to the existing Municipal Laws in Selected Arab Countries, the four reports for municipalities in the region were prepared and submitted as requested.</p>
Monitoring and Evaluation Quarter / Year	Q2 / 2020

<p>Evidence(s)</p>	<p>Evid. 1.2.1.1 Terms of References For Conducting an Analysis of the Mandate of Municipalities including their responsibilities and authorities according to the existing Municipal Laws in Selected ARAB Countries Evid. 1.2.1.2 Municipalities Law Mandate - Egypt Evid. 1.2.1.3 Municipalities Law Mandate - Algeria Evid. 1.2.1.4 Municipalities Law Mandate - Morocco Evid. 1.2.1.5 Municipalities Law Mandate - Palestine</p>
<p>Evidence(s) Date</p>	<p>Evid. 1.2.1.1 - 16/01/2019 Evid. 1.2.1.2- Evid. 1.2.1.5 - 03/02/2019</p>

Component Number	1
Component Title	Situational Analyses and Needs Assessment
Activity Number	1.2.2
Activity Title	Finalize MINARET Baseline.
Deliverable(s)	Baseline reports for the project municipalities
Assigned Date	31/12/2019
Date of Issue	13/05/2018
Date of Approval	N.A.
Responsible Partner	Project Management / NERC
Monitoring and Evaluation Results	<ul style="list-style-type: none"> • The data in the excel sheet did not include complete and referenced data for Energy, Water and Food for each municipality on the national and municipal levels. • There is no reference for any data in the excel sheet. • There is no terms of reference for conducting this activity. • The data is submitted in excel sheet without complying with the reporting format for the project. • No date of submission or approval or review is available.
Monitoring and Evaluation Quarter / Year	Q2 / 2020
Evidence(s)	Evid. 1.2.2 MINARET Baseline
Evidence(s) Date	N.A.

Component Number	1
Component Title	Situational Analyses and Needs Assessment
Activity Number	1.2.3
Activity Title	Prepare a Case Study on one municipality with Best Municipality Practices to Encourage NEXUS Thinking & Application
Deliverable(s)	Case Study Report
Assigned Date	31/12/2019
Date of Issue	Not Completed
Date of Approval	Not Completed
Responsible Partner	NERC
Monitoring and Evaluation Results	N.A.
Monitoring and Evaluation Quarter / Year	Q2 / 2020
Evidence(s)	N.A.
Evidence(s) Date	N.A.

Component Number	1
Component Title	Situational Analyses and Needs Assessment
Activity Number	1.2.4
Activity Title	Map Regional Players in NEXUS and with Municipalities.
Deliverable(s)	Report for Regional Players in NEXUS and with Municipalities
Assigned Date	30/09/2018
Date of Issue	01/02/2019
Date of Approval	N.A.
Responsible Partner	IUCN
Monitoring and Evaluation Results	<p>the main objective of this task is to establish task forces and governance structure for WEF - nexus (energy efficiency - renewable energy), developing a green procurement manual, and map related regional players for the municipalities of Karak - Jordan, Monastir - Tunisia, And Jdeideh Al Shouf - Lebanon</p> <ul style="list-style-type: none"> • In this report, seven key regional players were identified. • Cooperation between MINARET and one of these key regional players has been reported. • A cooperation established between GIZ (Deutsche Gesellschaft für Internationale) and MINARET for consultancy services to conduct a workshop on applying the Water-Energy-Food NEXUS in Urban Planning. • This report included multiple reports in it as (Map regional players report, Task forces reports and governance structure for WEF-NEXUS and the green procurement manual)
Monitoring and Evaluation Quarter / Year	Q2 / 2020
Evidence(s)	Evid. 1.2.4.1 Task Forces - Map Regional Players Evid. 1.2.4.2 Training Report - NEXUS in Urban Planning

	Evid. 1.2.4.3 Agreement - NEXUS in Urban Planning
Evidence(s) Date	Evid. 1.2.4.1 - 01/02/2019 Evid. 1.2.4.2- Evid. 1.2.4.3 - 15/02/2018

