GLOBAL ENVIRONMENT FACILITY
INVESTING IN OUR PLANET

Naoko Ishii
CEO and Chairperson

June 13, 2018

Ms. Kelly West
GEF Executive Coordinator
United Nations Environment Programme
Nairobi 00100, Kenya

Dear Ms. West:

I am pleased to inform you that I have approved the medium-sized project detailed below:

Decision Sought:	Medium-sized Project (MSP) Approval
GEFSEC ID:	9947
Agency(ies):	UNEP
Focal Area:	Climate Change
Project Type:	Medium-Sized Project
Country(ies):	Global
Name of Project:	The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change
Indicative GEF Project Grant:	$2,000,000
Indicative Agency Fee:	$190,000
Funding Source:	GEF Trust Fund

This approval is subject to the comments made by the GEF Secretariat in the attached document. It is also based on the understanding that the project is in conformity with GEF focal areas strategies and in line with GEF policies and procedures.

Sincerely,

Naoko Ishii
Chief Executive Officer and Chairperson

Attachment: GEFSEC Project Review Document
Copy to: Country Operational Focal Point, GEF Agencies, STAP, Trustee

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GEF-6 REQUEST FOR PROJECT ENDORSEMENT/APPROVAL

PROJECT TYPE: MEDIUM-SIZED PROJECT
TYPE OF TRUST FUND: GEF TRUST FUND

For more information about GEF, visit TheGEF.org

PART I: PROJECT INFORMATION

Project Title: The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change			
Country(ies):	Global	GEF Project ID:[1]	9947
GEF Agency(ies):	UN Environment	GEF Agency Project ID:	01618
Other Executing Partner(s):	WRI (World Resources Institute)	Resubmission Date:	June 04, 2018
GEF Focal Area (s):	Climate Change	Project Duration (Months)	18
Integrated Approach Pilot	IAP-Cities ☐ IAP-Commodities ☐ IAP-Food Security ☐	Corporate Program: SGP ☐	
Name of Parent Program	N/A	Agency Fee ($)	190,000

A. FOCAL AREA STRATEGY FRAMEWORK AND OTHER PROGRAM STRATEGIES[2]

Focal Area Objectives/Programs	Focal Area Outcomes	Trust Fund	(in $)	
			GEF Project Financing	Co-financing
CCM-1 Program 1	Policy, planning and regulatory frameworks foster accelerated low GHG development and emissions mitigation	GEFTF	2,000,000	6,116,597
	Total project costs		**2,000,000**	**6,116,597**

B. PROJECT DESCRIPTION SUMMARY

Project Objective: Reduce greenhouse gas emissions by supporting market transformations that will enable a doubling of the rate of energy efficiency improvements in buildings by 2030, by linking global market experience, national policy, and local action and capacity building.

Project Components/ Programs	Financing Type[3]	Project Outcomes	Project Outputs	Trust Fund	(in $)	
					GEF Project Financing	Confirmed Co-financing
1. Partnership expansion: Global and local partnerships of businesses, NGOs, local governments, and national governments scale up efficiency markets	TA	1.1 Expand and accelerate city-level market shifts towards more efficient buildings through the BEA partnership, including public-private collaboration and national government engagement with local action.	1.1.1. 30 new cities or subnational governments and 30 new companies/ organizations sign up to the BEA 1.1.2. Commitments from 3 national governments (each with at least 3 BEA partner cities) to be stewards for local action are issued	GEFTF	372,290	1,131,009
2. Technical assistance	TA	2.1. Existing and new	2.1.1. Technical	GEFTF	469,090	2,525,217

[1] Project ID number remains the same as the assigned PIF number.
[2] When completing Table A, refer to the excerpts on GEF 6 Results Frameworks for GETF, LDCF and SCCF and CBIT programming directions.
[3] Financing type can be either investment or technical assistance.

and capacity building for efficiency actions in cities or subnational governments (“Light touch”)		BEA “light touch" cities or subnational governments are better equipped to define, adopt and/or further advance building efficiency actions.	assistance using the standardized BEA offer is provided to cities or subnational governments 2.1.2. Private sector commitments to be stewards for collective local action across the value chain are issued 2.1.3. Announcements on BEA actions are made during key international events			
3. Place-based market transformation partnerships for policy and project implementation (“Deep dives”)	TA	3.1. Continuing “deep dive” cities implement a building efficiency policy and develop project pipelines 3.2. New “deep dive” cities are prepared to adopt or implement building efficiency policies and projects.	3.1.1. Commitments from continuing “deep dive” cities to provide funding for continued implementation activities are issued 3.1.2. Continuing “deep dive” cities have adopted the policy drafted in 2016-2017 3.1.3. Finance/funding mechanism(s) for policy implementation are identified by continuing “deep dive” cities 3.1.4. Continuing “deep dive” cities have completed the demonstration project(s) begun in 2016-2017 3.1.5. Assistance is provided on systemization of project pipeline development including identification of finance/funding mechanism(s) 3.2.1. Market-specific research is compiled in support of relevant policy and project development 3.2.2. In each city	GEFTF	924,980	2,251,213

			working group activities are agreed upon, co-leaders are selected, efficiency vision, action ideas and recommendations are provided to officials, and recommendations are released publicly 3.2.3. Commitments from local partners to provide direct staffing and coordination support to policy and project preparation are issued 3.2.4. Policies and actions are drafted and project implementation is planned or underway			
		3.3. Selected national governments are prepared to adopt building efficiency programs/policies and tracking towards national goals integrated with the actions of BEA cities or subnational governments.	3.3.1. National plans on enabling local actions on building efficiency, including linkages to NDC/SDG priorities, are drafted 3.3.2 Policy dialogue between national/local governments and the private sector is undertaken 3.3.3. New national policies, programs, and project pipelines are improved or developed to support the needs of local governments to act on building efficiency. 3.3.4. Potential additional focus countries are identified			
4. Monitoring Results	TA	4.1. Increased capacity and improved practices for collecting, analyzing and scaling city level data to measure performance of project-related	4.1.1. Guidelines for cities are distributed on: a. monitoring and reporting city-scale energy performance; b. tracking building-scale energy performance	GEFTF	135,860	80,751

		activities in cities or subnational governments.	4.1.2. Impact projections for policies and projects are quantified by participating cities, demonstrating localizable impact assessment methods 4.1.3. Knowledge products (i.e. best practices for technical content, peer learning, project results, lessons learned, local and national tracking / goal-setting) are properly managed and disseminated across the network			
				Subtotal		1,902,220	5,988,190
				Project Management Cost (PMC)[4]	GEFTF	97,780	128,407
				Total project costs		**2,000,000**	**6,116,597**

C. CONFIRMED SOURCES OF CO-FINANCING FOR THE PROJECT BY NAME AND BY TYPE

Please include evidence for co-financing for the project with this form.

Sources of Co-financing	Name of Co-financier	Type of Cofinancing	Amount ($)
CSO	100 Resilient Cities	In-kind	40,000
CSO	Alliance to Save Energy	In-kind	23,000
CSO	Buildings Performance Institute Europe (BPIE)	In-kind	170,000
CSO	Business Council for Sustainable Energy (BCSE)	In-kind	117,636
CSO	Clean Energy Solutions Center/National Renewable Energy Laboratory (NREL)	In-kind	50,000
CSO	Colombia Green Building Council	In-kind	136,500
CSO	Copenhagen Center on Energy Efficiency (C2E2)	In-kind	250,000
Private Sector	Danfoss	In-kind	35,100
Private Sector	Econoler	In-kind	20,000
CSO	Green Buildings Performance Network (GBPN)	In-kind	67,000
CSO	ICLEI - Local Governments for Sustainability	In-kind	115,000
Private Sector	Ingersoll Rand	In-kind	409,796
Multilateral	International Energy Agency	In-kind	850,000
CSO	International Finance Corporation (IFC)	In-kind	1,213,350

[4] For GEF Project Financing up to $2 million, PMC could be up to10% of the subtotal; above $2 million, PMC could be up to 5% of the subtotal. PMC should be charged proportionately to focal areas based on focal area project financing amount in Table D below.

CSO	International Partnership for Energy Efficiency Cooperation (IPEEC)	In-kind	10,000
CSO	Investor Confidence Project (ICP)	In-kind	80,000
Private Sector	Johnson Controls	In-kind	403,750
CSO	Natural Resources Defense Council (NRDC)	In-kind	2,966
CSO	Pacific Northwest National Laboratory (PNNL)	In-kind	115,000
Private Sector	Philips	In-kind	230,000
CSO	TECNALIA	In-kind	412,000
CSO	US Green Building Council	In-kind	135,600
CSO	World Green Building Council (World GBC)	In-kind	186,000
CSO	World Resources Institute (WRI)	In-kind	1,023,899
GEF Agency	UN Environment	In-kind	20,000
Total Co-financing			**6,116,597**

D. TRUST FUND RESOURCES REQUESTED BY AGENCY(IES), COUNTRY(IES), FOCAL AREA AND THE PROGRAMMING OF FUNDS

GEF Agency	Trust Fund	Country Name/Global	Focal Area	Programming of Funds	(in $)		
					GEF Project Financing (a)	Agency Fee(*) (b)	Total (c)=(a)+(b)
UN Environment	GEFTF	Global	Climate Change		2,000,000	190,000	2,190,000
Total Grant Resources					**2,000,000**	**190,000**	**2,190,000**

(*) Refer to the Fee Policy for GEF Partner Agencies

E. PROJECT'S TARGET CONTRIBUTIONS TO GLOBAL ENVIRONMENTAL BENEFITS[5]

Provide the expected project targets as appropriate.

Corporate Results	Replenishment Targets	Project Targets
1. Maintain globally significant biodiversity and the ecosystem goods and services that it provides to society	Improved management of landscapes and seascapes covering 300 million hectares	*hectares*
2. Sustainable land management in production systems (agriculture, rangelands, and forest landscapes)	120 million hectares under sustainable land management	*hectares*
3. Promotion of collective management of transboundary water systems and implementation of the full range of policy, legal, and institutional reforms and investments contributing to sustainable use and maintenance of ecosystem services	Water-food-ecosystems security and conjunctive management of surface and groundwater in at least 10 freshwater basins;	*Number of freshwater basins*
	20% of globally over-exploited fisheries (by volume) moved to more sustainable levels	*Percent of fisheries, by volume*
4. Support to transformational shifts towards a low-emission and resilient development path	750 million tons of CO_{2e} mitigated (include both Direct and Consequential)	2,736,558 $MtCO_{2e}$ by 2035
5. Increase in phase-out, disposal and reduction of releases of POPs, ODS,	Disposal of 80,000 tons of POPs (PCB, obsolete pesticides)	*metric tons*

[5] Update the applicable indicators provided at PIF stage. Progress in programming against these targets for the projects per the *Corporate Results Framework* in the *GEF-6 Programming Directions*, will be aggregated and reported during mid-term and at the conclusion of the replenishment period.

Corporate Results	Replenishment Targets	Project Targets
mercury and other chemicals of global concern	Reduction of 1000 tons of Mercury	*metric tons*
	Phase-out of 303.44 tons of ODP (HCFC)	*ODP tons*
6. Enhance capacity of countries to implement MEAs (multilateral environmental agreements) and mainstream into national and sub-national policy, planning financial and legal frameworks	Development and sectoral planning frameworks integrate measurable targets drawn from the MEAs in at least 10 countries	*Number of Countries:*
	Functional environmental information systems are established to support decision-making in at least 10 countries	*Number of Countries:*

F. DOES THE PROJECT INCLUDE A "NON-GRANT" INSTRUMENT? NO

(If non-grant instruments are used, provide an indicative calendar of expected reflows to your Agency and to the GEF/LDCF/SCCF/CBIT Trust Fund) in Annex D.

Not applicable – this project does not include a non-grant instrument.

PART II: PROJECT JUSTIFICATION

A.0. Describe any changes in alignment with the project design with the original PIF

No significant changes to the project's design have been made as compared to the original PIF. Component 4 was renamed from "Monitoring and Evaluation" to "Monitoring Results" to avoid confusion between monitoring within the project by the Executing Agency and evaluation by the GEF Implementing Agency. Several outcomes and outputs have been reworded to reflect that BEA local governments include not just « cities », but « cities and subnational governments ». In addition, some changes were made to the structure of project Outputs. The same activities and expectations are included, but in a more streamlined way that makes more sense within the four Components:

Output as written in the PIF	Output revised after consultations	Justification
2.1.1 Links between national plans, local plans, institutions, and NDC/SDG priorities are analyzed	*Removed and merged into output 3.3.1 below.*	Outcome 3.3 within Component 3 is focused on national engagement, and so we have now consolidated the national engagement work there rather than having one piece of this work in Component 2.
3.1.2 Existing "deep dive" cities complete adoption of the policy drafted in phase 1 3.1.4 Existing "deep dive" cities complete demonstration project(s) begun in phase 1	3.1.2 Continuing "deep dive" cities have adopted the policy drafted in 2016-2017 3.1.4 Continuing "deep dive" cities have completed the demonstration project(s) begun in 2016-2017	Outputs 3.1.2 and 3.1.4 wording has been adjusted to refer to relevant project implementation years instead of "phases", since the activities that will be undertaken during years 2018-2019 are distinct from the ones that were completed in years 2016-2017.
3.3.1. Country-specific research is compiled in support of relevant building efficiency programs 3.3.2. Engagement of national/local governments and the private by local organizations is undertaken to establish national action plans	*Replaced by:* 3.3.1. National plans on enabling local actions on building efficiency, including linkages to NDC/SDG priorities, are drafted	The revised output 3.3.1 incorporates the PIF outputs 2.1.1, 3.3.1, and 3.3.2 to focus on the output itself – the drafting of national plans – rather than the activities to get there (analysis, research, and engagement). These activities are included in the Work Plan in Annex I.
3.3.3. Local government contributions are integrated into relevant national strategies	3.3.2 Policy dialogue between national/local governments and the private sector is undertaken	After consultation, we have revised this output to reflect a more appropriate ambition for an 18-month project.
3.3.4. New national policies/programs to support the needs of local governments to act on building efficiency are improved or developed 3.3.5. New national project pipelines to enable an aggregated portfolio approach to facilitate city project funding/finance are improved or developed	*Merged into:* 3.3.3 New national policies, programs, and project pipelines are improved or developed to support the needs of local governments to act on building efficiency	These two outputs were driving towards the same activities, so we have consolidated them into one output.

Output as written in the PIF	Output revised after consultations	Justification
3.3.6 Potential additional focus countries are identified	3.3.4 Potential additional focus countries are identified	No change to the output; only the numbering has been updated.
4.1.4 Localizable impact assessment methods (scalable to the building, city and national levels) are demonstrated 4.1.2 Impact projections for policies and projects are quantified by participating cities	*Merged into:* 4.1.2 Impact projections for policies and projects are quantified by participating cities, demonstrating localizable impact assessment methods	These two outputs were driving towards the same activities, so we have consolidated them into one output.

Changes in funding levels are reflected in the Request for CEO Approval for both the GEF funding and co-financing as noted and explained in the following tables.

Project Component	GEF funding in original PIF	GEF funding in Request for CEO Approval	Comments
1. Partnership expansion: Global and local partnerships of businesses, NGOs, local governments, and national governments scale up efficiency markets	285,000	372,290	Based on BEA work in 2016-2017, we were able to determine the overall costs of Component 3 (Deep Dives) over the 21 months of the project. These costs were slightly lower than anticipated. We have therefore reallocated some funding to Component 1 (Partnership expansion) which includes regional engagement, a critical role that requires funding for success of the network. This approach is a truer representation of the costs, and will facilitate monitoring and reporting.
2. Technical assistance and capacity building for efficiency actions in cities or subnational governments ("Light touch")	440,000	469,090	
3. Place-based market transformation partnerships for policy and project implementation ("Deep dives")	1,040,000	924,980	
4. Monitoring Results	115,000	135,860	
PMC	120,000	97,780	
Total Costs	**2,000,000**	**2,000,000**	

The indicative co-financing in the PIF totaled US$ 8,073,000 from 20 co-financiers from civil society organizations, private sector and GEF Agency. This estimate was made based on discussions with co-financiers at the time the PIF was formulated, with many initial estimates made based on the BEA 2016-2017 co-financing reporting that had been completed until that time.

The indicative co-financing figures were re-assessed during consultations held during the preparation of the Request for CEO Approval. The partners' co-financing in the Request for CEO Approval reflects their involvement in the project activities primarily in 'light touch' cities, since deep dive cities will be formally selected by the Steering Committee after the project launch. As the project's selection of 'deep dive' cities will be made during early project implementation, many partner contributions related to activities in those cities and the contributions of local governments and local partners in those cities are not currently included as project co-financing. Rather, these 'deep dive'-related contributions will be considered 'leveraged', and will be tracked and reported on during the project's final evaluation. As a result of these consultations, and as reflected in co-financing letters, the co-financing now totals US$ 6,116,597.

Changes in co-financing commitments from partners:

Name of co-financier	Indicative amount at PIF	Committed amount at Request for CEO Endorsement	Explanation for variations
100 Resilient Cities	0	40,000	New in-kind partner
Alliance to Save Energy	0	23,000	New in-kind partner
Buildings Performance Institute Europe (BPIE)	425,000	170,000	The PIF estimate for BPIE was based on an assumption of BPIE providing a similar level of co-finance as in 2016-2017. Their 2016-2017 commitment was largely comprised of initial contributions to compiling BEA working group work plans and resources. Having created these compiled resources in 2016-2017, we have turned the focus in 2018-2019 to targeted technical assistance which will be determined based on city needs and requests. BPIE's contributions may increase as technical assistance needs are determined, but this amount is what the organization can commit to at this time.
Business Council For Sustainable Energy (BCSE)	130,000	117,636	The first figure submitted by BCSE was a rough estimate; upon detailed calculation of staff time assumptions, the number fell.
Clean Energy Solutions Center/National Renewable Energy Laboratory (NREL)	85,000	50,000	When the initial estimate of $85,000 was made, we thought the BEA might require webinar platform services from NREL. However, given that C2E2's platform continues to serve us well, we have not needed that piece of support from them.
Colombia Green Building Council	0	136,500	New in-kind partner
Copenhagen Center on Energy Efficiency (C2E2)	310,000	250,000	In 2016-2017, C2E2 led a working group on Tracking Progress which produced a number of resources for BEA cities. Having created these compiled resources in 2016-2017, we have turned the focus in 2018-2019 to targeted technical assistance which will be determined based on city needs and requests. C2E2's contributions may increase as technical assistance needs are determined, but this amount is what the organization can commit to at this time.
Danfoss	45,000	35,100	No substantial change.
Econoler	0	20,000	New in-kind partner
Global Green Growth Forum (3GF)	27,000	0	3GF, which provided a co-finance commitment in 2016-2017, has now transformed into the Partnership for Green Growth and Global Goals 2030 (P4G). As WRI is the coordinating agency for P4G, we are not eligible to receive direct support from them. One of our partners may – in which case the number for either P4G or that partner would rise significantly – but for now we do not have a co-finance commitment from P4G.
Green Buildings Performance Network (GBPN)	110,000	67,000	The PIF estimate for GBPN was based on an assumption of GBPN providing a similar level of co-finance as in 2016-2017. Their 2016-2017 commitment was largely comprised of initial contributions to compiling BEA working group work plan and resources. Having created these compiled resources in 2016-2017, we have turned the

Name of co-financier	Indicative amount at PIF	Committed amount at Request for CEO Endorsement	Explanation for variations
			focus in 2018-2019 to targeted technical assistance which will be determined based on city needs and requests. GBPN's contributions may increase as technical assistance needs are determined, but this amount is what the organization can commit to at this time.
ICLEI -- Local Governments for Sustainability	2,445,000	115,000	ICLEI has had a change in policy regarding in-kind commitments that limits their co-finance to an amount they have received in the past through subgrants for the project.
Ingersoll Rand	425,000	409,796	No substantial change.
International Energy Agency	0	850,000	New in-kind partner
Investor Confidence Project (ICP)	170,000	80,000	In 2016-2017, ICP led the Finance working group to create a technical guidebook for BEA cities and lead a number of workshops and webinars. Having created these compiled resources in 2016-2017, we have turned the focus in 2018-2019 to targeted technical assistance which will be determined based on city needs and requests. ICP's contributions may increase as technical assistance needs are determined, but this amount is what the organization can commit to at this time.
International Finance Corporation (IFC)	690,000	1,213,530	In-kind increased for 2018-2019
International Partnership for Energy Efficiency Cooperation (IPEEC)	0	10,000	New in-kind partner
Johnson Controls	725,000	403,750	The indicative amount in the PIF was based on an assumption of continued co-finance at the level provided in BEA for 2016-2017. Due to some structural changes at the company, this amount will be decreased in 2018-2019.
Natural Resources Defense Council (NRDC)	0	2,966	New in-kind partner
Pacific Northwest National Laboratory (PNNL)	90,000	115,000	In-kind increased for 2018-2019
Philips	0	230,000	New in-kind partner
TECNALIA	1,140,000	412,000	In 2016-2017, TECNALIA led the Retrofits working group to create a technical guidebook for BEA cities and lead a number of workshops and webinars. Having created these compiled resources in 2016-2017, we have turned the focus in 2018-2019 to targeted technical assistance which will be determined based on city needs and requests. TECNALIA's contributions may increase as technical assistance needs are determined, but this amount is what the organization can commit to at this time.
UN Environment	80,000	20,000	The PIF estimate for UN Environment was based on an assumption of UN Environment providing a similar level of co-finance as in

Name of co-financier	Indicative amount at PIF	Committed amount at Request for CEO Endorsement	Explanation for variations
			2016-2017. Their 2016-2017 commitment was largely comprised of initial contributions to compiling BEA working group work plan and resources. Having created these compiled resources in 2016-2017, we have turned the focus in 2018-2019 to targeted technical assistance which will be determined based on city needs and requests. UN Environment's contributions may increase as technical assistance needs are determined, but this amount is what the organization can commit to at this time.
UN Foundation	15,000	0	UN Foundation's co-finance in 2016-2017 was as a Steering Committee member organization. That member has now retired from the Committee.
US Green Building Council (USGBC)	65,000	135,600	In-kind increased for 2018-2019
World Business Council on Sustainable Development (WBCSD)	36,000	0	WBCSD is revising their organizational approach to building efficiency. While they have stated their commitment to remain connected and continue to exchange experience, their current programmatic and resource constraints prevent them from making a commitment at this time to BEA in 2018-2019.
World Green Building Council (World GBC)	225,000	186,000	The slight decrease is, like some above, due to the change in our method of technical assistance provision in 2018-2019.
World Resources Institute (WRI)	835,000	1,023,899	In-kind increased for 2018-2019
Total amount	**8,073,000**	**6,116,597**	

Changes in co-financing by Component are summarized in the table below.

Project Component	Co-financing in original PIF	Financing in Request for CEO Approval
1. Partnership expansion: Global and local partnerships of businesses, NGOs, local governments, and national governments scale up efficiency markets	1,150,000	1,131,009
2. Technical assistance and capacity building for efficiency actions in cities or subnational governments ("Light touch")	2,050,000	2,525,217
3. Place-based market transformation partnerships for policy and project implementation ("Deep dives")	4,210,000	2,251,213
4. Monitoring Results	463,000	80,751
PMC	200,000	128,407
Total Costs	8,073,000	6,116,597

During the preparation of the Request for CEO Approval[6], additional information has been elaborated on from the PIF:

- Gender Equality and Women's Empowerment (Section A.4)
- Project Results Framework (Annex A)
- Terms of References for Personnel, Consultants and Subcontractors (Annex E)
- Detailed budgets (Annexes F-1 and F-2)
- M&E Budget and Work Plan (Annex G)
- Implementation Arrangements (Annex H)
- Work plan and Deliverables (Annex I)
- GEF Tracking Tool (Annex J-1)

[6] No PPG funds have been accessed for the development of this Request for CEO Approval.

A.1. Project Description.

1) Global environmental and/or adaptation problems, root causes and barriers that need to be addressed

The building sector is a major contributor to global warming. Buildings account for about one-fourth of global energy demand and nearly one-third of greenhouse gas emissions.[7] The sector holds potential for some of the greatest areas of progress towards a more sustainable future, but is insufficiently addressed today. By 2050 global building energy demand can be reduced by at least one-third if known energy efficiency best practices are implemented on a large scale.[8] Improvements to buildings in the urban environment can provide multiple benefits and improve quality of life: buildings are where city dwellers spend most of their time. Benefits of energy efficiency include easily quantified indoor and outdoor air quality improvements, greenhouse gas reduction, lower energy demand and costs, and more complex benefits such as improved urban liveability, worker productivity, as well as local employment.[9]

Consensus on the urgency and seriousness of climate change continues to grow. There has never been a greater level of recognition of the role of energy efficiency as an essential element of providing a solution for climate change that will simultaneously benefit the global economy and contribute toward human development goals. In 2011, the United Nations launched the Sustainable Energy for All (SEforALL) initiative to mobilize action towards a goal of doubling the global rate of energy efficiency improvement by 2030 from 1.5% to a 3% annual rate of improvement by 2030. This goal is achievable but activities must be quickly scaled.

2) Baseline scenario or any associated baseline projects

<u>Buildings in the global landscape</u>

Electricity growth continues at approximately 5.7% year in non-OECD countries, with half of electricity generation (on average) from coal. The pace of electricity demand is determined by a number of factors including 1) increasing access to those living in energy poverty, 2) dramatic urbanization trends resulting in tremendous growth in the built environment and 3) additional energy consuming devices including space heating and cooling. With these macro trends, policymakers must look to energy efficiency strategies in the building sector to contribute significantly to stabilizing energy demand to meet a global 2-degree pathway.

The International Energy Agency (IEA) found in its model of least-cost approaches that the global buildings sector can contribute emissions declines of 42 percent between 2012 and 2050 (around 80 $GtCO_2$). Emissions reductions can occur at the same time that population, Gross Domestic Product (GDP), built floor space, and energy use are expected to grow.[10] Technically feasible and cost-effective building efficiency solutions are available around the world in support of climate and energy goals. However, these solutions require significant shifts from business-as-usual construction and

[7] D. Urge-Vorsatz et al., "Towards Sustainable Energy End-Use: Buildings.," in Global Energy Assessment, vol. Chapter 10 (Laxenburg, Austria, Cambridge, United Kingdom and New York, NY, USA.: IIASA and Cambridge University Press, 2012).
[8] D. Urge-Vorsatz et al., Best Practice Policies for Low Energy and Carbon Buildings. A Scenario Analysis (Budapest, Hungary: Research report prepared by the Center for Climate Change and Sustainable Policy (3CSEP) for the Global Best Practice Network for Buildings, May 2012), http://www.globalbuildings.org/global-projects/.
[9] B Boza-Kiss, S Moles-Grueso, and K Petrichenko, Handbook of Sustainable Building Policies. Composing Building Blocks (United Nations Environment Programme (UNEP), 2013), http://sustainable-buildings-policy-assessment-tools.net/Content/PolicyPackages/ENG/SPoD-final-ALL.pdf.
[10] IEA (2015) Energy Technology Perspectives 2015.

operation of buildings. And today, with the global population increasing from 54% urban to over 70% urban by 2050, we risk locking in a high carbon, inefficient built environment if cities are not rapidly upgrading building construction and renovation practices.