Component Number	2
Component Title	Value Chain Mapping, Capacity Building & Training and Awareness
Activity Number	2.1
Activity Title	Functioning of NEXUS Task Forces to ensure the continued effective implementation of SEAP and/or SECAP and support MINARET Activities during implementation and post-project
Deliverable(s)	<ul style="list-style-type: none"> • 3 Reports for task forces in the project municipalities • MOMs for task forces in the project municipalities
Assigned Date	30/09/2020
Date of Issue	---
Date of Approval	---
Responsible Partner	IUCN
Monitoring and Evaluation Results	---
Monitoring and Evaluation Quarter / Year	Q2 / 2020
Evidence(s)	---
Evidence(s) Date	---

Component Number	2
Component Title	Value Chain Mapping, Capacity Building & Training and Awareness
Activity Number	2.2
Activity Title	Prepare value chain mapping for socio-economic projects resulting from Assessments, focusing on agriculture in Al-Jdaideh - Lebanon, dairy & eco-tourism in Karak - Jordan, and Seawater preservation & eco-tourism in Monastir - Tunisia
Deliverable(s)	3 Value Chain Mapping (VCM) reports for socio-economic projects in the project municipalities
Assigned Date	30/09/2019
Date of Issue	30/09/2019
Date of Approval	N.A.
Responsible Partner	IUCN
Monitoring and Evaluation Results	<p>Horizons conducted value chain mapping(VCM) for development of ecotourism services in Alkarak, Jdeidet Al-Chouf and Monastir municipalities .The stages of the value chain developed for this project have been distributed according to logical stage categories that focus on connecting previous work established on the ground before the Minaret intervention (both in terms of design and Implementation) with current design efforts by Minaret, with one or more value chain stages logically belonging to each category.</p> <p>Log frames was integrated to cover outcomes, indicators, outputs, risks and assumptions, inputs and activities to support with value chain stages.</p> <p>In order to enhance the capacity building of participants a suggested ecotourism packages for Alkarak, Jdeidet Al-Chouf and Monastir municipalities were integrated.</p>
Monitoring and Evaluation Quarter / Year	Q2 / 2020

<p>Evidence(s)</p>	<ul style="list-style-type: none"> • Evid. 2.2.1 Terms of References - Value Chain Mapping • Evid. 2.2.2 Project description_ Jordan • Evid. 2.2.3 Project description_ Tunisia • Evid. 2.2.4 Project description_ Tunisia 2 • Evid. 2.2.5 Project description_ Lebanon
<p>Evidence(s) Date</p>	<ul style="list-style-type: none"> • Evid. 2.2.1 - 09/09/2018 • Evid. 2.2.2-2.2.5 - N.A.

Component Number	2
Component Title	Value Chain Mapping, Capacity Building & Training and Awareness
Activity Number	2.3
Activity Title	Develop and implement detailed capacity building and training & awareness plan & material relevant to planning, implementation, maintenance & monitoring of water & energy Pilot Projects and Socio-Economic Projects with the aim of introducing Job opportunities for local community specifically women & youth
Deliverable(s)	<ul style="list-style-type: none"> •Capacity Building and Training & Awareness plan • Training Material •Training Agenda •Training Reports • Attendance Sheets • Pre-and Post-evaluation
Assigned Date	30/09/2019
Date of Issue	---
Date of Approval	---
Responsible Partner	NERC IUCN Horizons
Monitoring and Evaluation Results	<p>All partners cooperated to create a capacity building and training & awareness plan, which has been followed up and integrated by the project manager.</p> <p>As for gender capacity building training for Alkarak and Jdaidet Al-Chouf municipalities, Horizons conducted a training in gender equality and climate change action for both Alkarak and Jdaidet Al-Chouf trainees in Alkarak. The overall objectives of the gender capacity building training is for the stakeholders of our project to have a basic understanding of the gender component of our project. Additionally, the stakeholders should be able to understand the basics of gender terminology and gender mainstreaming, how to detect, prevent and mitigate gender-based violence, as well as the</p>

	<p>relationship between gender inequality and climate change. The training agenda included the following main topics:</p> <ul style="list-style-type: none"> • Gender and related Concepts • Gender Based Violence • Gender Equality and Climate Change Action <p>Gender training Pre/Post evaluation results should have been more reflection on training outcomes in the training report. The training report should include number of trainees, their gender and more details about their knowledge improvement as percentages</p> <p>Whereas Horizons conducted gender capacity building training in Tunisia and it was part of their mission. The mission included many activities including gender capacity building training, they listed all the activities conducted during their mission in the mission report but there is no specific training report for gender capacity building and without conducting pre and post evaluation.</p> <p>26 of the relevant stakeholders attended, including members of municipality, local CBOs trained in gender capacity building training in Tunisia.</p> <p>The training g report shall be submitted for each municipality including the following:</p> <ol style="list-style-type: none"> 1. Pre- and post-evaluation for the trainees (they are a short test to evaluate the trainees’ knowledge before the training and how it improved after the training). 2. Training course evaluation (evaluation for the training venue, catering, time, trainer(s), etc). 3. Training Materials. 4. Attendance sheets. 5. Photos. <p>The report shall be approved/reviewed by the PM</p>
<p>Monitoring and Evaluation Quarter / Year</p>	<p>Q2 / 2020</p>
<p>Evidence(s)</p>	<ul style="list-style-type: none"> • Evid. 2.3.1 ToR Gender Training- Karak • Evid. 2.3.2 Mission Report - Gender Training - Tunisia

	<ul style="list-style-type: none"> • Evid. 2.3.3 Gender Training Attendance Sheet - Karak • Evid. 2.3.4 Gender Training Material - Karak • Evid. 2.3.5 Gender Training Report - Karak • Evid. 2.3.6 Gender Training Agenda - Karak • Evid. 2.3.7 Energy Training Report - Karak • Evid. 2.3.8 Energy Training Attendance Sheet - Karak
<p>Evidence(s) Date</p>	<ul style="list-style-type: none"> • Evid. 2.3.1 - 26/01/2020 • Evid. 2.3.2 - N.A. • Evid. 2.3.3 - N.A. • Evid. 2.3.4 - N.A. • Evid. 2.3.4 - 27/01/2020 • Evid. 2.3.7 - 03/09/2020

Component Number	3
Component Title	Communication
Activity Number	3.1.1
Activity Title	Monitoring and evaluation on the implementation of communication action plan and carrying out assessment on the achieved results
Deliverable(s)	3 Communication Action Plans for the project municipalities
Assigned Date	30/09/2020
Date of Issue	---
Date of Approval	---
Responsible Partner	IUCN
Monitoring and Evaluation Results	<p>IUCN cooperated with an expert to conduct the communication baseline and employees study for each municipality, which followed a statistical yet interactive approach. Identifying the communication baseline for each municipality is one of the major recommendations of the municipality’s communication and visibility plans to be used as a bench mark for improvement of internal and external communications at the municipality level and for developing the regional communication matrix. Therefore, the MINARET team engaged in the process of establishing the communication baseline through; assisting in establishing a Nexus taskforce at each municipality; designing two sets of questionnaires for staff and public with the assistant of an expert; discussing and finalizing the questionnaires with the taskforce and have they distributed based on populations’ sampling. The data compiled was analyzed and results were discussed with Nexus taskforce and communication matrix was developed.</p> <p>The expert conducted two questionnaires for collecting data from the public and the employees to assess the surveyed populations’ perceptions with regard to public and staff satisfaction, service delivery efficiency and fundraising opportunities and capacities.</p>

	<p>The experts conducted a three MINARET regional communication plans for each municipality. IUCN conducted workshops in Alkarak, Monastir and Jdaidet Al-Chouf municipalities to :</p> <ul style="list-style-type: none"> • follow up with the communication plan implementation with the related stakeholders • Observe achievements percentages in each activity in the communication plan • Take inconsideration stakeholders’ recommendations. <p>Communication Baseline Identification Study for Tunisia is missing</p>
<p>Monitoring and Evaluation Quarter / Year</p>	<p>Q2 / 2020</p>
<p>Evidence(s)</p>	<ul style="list-style-type: none"> • Evid. 3.1.1.1 Communication Plan_Jordan • Evid. 3.1.1.2 Communication Plan_Lebanon • Evid. 3.1.1.3 Communication Plan_Tunisia • Evid. 3.1.1.4 Detailed Communication Plan_Lebanon • Evid. 3.1.1.5 Detailed Communication Plan_Jordan • Evid. 3.1.1.6 Detailed Communication Plan_Tunisia • Evid. 3.1.1.7 Employees Report_Tunisia • Evid. 3.1.1.8 Progress Report • Evid. 3.1.1.9 Communication Baseline Identification Study - Lebanon • Evid. 3.1.1.10 Communication Baseline Identification Study - Karak
<p>Evidence(s) Date</p>	<p>---</p>