Global buildings partnerships and related projects

The Building Efficiency Accelerator (BEA) partnership is one of 6 Accelerators launched in 2015 at the Climate Summit, and it focuses on subnational action. The BEA is complementary to, and coordinates with:

- The District Energy in Cities Initiative (District Energy Accelerator) – Reducing carbon emissions requires re-examination of energy supply options. District heating and cooling options can be very efficient, offer resiliency benefits, and can be designed in concert with building technologies and renovations to deliver sustainability benefits. This is a "sister project" to the BEA, where the BEA focuses on driving down energy demand, which can be more easily met using localized district energy capturing improved economics and technology upgrades in integrated projects. The BEA and District Energy Accelerator have worked together in Belgrade, Serbia throughout BEA work in 2016-2017 to simultaneously support the supply- and demand-side elements of energy for buildings.
- United for Efficiency (U4E, the Efficient Appliances & Equipment Accelerator) – Through partnership with U4E, participating countries receive technical support and information, as well as funding for actions to promote the transition to efficient appliances and equipment. The creation of standards and national appliance efficiency action and diffusion strategies complements the BEA.
- en.lighten (Efficient Lighting Accelerator) – By supporting efficient and advanced lighting technologies, the work of en.lighten raises awareness and acceptance of highly efficient lighting technology. While much of the effort is geared toward street and public lighting, creating lighting technology awareness and standards will support rapid acceleration of these technologies in procurement strategies and help scale the availability of efficient lighting in global markets, benefiting interior lighting technology availability and cost effectiveness.

The corporate and Non-Governmental Organizations (NGO) partners in the BEA often touch more than one accelerator. Many have deep experience in markets around the world, which means that the work catalysed through the Accelerators will be reinforcing and can be sustained for efficiency action and market transformation. Bringing this broad and focused set of buildings sector experiences to subnational and local governments makes the BEA and the District Energy Accelerator efforts unique. The "ecosystem" of the market for energy efficiency requires additional attention and alignment in order to speed the delivery of efficiency solutions. The Energy Efficiency Accelerators bring together architects of national policies, international organizations, and local commitments and stakeholders to address market and policy gaps and barriers.

Many BEA partners also participate in the Global Alliance for Buildings and Construction (GABC), which was announced in Paris at COP (Conference of Parties) 21. The GABC provides a building and construction sector voice and perspective to national policy makers to help them harness these sectors in support of ambitious climate action. The GABC's work challenges national leaders to consider the buildings sector as they plan for implementation of actions consistent with their Nationally Determined Contributions (NDCs). The Building Efficiency Accelerator, through WRI and ICLEI – Local Governments for Sustainability, have launched a work stream within the GABC Public Policies work group that focuses on subnational action to ensure a connection between the work of the BEA and the GABC. The BEA's work will continue to result in demonstrable market transformation projects and policies in local jurisdictions, and help connect the national goals with local action to support enhanced ambition. This work at the city and sub-

national level to deliver demonstrable market transformation in cities will create a pipeline of projects and policies for investment, which will be reported to the GABC as well as to SEforALL.

The Program for Energy Efficiency in Buildings (PEEB), led by AFD (Agence Française de Développement, the French Development Agency), GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit, German development agency) and ADEME (Agence de l'environnement et de la maîtrise de l'énergie, the French Environment and Energy Management Agency), was launched in Paris at COP23. PEEB is active in GABC member countries and will use existing loan programs to support technical assistance and investments on building efficiency for national and local action plans, national policies, and structuring and implementation of projects. The BEA's work will connect with PEEB both through the GABC and directly to align the work of cities and countries that participate in both initiatives and leverage the resources of each for greater impact.

The International Partnership for Energy Efficiency Cooperation (IPEEC) seeks to accelerate the global adoption of energy efficiency practices and policies, and is the lead coordinating agency for the G20's collaborative activities on energy efficiency. In addition to supporting global dialogue on energy efficiency in buildings, IPEEC does extensive work on building codes and rating systems through the Buildings Energy Efficiency Task Group (BEET). The Building Efficiency Accelerator connects with IPEEC at the global level to elevate support for building efficiency, and at the technical level to support the building efficiency actions in specific cities.

There is growing momentum by cities to commit to emissions reductions and contribute to a global solution to climate change. The Global Covenant of Mayors, the Under 2 MOU, and other subnational government associations and partnerships continue to pledge ambitious action. These cities want to ensure that their actions to reduce emissions also contribute to their economic and social development goals—such as competitiveness, infrastructure, housing, inclusion. Many are embracing building efficiency because it can provide these multiple benefits.

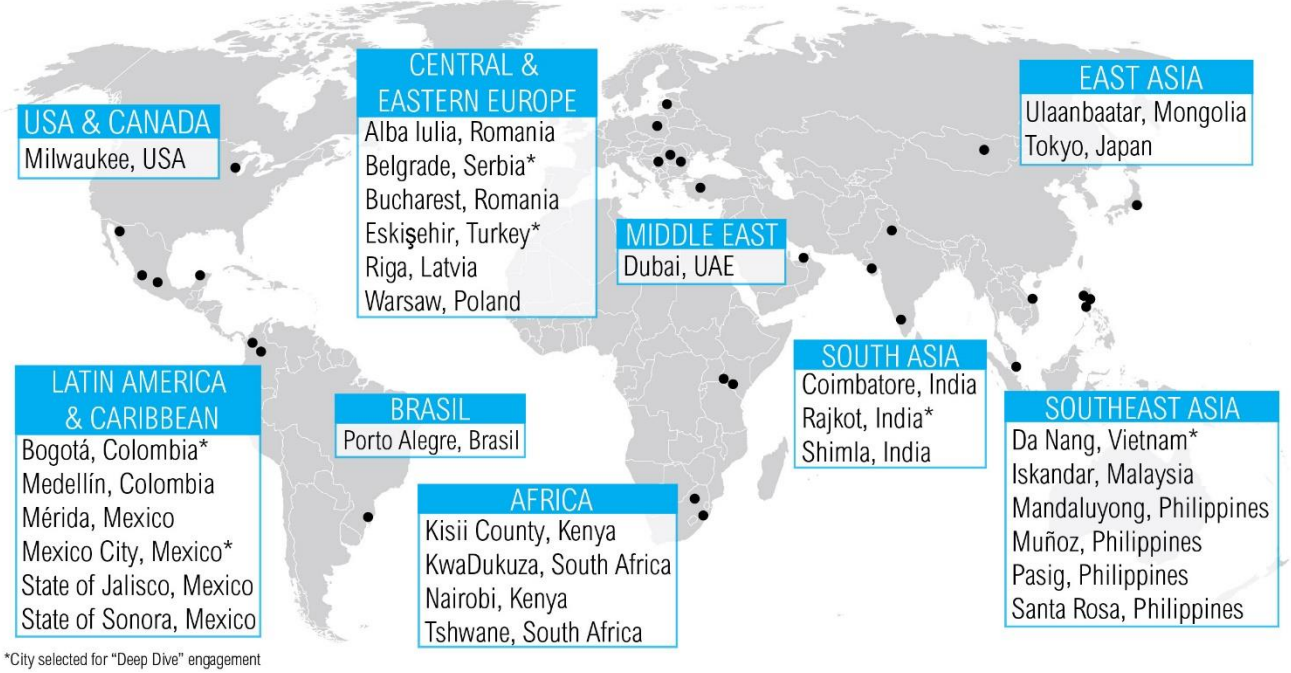
There are policy roadmaps and excellent technical work is available internationally. The project relies heavily on the work and engagement with a variety of efforts. These include:

- Policy analysis and the technology roadmaps conducted by IEA and the World Bank's (Energy Sector Management Assistance Program) ESMAP program,
- Experiences from C40 Cities Climate Leadership Group (C40) and ICLEI creating cross-city learning networks,
- Private sector engagements such as WBCSD's Amplify program which brings businesses together in a "lab" engagement process.

Building Efficiency Accelerator program baseline: building on 2016-2017 successes

In the first years of the BEA, funded in 2016-2017 by the GEF, the partnership rapidly scaled up action with cities and global partner organizations. In the first 2 years, the City partners were building stakeholder engagement, identifying policy priorities, and reviewing demonstration project options. As of the end of 2017, the BEA includes 30 cities and 42 partner organizations. Cities are depicted in Figure 1. City commitments and progress have been promoted at a number of global events including the Global Green Growth Forum, COP21, COP22, COP23, the 8th Clean Energy Ministerial, and the 2017 SEforALL Forum.

Figure 1: BEA Cities as of December 31, 2017



The program is designed to support city action through the strong capabilities and presence of the public-private collaboration. Many BEA partners, like WRI, ICLEI, GBPN and the World Green Building Council, work in-market, and leverage strong city government and national and relationships. Partners provide a broad set of technical competencies ranging from building design to equipment options to retrofit experience. The BEA partnership leverages and adds additional value by providing a mechanism and process for coordinated, on-the-ground application of the expertise, capacity and relationships.

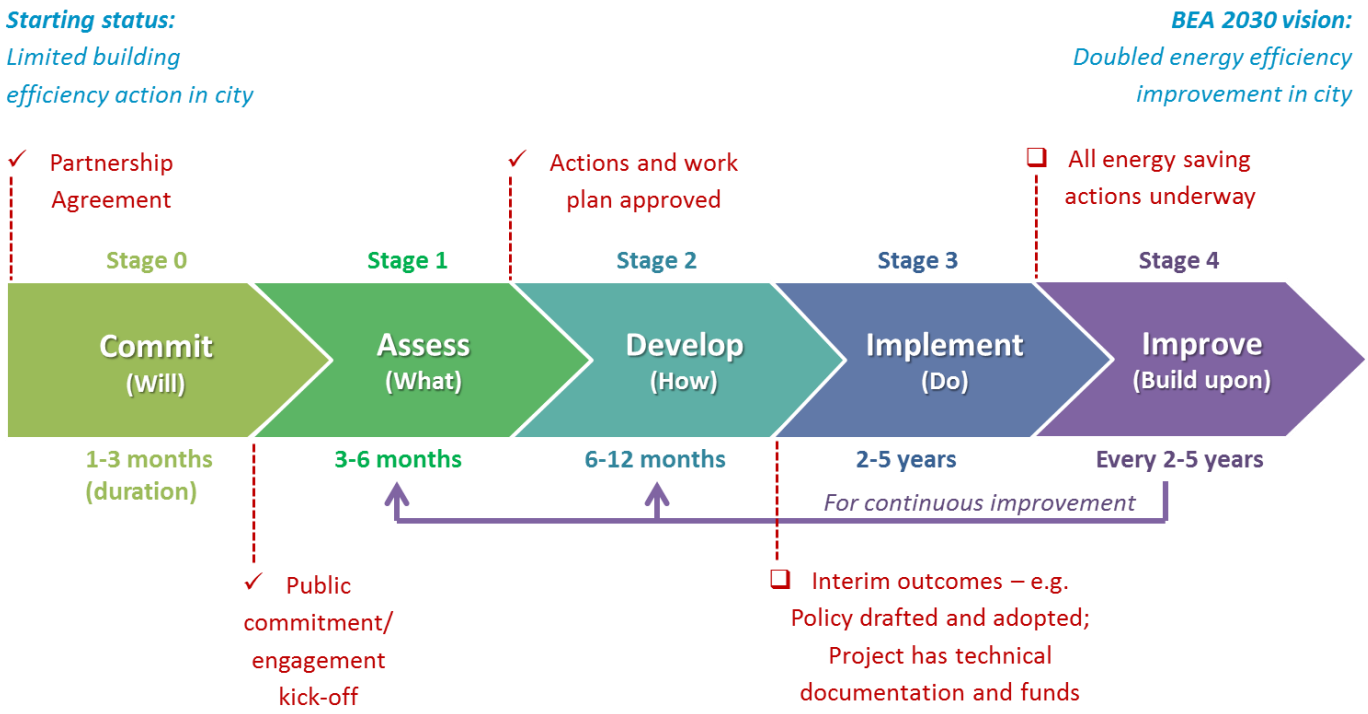
To enhance communications and provide resources to partner cities, the BEA launched a number of internal- and external-facing tools and resources. Internally, all BEA partners and cities have access to online project management site *Basecamp* which includes resources, guidance from the BEA, and message boards for internal communication. In addition, resources including recorded BEA webinars organized by thematic topic (finance, retrofits, codes, voluntary/above code programs, procurement, tracking progress) are available on the Copenhagen Centre on Energy Efficiency (C2E2) knowledge management site. Each of these topics has a dedicated work group led by a global partner organization, and the work groups curate the resources and webinars for the BEA. Externally, the BEA launched a public website in early 2017, www.BuildingEfficiencyAccelerator.org, which includes information about city commitments, partnership events, and related thematic content.

The BEA has held 9 in-person trainings, network workshops, and regional events around the world, including a Singapore Regional Workshop (East/Southeast/South Asia), a retrofits workshop in Quito (Latin America / Habitat III), a codes workshop in the Philippines, the SEforALL Forum (Global) Finance Training and Partners Consultation in New York, BEA East Asia Launch in Beijing (East Asia), a regional launch event in Kenya (Africa), and regional event in Bulgaria and Belgrade (Central & Eastern Europe), and a Financing Municipal Retrofits regional training in Mexico City for Latin American BEA and C40 cities.

The BEA has led partner cities through a local stakeholder engagement process to prioritize which building efficiency actions to undertake, providing technical support via online resources, webinars, trainings, and one-on-one expert support when available. A custom-designed stakeholder survey helps cities prioritize their building efficiency actions, and has provided local results that can be accessed publicly on the BEA website. The cities are now designing and implementing these commitments, working with the partners best suited to provide advice on their selected actions. In some cities, such as the BEA's in-kind-supported (i.e. co-financed) relationship with Dubai, the stakeholder engagement model used at the outset of the policy process was a new approach which had positive reception and results.

BEA cities progress through five stages of building efficiency planning and policy development and implementation as shown in Figure 2 and described below.

Figure 2: Stages of Progress for BEA Policy and Project Actions



- *Stage 0 – Commit*: The city commits to identifying and implementing locally-appropriate actions to improve energy efficiency in buildings. The commitment stage includes defining the process and timeline for major milestones. An effective outcome of the commitment stage is a public commitment and engagement kick-off.
- *Stage 1 – Assess*: The city conducts baseline analyses and identifies potential policy instruments that can be used to overcome existing barriers to energy efficiency. This assessment should include stakeholder and expert consultations to ensure the key actors are aware of the opportunities and can support the development and implementation of energy efficiency policies and projects. For each prioritized policy instrument, an assessment is performed on current market barriers, existing policies, opportunities for policy harmonization with other jurisdictions, and existing global best practice. An effective outcome of the assessment stage is an energy efficiency policy roadmap or work plan that can be used to clarify goals, identify policy timelines and communicate the commitment.
- *Stage 2 – Develop*: The city uses the assessment findings to create a policy development process that is in line with the local context, policy priorities and availability of resources. During the development stage, key

stakeholders should be involved in setting both the process and technical requirements. To enable policy harmonization and reduced policy development effort, adaptation of successful policies from other jurisdictions is recommended. An effective outcome of the development stage is the policy language and a description of the supporting funding and process needed for implementation.

- *Stage 3 – Implement*: The city uses the outcomes of the development stage to formally approve and fund the energy efficiency policies and initiate related projects. Once the policies are adopted, the enforcement and verification steps of policy implementation are conducted in accordance with the policy design. An effective outcome of the implementation stage includes the achievement of higher levels of energy efficiency in buildings and data collected through verification to enable future policy improvement.
- *Stage 4 – Improve*: The city uses the collected data to identify process and technical improvements that can be used in future energy efficiency policy development. The energy efficiency policy roadmap or work plan created in stage 1 should be used in coordination with data collected through the verification step of stage 3 to update the policy assessment or initiate a new round of policy development.

The status of each of the 30 BEA cities as of December 2017 is shown in Figure 3, and the selected actions of each city are described in

Table 1. Of the 12 cities in the first stage (Stage 0: Commit), 7 of them have defined at least one of their two commitments but have not yet stated them publicly, which is the requirement for progressing to Stage 1. 2 cities have made a policy commitment but have not yet defined their project; 5 cities have not yet made either their policy or project commitment; and 2 cities have made a public commitment to the BEA through an engagement kick-off but has not defined the specific actions the city will take.

Figure 3: Status of BEA Cities by Stage as of October 2017[11]

[11] Please note that while we represent all BEA cities in summaries of the partnership's work, no GEF resources are allocated directly to work in or with cities from non-GEF eligible countries, such as Tokyo, Dubai, Milwaukee, and others.

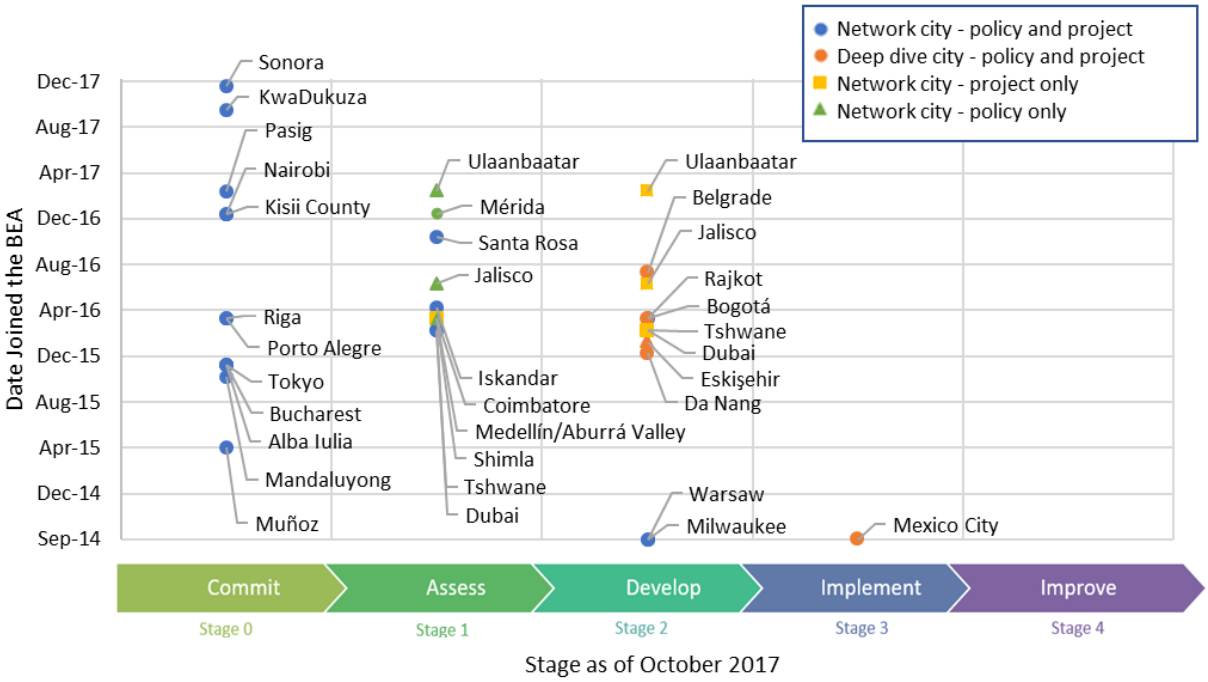


Table 1: BEA City Action Commitments 2016-2017[12]

City	Policy	Project
Aburrá Valley Region and Municipality of Medellín, Colombia	Adopt a mandatory building energy code for all new public construction	Conduct retrofits in one or more municipal buildings
Alba Iulia, Romania	Align with investors for 2018 implementation of Smart City Pilot Project	Conduct retrofits in over 2000 apartments in 30 multi-apartment buildings
Belgrade, Serbia	Develop standard procedures for building retrofits, including consumption-based billing	Conduct an energy retrofit on one or more public buildings
Bogotá, Colombia	Integrate a national regulation for building construction into local plans	Apply best practice for new efficient buildings in a district scale regeneration project
Bucharest, Romania	Incorporate private investment into the city's sustainable development strategy	Retrofit schools and apartment buildings
Coimbatore, India		
Da Nang, Vietnam	Develop a directive to implement efficiency measures in large buildings	Implement energy efficiency solutions for a hotel demonstration project
Dubai, UAE	Adopt a policy for energy performance	Benchmark the energy performance of 100

[12] See Footnote 11 above.

City	Policy	Project
	labeling of existing buildings	buildings
Eskisehir, Turkey	Implement a national mandate for energy performance certificates	Integrate building efficiency measures in a new public building
Iskandar, Malaysia	Incorporate building energy efficiency requirements in guidelines for two localities	Demonstrate the energy efficiency guidelines and incentives through pilot projects
Jalisco, Mexico	Establish annual EE project budget; implement an energy management plan for public buildings	Conduct energy retrofits / energy management programs in five public buildings
Kisii County, Kenya		
KwaDukuza, South Africa		
Mandaluyong, Philippines	Develop green building guidelines for new construction	
Mérida, Mexico	Adopt and implement a building energy code	Implement energy saving solutions in selected buildings and infrastructure
Mexico City, Mexico	Adopt and implement a building energy code	Retrofit four public buildings using audits and benchmarking tools
Milwaukee, USA	Further implementation of the Better Buildings Challenge program	Refine and use the city's ECO Building Design Guidelines on a pilot project
Nairobi, Kenya	*[Tentative]* Update draft green building guidelines including energy and water	*[Tentative]* Establish baseline energy consumption for selected building types
Pasig, Philippines		
Porto Alegre, Brazil	Launch a municipal fund for efficiency and renewable investment	Benchmark municipal and school buildings to prioritize for investment
Rajkot, India	Develop a Technical Guidebook on measures for building efficiency	Retrofit one or more existing municipal buildings
Riga, Latvia	Introduce benchmarking or an energy reduction target for buildings	Introduce a municipal revolving fund for multi-apartment renovations
Santa Rosa, Philippines	Adopt a mandatory green building code	Launch a Green Building City Challenge for new and existing buildings
Science City of Muñoz, Philippines	Adopt a building energy code to apply to all new construction	Introduce the building energy code to stakeholders to prepare for implementation
Shimla, India		
Sonora, Mexico		
Tokyo, Japan	Transfer a carbon reporting program to	

City	Policy	Project
	other municipalities in the region	
Tshwane, South Africa	Implement the green buildings by-law including codes and incentives (tbc)	Retrofit 2-4 municipal buildings including efficiency and rooftop solar deployment
Ulaanbaatar, Mongolia	Develop standardized procedures for residential building retrofits	Develop a model preparation project for residential buildings in Bayangol district
Warsaw, Poland	Develop, adopt and implement Warsaw Housing Standard	Develop and construct model district implementing Warsaw Housing Standard

In the six "deep dive" cities approved by the BEA Steering Committee—Mexico City, Mexico; Bogotá, Colombia; Belgrade, Serbia; Eskişehir, Turkey; Rajkot, India; and Da Nang, Vietnam—a full-time BEA technical advisor was hired to support each city's work and stakeholder outreach. Each deep dive city initiated work through a stakeholder engagement process, held a kick-off workshop, developed relevant working groups made up of diverse stakeholders to craft specific recommendations for how to move forward, and is following a collaboratively-developed and city-approved work plan. Every deep dive city is in the stage of development or implementation. The cities worked with the global technical thematic working groups to increase their capacity to pursue their chosen actions, with interactions ranging from training on how to make projects investor-ready to technical advice on topics like benchmarking and building code design. Deep dive cities worked with technical experts to use the GHG Protocol for Cities to track the impacts of their selected policy and project actions.

Through 2030, the actions under development by the 6 deep dive cities are expected to avoid 8.3 million tons of CO_2 equivalent (12.2 terawatt-hours of electricity), overachieving on the 2016-2017 expectations of the GEF project to avoid 3.8 million tons of CO_2 equivalent.

Through the experience of scaling up the partnership throughout 2016-2017, the BEA team has learned some key lessons for continuing the success of the partnership.

- The BEA's coalition approach was validated, leading cities to prioritize energy efficiency as part of city goals and advance action. Local stakeholder coalitions across sectors cultivate local leadership, build momentum, and create windows of opportunity, all of which are critical to policy success. Risks remain, however, in political transitions. With strong engagement from local business and national government, we believe the approach will continue to be successful.
- Clear responsibilities, accountability and ambitious goals are crucial for success. Clear delineation of global and local responsibilities enabled the fastest provision of technical resources and advancement through the BEA stages of progress. Where there was less definition—including the role for business—the engagement and impact of that stakeholder set was lower. The overall ambition of a city's BEA project and policy goals also has a large impact on how much progress each city makes in a set period.
- Before cities can consider the barriers to affordable financing, they must first identify and prioritize projects and evaluate current budgetary or contracting constraints. While cities cite finance as a key initial barrier, work over 2 years demonstrated that in fact cities were not ready for finance discussions until there was clarity on these three barriers.
- Once they have prioritized projects and programs, cities need standardized finance approaches to scale pilots to programs. While cities can often use local funds for pilot projects, there is a significant barrier to finding sustainable finance approaches to address project pipelines.
- High-level global platforms and national engagement are necessary to create political linkages and spur a building efficiency movement. This elevates city activities in ways the city officials usually cannot access absent an international partnership. To build this global partnership into a movement, connections with high-level platforms such as Sustainable Energy for All provide an important political link. When the BEA held training events and networking and speaking opportunities for cities at the SEforALL Forum in April 2017, 9 cities joined from around the world, eager to take advantage of the value that comes with interpersonal connections. For instance, at that event, the BEA was able to initiate conversations between the European Bank for Reconstruction and Development (EBRD) and Eskişehir, Turkey and explore possibilities between the GEF and Santa Rosa, Philippines.

UN Environment, as the GEF Implementing Agency, will undertake a Terminal Evaluation and report to derive additional lessons learned from BEA work in 2016-2017. We will capture these lessons in the BEA 2018-2019 implementation when results from this review are available.