Component Number	3
Component Title	Communication
Activity Number	3.1.2
Activity Title	Develop 2 papers: a) One white paper on implementing NEXUS in municipalities, which provide a clear and quantitative case on the benefit of involving municipalities in NEXUS, and b) One position paper on required changes in laws, policies, procedures, & incentive mechanisms on a national / regional level to improve on NEXUS model & ensure replicability and scalability within the region based on Project findings.
Deliverable(s)	<ul style="list-style-type: none"> • 1 White Paper • 1 Position Paper
Assigned Date	31/03/2020
Date of Issue	Not completed
Date of Approval	Not completed
Responsible Partner	IUCN
Monitoring and Evaluation Results	N.A.
Monitoring and Evaluation Quarter / Year	Q2 / 2020
Evidence(s)	N.A.
Evidence(s) Date	N.A.

Component Number	3
Component Title	Communication
Activity Number	3.2
Activity Title	Organize annual meeting, learning workshops and exchange visits involving partners and relevant stakeholders to foster internal communication, discuss achievements and exchange knowledge.
Deliverable(s)	Annual meeting, learning workshops and exchange visits reports
Assigned Date	Ongoing
Date of Issue	---
Date of Approval	---
Responsible Partner	Project Management
Monitoring and Evaluation Results	<p>A cooperation established between GIZ (Deutsche Gesellschaft für Internationale) and MINARET for consultancy services to conduct a workshop on applying the Water-Energy-Food NEXUS in Urban Planning.</p> <p>MINARET 2nd Annual Meeting (Access to finance- NEXUS at Decentralized) was conducted on 28 of Jan, 2020 in Amman, Jordan. As for Access To Finance- NEXUS at Decentralized Scale workshop it was conducted during (29-30) of Jan, 2020 in Amman, Jordan by MINARET team in cooperation with Economic and Social Commission for Western Asia (ESCWA)(check the following link: https://www.unescwa.org/events/access-finance-municipalities-decentralization-nexus-REGEND)</p> <p>MINARET Inception report introduces the key steps for creating a NEXUS model that is applicable to municipalities. It also includes all the activities undertaken during the first year of project implementation from (Nov 2016- December 2017) with emphasis on lessons learned, key findings, recommendations, limitations and measures taken. It also includes proposed updates and modifications on the project components, deliverables and upcoming activities for the next project implementation period.</p>

	As for MINARET second annual report it includes the summary of the activities that were implemented during the second year of the project(2018), the next steps, Main events, Internal capacity building, visibility of the project, challenges & changes.
Monitoring and Evaluation Quarter / Year	Q2 / 2020
Evidence(s)	<ul style="list-style-type: none"> • Evid. 3.2.1 Annual Report 2018 • Evid. 3.2.2 Inception Report 2018 • Evid. 3.2.3 Agenda (EN)_ WEF-Nexus and Access to Finance Workshop_29-30.01.20 • Evid. 3.2.4 Agenda (Ar)_ WEF-Nexus and Access to Finance Workshop_29-30.01.20 • Evid. 3.2.5 WEF-Nexus and Access to Finance Report 2020
Evidence(s) Date	---

Component Number	3
Component Title	Communication
Activity Number	3.3
Activity Title	Organize a final event that will be structured as a two-day conference to be held in Amman, where the project results will be presented and disseminated.
Deliverable(s)	Final event report
Assigned Date	31/12/2020
Date of Issue	---
Date of Approval	---
Responsible Partner	Project Management
Monitoring and Evaluation Results	---
Monitoring and Evaluation Quarter / Year	Q2 / 2020
Evidence(s)	---
Evidence(s) Date	---

Component Number	3
Component Title	Communication
Activity Number	3.4
Activity Title	Follow-up and reporting on gender mainstreaming in the 3 selected municipalities (Monastir, Karak, & Jdaideh).
Deliverable(s)	Gender mainstreaming report
Assigned Date	30/09/2020
Date of Issue	---
Date of Approval	---
Responsible Partner	Horizons
Monitoring and Evaluation Results	<p>Horizons prepared gender mainstreaming action plan. No further actions have been made. No approval/review for this plan.</p> <p>Need to be reviewed by the responsible partner and the PM. Progress on this activity shall be updated and reported.</p>
Monitoring and Evaluation Quarter / Year	Q2 / 2020
Evidence(s)	• Evid. 3.4.1 Gender Mainstreaming Action Plan
Evidence(s) Date	N.A.

Component Number	3
Component Title	Communication
Activity Number	3.5
Activity Title	Introduce visual representation of the NEXUS response plan and related projects and services developed
Deliverable(s)	NEXUS Response Plan
Assigned Date	30/06/2020
Date of Issue	19/01/2020
Date of Approval	---
Responsible Partner	Project Management
Monitoring and Evaluation Results	<p>NEXUS Model Response Plan included the approach of applying NEXUS in Municipalities, on the international scale, taking on consideration the core principle of NEXUS as interlinkages, the Challenges and Opportunities to applying NEXUS in municipalities.</p> <p>As for the visual representation (video), it included the NEXUS response plan, and related projects and services; it has easy descriptions, to the point and creativity. This is the link of the video: https://youtu.be/2rB6cTDQIPg</p>
Monitoring and Evaluation Quarter / Year	Q2 / 2020
Evidence(s)	<ul style="list-style-type: none"> • Evid. 3.5 NEXUS Model Response Plan 2018
Evidence(s) Date	19/08/2018

Component Number	3
Component Title	Communication
Activity Number	3.6
Activity Title	Functioning the regional online learning platform and website
Deliverable(s)	Regional online platform and website Report
Assigned Date	31/12/2020
Date of Issue	---
Date of Approval	---
Responsible Partner	IUCN
Monitoring and Evaluation Results	An in-depth analysis for the Minaret Project's website has been conducted and full technical report has been generated for it. MINARET Website: https://minaretproject.com/
Monitoring and Evaluation Quarter / Year	Q2 / 2020
Evidence(s)	Evid. 3.6.1 Website Full Technical report Evid. 3.6.2 Website London Perform Report Evid. 3.6.3 MINARET Website Analysis Evid. 3.6.4 Website Waterfall Report
Evidence(s) Date	---

Component Number	4
Component Title	Project Implementation
Activity Number	4.1
Activity Title	Implement pilot projects for renewable energy & energy efficiency and water savings & management in the three selected Municipalities
Deliverable(s)	Pilot projects reports
Assigned Date	31/03/2020
Date of Issue	---
Date of Approval	---
Responsible Partner	NERC IUCN Horizons
Monitoring and Evaluation Results	<p>Pilot project brief for renewable energy & energy efficiency and water savings & management in the three selected municipalities</p> <p>The final pilot project report shall include the following sections (where applicable):</p> <ol style="list-style-type: none"> 1. The rationale for selecting the specific pilot project. 2. Background information about the needs to implement the project and the sources of this information including but not limited to desktop research, experts consultation, official letters from the municipality, ... etc 3. The selection criteria for that project. 4. PM and the municipality’s approvals on the selected pilot project. 5. Tender documents + Announcement 6. Letter of nomination of the evaluation committee signed by the PM 7. Evaluation report

	<ol style="list-style-type: none"> 8. Awarding Letter 9. Signed Agreement between the PM, the municipality and the contractor 10. Approved work plan 11. supervision report including the progress reports with photos 12. Progress report form the municipality 13. Progress report from the relevant partner during their site supervision and follow up visit to the municipality. 14. Payments 15. Variation orders 16. Actual work plan 17. Penalties 18. Handover report 19. final handover to the municipality 20. Letter of acceptance from the municipality. 21. MINARET accountant approval on all financial transaction for the project. 22. Testing and Commissioning report. 23. Scan of all guarantees/warranties. 24. Photos through the whole process. <p>The report shall be approved/reviewed by the PM</p>
<p>Monitoring and Evaluation Quarter / Year</p>	<p>Q2 / 2020</p>
<p>Evidence(s)</p>	<ul style="list-style-type: none"> • Evid. 4.1.2 Activity Brief_Water_Tunisia • Evid. 4.1.3 Activity Brief_Water_Jordan • Evid. 4.1.1 Activity Brief_Water_Lebanon
<p>Evidence(s) Date</p>	<p>---</p>