The BEA's work in 2016-2017 included a plan for expanding the network and its impacts in 2018-2019. Several of the lessons learned in 2016-2017—including building broad coalitions, delineating leadership roles, financing building efficiency actions, and achieving scale for finance and impact—show a need to expand the focus of the BEA from local governments to also include national governments. Throughout 2016-2017, the BEA had some involvement with national governments in specific city contexts. For example, in both Mexico City and Bogotá, the cities seek to adapt and implement a national building energy code; to do this successfully requires collaboration between the city government and the national government. However, national government engagement was not a prescribed element of the BEA in 2016-2017. From 2018-2019, the BEA partnership will aim to improve upon and expand the current successful model with pilots of national engagement alongside city engagement in selected countries for even greater impact.

<u>The Building Efficiency Accelerator beyond 2019: Scaling to 300 cities</u>

The proposed alternative scenario described below indicates how, within this Medium-Sized Project, the BEA plans to scale from 30 cities to 60 cities, enhance deep dive engagement, and bring in enhanced national engagement. Looking beyond this to meeting the broader ambition of the sustainable development goals, we also offer an estimate of what would be needed to scale the BEA to effective intervention serving at least 300 cities.

A program of this scale would first and foremost require the BEA to strengthen linkages and partnerships with partners with strong on-the-ground presence, such as GIZ and the Low Emission Development Strategies Global Partnership (LEDS GP), to craft a closely connected agenda. This would enable the BEA to continue to serve as a global platform with building efficiency sector expertise, providing technical advice through organizations that have strong local relationships and are structured to provide longer term technical assistance. The BEA would continue to provide shorter-term support to accelerate city capacity and action on building efficiency. These regional network organizations with longer-term on-the-ground presence can complement this with technical assistance over time to support cities to stay on their new accelerated path through continued building efficiency program implementation.

At a scale of 300 cities, each of the 8-10 BEA region would have 30-50 cities, which is the size of the current global BEA network. We would therefore likewise need to expand the existing infrastructure of the BEA network at the global and regional scales along with increasing the number of people dedicated to managing the program full-time. The regional leadership roles would need to be expanded to provide better support to each regional network. This is already a goal of the BEA, but would need to be supported by significant resources. In addition to increasing the core global partnership management team, each of the 8-10 regions would be managed by a leadership team of 3 people to connect, guide, and provide best practice expertise to the 30-50 cities in that region. (Currently defined regions include: Africa, Central and Eastern Europe, Central Asia, East Asia, South Asia, Latin America & Caribbean, Middle East & North Africa, North America, Western Europe, Southeast Asia.)

We would take advantage of economies of scale from activities from 2016-2019, which would enable us to onboard cities more quickly and effectively, reducing the average time from when a city joins the BEA to when they have prioritized actions and begun the assessment stage. The BEA will also have a sharper set of tools to offer new cities, including clearer technical offers and concrete examples of city successes in pursuing those offers. With 60 partner cities after 2019, the BEA will have a significant set of experienced cities that are already familiar with the BEA partnership process and can share results of their expanded capacity and successful building efficiency programs. This will be an asset to recruiting additional cities, accelerating their learning, and helping them overcome obstacles more quickly and effectively through the peer learning network.

3) Proposed alternative scenario, GEF focal area[13] strategies, with a description of the objective, components, expected outcomes, outputs and activities of the project

To address the complex human and institutional nature of the barriers identified above, the Building Efficiency Accelerator seeks to scale up its work at the intersection of policy and private markets. Its objective is to close the gap between inefficient practice and best practice by linking private sector market implementation experience with local policy action and capacity building and with national policies and programs. It does so by supporting market transformation to allow rapid scale up of energy efficient new and existing buildings, working with cities and sub-

[13] For biodiversity projects, in addition to explaining the project's consistency with the biodiversity focal area strategy, objectives and programs, please also describe which Aichi Target(s) the project will directly contribute to achieving..

national jurisdictions in their pursuit of building efficiency improvements, and connecting national and sub-national governments to increase the ambition and impact of building efficiency actions.

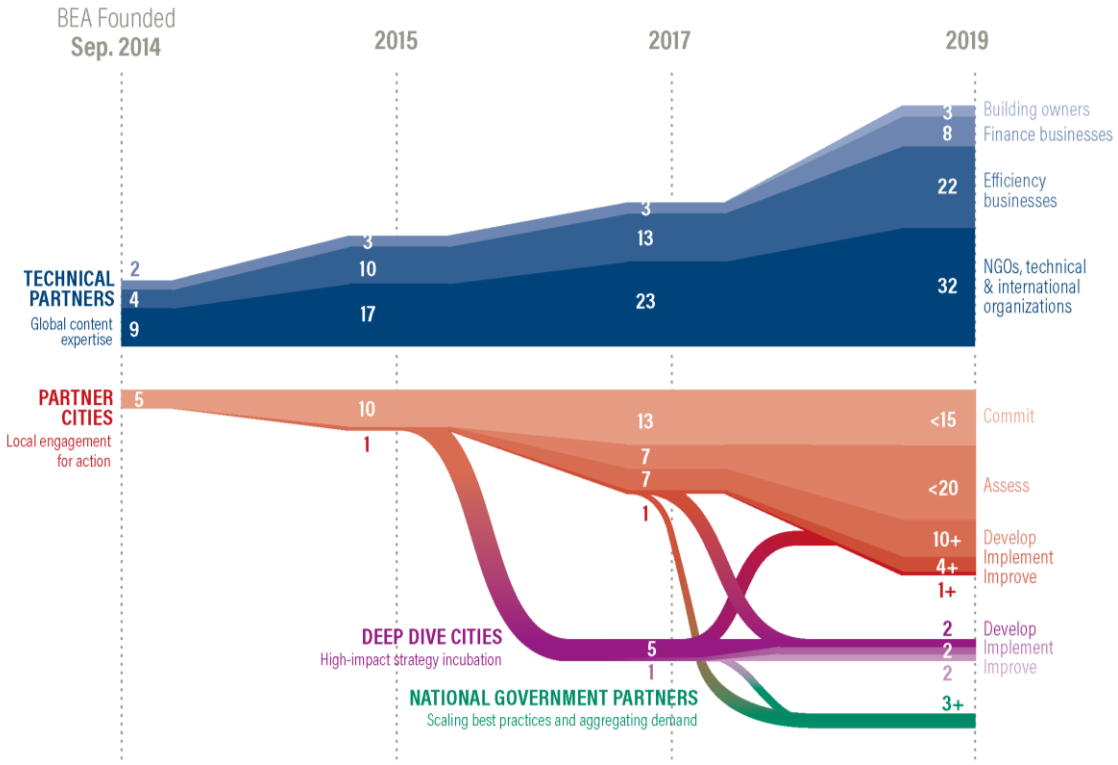
To address the lessons learned by the partnership from 2016-2017, the BEA seeks to implement the following recommendations from 2018-2019:

- The BEA will broaden and deepen the coalition approach by expanding national government and business engagement. National government and business engagement are essential for expanded impact, growing political will, increasing investment, and capacity building for continuous improvement. The BEA will engage a few GEF-eligible national governments to begin collaboratively building the enabling environment that cities need, scale building efficiency actions beyond BEA cities, and provide better access to finance. For private sector partners, the BEA will more clearly define a few categories of opportunities to engage with and assist cities (globally, regionally, nationally or locally) and ask each partner to be specific in what they can offer to match with an opportunity.
- The BEA will encourage cities to increase the ambition of their commitments over time. To help advance the ambition of all cities, the BEA will emphasize that pilots are only the first step. This will take place first in continuing deep dive cities, where the BEA will encourage cities that have reached the implementation stage to develop their initial project commitment into a program commitment that focuses on standardizing and scaling their pilot successes through systematic management.
- The BEA will continue to support cities through the project and policy prioritization and pre-development process. Feedback from BEA partners showed that all partners considered development and financing of project pipelines a top priority for the next two years, and this is indeed a priority for the cities that will be moving from Stage 2 (Develop) to 3 (Implement). The 21 cities that have either a policy or project still in Stage 0 (Commit) or 1 (Assess), however, are likely not ready to address finance barriers until they've continued the project or policy pre-development process.
- The BEA will encourage standardization and scaling of projects to programs to increase ambition and enable financing. Finance will be a priority for cities continuing into the next phase of the BEA. As the BEA facilitates cities to move towards more ambitious goals, standardized actions and how to scale them, this will serve as a critical prerequisite to matching cities with relevant investors.
- To create political linkages and spur a building efficiency movement, the BEA will connect with national governments and international platforms. There is significant potential to connect with the political agendas of national governments working to meet their NDCs, with building efficiency as one of the shortest-term ways to implement towards national climate and energy goals. Especially with the proliferation of city-focused building efficiency networks over the last three years since the launch of the BEA, there is a need for more concerted effort to create the political space for national and local leaders to champion building efficiency as a near-term, long-lasting solution that can help countries meet their NDCs while also contributing to many of the Sustainable Development Goals that are critical to green growth.
- The BEA will aim to continue to decentralize ownership, leadership, funding and implementation. The partnership will encourage the development of aligned regional or national networks and projects. The BEA network model is strong, but to scale assistance to more cities will require replication in regional and national geographies that can pursue implementation activities and revenue aligned with regional priorities. This will include constructing local network leadership roles, funding technical support, and regular gathering of structured, in-person input from city partners.

This global partnership seeks to expand to can share best practice with a larger group of cities, leverage in-market experience, support cities aspiring to accelerate policy and project action, and link the partnership to national government priorities and engagements. The project's primary technical assistance (including localized assessments of barriers and opportunities), development of place-based partnerships to develop joint actions of the supply and demand sides of the building efficiency market, and staffing and in-kind resources (to incentivize local leaders to prioritize implementation of efficiency strategies and enable the policy/project development process to be actively driven forward).

There are multiple levels of city engagement in the partnership, described in Figure 4.

Figure 4: Building Efficiency Accelerator Activities over Time[14]



- **Component 1: Partnership** – Building on the successful approach to reach 50 cities in 2016-2017, the expanded BEA will reach out to an additional 50 cities in 2018-2019 to build awareness, for a total of 100 cities reached. This outreach will be a combined in-kind co-finance and GEF-supported effort, but where GEF resources are needed for specific recruiting of cities those will be from GEF eligible countries only.

[14] While Figure 4 represents the scaling plan for the *entire BEA network*, many of these cities, including those in non-GEF-eligible countries, are supported by in-kind resources rather than GEF resources. In this figure, all engagements notes in purple and green (deep dive and national engagements) are planned as primarily GEF-supported engagements in GEF eligible geographies. In-kind co-finance will support most of the work in the red 'partner cities' and could potentially support *additional* deep or national engagements.

- **Component 2: Technical Assistance –** Building on the success of 30 "light touch" cities in 2016-2017, an additional 30 cities will join the BEA in 2018-2019 and make a commitment to implement one project and one policy, track progress, and share best practice. Where direct technical assistance is provided by GEF resources, it will be to emerging economy partner cities within GEF-eligible countries. Total partners will sum to a total of 60 cities in the BEA network.
- **Component 3: Deep Dive Engagement** – A select group of 3 new "deep dive" cities in emerging economies work locally through a facilitated process to gather multi-stakeholder input and begin market transformation through public-private engagement and project development
- A subset of 3+ of the 6 deep engagement cities from 2016-2017 provide city resources in 2018-2019 to leverage the GEF investment, and in turn receive some additional matching funds from the BEA
- 3 national governments commit to join the BEA in 2018-2019 to design national policies and programs supporting subnational building efficiency action, and work with subnational governments on building efficiency action in the country.
- **Component 4**: **Monitoring Results** – All cities are provided tools and training to track and measure actions, and the partnership curates best practices for knowledge management and information dissemination across the network.

In addition to building on the successes of the Building Efficiency Accelerator from 2016-2017, this work plan is designed to feed into GEF7 programming. By the end of 2019, the BEA will have a 4-year track record as an active global partnership successfully working with cities to accelerate the pace and ambition of local building efficiency action. In addition, the BEA will have a basis for national government engagement and local-national government alignment, setting the stage for the BEA to continue beyond 2019 as a global program that can connect with GEF child projects and, potentially, the Global Platform for Sustainable Cities where participating cities are interested in taking action on building efficiency.

Component 1: Partnership expansion: Global and local partnerships of businesses, NGOs, local governments, and national governments scale up efficiency markets.

Expected Outcome 1.1: *Expand and accelerate city-level market shifts towards more efficient buildings through the BEA partnership, including public-private collaboration and national government engagement with local action.*

This component will focus on expanding the partnership to catalyze market transformation in a broader set of key urban markets and selected national government ministries, expanding upon the proof-of-concept from 2016-2017 work as additional subnational policy leaders implement new policy, project, and tracking approaches in line with Sustainable Energy for All goals. As in the first two years of the BEA partnership, it is based on the premise that through public-private collaboration, local markets can demonstrate accelerated market development. demonstrate support for broader national policies, and align market efforts with local and national energy and climate goals. Increased ambition at the local level produces bigger improvements for air quality, urban development, and climate change mitigation. Simultaneously, engaging national government ministries to be stewards for local action and encouraging national-local alignment and collaboration can increase the capacity and accelerate the pace of change at the local level. For example, national governments can develop policies and programs to support local government action on building energy codes and building energy performance benchmarking, and can facilitate finance for building efficiency in support of local implementation.

In 2016-2017, the BEA has cultivated strong partnerships with key global and local stakeholders to support the scale-up of building efficiency activities, policies and projects in support of partner cities. These activities bring new and relevant

knowledge, best practices and tools to the attention of local stakeholders and policymakers. In 2018-2019, the BEA will continue to build on this successful partnership model to increase from 40 global partners to 70. This will expand the depth of the partnership on technical topics, the reach of the partnership to local governments, and the breadth of the BEA to include new partners focused on national-level engagement.

Among new global partners, the BEA will prioritize recruitment of organizations that can help cities cross the "valley of death" for their policies and projects through financing and longer term on-the-ground support. These organizations include GIZ, including the joint GIZ-ADEME PEEB, and regional development banks, all of which have significant resources and local presence to help cities take their next steps, especially after deep dive engagement.

Throughout 2016-2017, the BEA scaled communities of practice across sectors and geographic regions. To continue the transformative change begun in 2016-2017, this project will deliver agreements from at least 5 additional leading private sector participants, 5 new non-governmental organizations, and 5 new trade and technical organizations in support of local, subnational, and national governments. As with existing partners, the BEA will expect new organizational partners to participate in one or more regional and/or subnational BEA activity at least quarterly.

The BEA has successfully engaged business partners at the global level, but has often faced more challenges engaging local branches of businesses in the local engagement process. This project will explore additional ways to engage early in the process with local businesses to ensure their participation and expertise throughout the BEA process.

In 2018, the BEA aims to scale up its work with subnational and local governments to implement policies and projects in their jurisdictions. The BEA will engage with an additional 50 cities over the next 2 years to encourage them to make commitments and undertake energy efficiency actions (See Figure 4). From this group of 50 cities, the BEA's goal is that an additional 30 new cities will sign formal commitments with the BEA to pursue the goal of doubling the rate of energy efficiency improvements in their building sector by 1) implementing a building efficiency policy in their jurisdiction, 2) implementing a demonstration project, and 3) tracking and reporting their progress. To inform and recruit these 30 new cities, at least 5 global or regional sessions introducing the BEA will be organized or held alongside events designed for subnational governments. Cities will be recruited to the BEA based primarily on two criteria:

- Existing relationships with global or local BEA partners – these partners will identify and recruit cities that have potential for impact through building efficiency actions.
- Political commitment – cities that join the BEA sign a partnership agreement at the mayoral or equivalent executive level, demonstrating high-level political commitment to carrying out building efficiency actions.

While action at the subnational government level is critical to achieve the bottom-up momentum needed to meet global climate and energy goals, it is insufficient for the scale necessary to create a global movement for building efficiency. National government engagement is key to achieve the large-scale transformation needed, as they can bring the lessons and solutions of BEA cities to other peer cities with similar policy and institutional frameworks in the same country. To build on the success of engagements with subnational and local governments, the BEA will engage with at least 5 national governments, with the goal of 3 national governments joining the partnership to be stewards for local action. These three national governments will commit to (1) increase support for local action through national action, (2) integrate local government contributions into relevant national goals including NDCs, and (3) facilitate finance for building efficiency in support of local implementation.

Component 1 Outputs

1.1.1. 30 new cities or subnational governments and 30 new companies/organizations sign up to the BEA.

1.1.2. Commitments from 3 national governments (each with at least 3 BEA partner cities) to be stewards for local action are issued.

Component 2: Technical assistance and capacity building for efficiency actions in cities or subnational governments ("Light touch")

Expected Outcome 2.1: *Existing and new BEA "light touch" cities or subnational governments are better equipped to define, adopt and/or further advance building efficiency actions*

The BEA global partnership will provide "light touch" support for a total of 60 cities or subnational governments, helping 30 new cities or subnational governments define their commitment and goals related to building efficiency and supporting 30 existing cities or subnational governments to advance from their work with the BEA during 2016-2017. As in 2016-2017, the BEA will assist all cities in assessing and prioritizing actions through technical assistance, decision support tools, peer exchange, and other technical resources. Light touch support will be available to all subnational and local governments that commit to the BEA whether they are "inspiring" cities that have been pursuing building energy efficiency and are leaders already, or "aspiring" cities seeking to expand their sectoral focus and build capacity locally to implement and demonstrate action.

For existing BEA cities, the project will support the cities to advance beyond their current project and policy stage. Most existing "light touch" cities are currently at Stage 0: Commit or Stage 1: Assess, with a few at Stage 2: Develop, as shown in Figure 3 in the previous section.

For new committed BEA cities, the project will seek to increase the number of efficient buildings policies and actions. The goal is for new committed cites to draft, plan, develop or adopt at least one new policy action and one new demonstration project stemming from the menu of BEA technical expertise to support project and policy action categories (see Table 2).

In 2016-2017, BEA partners compiled and created tools and resources for cities, and provided training and support via regional workshops, webinars, case studies/best practice development and dissemination. The partnership will continue to disseminate these tools while also filling any gaps that appear given new city commitments. Tools and resources compiled and created during 2016-2017 include:

Resource lists by project and policy action topic – Working groups compiled dozens of existing tools by project and policy action topic (listed in Table 2) that are hosted and maintained by BEA partners, and therefore available with technical assistance as needed for city use. These resource lists are hosted on the C2E2 Knowledge Management Site.

Assisting city partners with action planning and prioritization, identifying and implementing programs – The BEA developed two tool sets for prioritizing actions: an online stakeholder survey indicating the importance and urgency of different building efficiency policies and programs, and an in-person interactive exercise. The BEA will continue to use these tools and leverage partner expertise to deliver to cities a menu of options defined in Table 2.

Measuring and tracking progress – In 2016-2017, the BEA has supported deep dive cities to use the GHG Protocol for Cities to track the impacts of actions taken with the BEA, and through ICLEI encourages cities to register progress in the carbon*n* registry. The partnership will continue to support these approaches along with a suite of tools for cities to use, and will facilitate trainings.

In this project, the BEA will build on these existing resources to revise templates and tools, and to streamline their delivery to cities based on the successes from 2016-2017. This will help cities accelerate more quickly through the initial commitment stages to assessment and development. For example, as one new element, the BEA will develop resources to assist cities with selecting appropriate existing tools to quantify costs and benefits of different options for action.

Table 2: BEA Technical Expertise by Project and Policy Action Categories

BEA PROJECT AND POLICY ACTION CATEGORIES	
BUILDING ENERGY CODES	Policies to enact building codes to establish minimum requirements of energy performance
PROGRAMS AND INCENTIVES	Certification programs for green buildings and above code programs that go beyond traditional minimum energy code requirements for buildings
FINANCE	Funding programs and financing tools to support and encourage building efficiency improvements
PUBLIC PROCUREMENT	Policies and actions to incorporate energy efficiency considerations into government procurement practices
RETROFITTING EXISTING BUILDINGS	Initiatives to renovate existing buildings to improve energy performance
TRACKING PROGRESS	Methods and tools to generate data, baselines, and record progress towards building efficiency goals

The city engagement process starts with an interactive assessment and prioritization based on existing action plans, analysis or policy gaps. These ideas and materials are socialized and reviewed with local stakeholders.

For BEA cities that have been part of the "light touch" network throughout 2016-2017, the partnership will aim to advance the building efficiency actions they have defined through stakeholder engagement and outreach. For the few cities that are still at the stage of prioritizing the actions they will take, the BEA will support those cities to define and adopt building efficiency actions at an accelerated pace.

Regional thematic, training and capacity building workshops will be planned and delivered to support city activities and share partner experiences. These workshops will be hosted with partner organizations as part of, or alongside, regional and global conferences and events. Following on the successful schedule of events in 2016-2017, these "light touch" regional events will occur 3-4 times each year on average.

To provide timely topical expertise and regularly engage and support all BEA cities, the team will host webinars at least every 2-3 months to provide real life work and experience from the perspectives of global partners and cities both within and beyond the BEA network. Focused technical assistance will also be provided on a limited basis to "light touch" cities leveraging expertise of global partners and bringing in local or global technical assistance organizations such as the Berlin Energy Agency, U.S. DOE's Better Buildings Challenge, EBRD, and others to engage in technical discussions.

To expand the private sector engagement across "light touch" cities in the BEA partnership, the team will assess where the private sector is poised for engagement. In 3 key geographies (national, local or regional), the BEA will collect private sector commitments to be stewards for collective local action across the value chain through private sector

convening and action prioritization, together with in-kind support from Johnson Controls and the World Green Building Council. This will build on strong private sector engagement in continuing deep dive cities, each of which have engaged a strong cohort of businesses in their policy and project actions. In Bogotá, Colombia, for example, the local BEA partnership has collected letters of intent from 12 private sector actors outlining their commitment to collaborate with the local BEA platform. For light touch cities, these commitments will take place at the national or regional level. One such regional pilot is expected in Latin America, led by the World Green Building Council Americas Regional Network.

The BEA will announce partnership and city progress at key international events including:

- Clean Energy Ministerial (CEM)9 (June 2018): Relevant new national and city actions, linked to potential CEM9 campaign on building efficiency; and
- COP24 (Nov. 2018): City scale up on light touch and partner scale up in 2018.

Component 2 Outputs:

2.1.1. Technical assistance using the standardized BEA offer is provided to cities or subnational governments.

2.1.2. Private sector commitments to be stewards for collective local action across the value chain are issued.

2.1.3. Announcements on BEA actions are made during key international events.

Component 3: Place-based market transformation partnerships for policy and project implementation ("Deep dives")

Expected Outcome 3.1: *Continuing "deep dive" cities implement a building efficiency policy and develop project pipelines*

Expected Outcome 3.2: *New "deep dive" cities are prepared to adopt or implement building efficiency policies and projects.*

Expected Outcome 3.3: *Selected national governments are prepared to adopt building efficiency programs/policies and tracking towards national goals integrated with the actions of BEA cities or subnational governments.*

The activities in Component 3 seek to work in specific markets to match expertise, latent efficiency demand, and opportunities to access new transaction paths and financing. In each of these markets, the partnership provides momentum, visibility, and accountability for all public and private stakeholders involved. The locally-generated solutions that emerge are developed with an eye toward scaling them across the country and adapting them for other markets. Where there is a need to align local and national policies, the engagement will include national policymakers and ministries in the process. Furthermore, the partnership will support several national governments and ministries to go beyond this to develop national policies and programs to support local government action.

In these "deep dive" engagements, the BEA provides resources to a local partner for 12-15 months of full-time direct staffing, and a facilitated process to bring market participant experiences and expertise to support city policy and project action. This component leverages the most knowledgeable experts in the local market, along with technical expertise

from global partners, to help design effective strategies for the acceleration of building efficiency. This input is provided through an open, participatory process to help prioritize and then support the city's identified goals.

Three new "deep dive" cities each hold at least one kick-off workshop, and then spend the first six months working in multisectoral working group sessions focused on specific topics or activities. The working groups are co-led by city staff and stakeholders, consist of key stakeholders and market actors, and must deliver recommendations to the city identifying barriers and strategies to overcome them for successful policy/project delivery. The project aims to have 100% of new deep dive cites drafting, planning, developing or adopting at least one new policy and one new project related to building efficiency within 18 months. The development of market research and the selection of actions will build on 2016-2017 "light touch" program participation.

The selection process for new deep dive cities will be similar to the process undertaken in 2016-2017. The BEA will solicit nominations from a pool of candidate cities developed by SEforALL, the BEA's outreach and Accelerator partner relationships. As a new element in 2018-2019, BEA cities that would like to be considered for deep dive selection will be asked to submit a brief application together with at least 1 BEA partner organization. The BEA Steering Committee will review information collected on each nominated city, assess each nominee against the established criteria, and obtain formal commitment from the local government before selecting the cities. The criteria used for the 2016-2017 deep dive selection, which proved to be effective, include:

- Geographic and city size diversity, within GEF-eligible countries;
- Pre-existing assessments of the opportunities, challenges, and data in-market so that the city is ready for "acceleration" rather than starting with light touch engagement;
- Opportunities to leverage in-kind or existing local government administrative staff or program resources;
- Support of local government engagement in the BEA from the national government (including alignment with national priorities including those identified in NDCs);
- Political commitment by the local government leadership, and a political term that will endure throughout the 1.5 year process;
- A "lead" BEA partner present in the city/region to facilitate the working group process and follow up work with the city;
- Strong local presence of the broader BEA partners and opportunity to link activities to include joint local delivery;
- Opportunities to expand and leverage benefits of the Accelerator platform including by partnering with the District Energy Accelerator to demonstrate how local energy solutions and building efficiency combined offer strong sustainability outcomes;
- Possibility for replication by other cities.

Cities that have completed the first stage of deep dive engagement are often facing a "valley of death" for their policies and projects via a need for investment or financing and longer term on-the-ground support. The BEA will aim to "match-make" these cities with regional network organizations that have significant, long-term local presence as well as resources to help cities take their next steps. While the BEA is intended as a short-term accelerator that changes the trajectory of participating cities' work on building efficiency – and in some exceptional cases can lead to city self-sufficiency for future building efficiency programs – these regional network organizations can provide longer term technical assistance and access to concessional finance to help cities remain on this accelerated path and continue

successful program implementation. Such organizations include GIZ, including the joint GIZ-ADEME PEEB, and regional development banks, including EBRD in Europe.

These "graduating" deep dive cities are also strong candidates for participation in future GEF projects under the Sustainable Cities impact program where there is alignment between cities participating in both initiatives. The BEA will do outreach to seek opportunities for city hand-offs from the BEA to the GEF Sustainable Cities program, including the Global Platform for Sustainable Cities.