Component Number	4
Component Title	Project Implementation
Activity Number	4.2
Activity Title	Support small initiatives for Community Based Organizations & NGOs, with particular attention to women, that enable them to better use/optimize natural resources to generate economic, social and environmental benefits and in the process, enhance women's role in sustainable development. Implement the value chain socio-economic projects within municipalities in partnership with Community Based Organizations & NGOs.
Deliverable(s)	Initiatives Reports
Assigned Date	31/03/2020
Date of Issue	---
Date of Approval	---
Responsible Partner	Horizons
Monitoring and Evaluation Results	<p>Pilot project brief for Community Based Organizations & NGOs, with particular attention to women, that enable them to better use/optimize natural resources to generate economic, social and environmental benefits and in the process, enhance women's role in sustainable development in the three selected municipalities</p> <p>The final report shall include the following section (where applicable):</p> <ol style="list-style-type: none"> 1. The rationale for selecting the specific Initiative. 2. Background information about the needs to start the Initiative and the sources of this information including but not limited to desktop research, experts consultation, official letters from the municipality, ... etc 3. The selection criteria for that Initiative.

	<ol style="list-style-type: none"> 4. PM and the municipality’s approvals on the selected Initiative. 5. Tender documents + Announcement 6. Letter of nomination of the evaluation committee signed by the PM 7. Evaluation report 8. Awarding Letter 9. Signed Agreement between the PM, the municipality and the contractor 10. Approved work plan 11. supervision report including the progress reports with photos 12. Progress report form the municipality 13. Progress report from the relevant partner during their site supervision and follow up visit to the municipality. 14. Payments 15. Variation orders 16. Actual work plan 17. Penalties 18. Handover report 19. final handover to the municipality 20. Letter of acceptance from the municipality. 21. MINARET accountant approval on all financial transaction for the project. 22. Testing and Commissioning report. 23. Scan of all guarantees/warranties. 24. Photos through the whole process. <p>The report shall be approved/reviewed by the PM</p>
<p>Monitoring and Evaluation Quarter / Year</p>	<p>Q2 / 2020</p>
<p>Evidence(s)</p>	<ul style="list-style-type: none"> • Evid. 4.2.1 SE Activity Brief_Jordan • Evid. 4.2.2 SE Activity Brief _Lebanon • Evid. 4.2.3 SE Activity Brief_Tunisia
<p>Evidence(s) Date</p>	<p>---</p>

Component Number	5
Component Title	Project Scalability & Replicability
Activity Number	5.1
Activity Title	Develop Sustainable Energy Action Plans (SEAP) for each of the selected Municipalities for the next (10) years. Follow up on Covenant of Mayors requirements
Deliverable(s)	SEAPs for the three municipalities Covenant of Mayors (COM) Approval
Assigned Date	31/03/2020
Date of Issue	---
Date of Approval	---
Responsible Partner	NERC
Monitoring and Evaluation Results	Develop Sustainable Energy Action Plans (SEAPs) to Sustainable Energy and Climate Action Plans (SECAPs) for Monastir and Jdaidet Al-Chouf Municipalities and they are in their final draft still not submitted yet. As for AlKarak Municipality, the European Union was responsible for it. AlKarak Municipality joined the Covenant of Mayors (COM), kindly check this link: https://www.covenantofmayors.eu/about/covenant-community/signatories/overview.html?scity_id=20412 As for Monastir and Jdaidet Al-Chouf Municipalities still in the process of joining the COM
Monitoring and Evaluation Quarter / Year	Q2 / 2020
Evidence(s)	<ul style="list-style-type: none"> • Evid. 5.1.1 SECAP_Karak • Evid. 5.1.2 SECAP_Jdaidet Al-Chouf • Evid. 5.1.3 SECAP_Monastir
Evidence(s) Date	---

Component Number	5
Component Title	Project Scalability & Replicability
Activity Number	5.2
Activity Title	Facilitate the participation of Project applicant, partners, municipality representatives and other key project stakeholders in regional & international conferences, forums and other learning & knowledge exchange venues to present MINARET NEXUS model and activities.
Deliverable(s)	Participation Reports
Assigned Date	30/09/2020
Date of Issue	---
Date of Approval	---
Responsible Partner	Project Management
Monitoring and Evaluation Results	<p>RSS/NERC participated in the World Water Week that was organized by Stockholm International Water Institute (SIWI), and they presented a Showcase describing the role of Minaret in efficient use of resources and Nexus approach. In addition, they focused on the Communication and networking with various international organizations.</p> <p>In addition, RSS/NERC participated in and delivered a presentation about the achievements of MINARET Project in the regional workshop in Cairo, Egypt entitled “Promoting Urban Nexus in the MENA Region”.</p>
Monitoring and Evaluation Quarter / Year	Q2 / 2020
Evidence(s)	<ul style="list-style-type: none"> • Evid. 5.2.1 Mission Report_Cairo • Evid. 5.2.1 Mission Report_Sweden
Evidence(s) Date	---