In addition to the 3 new deep dive cities, the BEA partnership will continue deep dive engagement with at least 3 of the 6 deep dive cities from 2016-2017 (Mexico City, Mexico; Bogotá, Colombia; Belgrade, Serbia; Eskişehir, Turkey; Rajkot, India; Da Nang, Vietnam) to advance from development to implementation of their 2016-2017 selected building efficiency policies and projects (see Figure 2), and to develop a pipeline of building efficiency projects.

Existing "deep dive" cities will:

- Complete adoption of the policy drafted in 2016-2017 within 6 months, with implementation or planning for implementation underway within 12 months including assistance provided on improvement of policy implementation methods;
- Complete the demonstration project(s) begun in 2016-2017 within 18 months; and
- Begin developing a pipeline of building efficiency projects, including identification of finance/funding mechanism(s) to support project pipeline execution.

The cities that will continue to receive support from the BEA will be selected through a set of established criteria, including:

- Meet the criteria for a new deep dive city, with the exception that local elections within the 1.5 year timeframe will be acceptable
- Progress on policy, project and tracking demonstrated through BEA tracking progress framework;
- Local/national funding match obtained and provided by the city;
- Tangible in-kind partner commitments;
- Demonstrated progress on and plan for continued local capacity building and institutionalization of the selected actions;
- Feasible and high-impact work plan for at least 18 months, including expanded impact or scale of activities (from policy development to implementation/enforcement, and from demonstration projects to programs/pipelines);
- Existing working relationship between local partners and national government on local BEA activities, and alignment of activities with national goals;
- Location in an SEforALL high-impact country and/or a BEA national partner country

As a new element to the deep dive component in 2018-2019, the BEA will engage with 3 national governments, in countries with light touch or deep dive cities, to prepare them to adopt building efficiency programs and policies that support accelerated subnational and local action on building efficiency. Examples might include national financing programs for local building efficiency action, national policies or tools on building energy performance benchmarking, or engagement with local governments and stakeholders on the development or revision of a national building energy code. By linking national and subnational governments, this element of the BEA project will also help integrate the actions of BEA cities with national climate and energy goals, such as the NDCs, so that national governments can account for city action in their goal tracking.

As with the deep dive city engagements, the BEA will work with national government ministries beginning with a kickoff workshop and stakeholder engagement process. This will include making connections among the relevant ministries related to building efficiency (such as housing, energy, environment, and finance); bringing in perspectives from relevant local and subnational governments, particularly BEA partner cities; and engaging national stakeholders across sectors including relevant businesses, utilities, NGOs, and climate actors (such as development banks). Following from this kickoff, the BEA through a local organization(s) will drive a national action plan to outline:

- How to best integrate local government contributions into relevant national strategies, including NDC implementation
- National policies/programs that should be improved or developed to support the needs of local governments to act on building efficiency
- National programs to enable an aggregated national portfolio approach to facilitate funding/finance of a pipeline of city projects that are at least at the assessment stage.

Criteria for selection of national partners will include:

- Is a GEF-eligible country and SEforALL high-impact country;
- Political commitment by leadership of one or more ministries, and a political term that will endure for 1.5 years;
- Presence of 3 or more BEA partner cities, or BEA partners have credible plans to quickly obtain additional partner cities to reach a total of 3;
- Significant network of BEA partners engaged in the country at the national and global dialogue level;
- Local governments within the country have significant responsibility for implementing existing building efficiency policies or programs;
- Significant projected growth in building energy demand and significant feasible energy and emissions savings.

Component 3 Outputs:

3.1.1. Commitments from existing “deep dive” cities to provide funding for continued implementation activities are issued.

3.1.2. Continuing “deep dive” cities have adopted the policy drafted in 2016-2017.

3.1.3. Finance/funding mechanism(s) for policy implementation are identified by existing “deep dive” cities.

3.1.4. Continuing “deep dive” cities have completed the demonstration project(s) begun in 2016-2017.

3.1.5. Assistance is provided on systemization of project pipeline development including identification of finance/funding mechanism(s).

3.2.1. Market-specific research is compiled in support of relevant policy and project development.

3.2.2. In each city working group activities are agreed upon, co-leaders are selected, efficiency vision, action ideas and recommendations are provided to officials, and recommendations are released publicly.

3.2.3. Commitments from local partners to provide direct staffing and coordination support to policy and project preparation are issued.

3.2.4. Policies and actions are drafted and project implementation is planned or underway.

3.3.1. National plans on enabling local actions on building efficiency, including linkages to NDC/SDG priorities, are drafted.

3.3.2. Policy dialogue between national/local governments and the private sector is undertaken.

3.3.3. New national policies, programs, and project pipelines are improved or developed to support the needs of local governments to act on building efficiency.

3.3.4. Potential additional focus countries are identified.

Component 4: Monitoring Results

Expected Outcome 4.1: *Increased capacity and improved practices for collecting, analyzing and scaling city level data to measure performance of project-related activities in cities or subnational governments.*

The BEA will work with cities to identify and use tools and methodologies through which the performance of project-related activities can be monitored. This will put cities and the local stakeholder base on track for supporting efficiency tracking as business-as-usual by introducing reporting and metrics for use during the duration of the BEA program.

The project will introduce one or more new or improved performance monitoring system (at the project scale) adopted and reported to BEA. These tools include:

- The Greenhouse Gas Protocol's Policy and Action Standard. This is a protocol for establishing a baseline, calculating an ex ante and ex poste analysis framework that allows decisionmakers to calculate the GHG emissions impact of a policy option, and then track performance using the methodology over time. This is the protocol that the BEA used to support 2016-2017 deep dive cities in tracking the impact of their project and policy actions.
- The Carbon*n* registry, the Tool for Rapid Assessment of City Energy (TRACE), and the Nationally Appropriate Mitigation Actions (NAMAs) accounting methodologies developed by UN Environment.

The team will also ask a qualified consultant to review BEA project performance at month 15 of the project and suggest modifications to the program as well as reviewing and evaluating expected impact.

Component 4 **Outputs:**

4.1.1. Guidelines for cities are distributed on:

a. monitoring and reporting city-scale energy performance;

b. tracking building-scale energy performance

4.1.2. Impact projections for policies and projects are quantified by participating cities, demonstrating localizable impact assessment methods.

4.1.3. Knowledge products (i.e. best practices for technical content, peer learning, project results, lessons learned, local and national tracking / goal-setting) are properly managed and disseminated across the network.

Project Timeline:

Pre-Grant Preparation: October 2017 – May 2018:

- Engagement of global BEA partner organizations in additional city selection and development of comparative city opportunity assessment.
- Pre-launch: Solicit applications for 6-7 deep dive cities: 3-4 continuing deep dive cities and 3 new deep dive cities, including through nominations from global BEA partner organizations.
- May: Project launch announcement and communications at CEM9 in Copenhagen, Denmark.

Project Implementation: June 2018 – November 2019

- May: Project team meeting to launch project implementation.
- May-July: Local BEA partnership staff leader in place in 3 new deep dive cities.
- June-September: Partnership formation in new deep dive cities – stakeholder identification and engagement, multi-stakeholder workshop, working groups formed. Partnership formation in national engagements – stakeholder identification and engagement, kickoff workshop.
- June-July: Global training/workshop for city staff leads and BEA partners.
- December: Local action and strategy recommendations made by new deep dive city governments and other stakeholders by local working group in each new deep dive city. Related communications activities. National government engagement: development of action plan underway.
- December: 2nd global training/workshop for city staff leads and BEA partners.
- December 2018: Development of continued BEA scale-up strategy.
- December 2018 - November 2019: New deep dive cities move to implementation of recommendations, development and implementation of policies and projects. Existing deep dive cities move to implementation of policy and complete implementation of demonstration project.
- May 2019: 3rd global training/workshop for city staff leads.
- June-October 2019: Summary of lessons learned.
- November 2019: Project summary report completed and disseminated globally and nationally through BEA and deep dive city partners to policymakers, investors, and thought leaders.

4) Incremental/additional cost reasoning and expected contributions from the baseline, the GEFTF, LDCF, SCCF, CBIT and co-financing

Many cities and countries have energy efficiency standards in place for buildings. However, few cities or countries employ an iterative process to review and revise their building codes together with emerging technology options for energy efficiency improvements.

This project aims to raise the bar on energy efficiency in buildings and provide cities with feedback on energy consumption in their building sector. This will begin to allow them to compare building energy consumption patterns between cities and allow city administrations to understand if there is room for improvement in energy consumption in their own buildings.

The activities of this project are considered to be barrier removal activities. On one hand construction companies and consumers bear the costs of building construction, while city administrations may have an asymmetry of information and be uncertain as to how stringently they can set energy efficiency standards without driving up the costs. The project will help cities to calibrate their building standards with current best practices.

5) Global environmental benefits (GEFTF) and/or adaptation benefits (LDCF/SCCF)

The Building Energy Accelerator (BEA) project's goal is to support market transformation efforts around the world to demonstrate the power of public-private engagement to double the rate of energy efficiency improvements in buildings by 2030 and quantify the corresponding decrease in greenhouse gas emissions. Estimates of the greenhouse gas emissions mitigation benefits of the project have been prepared using Version 1.0 of "Calculating Greenhouse Gas Benefits of the Global Environment Facility Energy Efficiency Projects" and the related calculation tool. The project components are organized around the strategic global and local partnerships focused on action: making and supporting local Sustainable Energy for All commitments and action on building energy efficiency in cities. Public and private sector partners engage in a facilitated process focused on technical, process and capacity building efforts to forge a path for building-level transactions and policy implementation. The project's direct aim is to catalyze and speed local implementation of locally-generated variations on energy saving strategies.

The project's greenhouse gas reduction impact was calculated using conservative assumptions. The estimates include benefits from electric savings only, although in many markets served by the project, savings of thermal fuels may also result from the implemented efficiency strategies. Additionally, conservative assumptions were used on the energy and greenhouse gas emissions to avoid double counting savings from technologies deployed by other Global Energy Efficiency Accelerators — most notably the Lighting, Appliances and District Energy Accelerators. All impacts are calculated using the average emissions factors for Non-OECD countries. At this point of project preparation, the specific geographic markets in which the project will operate have not yet been selected. We have also factored in learnings from BEA activities in 2016-2017, where we have overachieved on expected savings over the 15 years following project completion. Based on this, we are confident that these assumptions are sound.

The project results in a "Direct GHG emissions savings" of **2,736,558 tCO_2** over the 15 years following project completion. The following paragraphs describe the methodology used in the calculations. In keeping with our conservative assumptions, estimates of "Indirect Bottom-up Emission Savings" are not included.

Direct GHG Emission Savings

The benefits of all components of the project with quantifiable impacts are calculated using the GEF methodology for Demonstration and Diffusion projects with a participating city (or other subnational jurisdiction) as the unit of analysis. These choices were made because the specific building efficiency strategies implemented in each jurisdiction will vary considerably. The strategies will likely include, but not be limited to, building codes, building performance transparency policies, public buildings retrofit projects, and financing mechanisms. Separate calculations are made to estimate benefits for two major quantifiable components of the project: 1) Technical assistance and capacity building for efficiency actions in cities ("Light touch" engagements, i.e. Component 2) and 2) New place-based market transformation partnerships for policy and project implementation ("Deep dive" engagements, i.e. Component 3). However, the methods for each are identical except for two variations: the level of electricity savings achieved in the cities taking action and the percentage of participating cities that ultimately take actions and achieving savings.

There are several elements of this project that we are not considering in this emissions savings calculation:

- Additional emissions savings in 2018-2019 from light touch cities that joined the BEA in the 2016-2017 timeframe. Emissions savings of 1% per year from these cities through 2031 are accounted for in the 2016-2017 BEA GEF grant.
- Additional emissions savings in 2018-2019 from the six initial deep dive cities selected in 2016. At least 3 of these cities are expected to scale up their impacts in this project, but emissions savings of 2% per year through 2031 are accounted for in the 2016-2017 BEA GEF grant. Therefore, we have excluded them from this analysis.
- National engagement in 2018-2019. In line with our conservative emissions savings estimates, we assume that the 18-month timeline of this project is too short for national governments to make significant policy or program changes that could then be accounted for.

The general assumptions are:

- 1,700 kWh/year/capita electricity consumption in each city (an approximate average for non-OECD cities as collected in the ESMAP TRACE database), 50% of which is used in residential, commercial and public buildings.
- An average city population of 2 million within municipal boundaries (a rough average of city size expected in the project counting only the jurisdictional population, not the larger urban area).
- As a result of the strategies implemented in a participating city taking actions, the project assumes that, compared to business as usual, light touch cities will achieve a 1% reduction in building electricity use in and deep dive cities will achieve a 2% reduction. It is assumed that, because of more direct support, deep dive cities will develop more actions and/or more effective actions and achieve a higher level of energy savings. These assumptions represent an average of savings that would result even with variations in the specific policies and actions implemented in each city. For light touch cities the estimate is based on an approximation of the energy savings achievable annually through implementation of a basic building energy code in new construction. For deep dive cities, it is based on a basic building energy code combined with one or more additional, more advanced energy saving actions. Business as usual assumes that 10% (the GEF default) of the GHG saving activities in the BEA jurisdictions would have happened without project interventions and are counted as part of the baseline.
- The project will work with 30 new cities through the “light touch” component and 3 new cities through the “deep dive” component, along with continuing to work with 30 existing BEA cities. Project outcomes include targets that 10 new light touch cities and the 3 new deep dive cities will advance one or more efficiency action (policies, programs or projects). This is based on the assumption of higher success rates of getting implementation of actions in the cities where the project is more actively engaged in driving change. To align with these targets we assume that 10 light touch cities and 3 new deep dive cities achieve electricity savings beyond business as usual. These are the same assumptions for program impact that we used in the 2016-2017 BEA GEF grant GHG savings estimations, and they were proven to be robust.
- For actions that begin implementation at the end of our 18-month engagements, GHG savings will start accruing in 2020 and have a lifetime of 15 years (based on the default GEF assumption). These savings are accounted to begin accruing after the 18month engagements due to the lag time between policy adoption and implementation, and from demonstration project initiation to completion. However, based on the design of the GEF tool these savings are not dynamically calculated to grow over time as policies are implemented in additional buildings and savings accumulate over time; instead they are constant for each of the 15 years.

6) Innovativeness, sustainability and potential for scaling up

The BEA theory of change recognizes that two levels of alignment are critical if cities are to succeed: 1) removing barriers to help align markets and policy goals, and 2) leveraging and supporting ambitious national initiatives including bringing funding from national governments to city action alignment with national priorities, funding and support.

From 2016-2017, the BEA focused on the first of these levels of alignment. Through public-private collaboration in local markets, the project helps the market function more effectively and encourages private investment. This has been successful in BEA partner cities, and the project will continue this approach in 2018-2019 to build a broader set of cities that can be inspirational leaders to peer cities in national, regional, and global settings.

In 2018-2019, the BEA is piloting a new innovative approach to support the second level of alignment: supporting ambitious national initiatives to align national priorities and local action. National engagement will bring a new scalability to the BEA to complement the local-level leadership that has been built in 2016-2017. Leading cities taking action on building efficiency can work with the national government to develop policies and programs that in turn help other cities within the country to accelerate the pace and ambition of their work on building efficiency. The national governments become change agents, with BEA cities as key advisors regarding what elements are needed in national policy to address local government barriers and needs. Some of these needs are likely to be financing and pre-feasibility support, along with technical programs and tools that supplement the capacity in cities on benchmarking, procurement, and building energy code implementation.

Policy updates at the local and national levels take time, and the BEA aims to reinforce the benefits of building efficiency programs and policies to sustain momentum. By bringing together diverse stakeholders, we can consolidate and facilitate a common vision and goals. No single stakeholder is responsible for moving the program forward – all have some accountability – and this collective action model helps build towards sustained action.

In the six 2016-2017 deep dive cities, for example, there are robust communities which have had a variety of activities and have now brought together their individual work into a facilitated structure. Working groups in each of these cities have met for 12 months, first to develop recommendations and align their support for city action, and then to support the development and implementation of those actions. Each active global partner has defined their "offer" in terms of technical assistance and support for local and international actions. This enables the city partners and the community to know how and where resources are available so that technical issues, tools and policy implementation examples are available. The network of partners is a powerful mechanism which, if supported, can become self-reinforcing.

By scaling up to actively work on both elements of the BEA theory of change—aligning local markets and policy goals, and aligning and engaging national governments with local action—the BEA work plan is also designed to feed into GEF7 programming. By the end of 2018, the BEA will have a 4-year track record as an active global partnership successfully working with cities to accelerate the pace and ambition of local building efficiency action. In addition, the BEA will have a basis for national government engagement and local-national government alignment, setting the stage for the BEA to continue beyond 2018 as a global program that can connect with GEF child projects and, potentially, the Global Platform for Sustainable Cities where participating cities are interested in taking action on building efficiency.

A.2. Child Project. If this is a child project under a program, describe how the components contribute to the overall program impact.

Not applicable.

***A.3. Stakeholders*.** Identify the key stakeholders and elaborate on how their engagement is incorporated in the preparation and implementation of the project. Do they include civil society organizations (Yes ☒ / No ☐) and indigenous peoples (Yes ☐ / No ☒)?

Civil society organizations are critical participants in the BEA, given the stakeholder-driven participatory model that the partnership encourages. World Resources Institute (WRI), a global think tank working at the nexus of environment, economic opportunity and human well-being focused on delivering "ideas into action", and WRI Ross Center for Sustainable Cities, WRI's global program working in cities around the world on cross-cutting urban issues, act as the coordinating partner of the BEA. As the managing partner for the BEA, WRI is tasked with facilitating effective engagement among partners to the BEA and leveraging their research, market presence and engagement, and convening power to address problems in cities around the world through building efficiency solutions.

The BEA is a broad and deep partnership of policymakers, technology supply companies, technical support organizations, associations, and international institutions. The partners each bring their networks and knowledge and act together in a "learning by doing" model to accelerate action, building efficiency policy commitment and project implementation efforts. The current list of partners to the Building Efficiency Accelerator is included in Table 3 (Local/Subnational Governments) and TABLE 4 (BEA Partner Organizations, Associations, and Private Sector Companies). In addition, agencies, organizations and businesses that have participated in Deep Dive city engagements through working groups, workshops, and stakeholder consultations are included in Table 5.

Additional stakeholders participate in local partnerships in current and prospective "light touch" cities. For example, in prospective "light touch" BEA jurisdiction Changing District in Shanghai, the Shanghai Changing District Energy Bureau is a key local public sector stakeholder along with private sector global actors such as Johnson Controls and civil society organizations such as the GEF, LBNL, ICLEI, WRI, and C40.

Many partners are also active participants in the Global Alliance for Building and Construction. The GABC focuses on supporting countries with engagement with the building and construction sector to achieve emissions reductions outlined in their Nationally Determined Contributions (NDCs). The Building Efficiency Accelerator partners will demonstrate how subnational and local action can support these national goals, especially through the GABC local and subnational action sub-work group which is part of the Public Policies work group. Because the BEA focuses on implementation activities, it is a complementary and integral part of the Alliance.

BEA partners offer specific expertise and activities to support the partnership. These offers range from the Global Building Performance Network's benchmarking policy guidance to the Green Building Councils' green certification criteria, to ICLEI's municipal procurement guidance documents. Each partner brings its offer and geographical market knowledge to the benefit of the team and to the cities where the BEA partnership collectively works. ICLEI, WRI, GBPN, WBCSD, C40, and the Green Building Councils are all organizations that also have relationships or staff in multiple emerging economies and rapidly growing urban areas, enabling the development of customized engagements that match the needs of local stakeholders and competencies of partners. In addition to relying on partner networks, the BEA will work with Sustainable Energy for All teams and the UN Environment-DTU (Danmarks Tekniske Universitet, Technical University of Denmark) Copenhagen Centre for Energy Efficiency (C2E2) in support of engagement for both the light touch and the deep dive engagements.

Table 3: BEA Local/Subnational Governments as of December 2017

Local/Subnational Governments (30)		
Aburrá Valley Region and Municipality of Medellín, Colombia	State of Jalisco, Mexico	City of Porto Alegre, Brazil
City of Alba Iulia, Romania	Kisii County, Kenya	Rajkot Municipal Corporation, India
City of Belgrade, Serbia	KwaDukuza, South Africa	Riga Municipal Agency, Latvia
City of Bogotá, Colombia	City of Mandaluyong, Philippines	City of Santa Rosa, Philippines
City of Bucharest (District 3), Romania	Mérida, Mexico	Shimla Municipal Corporation, India
Coimbatore City Municipal Corporation, India	Mexico City, Mexico	State of Sonora, Mexico
Da Nang City, Vietnam	City of Milwaukee, United States	Tokyo Metropolitan Government, Japan
City of Dubai, United Arab Emirates	Science City of Muñoz, Philippines	Ulaanbaatar, Mongolia
City of Eskişehir, Turkey	Nairobi County, Kenya	Tshwane Metropolitan Municipality, South Africa
Iskandar Regional Development Authority, Malaysia	Pasig, Philippines	City of Warsaw, Poland

Table 4: BEA Partner Organizations, Associations, and Private Sector Companies

Organizations, Associations, and Private Sector Companies		
Partner organization	**Organization Description and Existing Activities with Potential to be Leveraged**	**BEA Role(s)**
100 Resilient Cities	**Description:**100 Resilient Cities—Pioneered by the Rockefeller Foundation (100RC) is dedicated to helping cities around the world become more resilient to the physical, social and economic challenges that are a growing part of the 21st century. 100RC supports the adoption and incorporation of a view of resilience that includes not just the shocks—earthquakes, fires, floods, etc.—but also the stresses that weaken the fabric of a city on a day to day or cyclical basis. **Activities to be Leveraged:** • Existing partnership with Da Nang, Vietnam resulted in the Da Nang Resilience Strategy, which includes building energy efficiency initiatives and targets. • 100RC's network of external partners can be leveraged for additional tools and resources, expertise, and communications support.	**Component 3** activities, including: • BEA City liaison to Da Nang, Vietnam, a 2016-2017 deep-dive city Continuing as liaison to Da Nang will include the provision of technical expertise in reviewing documents, planning and participating in workshops and site visits, and engaging in external communications on behalf of Da Nang.
Accenture	**Description:** Consulting services in sustainable energy for businesses. **Activities to be leveraged: A**s a partner to all of the SE4ALL Accelerators, Accenture will be assisting with market research in collaboration with C2E2.	**Components 2 & 3** technical assistance expertise.

Organizations, Associations, and Private Sector Companies		
Partner organization	**Organization Description and Existing Activities with Potential to be Leveraged**	**BEA Role(s)**
	Accenture partners with UN Global Compact to research the business opportunity in 19 industries to support SE4ALL.	
Alliance to Save Energy (ASE)	**Description:** ASE is a nonprofit, bipartisan alliance of business, government, environmental and consumer leaders advocating for enhanced energy productivity to achieve economic growth, a cleaner environment, and greater energy security, affordability and reliability. **Activities to be leveraged:** • As the organizer of the annual Energy Efficiency Global (EE Global) Forum, ASE will support the BEA's outreach and engagement with partners at the global level at this and other • ASE's thought leadership on energy efficiency worldwide will be a valuable contribution to BEA strategic planning. • Development of a national energy productivity roadmap for India.	**Component 1** activities, including: • Support for global energy efficiency convening, including support for BEA engagement at EE Global, the Clean Energy Ministerial in Copenhagen in May 2018, and COP24 in Katowice, Poland. • Participation in strategic meetings and discussions, and review of key strategic documents during the project period, particularly on BEA national strategy for and engagements in India.
Alstom	**Description:** Alstom brings the latest state-of-the-art technologies – from high speed trains to metros, and from streetcars (LRVs) to customized services, infrastructure and signaling solutions - to the American market, deploying them to meet today's and tomorrow's mobility challenges. **Activities to be leveraged:** As a global leader in energy and mobility, Alstom will provide expertise on energy in cities, including on: • Power generation • Transmission • Rail transportation	**Components 2 & 3** technical assistance expertise.
Architecture 2030	**Description:** Architecture 2030 is a non-profit organization established in response to the climate change crisis by architect Edward Mazria in 2002. Architecture 2030's mission is to rapidly transform the global built environment from the major contributor of greenhouse gas (GHG) emissions to a central part of the solution to the climate crisis.	**Components 2 & 3** technical assistance expertise.
Buildings Performance Institute Europe (BPIE)	**Description:** A non-profit centre of expertise and research on all aspects of energy performance in European buildings and related policies. **Activities to be leveraged:** BPIE will primarily assist as an expert resource on building performance, including tools and resources, policy mechanisms, and information on building efficiency stakeholders.	**Components 1, 2, 3, and 4** activities, including: • Support for arranging global energy efficiency workshops and events convening policy decision

Organizations, Associations, and Private Sector Companies		
Partner organization	**Organization Description and Existing Activities with Potential to be Leveraged**	**BEA Role(s)**
	It will leverage its open source research, analysis, knowledge-sharing and advisory activities to the European Institutions, policy makers in European Union (EU) Member States and neighboring countries, the research community as well as private sector stakeholders and the civil society on specific focus areas: • Renovating the EU building stock • New buildings • Buildings data • Supporting policies and instruments BPIE is also prepared to leverage the following ongoing activities: • building efficiency topics and policy implementation. • Monitoring of implementation of building efficiency related policies in Europe; documentation of successful initiatives in case studies for distribution. • Provision of existing resources and tools on BPIE website. • Publish concise reports and fact sheets on a variety of building efficiency topics.	makers. • Technical assistance at workshops and engagement, including the analysis of best-practice programs and schemes to support investments designed to increase energy efficiency in buildings. • As-needed technical assistance for BEA deep dive engagements. • Provision of policy recommendations to increase effectiveness of government initiatives to improve the energy performance of buildings, including but not limited to financing schemes. • Webinars on BPIE's areas of expertise.
Business Council for Sustainable Energy (BCSE)	**Description:** Coalition of companies and trade associations from energy efficiency, natural gas, and renewable energy sectors. Business coalition in the United States that advocates for policies & investment frameworks at the state and national levels, and internationally through multi-lateral bodies such as the United Nations Framework Convention on Climate Change (UNFCCC). Also founding member of the International Council for Sustainable Energy (ICSE) network, which includes clean energy companies from: • Clean Energy Council of Australia • European Business Council for Sustainable Energy • U.S. Business Council for Sustainable Energy **Activities to be leveraged:** • Annual *Sustainable Energy in America Factbook* supports BEA thought leadership in US cities • BCSE is very engaged in UNFCCC processes and can support the local-national alignment and NDC discussions.	**Component 1 activities** including: • Event organization, engagement, communications, and logistics support, particularly at COP24 and CEM9, • Leverage its network to expand and strengthen the BEA partnership and promote its technical assistance opportunities • Relationship-building and networking • Provide information and expertise on sustainable energy and EE markets via live/online trainings and published material

Organizations, Associations, and Private Sector Companies		
Partner organization	**Organization Description and Existing Activities with Potential to be Leveraged**	**BEA Role(s)**
	• BCSE will leverage its business and government network to expand BEA Partnership, assist cities in engaging stakeholders in local action, and develop and share market research.	• Support for BEA private-sector engagement through external communications • Explore and deepen relationships with selected national governments on building efficiency opportunities within national determined contributions (NDCs)
C40 Cities Climate Leadership Group	**Description:** C40 is a network of the world's megacities committed to addressing climate change – supporting information exchange and collective projects between city officials. **Activities to be leveraged:** Within the partnership, C40 Cities will leverage their network of climate stakeholders in cities worldwide to expand and strengthen the BEA Partnership and assist with local engagement, information sharing, and stakeholder engagement. In particular, C40 can leverage its: • Private Building Efficiency Network: Almost 30 cities around the world are members. The network is chaired by Sydney and Tokyo. • Municipal Building Efficiency Network: almost 20 cities around the world are members. The network is chaired by Cape Town. • C40 can strengthen the BEA through its engagement with ongoing, Citibank-funded C40-WRI collaboration the *Financing Sustainable Cities Initiative (FSCI)*, which works to identify best-practices for and build city capacity on business models sustainable urban solutions, including new buildings and municipal retrofits.	**Components 2 and 3 activities** including: • BEA training events and review of strategic documents. • C40 previously collaborated on a successful joint BEA-FSCI (see left) workshop in Mexico City which convened C40, BEA, and other cities from across Latin America to build staff capacity to evaluate business model options for financing municipal retrofits. There is great potential to replicate this effort in other regions and/or to build upon the first workshop with expanded technical assistance on this topic for the same cities in 2018-2019.
The Carbon Trust	**Description:** The Carbon Trust is an independent, expert partner of leading organizations around the world, helping them contribute to and benefit from a more sustainable future through carbon reduction, resource efficiency strategies and commercializing low carbon technologies. **Activities to be leveraged:** • Low Carbon Cities Programme	**Components 2 & 3** technical assistance expertise.

Organizations, Associations, and Private Sector Companies		
Partner organization	**Organization Description and Existing Activities with Potential to be Leveraged**	**BEA Role(s)**
	• Retrofits technical assistance • Design of energy efficiency finance schemes for small and medium enterprises (SMEs) • Low Carbon Workplace Standard	
China Energy Conservation and Environmental Protection Group	**Description:** A state-owned enterprise that has subsidiaries in building efficiency and green building, particularly in China. Expertise in: • Clean energy and technology • Environmental protection and treatment • Energy-efficient construction	**Components 2 & 3** technical assistance expertise.
Clean Energy Solutions Center/ National Renewable Energy Laboratory (NREL)	**Description:** An initiative of the Clean Energy Ministerial, hosted at NREL, providing clean energy policy assistance, training, and resources to governments in all regions. **Activities to be leveraged:** Technical Resources • Provide and maintain comprehensive curated library of energy efficiency and other clean energy policy reports, tools, and data bases • Developing enhanced overviews of energy efficiency policy good practices and lessons, including on building efficiency Ask an Expert Assistance: • Team of over 40 international experts on clean energy and energy efficiency providing technical assistance upon request.	**Component 2 activities** to include: • Provision of no-cost energy policy and energy finance advising to the BEA Partnership and assistance with webinars and general training, including through their library of energy efficiency resources. This library includes many resources related to gender & energy, and NREL's team will bring the experience from a variety of gender-related energy reports to the partnership. • Ask an Expert Assistance: No cost advice, review, and analysis of energy efficiency and other clean energy policies and programs and finance measures to government agencies • Training: Technical assistance to city, municipal, and other local governments with developing energy efficiency policies, regulations, codes, standards, and regulations

Organizations, Associations, and Private Sector Companies		
Partner organization	**Organization Description and Existing Activities with Potential to be Leveraged**	**BEA Role(s)**
		for buildings and with identifying and assessing finance measures to successfully mobilize investment in buildings efficiency projects • Capacity building activities such as delivering Webinars presented by experts on buildings efficiency topics that are of importance to government policymakers and others involved in executing decisions
Colombia Green Building Council (Consejo Colombiano de Construcción Sostenible, CCCS)	**Description:** CCCS is an established member of World Green Building Council since 2009 and has a track record that is well aligned to the project aims as the organization has worked for 10 years in the radical improvement of sustainability in buildings through advocacy work and programs with impact at the local, regional and national levels.	**Components 1 and 3 activities** including: • City liaison for BEA deep-dive city **Bogota, Colombia.** A high-level Technical Advisor will continue to work full time in the offices of the City of Bogotá in the implementation of the current workplan of BEA Program for the capital of Colombia. Other staff and resources will support on delivering technical expertise, support and market insights, at high level and expert discussions, workshops, meetings and review of documentation. • Engagement in regional convening and knowledge sharing between BEA partner cities Latin America and the Caribbean. • Engaging as possible with

Organizations, Associations, and Private Sector Companies		
Partner organization	**Organization Description and Existing Activities with Potential to be Leveraged**	**BEA Role(s)**
		the Colombian national government on building efficiency policy and project action, as well as relevant data standards and initiatives.
Copenhagen Centre on Energy Efficiency (C2E2)	**Description and Activities to be leveraged:** C2E2 is an initiative of the UN Environment-DTU partnership to help UN Environment accelerate the uptake of energy efficiency policies and programmes at the city, country, regional, and global levels with the prime responsibility to support action towards achieving Sustainable Energy for All's (SEforALL) energy efficiency objective of doubling the global rate of improvement in energy efficiency by 2030. C2E2's activities as the coordinating platform of the SEforALL Global Energy Efficiency Accelerators include: • Capacity building in developing countries • Selected technical assistance projects • Private sector engagement and partner recruitment • Coordination and fostering of synergies with other sector Accelerators under SE4ALL • Promotion and communication of BEA activities • Championing energy efficiency	**Components 1, 2 and 3** activities including: • As the global Secretariat, C2E2 will primarily operate in a partnership-supporting role, offering support in key areas such as coordination with the other Global Energy Efficiency Accelerator Platforms, communications and outreach, and strategic advising. • Technical expertise, analytical support, market insights on energy efficiency, linking cities to the BEA's international expertise and relevant partners, developing knowledge products of cities, conducting joint communications activities (including hosting of thematic webinars) and engaging together on global events and engagements, and contributing to expert discussions, workshops, and events.
Danfoss	**Description:** A world-leading supplier of technologies and products that lower energy consumption and reduce CO2 emissions. **Activities to be leveraged:** Danfoss will assist with technical expertise and manages the District Energy in Cities Initiative (DES), with which the BEA	**Component 2 activities including:** Danfoss collaborates with the BEA in DES-BEA jurisdictions, including the production of a building efficiency resource for Turkey and on a high-level workshop in Belgrade, Serbia, among other partnerships.

Organizations, Associations, and Private Sector Companies		
Partner organization	**Organization Description and Existing Activities with Potential to be Leveraged**	**BEA Role(s)**
	partners directly in several partner jurisdictions. • Global energy-saving program at Danfoss • Co-chair of the District Energy in Cities Initiative of SE4ALL	**Additional Component 2 activities to include:** • Support for projects in Eastern Europe, India, and China with local technology expertise. • Support awareness raising campaigns on social media and in person during high level conferences like SEforALL Forum, CEM, and COP24. • Provision of technical expertise and market insights. • Review of documentation to verify outcomes.
DEXMA	**Description:** DEXMA provides flexible, cost-effective and integrated software and hardware tools that enable full visibility of energy consumption and costs.	**Component 4** support for BEA tool, case study, and learning material development.
Econoler	***Description:*** *Econoler is an international consulting firm with 35 years of experience in the implementation, evaluation, design and financing of energy efficiency and renewable energy programs and projects.*	**Components 3 and 4** activities including support for BEA tracking and impact evaluation processes.
Global Buildings Performance Network (GBPN)	**Description:** Globally organized and regionally focused NGO providing policy expertise and technical assistance to advance building energy performance policies and building energy codes. **Activities to be leveraged:** GBPN's global network will provide policy and technical expertise assisting cities with tools for assessing, measuring, and improving building performance, accessing financing, and designing building codes. GBPN's Global Knowledge Platform includes: • Policy tool for renovation • Policy tool for new buildings • Building energy performance scenarios • IPEEC & Major Economies Forum Building Energy Codes Portal and network of energy code experts from 23 countries.	Primarily **Component 2 activities** including: • Technical assistance provision and resource development particularly on building codes • Development of and participation in trainings and webinars • Synergies between the BEA and the Building Energy Policy Scenario (BEPS) Tools, Policy Best Practice Tools for New Buildings and Renovation, and development of the Cities

Organizations, Associations, and Private Sector Companies		
Partner organization	**Organization Description and Existing Activities with Potential to be Leveraged**	**BEA Role(s)**
		Knowledge Centre for Building Energy Policies
Global Cool Cities Alliance (GCCA)	**Description:** The GCCA is dedicated to advancing policies and actions that increase the solar reflectance of our buildings and pavements as a cost-effective way to promote cool buildings, cool cities, and to mitigate the effects of climate change through global cooling	**Component 1 and 2 activities** including supporting BEA strategic thinking on cooling.
GEF Sustainable Cities Integrated Approach Pilot	**Description:** The Sustainable Cities Integrated Approach Pilot is a GEF program promoting urban sustainability and integration of environmental sustainability in planning and management initiatives.	**Component 1 activities** related to global strategy and convening around global, national, and subnational vertical coordination on urban sustainability.
ICLEI- Local Governments for Sustainability	**Description:** ICLEI – Local Governments for Sustainability is the leading global network of more than 1,500 cities, towns and regions committed to building a sustainable future. By helping the ICLEI Network to become sustainable, low-carbon, resilient, ecomobile, biodiverse, resource-efficient and productive, healthy and happy, with a green economy and smart infrastructure, ICLEI impacts over 25% of the global urban population. **Activities to be leveraged:** ICLEI's many relevant tools and knowledge resources include: Tools and Common Metrics • carbon*n*® Climate Registry (cCR) – reporting platform for local and subnational governments, also supporting vertically integrated reporting • ClearPath™ energy and emissions management – online software platform • Harmonized Emissions Analysis Tool *plus* (HEAT+) • Global Protocol on Community-scale Greenhouse Gas Emissions Inventories (GPC) Recycling and Composting Emissions Protocol • Solutions Gateway – Low Carbon Solutions for Urban Development Challenges (guidance to local governments) • 100% Renewable Energy (RE) Cities and Regions Network – indicators • V-NAMA guidance on vertical integration Sustainability & Low Carbon Planning Support • GreenClimateCities Program – climate planning process methodology Promoting Low Emission Urban Development Strategies in Emerging Economy Countries • (Urban LEDS) • Sustainable Procurement Campaign (incl. Procura+ Manual) • Resource-efficient and Productive City Agenda (incl. Urban Nexus approach) Knowledge Management	**Components 1, 2, and 3 activities including**: • ICLEI leverages its network of cities and depth of knowledge of communities of practice in cities worldwide to expand and solidify the BEA Partnership. • ICLEI serves on the BEA Steering Committee and will play a key role in the selection of deep-dive cities and the BEA's engagement with light touch cities. • ICLEI's tools, including, Carbonn, Clearpath, and others, are important resources for BEA cities to plan and implement their building efficiency actions, and measure and track their progress. ICLEI assists the BEA partnership in making its tools and resources applicable in various local environments. • ICLEI serves as regional lead for East Asia; Southeast Asia; Brazil; Africa; and the OECD

Organizations, Associations, and Private Sector Companies		
Partner organization	**Organization Description and Existing Activities with Potential to be Leveraged**	**BEA Role(s)**
	• Global case studies database • Energy efficiency of buildings in multiple global cities • Solutions Gateway – Low Carbon Solutions for Urban Development Challenges (online platform for local governments, including case studies) • Pool of Experts (online LinkedIn group) – buildings sub-group Capacity Building • Tailor-made training offers to local governments (webinars, in person) • Sustainable Local Economy and Procurement: training and resources • Low Carbon City Agenda: training and resources • Global District Energy in Cities Initiative – capacity development and policy support • Global case studies series • Factsheets • Pool of Experts • Earth Hour City Challenge and carbon*n*® Climate Registry (cCR) – training on effective reporting Global Advocacy • ICLEI is the focal point of the Local Government and Municipal Authorities (LGMA) constituency at the UNFCCC • Local Governments Climate Roadmap • Transformative Actions Program (TAP) • Compact of Mayors • Compact of States and Regions • Buildings Alliance partner	countries and will continue to support ongoing regional engagement in those geographies. • ICLEI supports the ongoing deep engagement it leads in Rajkot, India, through ICLEI Southeast Asia.
Ingersoll Rand	**Description:** Global diversified manufacturing and services company specializing in energy efficient climate and industrial applications. **Activities to be leveraged:** • Center for Energy Efficiency and Sustainability (CEES) – launched in 2010 to drive energy efficiency in the built environment, our products & services, and our facilities. • Climate Commitment at Clinton Global Initiative: 1. 50% reduction in GHG refrigerant footprint of products by 2020 2. $500 MM investment in product R&D over next five years to fund long-term GHG emission reductions 3. 35% reduction in GHG footprint of the company's office buildings, manufacturing facilities and fleet by 2020.	**Component 2 and 3 activities** including: • Diverse technical assistance to cities • BEA partnership coordination and engagement in workshops and resource development
International Finance Corporation – Excellence in Design for Greater	**Description and Activities to be leveraged:** A member of the World Bank Group, the IFC is the largest global development institution focused exclusively on the private sector in developing countries. The EDGE Program primarily manages the EDGE tool, which is used for green building design in more than 100 countries, and which can be used by BEA cities	**Component 2 and 3 activities** including: • Maintenance and updates to, access to, training on, and technical assistance

Organizations, Associations, and Private Sector Companies		
Partner organization	**Organization Description and Existing Activities with Potential to be Leveraged**	**BEA Role(s)**
Efficiencies (EDGE) Program	in building efficiency project planning and implementation. EDGE calculates operational savings and reduced carbon emission for buildings as measured against a base case: at least 20 percent reduction in energy, water, and materials.	related to use of, the EDGE Tool for cities which prioritize it
Investor Confidence Project	**Description:** An Initiative that provides no-cost, open source tools and capacity building to help communities run more effective building energy renovation programs at lower cost with better results and are more attractive to private capital investment. **Activities and resources to be leveraged:** Building Energy Renovation Project Guidance • Commercial and Multi-family project guidelines • Project developer guidebook Professional Training and Certification • Project Developers • Quality Assurance Agents • Software Developers Network • Ally network of industry leaders in project finance and engineering	**Component 2 activities** including: • Leading BEA technical assistance on financial mechanisms for energy efficiency, including participating in training and supporting resource development as well as case-specific assistance • Additional technical assistance on project and pipeline development for investment
Johnson Controls	**Description:** Industry co-convener of Building Efficiency Accelerator providing technologies and services for building efficiency and district energy systems. **Activities to be leveraged:** Institute for Building Efficiency integrated with WRI Building Efficiency Initiative in 2014. Other areas of technical expertise: • Building Controls • HVAC systems • Systems Integration • District Energy Systems • Public-Private Partnerships (P3) • Energy Performance Contracting • Project Preparation • Private Sector Engagement	**Components 1 through 4 activities** including: • BEA private sector engagement leadership and strategy • Supporting convening, city engagement, training, and technical assistance including through supporting the build-out of a regional private sector working group for Latin America • BEA strategic guidance via the BEA Steering Committee • Serve as a leading expert on energy performance contracting and building efficiency technology, devoting staff time to the provision of technical expertise and market

Organizations, Associations, and Private Sector Companies		
Partner organization	**Organization Description and Existing Activities with Potential to be Leveraged**	**BEA Role(s)**
		insights • Provide best practices documentation and tools on building efficiency for use by the BEA Partners and cities, and • Assist with trainings, webinars, and use of building efficiency tools. • Leverage its network and expertise on public-private collaboration to expand and strengthen the BEA Partnership and to assist BEA Cities with stakeholder engagement.
Lawrence Berkeley National Laboratory (LBNL)	**Description**: Berkeley Lab is a member of the national laboratory system supported by the U.S. Department of Energy through its Office of Science.	**Components 2 & 3** technical assistance activities.
Natural Resources Defense Council (NRDC)	**Description**: NRDC is a nonprofit, international environmental advocacy group.	**Components 2 & 3** activities including sharing international best practices based on their experience in Andhra Pradesh and Telangana implementing energy efficient building codes at the state level.
Pacific Northwest National Laboratory (PNNL)	**Description: PNNL** is one of the United States Department of Energy national laboratories, managed by the Department of Energy's (DOE) Office of Science. The main campus of the laboratory is in Richland, Washington. PNNL scientists conduct basic and applied research and development to strengthen U.S. scientific foundations for fundamental research and innovation and other activities including to increase the U.S. energy capacity and reduce dependence on imported oil and reduce the effects of human activity on the environment.	**Components 1, 2, & 3** activities including: • Leadership of technical assistance on building codes and related training activities and resource development activities • Targeted assistance as requested on building codes, particularly in PNNL's regions of expertise including BEA target countries India and Vietnam.
Philips Lighting	**Description:** A global leader in lighting technology and solutions.	**Component 1 and 2 activities** including:

Organizations, Associations, and Private Sector Companies		
Partner organization	**Organization Description and Existing Activities with Potential to be Leveraged**	**BEA Role(s)**
	Activities to be leveraged: • Develop off-grid (solar-LED) lighting solutions for cities, homes and buildings • Improve the energy efficiency of its entire products and solutions portfolio by 50% in 2015 (compared to 2009)	• Technical assistance expertise. In 2016-2017 and continuing into 2018-2019 • Private sector engagement, city engagement, and global outreach and convening.
Saint-Gobain	**Description:** World's largest building materials company and global leader in sustainable habitat **Activities to be leveraged:** Technical expertise in: • Energy Efficiency Solutions • Multi-comfort construction • Multi-comfort renovation • Energy efficiency consulting	**Components 2 & 3** technical assistance expertise.
Schneider Electric	**Description:** Schneider Electric is a global specialist in energy management and automation. **Activities to be leveraged:** Energy University: A free, online educational sources on energy efficiency and data center topics to help identify, implement, and monitor efficiency improvements within the organization.	**Components 2 & 3** technical assistance expertise.
TECNALIA	**Description:** A global consultancy in technological innovation, TECNALIA is a key partner offering building efficiency technology expertise and engagement with building sector professionals and associations. **Activities to be leveraged:** • Sustainable Construction • Energy and Environment • Innovation Strategies • ICT-European Software Institute • Industry and Transport • Agricultural Innovation • Marine Research • Environment & Natural Resources • Health • Technological Services	**Components 1, 2 & 3** activities including: • Leading technical assistance provision, training, and resource development on retrofits and retrofit finance • Support for general city engagement, training, and convening activities.
UN Environment Programme	**Description:** The United Nations Environment Programme (UN Environment) is the leading global environmental authority that sets the global environmental agenda, promotes the coherent implementation of the environmental dimension of sustainable development within the United Nations system, and serves as an authoritative advocate for the global environment. **Activities to be leveraged:** UNEP's role in all of the SE4ALL Energy Efficiency Accelerators, particularly the District Energy in Cities Initiative, will be to assist in platform coordination and collaboration. Their experiences with global	**Components 1, 2, and 3 activities** including: • Collaboration between the BEA and the UN Environment Sustainable Buildings and Construction Initiative (SBCI) in the Cities Programme in a variety of ways.

Organizations, Associations, and Private Sector Companies		
Partner organization	**Organization Description and Existing Activities with Potential to be Leveraged**	**BEA Role(s)**
	programs such as NAMA work in Asia will be vital in the knowledge transfer process. UN Environment currently leads the District Energy in Cities Initiative (the implementing vehicle of the SE4ALL district energy systems Accelerator), with which the BEA collaborates in a number of jurisdictions. **Activities to be leveraged:** • UN Environment Sustainable Buildings and Climate Initiative (SBCI) • Sustainable Social Housing Initiative (SUSHI) • 10-Year Framework of Programmes Sustainable Buildings and Construction Co-Lead • The Sustainable Public Procurement guidance documents and materials • Global Alliance for Buildings and Construction (in progress in collaboration with France) and Buildings Day at COP	• Technical expertise on sustainable procurement and synergies with 10YFP • Leadership of global and regional convenings and training activities. • Leadership of the BEA's ongoing relationship with 2016-2017 deep dive Belgrade, Serbia. • Leading collaboration between the BEA and the GABC and its COP24 activities. • Collaboration on joint work in BEA-DES partner cities
UN Foundation	**Description:** Platform for mobilizing government officials, business leaders, policy advocates to help the UN tackle critical issues. **Activities to be leveraged:** The UN Foundation will leverage its network at the global climate level to assist the BEA Partnership through the following ongoing activities: • Energy and Climate program • Addressing climate change • Achieving SEforALL • Promoting clean energy access • Accelerating energy efficiency	**Component 1** activities including engagement and communications activities.
US Green Building Council (USGBC)	**Description:** Membership organization of green building professionals which administers the Leadership in Energy and Environmental Design (LEED) green building rating system. **Activities to be leveraged:** USGBC's network of LEED professionals and library of resources on building efficiency projects will assist the BEA Partnership in helping cities design projects and access reliably advising and technical assistance. • Membership community of 12,387 organizations (LEED proven providers, education partners, etc.) • Network of LEED professionals in the world • Database of 80,250 registered and certified LEED projects in the world	**Components 1, 2, and 3 activities including:** • Support for the work plan of the BEA's Voluntary Programs Working Group • Leadership of the BEA Communications Task Force.
World Bank Group, Energy	**Description:** A global knowledge and technical assistance program administrated by the World Bank.	• **Components 2 & 3** technical assistance activities.

Organizations, Associations, and Private Sector Companies		
Partner organization	**Organization Description and Existing Activities with Potential to be Leveraged**	**BEA Role(s)**
Sector Management Assistance Program (ESMAP)	**Activities to be leveraged:** ESMAP will contribute to the BEA Partnership as primarily a source of technical expertise and training assistance, and a source of and platform for knowledge transfer. ESMAP's report, "Integrating Gender Considerations into Energy Projects," will be a key resource in ensuring BEA projects contribute to welfare of all. ESMAP also hosts a "Gender & Energy" online forum, which BEA partners can access to discover tools and resources on gender considerations in the energy sector. Services: • Technical assistance and policy advice • Knowledge products and knowledge exchange Focus areas: • Clean Energy • Energy Access • Energy Efficient Cities • Energy Assessment and Strategies	
World Business Council for Sustainable Development (WBCSD)	**Description:** CEO-led organization of global businesses focused on sustainable development. **Activities to be leveraged:** • Energy Efficiency in Buildings (EEB)2.0 project: WBCSD's EEB community and Energy Efficiency Toolkit cam help the BEA Partnership to leverage the private sector's commitment to and expertise in energy efficiency. In particular markets, WBCSD has laid the groundwork for energy efficiency scale-up and will continue to serve a key role in the local engagement process. Its tools will be available to the BEA Partnership and partner cities in use for action planning. WBCSD will be key in the partnership's ability to recruit and work with private sector companies in various regions. • 2 work streams on energy efficiency in buildings: ***Business taking action*** • EEB Manifesto (pledge signed by CEOs to take action on energy in their corporate buildings) - signed by 142 companies and network partners – open for signature to any organization + publications to share stories An insight from companies and a Call to Action • Energy Efficiency Toolkit for Corporate Buildings (step by step guide to plan and initiate energy efficiency programs – focus on the business case with case studies from organizations) – web tool to be launched in Dec. 2015 Any interested companies can share case studies for the	**Component 1 activities** on private sector engagement.

Organizations, Associations, and Private Sector Companies		
Partner organization	**Organization Description and Existing Activities with Potential to be Leveraged**	**BEA Role(s)**
	toolkit ***Business leading action*** • 10 pilot market engagements (see right column) until Dec. 16 resulting in ➢ 1 action plan per market to remove market barriers around awareness; workforce capacity; financing; policy & regulation (resulting from the EEB lab) ➢ 1 EEB lab platform per market with motivated stakeholders to implement the actions recommended during the EEB lab • Scaling up mechanism through the LCTPi-EEB (Low Carbon Technology Partnerships initiative Energy Efficiency in Buildings) to multiply local multi-stakeholder engagements across the globe - open to work with partners.	
World Green Building Council (World GBC)	**Description:** Network of national green building councils. **Activities to be leveraged:** World GBC's network of LEED professionals and country-level GBCs, and its library of resources on building efficiency projects, will assist the BEA Partnership in helping cities design projects and access reliable advising and technical assistance. Green Building Councils in the countries where BEA cities are located will be an irreplaceable resource throughout the entire engagement and action process. Network: 100+ green building councils in five regional networks, working on: • Rating and data - access to information on the market • Advocacy, capacity building and workforce training, and policy dialogue - working with market stakeholders to articulate a vision and needed actions • Communicating the benefits of green buildings	**Components 1, 2, and 3 activities including:** • Leading BEA technical assistance on Voluntary Programs and certifications • Leading BEA events and engagements • Serving as BEA regional lead in several BEA regions, including coordinating the efforts of Green Buildings Councils worldwide which serve as primary and/or supporting city liaison for many BEA cities • Collaborating on many communications activities • Supporting recruitment and convening
World Resources Institute (WRI)	**Description:** WRI is a global research organization that turns **big ideas into action** at the nexus of environment, economic opportunity and human well-being. **Activities to be leveraged:** WRI Ross Center for Sustainable Cities Network • Brazil, China, Mexico, India, Indonesia, Turkey, United States Building Efficiency Initiative: • Supporting local governments to become leaders in efficiency	WRI, as the executing agency for this grant, is the coordinating partner of the BEA and leads the partnership's work on **all Components** as well as delivering the majority of project management. In addition to the activities financed by GEF funds, WRI will supply tools and expertise on global city engagement and environmental policy, as well as BEA strategic guidance and collaboration

Organizations, Associations, and Private Sector Companies		
Partner organization	**Organization Description and Existing Activities with Potential to be Leveraged**	**BEA Role(s)**
	• Improving building performance analysis, information, and certification • Scaling up business models and finance strategies to deliver efficiency • Integrating buildings a part of an active energy system	with cross-sectoral initiatives. WRI also leverages work on energy and energy efficiency in its 7 global offices to support BEA policy and project implementation, and leads the partnership's external fundraising effort.