Component Number	5
Component Title	Project Scalability & Replicability
Activity Number	5.4
Activity Title	<p>Establish a NEXUS fund (Access to Finance) at each of the 3 project municipalities:</p> <ul style="list-style-type: none"> • Develop fund mandate, scope & criteria; • Develop fund governance, ensuring engagement of community in the governance & management of the fund; • Develop fund-operating procedures; • Develop fund auditing & quality assurance mechanism and procedures.
Deliverable(s)	<ul style="list-style-type: none"> • NEXUS Fund report including (mandate, scope, criteria, governance) • Fund operating procedure • Fund auditing & quality assurance mechanism and procedures
Assigned Date	30/06/2020
Date of Issue	---
Date of Approval	---
Responsible Partner	Horizons
Monitoring and Evaluation Results	<ol style="list-style-type: none"> 1. ToR for conducting this activity is not available. 2. The submitted reports contain a background information on the three countries with Municipal Investment Opportunities and Available Investors and Designing Municipal Investment Funds. 3. Fund operating procedures and Fund auditing & quality assurance mechanism and procedures are not available 3. The PM approval is not available.
Monitoring and Evaluation Quarter / Year	Q2 / 2020
Evidence(s)	<ul style="list-style-type: none"> • Evid. 5.4.1 Legal Review at Municipalities • Evid. 5.4.2 Investment Fund Design • Evid. 5.4.3 Investment Opportunity Pipeline and Potential Investors

Evidence(s) Date	
	<ul style="list-style-type: none">• Evid. 5.4.1 - November 2019• Evid. 5.4.2 - November 2019• Evid. 5.4.3 - December 2019

Component Number	5
Component Title	Project Scalability & Replicability
Activity Number	5.5
Activity Title	Organize 3 national events/workshops/open day, one in each country to establish public, private and community networking around identified opportunities at each of the 3 project's municipalities
Deliverable(s)	3 reports for national events/workshops/open day in the municipalities
Assigned Date	30/09/2020
Date of Issue	---
Date of Approval	---
Responsible Partner	IUCN
Monitoring and Evaluation Results	N.A.
Monitoring and Evaluation Quarter / Year	Q2 / 2020
Evidence(s)	N.A.
Evidence(s) Date	N.A.

Component Number	5
Component Title	Project Scalability & Replicability
Activity Number	5.6
Activity Title	Produce final Project report
Deliverable(s)	Final Project report
Assigned Date	31/03/2021
Date of Issue	---
Date of Approval	---
Responsible Partner	Project Management
Monitoring and Evaluation Results	N.A.
Monitoring and Evaluation Quarter / Year	Q2 / 2020
Evidence(s)	N.A.
Evidence(s) Date	N.A.

3.2 M&E Results – Financial

The implementation of the financial part of M&E activities in MINARET project for the first three years has been carried out and the results are shown in annex “MINARET Financial Follow up”. The approval of the project’s accountant Mr. Ahmed Abu Ghosh) is attached.

4 Roles & Responsibilities

Role	Responsibilities
M&E officer (Ali AIMarzouq)	Preparation of M&E plan Perform all M&E activities according to the plan Follow up with the focal points of the partners and the municipalities Follow up with the project coordinator Reporting to the project manager
Project Manager (Rola Shaweesh)	Facilitate M&E activities Provide all necessary information related to M&E Review and approval of M&E plan Review M&E reports
Project Coordinators (Dana Daqqaq)	Facilitate M&E activities Provide all necessary information related to M&E Perform requested M&E activities from the M&E officer Provide the M&E officer with all needed support regarding the coordination with the partners and municipalities Report to the M&E officer regarding related activities
NERC Focal Point (Muhieddin Tawalbeh)	Facilitate M&E activities Provide all necessary information related to M&E Perform requested M&E activities from the M&E officer Report to the M&E officer regarding related activities
Horizons Focal Point (Ahmad Hijazi)	
IUCN Focal Point (Ola Mallah)	
Karak Municipality Focal Point (Sajida Kfaween)	
Jdaideh AlChouf Municipality Focal Point (Dunia Fatayri)	
Monastir Municipality Focal Point (Wafa'a Gandouz)	