Table 5: BEA Deep Dive Partner Agencies, Organizations, and Businesses

Belgrade
ASOR – Agency for Sustainable Development
Assembly of tenants
Belgrade Chamber of Commerce
Belgrade Investment and Housing Agency
Belgrade Mayor's Office
Belgrade Secretariat for Energy
Belgrade Secretariat for Environmental Protection
Belgrade Secretariat for Inspections
Belgrade Secretariat for Utilities and Housing Services
Belgrade University
Building Performance Institute Europe (BPIE)
CENER21 – Center for energy, environment and resources
Center for Sustainable Development Promotion
Central European Development Forum (CEDEF)
Dalkia
Danfoss
Danish Embassy
Deloitte
District Heating Utility "Beogradske elektrane"
EKF – Denmark's Export Credit Agency
Fea SEE – Forestry and Environmental Action
Finnish Embassy
French Institute, on behalf of the French Embassy in Serbia
GIZ
Green Serbia Chamber of Commerce
Grundfoss
Hemofarm
IFC (Europe and Central Asia)
Institute of Architecture and Urban & Spatial Planning of Serbia
Johnson Controls
JSC Vilniaus energia
KfW
MIROSS

Bogotá
57uno
Acueducto
Alcaldía de Bogotá
Amarilo
ANDESCO
Apiros
APROCOF
Arquitectura & Bioclimática
Bancoldex (MINCOMERCIO)
Bioclimática y Construcción Sostenible
CAMACOL
Cámara de Comercio de Bogotá (Clúster Energía)
Carbon Trust
Codensa
Conconcreto
Consejo Colombiano de Construcción Sostenible
Consejo Colombiano de Eficiencia Energética
CS Urbanismo
Departamento Nacional de Planeación
Empresa de Acueducto de Bogotá
Energypal
Ernst & Young
Exiplast
Findeter (MINHACIENDA)
Green Loop
GREENFACTORY
Gustavo Perry Arquitectos
Ingetec
International Finance Corporation
International Finance Corporation
Ministerio de Ambiente y Desarrollo Sostenible
Ministerio de Vivienda Ciudad y Territorio
Pacific Northwest National Laboratory

Philips Lighting, branch office Serbia
Rarex
REECO Serbia
Regional Agency for Development and European Integration – Belgrade
RES Foundation – Partnerships for resilience
Serbian Ministry for Energy
Serbian Ministry of Agriculture and Environmental Protection
Standing Conference of Cities and Municipalities
Swiss Cooperation Office
Thermaflex International Holding
UN Environment
UN Development Programme
UNEP DTU
Veolia Serbia
World Resources Institute

PRODESA
Secretaría Distrital de Ambiente
Secretaría Distrital de Planeación
Setri Sustentabilidad
Simgea
Sumac
Tecnaire
Tecnalia
Terao
Unidad de Planeación Minero Energética (MINMINAS)
Universidad de Los Andes
Universidad EAFIT
USAID Low Carbon Resilient Program
Value Investment Colombia (VIC)
World Resources Institute

Da Nang
100 Resilient Cities
Architectural University
Association of Scientific and Technical Assembly
Da Nang Association of Small and Medium Enterprises
Da Nang City Library
Da Nang Climate Change Coordination Office (CCCO)
Da Nang Conservation and Technology Consultant Center (DECC)
Da Nang Department of Construction (DOC)
Da Nang Department of Finance
Da Nang Department of Industry and Trade (DOIT)
Da Nang Department of Natural Resources and Environment
Da Nang Department of Planning and Investment
Da Nang Department of Science and Technology (DOST)
Da Nang Department of Transportation (DOT)
Da Nang Drainage and Waste Water Treatment Company
Da Nang Electrical Company
Da Nang Energy Conservation and Technology Consultant Centre
Da Nang Industrial and Export Processing Zones Authority
Da Nang Industrial zone
Da Nang Institute for Socio-Economic Development
Da Nang Investment Promotion Centers
Da Nang People's Committee
Da Nang Power Company
Da Nang Rubber Company

Mexico City
Alener Alianza por la Eficiencia Energetica
Alianza FIIDEM AC Innovacion en infraestructura
AMESCO
Asociación de Desarrolladores Inmobiliarios
Banamex
Banco Nacional de Mexico, S.A.
BANOBRAS
Bioconstruccion & Energia Alternativa
Building Research Establishment (BRE)
Business Council for Sustainable Development-Mexico (CESPEDES)
C40 Cities
CAF – Development Bank of Latin America
Camara de la Industria de la Construccion, CMIC
Carbon Trust Mexico
CASEDI/ONNCCE
CDTI
CEMEX
Centro Mario Molina
Cyste, Sistemas Fototermicos de Calentamiento Solar
Danfoss
EcoChoice
EEnergy&E
Embassy of Canada in Mexico
Empresas ICA, SAB de CV

Da Nang Union of Science and Technology Associations
Da Nang University of Science and Technology
Da Nang Urban management department
Da Nang Water Corporation
Development Investment Fund City of Da Nang
Duy Tân University
Euro Window Vietnam
Fujikura Da Nang Company
Hoa Cam Industrial zone
Hoa Khanh Industrial zone
Institute of Urban Construction Planning
International Finance Corporation
International Finance Corporation/EDGE
Lion Sea Hotel
Management Board of City Administration
Management of Priority Infrastructure
Pacific Northwest National Laboratory
People's Committee of Cam Le Town
People's Committee of Hai Chau District
People's Committee of Hòa Vang District
People's Committee of Lien Chieu District
People's Committee of Ngu Hanh Son District
People's Committee of Son Tra District
People's Committee of Thanh Khe District
Philips Lighting
Saving Energy Center
Science and Technology Association
Society Urban Development Planning Danang
Steel Joint Stock Company Dana- Italia
Sun Group
The Institute for Social and Environmental Transition Viet Nam
Tho Quang Ward Industrial zone
Tourism Association
United Nations Environment Program
Urban Environmental Company
USAID
Vietnam Business Council for Sustainable Development
Vietnam Chamber of Commerce and Industry
Vietnam Green Building Council
Vietnam Ministry of Construction
Vietnam Ministry of Industry and Trade
Vietnam Ministry of Natural Resources and Environment

EPTISA
Federacion de Colegios de Arquitectos de la República Mexicana
Federal Electricity Commission of Mexico
German Corporation for International Cooperation (GIZ)
Global Green Growth Institute
Housing Institute of the Mexico City
ICEX
Ingersoll Rand
Institute for Research in Electricity-IIE
Institute for the Safety of Construction of the Mexico City
Instituto de Liderazgo Sustentable / Expo CIHAC
Instituto Tecnologico Autonomo de Mexico (ITAM)
Inter-American Development Bank
International Energy Agency
Johnson Controls, Inc.
La Comision Nacional para el Uso Eficiente de la Energia (CONUEE)
Latin American Regional Climate Initiative (LARCI)
Local Governments for Sustainability (ICLEI)
Mexican federal institute for worker's housing (INFONAVIT)
Mexican Institute for Competitiveness (IMCO)
Mexican Institute of Intelligent and Sustainable Building (IEMI)
Mexico City Deparment of the Environment
Mexico City Department of Environment
Mexico City Department of Environment
Mexico City Department of Finance
Mexico City Department of Science and Technology
Mexico City Department of Urban Development & Housing
Mexico City Department of Works and Services
Mexico City, Federal District Government
Mexico City, Mexico
Mexico City, Office of the Mayor
Modebo Technology
National Autonomous University of Mexico (UNAM)
National Housing Commision of Mexico (CONAVI)
ONNCCE
Owens Corning Building Materials Latin America
Philips
PROMEXICO
Rolan
Saint-Gobain
Schneider Electric Mexico
Secretariat of Energy of Mexico

Vietnam Ministry of Planning and Investment
Vietnam's Fatherland Front in Da Nang
VIGLACERA Research & Developing Institute
Vincom Da Nang
Winrock Viet Nam
World Resources Institute

Eskişehir
Acıbadem Hospital
Anadolu University
Atlas Cert
Atlas Enerji
BASF Türk
BEBKA
ÇEDBİK – Green Building Council
Chamber Of Civil Engineers (İMO)
Chambers Of Electrical And Electronics Engineering (EMO)
ÇİMSA
Danfoss
Delegation of the European Union to Turkey
Demir Enerji
Divan Hotel
Esgaz
Esgaz Eskişehir Doğal Gaz Dağıtım A.Ş. (Eskişehir Natural Gas Distribution Co.)
ESKİ
Eskişehir Branch of TMMOB Chamber of Architects
Eskişehir Branch of TMMOB Chamber of City Planners
Eskişehir Branch of TMMOB Chamber of Civil Engineers
Eskişehir Branch of TMMOB Chamber of Electrical Engineers
Eskişehir Branch of TMMOB Chamber of Mechanical Engineers
Eskişehir City Council
Eskişehir Civil Works Department
Eskişehir Department of Parks and Gardens
Eskişehir Environmental Protection and Control Department
Eskişehir Metropolitan Municipality
Eskişehir Metropolitan Municipality Directorate Of Technical Works
Eskişehir Metropolitan Municipality Councillor
Eskişehir Osmangazi University
Eskişehir Public Works and Urbanisation Department

Sedatu (Secretaria de Desarrollo Agrario, Territorial y Urbano)
SEDEMA
SEDUVI GDF
SEMARNAT
SENER (Secretaria de Energia de Mexico)
Seretaria de Salud del DF (SEDESA)
Servicio de Administacion y Enajenacion de Bienes
SHF (Sociedad Hipotecaria Federal)
Subsecretaria de Planeacion y Transicion Energetica Direccion General de Eficiencia y Sustentabilidad Energetica
SUMe - Sustenabilidad para Mexico
Sustainable Leadership Institute
Tecnalia
Three Consulting
UK Foreign and Commonwealth Office
UN Development Programme
UNAI
United Nations Development Program
Valora Consultores
Vigilancia Ambiental
VINTE Constructora
World Bank
World Resources Institute

Rajkot
ACCE – Rajkot
Atmiya Institute
Centre for Policy and Research (CPR)
Darshan Education Institute
Gujarat Energy Development Agency (GEDA)
Gujarat State Pollution Control Board (GPCB)
ICLEI South Asia
India Green Building Council
Indian Institute of Architects (Saurashtra)
Pacific Northwest National Laboratory
Paschim Gujarat Vij Company Ltd. (PGVCL)
Rachana Sansad Institute of Environmental Architecture
Radhe Enterprise
Rajkot Architects Association
Rajkot Builders Development Association

Eskişehir Urban Transformation Department
ESPAR
EVD Energy Management
EYODER
Governorship of Eskişehir
Has Beton
Hü-Ta Elektrik
IBPSA TR – International Building Performance Simulation Association
IFC - International Finance Corporation
İstanbul Ticaret University
İZOCAM
Kayalar Mühendis Ltd.
LAL Değerleme
Ministry of Energy And Natural Resources
Ministry of Environment and Urbanisation
MWH
Odunpazarı Municipality
Osmangazi Elektrik Dağıtım Anonim Şirketi (Electricity Distribution Co.)
Özyeğin University, Center For Energy, Environment And Economy
Sentez Consultancy
SIEMENS
Şişecam Düzcam
Soylu Enerji
Tepebaşı Municipality
Turkish Air Forces Command
Turkish Green Building Council (ÇEDBİK)
UNDP – United Nations Development Programme
WRI Turkey Sustainable Cities

Rajkot Municipal Corporation Accounts Department
Rajkot Municipal Corporation City Engineer (Housing)
Rajkot Municipal Corporation City Engineer (JNNURM Cell)
Rajkot Municipal Corporation Deputy Commissioner's Office
Rajkot Municipal Corporation Deputy Mayor's Office
Rajkot Municipal Corporation Drainage Department
Rajkot Municipal Corporation Electrical Department
Rajkot Municipal Corporation Lighting Department
Rajkot Municipal Corporation Mayor's Office
Rajkot Municipal Corporation Municipal Commissioner's Office
Rajkot Municipal Corporation Solid Waste Department
Rajkot Municipal Corporation Town Planning Department
Rajkot Municipal Corporation Traffic and Transport Department
Rajkot Municipal Corporation Water Works Department
Rajkot Municipal Development Corporation Association
SMART Eco-campus
UN Environment
Unique Design Unit Proprietor
World Resources Institute
Yes Bank

A.4. Gender Equality and Women's Empowerment. Elaborate on how gender equality and women's empowerment issues are mainstreamed into the project implementation and monitoring, taking into account the differences, needs, roles and priorities of women and men. In addition, 1) did the project conduct a gender analysis during the project preparation (Yes ☐ / No ☒)?; 2) did the project incorporate a gender responsive

project results framework, including sex-disaggregated indicators (Yes ☒ / No ☐)?; and 3) what is the share of women and men direct beneficiaries (women X% / men X%)?

As in many more technical sectors, the gender balance in the various sectors that make up building efficiency (including construction, policy, architects, and engineers) skews towards men. This was reflected in participation in BEA events including webinars, meetings, and trainings in 2016-2017. Participation of women in these events varied from 20% to 70%, with global events having higher participation among women and local events tending to have lower female participation, particularly in certain regions such as South Asia. In the longer term, impacting these gender balances will require concerted efforts of science and technology education programs, which are beyond the scope of the current project. But there are significant actions we can take within this project to take steps towards improving gender equality and empowering women.

Many building efficiency projects look at solutions from the technical and macro-planning point of view. This leads to involvement of stakeholders with engineering backgrounds and government officials responsible for planning at the national and city level. Other stakeholders, including consumers of energy in local communities, may not always be considered to be important stakeholders, and they therefore may not be consulted in the prioritization and decision-making processes. Because of this, gender tends not to be considered at the project prioritization stage.

It is important to bring these voices to the decision-making table. This project will aim to do this by encouraging and guiding cities to engage civil society organizations at the initial action prioritization stage. This will bring the concerns of women, men, and children to decision-makers for building efficiency, enabling the local community to address this issue in a way that is locally appropriate.

During BEA activities in 2018-2019, the partnership will examine the gender differences, gender differentiated impacts and risks, and opportunities to address gender gaps and promote the empowerment of women relevant to building efficiency. In particular, this partnership can have an impacted on the gender differentiated impacts. In its stakeholder outreach guidance, the BEA will include recommendations to include civil society organizations that represent women and/or gender equality. Including these stakeholders from the start in local coalitions should help prioritize the renovation or construction of buildings that will impact women (e.g., schools, health facilities, community spaces) rather than those that at present may have a greater impact on men (e.g., downtown office buildings). In addition, the BEA will conduct outreach to women engaged in the local BEA platforms to gather feedback on their experience related to gender balance and inclusion in their cities and with the BEA specifically, as well as reflections on how programs like the BEA can help advance gender inclusion.

In addition, inclusion of gender considerations and the perspective of women in the project design will help to mitigate risks to the project and generate efficiency actions that are more locally appropriate and effective. We will aim to include both gender-related education and gender inclusion as strategies in the project to target gender gaps in access to the benefits and services provided by efficient buildings, as related to BEA projects, and participation and decision-making in global and local BEA programs. For education, the intersection of energy efficiency and gender will be the core topic of at least one webinar in the BEA global webinar series. Additionally, we will consider hosting breakout sessions focused on gender at one or more deep dive workshop. For gender inclusion, balance in gender representation will be a core consideration in the development of workshops and working groups in deep dive cities, including ensuring significant representation of women as working group leaders, speakers, on panels, and among invitees/participants.

The BEA will further encourage and track women's participation in trainings, webinars, regional and local events, and local working groups whenever possible. The project will make sure that all knowledge products that are produced in the course of the project avoid gender stereotypes.

Sufficient financial resources will be allocated to support these gender and inclusion related activities, with a focus on the deep dive engagements in Component 3. WRI will provide co-finance via an in-house Gender Specialist (refer to co-finance budget in Annex F-2) to provide advice on gender activities.

Gender action plan:

COMPONENT 1: PARTNERSHIP EXPANSION		
Outcome 1.1: Expand and accelerate city-level market shifts towards more efficient buildings through the BEA partnership, including public-private collaboration and national government engagement with local action.		
	Gender Design Features/activities	**Gender output indicators**
Output 1.1.1: 30 new cities or subnational governments and 30 new companies/ organizations sign up to the BEA.	• Assessment of women involved at leadership levels from new partner cities and organizations	• Gender analysis conducted with sex disaggregated data
COMPONENT 2: LIGHT TOUCH		
Outcome 2.1: Existing and new BEA "light touch" cities or subnational governments are better equipped to define, adopt and/or further advance building efficiency actions.		
	Gender Design Features/activities	**Gender output indicators**
Output 2.1.1: Technical assistance using the standardized BEA offer is provided to cities or subnational governments.	• Integrate engagement of civil society organizations representing women and/or gender equality at the initial action prioritization stage	• # of cities that integrate civil society organizations representing women and/or gender equality at the initial action prioritization stage
Output 2.1.3: Announcements on BEA actions are made during key international events	• Announcements and panels at international events include women	• Women are included in announcements and panels
COMPONENT 3: DEEP DIVE		
Outcome 3.1: Continuing "deep dive" cities implement a building efficiency policy and develop project pipelines		
	Gender Design Features/activities	**Gender output indicators**
Output 3.1.2: Continuing "deep dive" cities have adopted the policy drafted	• Involve women as working group leaders, speakers, on	• The representation and situation of women

in 2016-2017	panels, and among invitees/participants	among the local working groups is assessed
Output 3.1.4: Continuing "deep dive" cities have completed the demonstration project(s) begun in 2016-2017	• Involve women as working group leaders, speakers, on panels, and among invitees/participants	• The representation and situation of women among the local working groups is assessed
Outcome 3.2: New "deep dive" cities are prepared to adopt or implement building efficiency policies and projects.		
	Gender Design Features/activities	**Gender output indicators**
Output 3.2.1: Market-specific research is compiled in support of relevant policy and project development	• Include gender data as part of the market data to be collected	• Gender data included in analysis
Output 3.2.2: In each city working group activities are agreed upon, co-leaders are selected, efficiency vision, action ideas and recommendations are provided to officials, and recommendations are released publicly.	• Involve women as working group leaders, speakers, on panels, and among invitees/participants • Conduct outreach to women engaged in the working groups to gather feedback on their experience related to gender balance and inclusion in their cities and with the BEA • Hosting a breakout session focused on gender at one or more deep dive workshop	• The representation and situation of women among the local working groups is assessed • # of women interviewed about their experiences related to gender balance and inclusion in their cities and with the BEA • At least 1 city hosts a breakout session focused on gender at a deep dive workshop
Output 3.2.4: Policies and actions are drafted and project implementation is planned or underway	• Involve women as leaders and among invitees/participants	• The representation and situation of women's participation is assessed
Outcome 3.3: Selected national governments are prepared to adopt building efficiency programs/policies and tracking towards national goals integrated with the actions of BEA cities or subnational governments.		
	Gender Design Features/activities	**Gender output indicators**
Output 3.3.1: National plans on enabling local actions on building efficiency, including linkages to NDC/SDG priorities, are drafted.	• Involve women in the working groups and/or interviews in developing national plans	• % of women involved in working groups and/or interviews
Output 3.3.2: Policy dialogue between national/local governments and the private sector is undertaken.	• Involve women in the policy dialogue at the national and local levels	• % of women involved in policy dialogues at the national and local levels

COMPONENT 4: MONITORING RESULTS		
Outcome 4.1: Increased capacity and improved practices for collecting, analyzing and scaling city level data to measure performance of project-related activities in cities or subnational governments.		
	Gender Design Features/activities	**Gender output indicators**
Output 4.1.3: Knowledge products (i.e. best practices for technical content, peer learning, project results, lessons learned, local and national tracking / goal-setting) are properly managed and disseminated across the network	• Training materials are designed to avoid gender stereotypes, to employ inclusive language and to use appropriate illustrations • Include information related to the linkages between gender and energy in the training curriculum • Hold at least one webinar focusing on the intersection of energy efficiency and gender • Give visibility to women in charge of pilot projects (in communication materials and public presentations) • Encourage and track women's participation in trainings, webinars, regional and local events, and local working groups whenever possible	• Training material avoid gender stereotypes, employ inclusive language and use appropriate illustrations • Stakeholder awareness strengthened on linkages between energy and gender • One webinar held focusing on the intersection of energy efficiency and gender • Communication materials include women success stories and these women have the opportunity to share their experience in public events • Gender analysis conducted with sex disaggregated data

A.5 Risk. Elaborate on indicated risks, including climate change, potential social and environmental risks that might prevent the project objectives from being achieved, and, if possible, the proposed measures that address these risks at the time of project implementation.

Table 6: BEA 2018-2019 Project Risks

Project risk	**Measures to address**	**Risk Impact Level** (Low, Medium, Substantial, High)
Competing partner priorities: Partner organizations have many projects and may deprioritize their	This was also a risk in 2016-2017 activities, and was successfully mitigated through these measures: • Align activities to ensure that delivery of BEA content complements and supports partner meetings around the world. Ensure regular communication. With each partner, discuss and	Low

Project risk	Measures to address	Risk Impact Level (Low, Medium, Substantial, High)
engagement in the BEA.	commit clear goals so that the BEA work is supportive to the partner's mission, goals and activities. • Actively identify opportunities for each partner's participation to ensure they derive value from the partnership.	
Partner capacity: Limited BEA network capacity and resources to support large numbers of light touch cities simultaneously.	This was also a risk in 2016-2017 activities and continues to be a concern, particularly with regards to "light touch" local partners (city liaisons), who are unfunded, and regional leads, who receive very little funding. • Subgrants to partner NGOs will provide supplemental resources to their co-financing commitments and also increase their level of commitment and responsiveness to meeting the needs of BEA cities. • Targeted and limited engagement plans for each light touch city will be developed to help target organizational capacity to relevant markets. • Additional fundraising to support regional leads and, where possible, city liaisons will help support the broader network.	Medium
Subnational government capacity: Local government staff may not have time, technical expertise, or political relationships.	• Deep dive engagements are specifically designed to address limited subnational government capacity. The BEA partnership will directly provide locally-based staff capacity to work with governments. • In "light touch" cities, look to have cities join that have clear local champions who can help navigate the politics within the city and raise the urgency and benefits of these actions through the appropriate effective channels. (*Example from 2016-2017: Santa Rosa, Philippines has a Secretary of Environment who is very engaged with the BEA and has raised the profile of building efficiency to the point that next year's city budget will include an allocation for local adaptation of building codes.*)	Low
Competing government priorities: energy efficiency may be deprioritized in the face of other priorities viewed by leaders as more tangible or urgent.	• BEA staffing in deep dive cities will ensure clear and active focus on efficiency to actively and regularly engage government stakeholders on efficiency. • The selection process reviews assessments of the opportunities/challenges in the markets selected. This helps to ensure that efficiency has previously identified as a local priority. • In kind contributions will be required from each city, such as office or event space and local government champion designated by the Mayor. • In continuing deep dive cities, cities will have to contribute funding to the selected actions, leading to their increased prioritization.	Low
Political risk: local government leaders may be hesitant to take steps viewed as	• The BEA partnership provides a common vision and plan of action. This process is intended in part to mitigate political risk of new actions through coalition building. • Selection criteria for deep dive market engagements prioritize	Low

Project risk	Measures to address	Risk Impact Level (Low, Medium, Substantial, High)
politically risky.	cities that have national government support for local government engagement in the BEA.	
Leadership change: change in leadership and priorities in local government or key local partner organization.	• Selection criteria for deep dive market engagements prioritizes those cities in which there is political commitment by the local government leadership and a political term that will endure throughout the 1.5 year process. • In light touch cities, continue to engage with city staff that remain despite administration changes to work to re-prioritize building efficiency in the new government. (*Example from 2016-2017: about 10 months of stakeholder engagement work at the city staff level was needed to re-engage senior city officials after local government elections in August 2016.*)	Medium
Data challenges: availability and format of energy-related data and market information	• The selection criteria for deep dive cities includes the presence of pre-existing assessments of the opportunities/challenges in the markets selected. This will help to ensure that at least basic market data is available and that the city is ready for "acceleration" rather than starting with light touch engagement.	Medium
Insufficient and incomparable systems for tracking results	• Systems and standard guidance for tracking and documenting learnings and progress were established in 2017. Issues remain with data availability, comparability, and aggregation between different project sites and timeframes.	Medium
Time lag of results: Major results of the project may not be seen before the end of the project period.	• The project team will identify interim goals for each engagement to track progress and leading indicators of project results. • The project includes both strategy and resources for performance management, knowledge management and information dissemination.	Low
Delay in completing the project within 18 months.	• The project team will flag and report to UN Environment on activities facing delay compared to the planned workplan. • The project team will establish action plans to mitigate the delay and report on the implementation of these action plans to UN Environment on a regular basis.	Low

A.6. Institutional Arrangement and Coordination. Describe the institutional arrangement for project implementation. Elaborate on the planned coordination with other relevant GEF-financed projects and other initiatives.

Institutional arrangements:

The project will be executed by WRI, who will sign a project cooperation agreement with UN Environment as the GEF Implementing Agency. WRI will be accountable to UN Environment for the disbursement of funds and the achievement of the project goals, according to the approved work plan. As the Executing Agency, WRI will manage the overall project budget and day to day activities of the project. It will be responsible for monitoring project activities, timely

reporting of the progress to UN Environment and GEF as well as supporting reviews and evaluations on an as-needed basis.

The Project Director will provide strategic guidance to the Project and partnership management, relationship facilitation and technical support for project implementation. The Project Director will be highly involved in WRI's operation, with working experience in energy efficiency in buildings, networking and project management. The Project Director will liaise with the network as needed, including contact with Light Touch and Deep Dive city executives, partner organizations and others.

The Project Manager will: (1) coordinate and manage the project activities, including liaising with the BEA network; (2) manage expenditures in line with approved budgets and work plans; (3) manage the procurement of inputs and delivery of outputs; (4) draft and approve Terms of Reference for consultants and manage sub-contracts; and (5) report to UN Environment on project delivery and impact.

The day-to-day execution of the project will be carried out by a Project Team. The Project Team will be based at WRI and will report to UN Environment. The Project Team will be composed of the Project Manager, Deep Dive Manager, Partnership Coordinator, Project Coordinator, and 2 part-time staff with technical and communications expertise (see Annex E for the Terms of Reference for key positions).

The Project Director and Manager will be supported by international and national partners taking the lead in the implementation of specific technical assistance components of the project based in selected cities. WRI will procure the required expert services and other project inputs, and administer the required sub-contracts with partnering organizations with offices in corresponding cities. Furthermore, it will support coordination and networking with other related initiatives and institutions.

World Resources Institute will be supported by a Steering Committee which will be selected in the spring of 2018. A City Advisory Panel will continue to provide a formal mechanism for BEA partner cities to give feedback to the Steering Committee about the progress of the program. Cities will continue to provide feedback separate from global partner organizations so that cities can speak freely about their experiences with the partnership. Other elements of the governance structure provide an inclusive structure for multi-stakeholder oversight and early stage input to BEA activities. The structure allows for fast near-term action and has been successful in 2016-2017 project activities.

For additional information on project implementation arrangements refer to Annex H.

Coordination with other initiatives:

The BEA will coordinate with the other Sustainable Energy for All Energy Efficiency Accelerators to ensure that buildings, lighting, appliances, and district energy solutions are presented together and to leverage technical expertise across these communities. The BEA partnership regularly interacts with other SEforALL Energy Efficiency Accelerators through global Accelerator Platform calls, meetings, and public events, and many BEA partner organizations are also partners to other Accelerators.

The BEA is focused on delivering city level efficiency, as is the District Energy Systems Accelerator, also known as the District Energy in Cities Initiative. The BEA and District Energy in Cities Initiative are already coordinating on deep dive development and implementation in Belgrade, Serbia, and will seek out additional opportunities for collaboration.

WRI hosts monthly coordination calls or meetings of the global BEA partner organizations to review the activities underway by technical working groups, deep dive cities, regional leads, light touch cities, and partner organizations working on behalf of the Building Efficiency Accelerator.

The BEA is an active participant in the Global Alliance for Building and Construction through several partner organizations including WRI, ICLEI, World GBC, and WBCSD. This participation includes development of a working group focused on integrating subnational action into the dialogue around national action on building efficiency, and participation in major global events such as Climate Chance and the COP.

The BEA will work with IPEEC to support its work leading the G20's agenda for collaborative activities on energy efficiency, and will use IPEEC's extensive technical resources on building codes and rating systems to support the building efficiency actions in specific cities.

The PEEB, led by AFD, GIZ and ADEME, is a newly emerging facility with operational launch ahead of COP 23. The BEA aims to collaborate with PEEB in GABC member countries that have participating BEA cities, where the program will use existing loan programs to support technical assistance and investments on building efficiency for national and local action plans, national policies, and structuring and implementation of projects.

The EBRD has a grant from the Green Climate Fund (GCF) to support energy efficiency finance. This is well-aligned with BEA work in Central and Eastern Europe, where the BEA will aim to operationalize EBRD support for specific projects and policies in participating cities in the region.

The GEF Sustainable Cities initiative presents an opportunity for collaboration based on its vital stake in innovative and efficient urban planning through coordination with local governments, and its emphasis on the transformative power of information and of quantifying energy flows through the urban infrastructure so that better decisions may be made. The Sustainable Cities initiative specifies an interest in "mainstreaming building energy efficiency codes in cities" under its integrated GEF-6 Climate Change Mitigation Focal Area – an effort the BEA already has under way in 4 deep dive cities (Mexico City, Bogotá, Rajkot, and Da Nang) and several light touch cities, and which it hopes to replicate in other committed cities.

While the BEA is intended to be a short-term acceleration that changes the trajectory of participating cities' work on building efficiency, regional network organizations such as GIZ, including through PEEB, and regional development banks, including EBRD, can provided longer term technical assistance to help cities remain on this accelerated path. The BEA will aim to "match-make" partner cities that are "graduating" from the program with these regional network organizations that have significant, long-term local presence and resources to help cities take their next steps, especially with regards to investment or financing.

These "graduating" cities are also strong candidates for participation in future GEF projects under the Sustainable Cities impact program where there is alignment between cities participating in both initiatives. The BEA will do outreach to seek opportunities for city hand-offs from the BEA to the GEF Sustainable Cities program, including the Global Platform for Sustainable Cities.

The BEA also hopes for coordination with other GEF-funded projects relating to building energy efficiency, with a particular focus on recent projects run by the United Nations Development Programme.

The BEA aims to collaborate with the Inter-American Development Bank (IDB)'s *Emerging and Sustainable Cities* Program. The Initiative aims to address complex challenges stemming from the confluence of rapid urbanization and

climate change in the Americas, and there is great opportunity to leverage the IDB Cities network within the BEA to catalyze investment in building efficiency.

A.7 *Benefits.* Describe the socioeconomic benefits to be delivered by the project at the national and local levels. How do these benefits translate in supporting the achievement of global environment benefits (GEF Trust Fund) or adaptation benefits (LDCF/SCCF)?

The Project aims to achieve the following socioeconomic benefits:

1) Market transformation through:

Catalyzing public-private collaborations and encouraging private investment. The project will support market transformation efforts around the world to demonstrate the power of public-private engagement to double the rate of energy efficiency improvements in buildings by 2030 and quantify the corresponding decrease in GHG emissions.
Improving energy efficiency in buildings and providing cities with feedback on energy consumption in their building sector. This information will begin to allow the cities to compare building energy consumption patterns between cities and thereby allow city administrations to understand where there is room for improvement in the energy consumption of their city's buildings.

2) Economic development through job creation related to construction and avoided energy costs, improved energy productivity, reduced energy infrastructure and supply needs, and improved resilience and energy security.
3) Environment and health improvements through improving local and national resource and energy efficiency, improving outdoor and indoor air quality, and improving comfort, productivity and quality of life within buildings.
4) Social development through more sustainable urbanization patterns, improving urban livelihoods, more knowledgeable city governance, and improved delivery, access, quality and affordability of urban energy services.

The Project has included gender considerations and the perspective of women in the project design, which will help to mitigate risks to the project and generate efficiency actions that are more locally appropriate and effective. The Project includes consideration of gender-related impacts, gender-related education and gender inclusion as strategies.

In collecting data, the project will disaggregate information by sex, as previously noted. The project will track gender of participants in stakeholder groups, workshops, project staff and light touch and deep dive city working groups. Gender as a topic will be addressed in the project team and stakeholder meetings, to help identify other areas where gender goals could be established.

The project team will be supported by WRI's gender advisor (as in-kind co-finance), a staff person who will help with development and implementation of the gender-related project elements.

A.8 *Knowledge Management.* Elaborate on the knowledge management approach for the project, including, if any, plans for the project to learn from other relevant projects and initiatives (e.g. participate in trainings, conferences, stakeholder exchanges, virtual networks, project twinning) and plans for the project to assess and document in a user-friendly form (e.g. lessons learned briefs, engaging websites, guidebooks based on

experience) and share these experiences and expertise (e.g. participate in community of practices, organize seminars, trainings and conferences) with relevant stakeholders.

The BEA developed significant knowledge management materials in 2016-2017. These include:

- BEA website (www.BuildingEfficiencyAccelerator.org), outlining city commitments, city progress and achievements, blog posts, participating global partners, and ongoing building efficiency resources
- Internal BEA project management website *Basecamp*, which includes posted resources, message boards, and event calendars to assist with cross-partnership communication
- Curated building efficiency resources on C2E2's Knowledge Management System, including topic-specific resource lists and recordings of all previous BEA webinars
- Kick-off workshop agendas, summaries, and city work plans for all deep dive cities, which can be used as blueprints by other cities with similar building efficiency priorities
- BEA city commitments lists, helping cities connect to peers undertaking similar actions and providing ideas to other cities in the prioritization stage
- BEA city progress summary, outlining the current stage of each BEA city's policy and project actions, as well as the key goals and outcomes achieved to date in that stage
- Investment opportunity summaries, providing examples for peer cities of what types of information and data will be needed to begin conversations with investors for building efficiency actions
- Quantitative assessments for deep dive cities of greenhouse gas mitigation impacts using the GHG Protocol for Cities, which can provide example guidance for peer cities on how to track their progress

In 2018-2019, the BEA will use the many materials developed throughout 2016-2017 to encourage south-south cooperation between current and new BEA cities, as well as continued technical assistance from global partners to cities. With these materials already developed and in use by BEA cities, the knowledge packages will accelerate replication and scale-up in 2018-2019. Continued use and refinement of these and additional knowledge products will prepare the BEA to serve as a global partnership in GEF7, further scaling building efficiency actions across additional cities and national contexts.

The BEA will also develop new knowledge materials in 2018-2019 to fill existing gaps. Materials will be adapted or developed to better support national engagement and national-local alignment on building efficiency. Additionally, new knowledge management will be required to support continuing deep dive cities in the implementation and improvement stages of their building efficiency actions (for instance on financing larger building efficiency programs or project pipelines), as few BEA cities have thus far engaged with these stages.

B. DESCRIPTION OF THE CONSISTENCY OF THE PROJECT WITH NATIONAL PRIORITIES:

Describe the consistency of the project with national strategies and plans or reports and assessements under relevant conventions such as NAPAs, NAPs, ASGM NAPs, MIAs, NBSAPs, NCs, TNAs, NCSAs, NIPs, PRSPs, NPFE, BURs, INDCs, UNDAF, SDGs, etc.

The BEA incorporates engagement with national governments in 2018-2019, along with city and subnational governments, to enable more effective and sustained action from local governments. The project will select three national governments to engage, which will be selected by the project Steering Committee in month 1 of the project. Therefore, at this stage it is difficult to provide information on country-specific consistencies. However, some of the countries with which the BEA has been working most closely for the past 2 years are those where we have 6 existing deep dive cities. For the countries containing these 6 existing deep dive cities, we have outlined below the consistencies between this project and national priorities including NDCs, SDGs, and United Nations Development Assistance Framework (UNDAF).

In selection of cities and national governments for engagement with the BEA, the partnership will look at existing national policies, NDCs, UNDAF, countries with NAMA projects in energy efficiency, commitment to the SDGs, and engagement with technical assistance programs such as IPEEC and ESMAP. This will help the BEA assess how working at the national level can contribute to emissions reductions in buildings. The BEA will prioritize national and local governments for engagement that have aligned stated priorities on energy efficiency and building energy consumption. Deep dive engagements will support cities in countries that are non-annex I parties to the UNFCCC.

The Building Efficiency Accelerator partnership activities will further be offered to cities within countries that have signed up to the Sustainable Energy for All Initiative as a way to ensure that there is national and local alignment.

Table 7: Consistency of the BEA with National Priorities for Countries with Existing Deep Dive cities

Country	**Consistency with NDCs, SDGs, UNDAF**
Colombia	The BEA has partnered with two Colombia cities – Bogotá and Medellín – and one region, Área Metropolitana del Valle de Aburrá. Within the BEA, the City of Bogotá, a 2016-2017 deep engagement, is pursuing the following actions: - Policy: Bogota has committed to effectively implement Resolution 0549/154 to require sustainable construction for new buildings. This policy supports Bogota's sustainable water and energy strategy and commitment to the Building Efficiency Accelerator, which supports The Sustainable Energy for All Initiative - Bogota has committed to conduct a partial urban redevelopment of the Fenicia Triangle area. The area will adhere to the requirements of Resolution 0549 for sustainable construction. This project follows the city's strategy of using energy and water efficiency to meet the challenges of increased consumption. The United Nations Development Assistance Framework (UNDAF) for Colombia (2015-2019) identifies Sustainable Development in its social, economic, and environmental dimensions as one of its two strategic pillars guiding the UN's work in the country, including mitigation and adaptation to climate change. An identified priority area of assistance within this goal is strengthening national and local policies and strategies to achieve comprehensive environmental management and resilience. Colombia's NDC committed to a 20% reduction of emissions compared to the business as usual scenario (BAU) by 2030. In 2014, the energy sector represented 45% of emissions – making subnational action on building efficiency a worthwhile investment. Recently, the Colombian government adopted a set of implementation guidelines for their building efficiency code based on

	BEA recommendations.
India	The BEA now has 3 partner cities in India – Shimla, Coimbatore, and Rajkot. India faces particular challenges for the energy sector as well as particular opportunities due to access challenges. The BEA's Rajkot deep-dive has selected the following actions: - Project: The City of Rajkot will retrofit two government buildings. These retrofits will be conducted by following the guidance from the Rajkot BEA policy, which adopts an amendment to the Rajkot General Control Regulation. - Policy: The City of Rajkot will adopt an amendment to the General Development Control Regulation. The amendment will be a voluntary standard to improve energy efficiency in buildings. India's UNDAF (2013-2017) identified Governance and Sustainable Development as two of the six outcomes it aimed to achieve. Within Governance, the goal was for governance systems to be more inclusive, accountable, decentralized and program implementation more effective. Within Sustainable Development, the goal was for government, industry and other relevant stakeholders to actively promote more environmentally sustainable development and to enhance the resilience of communities in the face of challenges of climate change, disaster risk and natural resource depletion. In addition, India's Country Programme Document (CPD) (2018-2022) identifies Inclusive growth and Energy, environment and resilience as two of three outcomes guiding the UN's work in the country. The CPD calls out the relevance of SDG 7, sustainable energy for all, in achieving inclusive growth. The outcome aiming towards energy, environment and resilience is "anchored in the national priority of 'energy conservation and efficiency, environmental sustainability, stronger natural resource management, and community resilience'" India's NDC pledges to improve the *Energy Conservation Building Code (ECBC)* to promote the construction of near-zero energy-efficient buildings. It also pledges to continue implementation of the national building-energy rating scheme GRIHA (Green Rating for Integrated Habitat Assessment). The voluntary standard pursued by the BEA will increase ambition from these regulations.
Mexico	The BEA currently has 4 partner cities or subnational governments in Mexico: State of Jalisco, Mérida, Mexico City, and State of Sonora. This concentration of BEA partner cities makes Mexico ripe for a potential BEA national strategy. The BEA's Mexico City deep-dive has the following current commitments: - Policy: Mexico City government passed a decree amending, adding and repealing various provisions of the Federal District construction and building regulations. The objectives of the policy are to create a more competitive, affordable and livable Mexico City though implementing improvements in building efficiency which reduce costs and pollution. - Project: Mexico City has committed to putting a retrofit program in place. The City has already selected four buildings to start the retrofitting program, whose audits are the basis of

	this impact assessment. The objectives of implementing the retrofits in Mexico City are to create a more competitive, affordable and livable Mexico City though implementing improvements in building efficiency which reduce costs and pollution. For this assessment, we have calculated the impact of retrofitting 20% of all public buildings by 2030. The country committed to 25% of GHG compared to BAU by 2030 in its NDC. The energy sector accounts for 66% of Mexico's emissions, and a scaled strategy across multiple jurisdictions has potential for large impact. These policies and actions include a cross-cutting human rights and gender perspective in order for the measures to be implemented to take into account women as important decision makers regarding energy consumption. The UNDAF for Mexico (2014-2019) highlights Environmental sustainability and green economy and Alliance for sustainable development as two of six priority areas for cooperation between the government of Mexico and the UN. Outcomes that Mexico seeks within these priority areas include (1) mainstreaming of environmental sustainability by all sectors through legislation, programming and decision making, and (2) strengthening Mexico's position as an effective sustainable development partner regionally and globally through international cooperation.
Serbia	Under the BEA, the City of Belgrade is pursuing the following actions: - Policy: Belgrade is drafting and implementing a standard for building retrofits. This policy will include the development of standardized technical and financial procedures to streamline the retrofit process which will be used to implement 100 public buildings. - Project: Belgrade has committed to conduct a retrofit of a public building through piloting the new energy efficiency renovation guidelines that will be developed as part of Belgrade's BEA policy. Serbia's UNDAF (2011-2015) included Good governance and Sustainable development and social inclusion as two of its three priority areas. Outcomes within these areas included: (1) civil society participating effectively in decision-making, policy, planning and monitoring processes, and (2) improved mechanisms to protect the environment, ensure sustainable management of natural resources, and mitigate and/or adapt to the impacts of global climate change on social, economic, and ecologic systems. In Serbia's Development Partnership Framework (2016-2020), Environment, climate change and resilient communities is presented as one of five key results areas for cooperation between the Government of the Republic of Serbia and the UN. The outcome identified within this key result area is: "By 2020, there are improved capacities to combat climate change and manage natural resources and communities are more resilient to the effects of natural and man-made disasters." Serbia submitted an NDC committing to an overall GHG emission reduction of 9.8% by 2030 compared to their 1990 baseline. Within the baseline, 85% of emissions come from the energy sector. A 2012 report by the UN, Rio+20, and Serbian government identified energy efficiency in buildings as the most important of three key target areas. Serbia also included increased energy efficiency

	particularly in heating in its 2007 National Sustainable Development Strategy. Belgrade's policy and project will both contribute to emissions reductions by enabling energy efficiency retrofits across the city. Our BEA impact evaluations estimate that by 2030, their BEA actions will avoid 1883 tons of C02e. We also anticipate that the standard and demonstration project will contribute to 'spillover effects' in the form of new retrofit projects and an efficiency-focused building market for Belgrade which will increase these impacts.
Turkey	Under the BEA, Eskişehir is pursuing the following actions: - Policy: Eskişehir has committed to pursue the goal of ensuring that new buildings in the city will be constructed at Class B or above, according to the classes designated under the Building Energy Performance Certificate as enforced under the effective Building Energy Performance Regulation No. 27075. - Project: Eskişehir has committed to construct a zero-energy addition to a educational center to be a demonstration of energy efficiency capabilities for the city. In 2014, the energy sector represented 85% of Turkey's emissions. In its NDC, Turkey committed to "up to 21% reduction in emissions from the BAU scenario" by 2030/ The city's policy and project align with the following specific NDC commitments: the commitment to constructing new residential and service buildings in an energy-efficient way in compliance with its own *Energy Performance of Buildings* regulations (which the educational demonstration project can be a good introduction to); to reducing consumption of primary energy sources of new and existing buildings through better design; and to dissemination of Green buildings, passive energy, and zero-energy house design in order to minimize energy demand and ensure local energy production. The United Nations Development Cooperation Strategy (UNDCS) for Turkey (2016-2020) identifies Sustainable, Inclusive Growth and Development as one of four strategic areas of cooperation between the Government of Turkey and the UN. Two relevant outcomes within this strategic area include: • Improving the legal and policy framework in which relevant government institutions operate, and assuring that institutional capacity and accountability mechanisms create a more enabling (competitive, inclusive and innovative) environment for sustainable, job-rich growth and development for all women and men. • Improving implementation of more effective policies and practices for all men and women on sustainable environment, climate change, biodiversity by national, local authorities and stakeholders, including resilience of the system/communities to disasters.
Vietnam	Under the BEA, Da Nang is pursuing the following actions: - Policy: Da Nang has committed to strengthen energy efficiency solutions for existing buildings and setting up specific guidelines for groups of 2-3 star hotels. - Policy: Da Nang will implement the national Technical Code for Building Energy Efficiency at the city level.

	According to our impact projections, these actions will save a combined 723.5kt of CO2e by 2030. They also contribute to Vietnam's more sector-specific goals. The country's 2006 "National Target Programme on Energy Efficiency" prioritizes policies like renewable energy development and energy savings and efficiency. Its NDC furthers these aims, by pledging reduce GHG emissions by 8% from BAU by 2030. The BEA goals align with further specific commitments to: apply market instruments to promote structural change and improve energy efficiency; to encourage and support subnational communities to improve energy efficiency; and to apply advanced management and operation procedures for efficient and effective use of energy in production. Vietnam's One Strategic Plan (2017-2021), which sets out the programmatic and operational framework for delivering UN support, identifies Ensuring climate resilience and environmental sustainability as one of four focus areas. Its vision is to effectively respond to climate change and natural disasters, as well as sustainably manage natural resources and the environment. Key areas of UN support include low carbon development, climate and disaster resilience, and sustainable management of natural resources and the environment.

C. DESCRIPTION OF THE BUDGETED M&E PLAN:

M&E activities and related costs are presented in the costed M&E Plan (Annex G) and are fully integrated in the overall project budget.

The project will comply with UN Environment standard monitoring, reporting and evaluation procedures. Reporting requirements and templates are an integral part of the legal instrument to be signed by the Executing Agency and the Implementing Agency.

The project M&E plan is consistent with the GEF Monitoring and Evaluation policy. The Project Results Framework presented in Annex A includes SMART (specific, measurable, achievable, results-focused, and time-bound) indicators for each expected outcome as well as end-of-project targets. These indicators, along with the key deliverables and benchmarks included in Annex I, will be the main tools for assessing project implementation progress and whether project results are being achieved. The means of verification to track the indicators are summarized in Annex A.

The M&E plan will be reviewed and revised as necessary during the project inception workshop to ensure project stakeholders understand their roles and responsibilities vis-à-vis project monitoring and evaluation. Indicators and their means of verification may also be fine-tuned at the inception workshop. General project monitoring is the responsibility of the Executing Agency, but other project partners will have responsibilities to collect specific information to track the indicators. It is the responsibility of the Project Manager to inform the Project Steering Committee of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely fashion.

The Project Steering Committee will receive periodic reports on progress and will make recommendations to UN Environment concerning the need to revise any aspects of the Results Framework or the M&E Plan. Project oversight to ensure that the project meets UN Environment and GEF policies and procedures is the responsibility of the UN

Environment Task Manager. The UN Environment Task Manager will also review the quality of draft project outputs provide feedback to the project partners, and establish peer review procedures to ensure adequate quality of scientific and technical outputs and publications.

Project supervision will take an adaptive management approach. The UN Environment Task Manager will develop a project supervision plan at the inception of the project, which will be communicated to the Project Manager and the project partners during the inception workshop. The emphasis of the Task Manager's supervision will be on outcome monitoring but without neglecting project financial management and implementation monitoring. Progress vis-à-vis delivering the agreed project global environmental benefits will be assessed with the Project Steering Committee at agreed intervals. Project risks and assumptions will be regularly monitored by UN Environment. Risk assessment and rating is an integral part of the Project Implementation Reports (PIR). The PIR will be completed by the Project Manager, with the support of the UN Environment Task Manager. The quality of project monitoring and evaluation will also be reviewed and rated as part of the PIR. UN Environment's Task Manager will have the responsibility of verifying the PIR and submitting it to the GEF. Key financial parameters will be monitored bi-annually to ensure cost-effective use of financial resources.

Given the short duration of the project (18 months) and the need for the project to focus on concerted delivery of outcomes, no Mid-Term Evaluation (MTE) will be undertaken. However, if the project is rated as being at risk or if deemed needed by the Task Manager, he/she may decide to conduct a Mid-Term Review (MTR). This review will include all parameters recommended by the GEF Evaluation Office for Terminal Evaluations (TE) and will verify information gathered through the GEF tracking tools, as relevant. The review will be carried out using a participatory approach whereby parties that may benefit or be affected by the project will be consulted. Such parties were identified during the stakeholder analysis (see previous section A.3 and Annex H). Members of the project Steering Committee could be interviewed as part of the MTR process and the Project Manager will develop a management response to the review recommendations along with an implementation plan. Results of the MTR will be presented to the Project Steering Committee. It is the responsibility of the UN Environment Task Manager to monitor whether the agreed recommendations are being implemented.

An independent Terminal Evaluation (TE) will take place at the end of project implementation. The UN Environment Evaluation Office (EOU) will be responsible for the TE and will liaise with the UN Environment Task Manager and Project Management Units throughout the process. The TE will provide an independent assessment of project performance (in terms of relevance, effectiveness and efficiency) and determine the likelihood of impact and sustainability. It will have two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback and knowledge sharing through results and lessons learned among UN Environment, the GEF, executing partners and other stakeholders.

The direct costs of the evaluation will be charged against the project evaluation budget. The GEF budget allocated for the optional MTR and the TE is US$ 30,000 (refer to Annexes F-1 and G). The TE will be initiated no earlier than 6 months prior to the operational completion of project activities and, if a follow-on phase of the project is envisaged, should ideally be completed prior to completion of the project and the submission of the follow-on proposal.

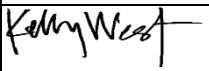
The TE report will be sent to project stakeholders for comments. Formal comments on the report will be shared in an open and transparent manner. The project performance will be assessed against standard evaluation criteria. The final determination of project ratings will be made by the independent evaluator(s) when the report is finalized.

A review of the quality of the evaluation report will be undertaken by UN Environment and submitted along with the report to the GEF Evaluation Office not later than six months after the completion of the evaluation. The evaluation report will be publicly disclosed and will be followed by a recommendation compliance process.

PART III: CERTIFICATION BY GEF PARTNER AGENCY(IES)

GEF Agency(ies) certification

This request has been prepared in accordance with GEF policies[15] and procedures and meets the GEF criteria for CEO endorsement under GEF-6.

Agency Coordinator, Agency Name	Signature	Date (MM/dd/yyyy)	Project Contact Person	Telephone	Email Address
Kelly West, Senior Programme Manager & Global Environment Facility Coordinator Corporate Services Division UN Environment		June 4, 2018	Ruth Coutto Task Manager Climate Mitigation Unit UN Environment	+33144371634	ruth.coutto@un.org

[15] GEF policies encompass all managed trust funds, namely: GEFTF, LDCF, SCCF and CBIT

ANNEX A: PROJECT RESULTS FRAMEWORK

Project Objective	Objective level Indicators	Baseline	Targets and Monitoring Milestones	Means of Verification	Assumptions & Risks	UN Environment MTS reference
Reduce greenhouse gas emissions by supporting market transformations that will enable a doubling of the rate of energy efficiency improvements in buildings by 2030, by linking global market experience, national policy, and local action and capacity building.	Indicator A: # tCO_{2eq} avoided by the project (direct and post-project direct emissions reductions)	Baseline A: No tCO_{2eq} emissions avoided in new BEA cities	Target A: 2,736,558 tCO_{2eq} for the 15 years following project completion[16] (direct and direct post-project)	Energy and climate impacts articulated using GHG Protocol Standards and other internationally recognized protocols BEA tracking framework	Cities are unable to achieve proposed electricity saving in buildings	*UN Environment Medium Term Strategy 2018-2021* *Programme of Work 2018-2019 Climate Change Objective: Countries increasingly transition to low-emission economic development and enhance their adaptation and resilience to climate change*

[16] This estimation is based on 10 new light touch cities and 3 new deep dive cities advancing one or more building efficiency action (policies, programs or projects). Please refer to section A.1.5) for detailed explanations on the GHG emissions reductions calculations and Annex J-2 for the calculations sheets using the GEF EE GHG Tool.

Project Outcome	Outcome Indicators	Baseline[17]	Targets and Monitoring Milestones	Means of Verification	Assumptions & Risks	MTS Expected Accomplishment
Outcome 1.1: 1.1 Expand and accelerate city-level market shifts towards more efficient buildings through the BEA partnership, including public-private collaboration and national government engagement with local action.	Indicator 1: # of cities or subnational governments committed to the BEA Indicator 2: # of organizations committed to the BEA Indicator 3: # of national governments committed to the BEA	Baseline 1: 30 cities or subnational governments (2017) have already partnered with the BEA Baseline 2: 41 organizations (NGOs, businesses and associations) have already partnered with the BEA Baseline 3: 0 national governments have committed to the BEA	Target 1: 30 new cities or subnational governments commit to join the BEA[18] and agree to 1) implement an energy efficiency policy, 2) develop a building project and 3) track and report progress. Target 2: 30 new organizations join the BEA, mostly in country-specific contexts. Target 3: 3 national governments (each with at least 3 BEA partner cities) committed to the BEA by stewarding local action in alignment with their priorities and NDCs/SDGs.	Monitoring and tracking led by WRI Secretariat team and supported by all BEA partners over the course of the project	Cities or subnational governments are unwilling to commit to BEA Stakeholders engage slowly in partnerships activities Partnership activities do not deliver envisaged market change	*Expected Accomplishment (b) Countries increasingly adopt and/or implement low greenhouse gas emission development strategies and invest in clean technologies*

[17] More detailed information on the baseline situation is provided in a separate Annex located at the end of the Results Framework table.
[18] This will lead to a total of 60 BEA partner subnational governments

Project Outcome	Outcome Indicators	Baseline[17]	Targets and Monitoring Milestones	Means of Verification	Assumptions & Risks	MTS Expected Accomplishment
Outcome 2.1: 2.1. Existing and new BEA "light touch" cities or subnational governments are better equipped to define, adopt and/or further advance building efficiency actions	Indicator 4: # of existing BEA "light touch" cities or subnational governments that progress on their policy or project by at least one stage (Commit; Assess; Develop; Implement; Improve) . Indicator 5: # of new BEA "light touch" cities or subnational governments that define or pursue at least one new policy or project related to building efficiency.	Baseline 4: 12 existing BEA "light touch" cities or subnational governments progress less than one stage on selected policies or projects Baseline 5: 0 new BEA "light touch" cities or subnational governments have new policies or projects defined or pursued.	Target 4: At least 10 of the 30 existing BEA "light touch" cities or subnational governments progress on their policy or project by at least one stage (Commit; Assess; Develop; Implement; Improve). Target 5: At least 10 of the 30 new BEA "light touch" cites or subnational governments have at least one new policy or project related to building efficiency defined or pursued.	Monitoring by the WRI Secretariat team and supported by all BEA partners over the course of the project, especially city liaisons and regional leads. The BEA Tracking Framework will be a primary source of regular information updates from cities.	Projects and actions are not being developed within proposed time frame due to various interests involved or and/ bureaucratic reasons	*Expected Accomplishment (b) Countries increasingly adopt and/or implement low greenhouse gas emission development strategies and invest in clean technologies*
Outcome 3.1: 3.1. Continuing "deep dive" cities implement a building efficiency policy and develop project pipelines	Indicator 6: # of existing "deep dive" cities with a building efficiency policy passed into law and a demonstration project completed Indicator 7: # of existing "deep dive" cities with a building efficiency project pipeline developed	Baseline 6: Existing "deep dive" cities have prepared but not implemented new building efficiency policies. Baseline 7: Existing "deep dive" cities have begun pilot projects but have not developed project pipelines.	Target 6: In at least 3 of the existing "deep dive" cites, the building efficiency policy drafted in 2016-2017 is passed into law and the demonstration project is completed. Target 7: In at least 3 of the existing "deep dive" cities, a project pipeline is developed, possibly expanding on the pilot project developed during 2016-2017.	Use of the BEA tracking framework and regular communication with and updates from continuing "deep dive" city staff and technical advisors / local partners	Implementation of policy and development of project pipelines may be delayed in some cities due to various interests involved, political cycles and/or bureaucratic reasons.	*Expected Accomplishment (b) Countries increasingly adopt and/or implement low greenhouse gas emission development strategies and invest in clean technologies*

Project Outcome	Outcome Indicators	Baseline[17]	Targets and Monitoring Milestones	Means of Verification	Assumptions & Risks	MTS Expected Accomplishment
Outcome 3.2: 3.2. New "deep dive" cities are prepared to adopt or implement building efficiency policies and projects.	Indicator 8: # of new "deep dive" cities with policies or projects prepared or implemented related to building efficiency	Baseline 8: 0 new "deep dive" cities have prepared or implemented new policies or projects related to building efficiency	Target 8: In all 3 new "deep dive" cites, at least one new policy or project related to building efficiency is developed or implemented via a local working group process that incorporates gender impacts	Use of the BEA tracking framework and regular communication with and updates from new "deep dive" city staff and technical advisors / local partners	Development of policy actions and/or projects is delayed or cannot be defined in all cities due to various interests involved or and/ bureaucratic reasons	*Expected Accomplishment (b) Countries increasingly adopt and/or implement low greenhouse gas emission development strategies and invest in clean technologies*
Outcome 3.3: 3.3. Selected national governments are prepared to adopt building efficiency programs/ policies and tracking towards national goals integrated with the actions of BEA cities or subnational governments	Indicator 9: # of selected national governments with policies or programs improved or developed to support local government action on building efficiency, potentially linked with NDC/SDG priorities Indicator 10: # of selected national governments with linkages to local level project pipelines or their funding/financing	Baseline 9: In the 3 selected countries, limited linkages among national and local plans, institutions, and NDC/SDG priorities Baseline 10: In the 3 selected countries, limited linkages between national and local governments on funding/financing of local building projects	Target 9: At least 2 out of the 3 selected national governments are engaged in dialogue with their BEA cities on the links between national policies/programs and subnational action, with links analyzed between national plans, local plans, institutions, and NDC/SDG priorities Target 10: At least 2 out of the 3 selected national governments are engaged in dialogue with their BEA cities on project pipelines to facilitate city project funding/finance	Regular communication and written updates from national leads (to be determined based on countries selected), regional leads, and national government staff	Initiation of dialogue is delayed in some selected countries due to various interests involved and/or bureaucratic reasons	*Expected Accomplishment (b) Countries increasingly adopt and/or implement low greenhouse gas emission development strategies and invest in clean technologies*

Project Outcome	Outcome Indicators	Baseline[17]	Targets and Monitoring Milestones	Means of Verification	Assumptions & Risks	MTS Expected Accomplishment
Outcome 4.1: 4.1. Increased capacity and improved practices for collecting, analyzing and scaling city level data to measure performance of project-related activities in cities or subnational governments.	Indicator 11: # of new BEA "deep dive" cities with capacity or practices in place to measure the performance or impact of project-related activities. Indicator 12: # of new "light touch" cities using the BEA tracking framework to set goals, milestones, and track their progress along the 5 stages of action. Indicator 13: # of new BEA cities that recognize the value of collecting and analyzing data at the city level having done it at the project level	Baseline 11: To be determined (based on an assessment of the selected cities' capacity). Baseline 12: 0 new "light touch" cities use the BEA tracking framework. Baseline 13: To be determined (based on assessment of the starting capacity of new BEA cities)	Target 11: In 3 new "deep dive" cities, capacities or practices are in place to measure the performance or impact of project-related activities and to report to BEA. Target 12: At least 10 of the 30 new "light touch" cites use the BEA tracking framework to set goals, milestones, and track their progress along the 5 stages of action. Target 13: At least 5 new BEA cities (deep dive or light touch) make statements at an event or stakeholder meeting recognizing the value of data collection and analysis at the city level.	Energy and climate impacts articulated using GHG Protocol Standards and other internationally recognized protocols BEA tracking framework	Cities fail to build local capacity to adopt, or delay adoption of, new performance monitoring system	*Expected Accomplishment (b) Countries increasingly adopt and/or implement low greenhouse gas emission development strategies and invest in clean technologies*

Baseline Annex

Through 2030, the actions under development by the 6 deep dive cities are expected to avoid 8.3 million tons of CO_2 equivalent (12.2 terawatt-hours of electricity), overachieving on the 2016-2017 expectations of the GEF project to avoid 3.8 million tons of CO_2 equivalent.

30 cities/subnational governments that have partnered with the BEA as of December 31, 2017:

1. Aburrá Valley Region and Municipality of Medellín, Colombia
2. Alba Iulia, Romania
3. Belgrade, Serbia
4. Bogotá, Colombia
5. Bucharest, District 3, Romania
6. Coimbatore City Municipal Corporation, India
7. Da Nang City, Vietnam
8. Dubai, United Arab Emirates
9. Eskişehir, Turkey
10. Iskandar Regional Development Authority, Malaysia
11. Jalisco (State), Mexico
12. Kisii County, Kenya
13. KwaDukuza, South Africa
14. Mandaluyong, Philippines
15. Mérida, Mexico
16. Mexico City, Mexico
17. Milwaukee, USA
18. Nairobi City County, Kenya
19. Pasig, Philippines
20. Porto Alegre, Brasil
21. Rajkot Municipal Corporation, India
22. Riga Municipal Agency, Latvia
23. Santa Rosa, Philippines
24. Science City of Muñoz, Philippines
25. Shimla Municipal Corporation, India
26. Sonora (State), Mexico
27. Tokyo Metropolitan Government, Japan
28. Tshwane Metropolitan Municipality, South Africa
29. Ulaanbaatar, Mongolia
30. Warsaw, Poland

41 organizations (NGOs, businesses and associations) that have partnered with the BEA as of December 31, 2017:

NGOs/Associations/Multilateral Organizations

1. 100 Resilient Cities
2. Alliance to Save Energy
3. Architecture 2030
4. Buildings Performance Institute Europe
5. Business Council for Sustainable Energy
6. C40 Cities Climate Leadership Group
7. Clean Energy Solutions Center
8. Colombia Green Building Council
9. Copenhagen Centre on Energy Efficiency
10. Global Buildings Performance Network
11. Global Cool Cities Alliance
12. Global Environment Facility
13. Global Green Growth Forum (3GF)
14. ICLEI - Local Governments for Sustainability
15. International Energy Agency
16. International Finance Corporation – EDGE
17. Investor Confidence Project
18. Pacific Northwest National Laboratory
19. Lawrence Berkeley National Laboratory
20. Natural Resources Defense Council
21. UN Development Programme
22. UN Environment
23. United Nations Foundation
24. US Green Building Council
25. World Bank Group – ESMAP
26. World Business Council for Sustainable Development
27. World Green Building Council
28. World Resources Institute

Service Providers/Companies

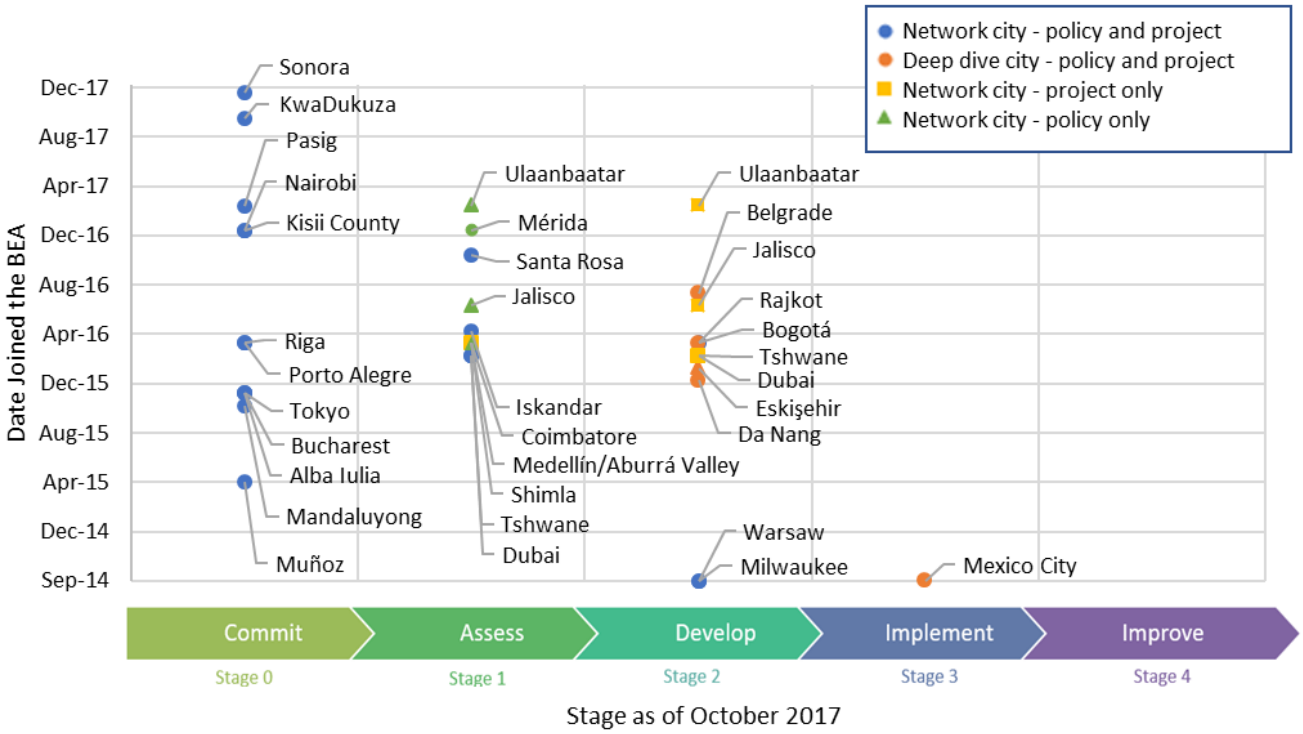
29. Accenture
30. Alstom
31. The Carbon Trust
32. China Energy Conservation and Environmental Protection Group
33. Danfoss
34. DEXMA
35. Econoler
36. Ingersoll Rand
37. Johnson Controls
38. Philips
39. Saint-Gobain
40. Schneider Electric
41. TECNALIA

12 existing "light touch" cities or subnational governments that have progressed on their policy or project **by less than one stage** during 2016-2017:

1. Alba Iulia, Romania
2. Bucharest, District 3, Romania
3. Kisii County, Kenya
4. KwaDukuza, South Africa
5. Mandaluyong, Philippines
6. Nairobi City County, Kenya
7. Pasig, Philippines
8. Porto Alegre, Brasil
9. Riga Municipal Agency, Latvia
10. Science City of Muñoz, Philippines
11. Sonora (State), Mexico
12. Tokyo Metropolitan Government, Japan

12 existing "light touch" cities or subnational governments that have progressed on their policy or project **by at least one stage** during 2016-2017:

1. Aburrá Valley Region and Municipality of Medellín, Colombia
2. Coimbatore City Municipal Corporation, India
3. Dubai, United Arab Emirates
4. Iskandar Regional Development Authority, Malaysia
5. Jalisco (State), Mexico
6. Mérida, Mexico
7. Milwaukee, USA
8. Santa Rosa, Philippines
9. Shimla Municipal Corporation, India
10. Tshwane Metropolitan Municipality, South Africa
11. Ulaanbaatar, Mongolia
12. Warsaw, Poland



Baseline status of existing "deep dive" city policies: Cities have prepared but not implemented (i.e., passed into law) new building efficiency policies.

1. Belgrade, Serbia
   Policy: Revolving EE fund and retrofit process guidance

   Status: Stage 2, Develop

   Detail: Recommendations are being developed for the EE Fund with input from stakeholders through a regional workshop and input from BEA partners.

   Goals of Next Stage: In Stage 3, Implement, Belgrade aims to deliver the EE Fund recommendations and retrofit guidebook to the city.

2. Bogotá, Colombia
   Policy: To effectively implement the national building code, Resolution 549/15, in new buildings in Bogotá D.C.

   Status: Stage 2, Develop

   Detail: The results of the study "Technical basis for the Implementation Protocol of Res.549/15" is completed and shows new, higher percentages for energy and water obligatory savings for Bogotá, with less additional costs for the developers. The implementation Protocol aims to define a new obligatory percentage for water and energy saving for Bogotá, propose a Demonstrative path to comply with the norm, and aims to define a compliance verification method for the city. The City`s Planning Secretary approved the new saving percentages, and so the BEA will move forward with 3 main targets of the Policy objectives: 1) The alignment of the Implementation Protocol with the local Policy, 2) The articulation whit the City`s Master Plan, and 3) the development of incentives.

   Goals of Next Stage: In Stage 3, Implement, Bogotá aims to formally adopt the Implementation Protocol for Res. 549/15 of Bogotá and its monitoring, reporting, and verification mechanism.

3. Da Nang City, Vietnam
   Policy: Develop a directive for the implementation and monitoring of building efficiency for all new and existing buildings with floor area above 2500 m^2.

   Status: Stage 2, Develop

   Detail: The Da Nang Climate Change Coordination Office (CCCO), in collaboration with technical consultants, developed a new directive (Decree no. 08/CT-UBND, dated 15 September 2017) and a Communication and Training plan (no. 7007/KH-UBND, dated 06 September 2017) on strengthening the economical and efficient use of energy in buildings in Da Nang city. The documents underwent several consultations and reviews with relevant departments and agencies, and The People's Committee of Da Nang city approved and issued both new documents in September 2017 to promote energy efficiency in the city.

   In the Directive, the main requirements are to strengthen state management of energy use, to be economical and efficient in the construction sector, to comply with the National Technical Regulation on Energy Efficient Buildings, and to achieve the 2020 goal of saving 8-12% of energy used in the city compared with the business as usual scenario.

The Communication and Training Plan aims to put the solutions on economical and efficient use of energy into reality, especially in the field of building construction and the management of buildings in the city. The Plan also helps to increase coordination between state management agencies and other stakeholders in the field of energy management.

Goals of Next Stage: In Stage 3, Implement, Da Nang aims to carry out training and communication plan about building efficiency and construction code 09; increase adoption of Construction Code No.9; and have buildings with area of 2500 m^2 or above conduct energy audit and have plans to reduce energy consumption.

4. Eskişehir, Turkey
Policy: Incentives and assistance for class "B" or better new buildings

Status: Stage 2, Develop

Detail: Design of incentive program is underway.

Goals of Next Stage: In Stage 3, Implement, Eskişehir aims to benchmark public buildings, strengthen energy inspections, and design and implement an incentive program.

5. Mexico City, Mexico
Policy: Adopt and implement energy code for private buildings.

Status: Stage 3, Implement

Detail: In June 2016, revised construction regulations were adopted, referencing the technical norm with the energy code for the first time.

Goals of Next Stage: To complete Stage 3, Implement, Mexico City will need to implement the adopted construction regulations. This step is on hold due to political changes and local needs to incorporate improved seismic elements in the construction code.

6. Rajkot Municipal Corporation, India
Policy: Develop a Technical Guidebook on green building measures for building efficiency as per local climatic conditions.

Status: Stage 2, Develop

Detail: The first draft of the policy is finalized detailing the assessment criteria, incentives framework and assessment process for implementation. The draft policy has been approved by the Commissioner & city officials and received comments from expert & non-expert stakeholders.

Goals of Next Stage: In Stage 3, Implement, Rajkot aims to implement the green building policy and promote green building policy and practices among developers and citizens.

Baseline status of existing "deep dive" city pilot projects: Cities have begun pilot projects but have not developed project pipelines.

1. Belgrade, Serbia
   Project: Retrofit at least one public school as a demonstration for a city retrofit strategy.

   Status: Stage 2, Develop

   Detail: Assessments have been made on 3 school buildings, with 1 building selected for project documentation and demonstration retrofit.

   Goals of Next Stage: In Stage 3, Implement, Belgrade aims to complete documentation and installation of at least one school retrofit.

2. Bogotá, Colombia
   Project: To increase energy and water efficiency in the buildings and urbanism of "Triángulo de Fenicia" Partial Plan.

   Status: Stage 2, Develop

   Detail: The building owners have committed to the project, and await the policy packages for Res. 549/15 (Bogotá BEA policy) to move forward.

   Goals of Next Stage: In Stage 3, Implement, Bogotá aims to apply the Implementation Protocol for Res. 549/15 (Bogotá BEA policy) in the buildings of the first phase of the Pilot Project, which covers 22.900 square meters, and to design a mechanism to estimate impacts in terms of greenhouse gas emissions of the Pilot Project.

3. Da Nang City, Vietnam
   Project: Implement energy efficiency solutions for a hotel demonstration project.

   Status: Stage 2, Develop

   Detail: Two three-star hotels were audited for energy consumption and a number of solutions were proposed to save 10-15% energy consumption in a report of retrofit measures. The owner of the initially selected pilot hotel decided to leave the project, and the Demonstration project group is now working with an alternative hotel. The preliminary outcomes have contributed to improving the understanding of relevant stakeholders, especially hotels' owners and investors, about building energy efficiency and the potential for improvement.

   Goals of Next Stage: In Stage 3, Implement, Da Nang aims to carry out the retrofit of one three-star hotel resulting in reduced energy consumption of up to 15%.

4. Eskişehir, Turkey
   Project: New "A" class energy education building in science center.

   Status: Stage 2, Develop

   Detail: Initial design concepts for the demonstration project have been completed.

Goals of Next Stage: In Stage 3, Implement, Eskişehir aims to complete the design, obtain funding, and construct the energy efficient demonstration building.

5. Mexico City, Mexico
Project: Retrofit 4 municipal buildings as a pilot for a larger retrofit program.

Status: Stage 3, Implement

Detail: Measures in implementation in the 4 selected municipal buildings, to be completed by the end of 2017, include:

- Lighting retrofit
- Modernization of computer equipment
- Installation of light timers
- Installation of motion sensors

Goals of Next Stage: In Stage 4, Improve, Mexico City aims to retrofit at least 15 additional buildings, beginning to create a building efficiency project pipeline. The city also aims to increase awareness regarding adequate use of energy and increase cooperation with interested organizations for future projects.

6. Rajkot Municipal Corporation, India
Project: Retrofit one or more existing municipal buildings as a demonstration project, perhaps including social housing developments.

Status: Stage 2, Develop

Detail: Rajkot identified a central zone office building and Multi-Activity Centre for conducting investment grade energy audits for implementation of retrofitting measures. BEA partners are also assisting Rajkot to identify financial mechanisms to fund the building retrofits based on these audits. The contractor for the audits has been selected and data collection has begun.

Goals of Next Stage: In Stage 3, Implement, Rajkot aims to complete the retrofit of one or more of the selected buildings.

ANNEX B: RESPONSES TO PROJECT REVIEWS

Include the review sheets from GEF Secretariat and GEF Agencies, and responses to comments from Council at work program inclusion and the Convention Secretariat and STAP at PIF.

The next pages include the review sheets with responses to the GEF Secretariat's comments from the PIF stage.

GEF-6 GEF SECRETARIAT REVIEW FOR FULL-SIZED/MEDIUM-SIZED PROJECTS
THE GEF/LDCF/SCCF TRUST FUND

GEF ID:	**9947**		
Country/Region:	**Global**		
Project Title:	**The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change**		
GEF Agency:	**UNEP**	GEF Agency Project ID:	
Type of Trust Fund:	**GEF Trust Fund**	GEF Focal Area (s):	**Climate Change**
GEF-6 Focal Area/ LDCF/SCCF Objective (s):		**CCM-1 Program 1;**	
Anticipated Financing PPG:		Project Grant:	**$2,000,000**
Co-financing:	**$8,073,000**	Total Project Cost:	**$10,073,000**
PIF Approval:		Council Approval/Expected:	
CEO Endorsement/Approval		Expected Project Start Date:	
Program Manager:	**David Elrie Rodgers**	Agency Contact Person:	**Ruth Coutto,**

PIF Review

Review Criteria	Questions	Secretariat Comment	Agency Response
Project Consistency	1. Is the project aligned with the relevant GEF strategic objectives and results framework?[1]	DER, November 15, 2017. Yes.	
	2. Is the project consistent with the recipient country's national strategies and plans or reports and assessments under relevant conventions?	DER, November 15, 2017. This project uses global regional set-aside to serve cities in countries that have identified the importance of building energy efficiency in their national strategies and plans, including the NDCs. Please ensure that city selection criteria reflect NDC alignment.	Selection of all new and continuing deep dive cities and work at the national level includes criteria for NDC alignment (pages 18, 19, 20). For network cities, NDC alignment is not included because the partnership doesn't want to preclude cities from joining the BEA due to a lack of priority of building efficiency by the national government's NDC.

[1] For BD projects: has the project explicitly articulated which Aichi Target(s) the project will help achieve and are SMART indicators identified, that will be used to track the project's contribution toward achieving the Aichi Target(s)?

PIF Review			
Review Criteria	Questions	Secretariat Comment	Agency Response
Project Design	3. Does the PIF sufficiently indicate the drivers[2] of global environmental degradation, issues of sustainability, market transformation, scaling, and innovation?	DER, November 15, 2017. Yes.	
	4. Is the project designed with sound incremental reasoning?	DER, November 15, 2017. Please address the following comments: a) With the rapid launch and implementation of the BEA first phase, significant results have been generated. Please ensure that these results are fully documented in the appropriate GEF M&E required reports. The implementing agency may consider a submitting a short, preliminary terminal review that reflects some of the lessons learned from first phase to ensure they are captured in phase II. This need not delay the PIF revision and re-submission, but references to the process would could helpfully be included in the revised PIF. b) Part of the results of first phase have identified opportunities for enhanced coordination. Please expand the sections on coordination reflecting comments from partners such as ICLEI, USGBC. In particular include discussion on how BEA graduate cities may be good candidates for	a) UN Environment is in the process of undertaking a terminal evaluation. The process might take up to 6 months to conclude. Once the preliminary findings are released, the outcomes and lessons will be plugged in to the development and implementation phases depending on the timing and relevance. In the meantime, the BEA has already drawn some initial lessons learned that have been described on page 11 and have been fully incorporated in the design of this second phase. b) This is now addressed in the Coordination section (page 32). The possibility for BEA cities as candidates for the GEF Sustainable Cities impact program is also now addressed in the Component 3 (deep dive) discussion (page 19).

[2] Need not apply to LDCF/SCCF projects.

PIF Review			
Review Criteria	Questions	Secretariat Comment	Agency Response
		future GEF projects under the Sustainable Cities impact program. c) The BEA is not expected to generate financing for investment projects. However, many cities are identifying the need for investment finance as a critical next step after a BEA deep dive. Please include more information on potential collaborations with other institutions and projects that may offer opportunities for "hand-off" or "match-making" of BEA graduates with financing opportunities. d) SEforAll has advocated for enhanced ambition to meet the SDG goals. Although beyond the scope of this project, please include a preliminary estimate of the types of resources that might be needed to expand the BEA to additional phases that might serve 300 cities.	c) This is now addressed in the Component 3 (deep dive) discussion (pages 18-19) and briefly in the Component 1 (partnership expansion) discussion (page 14). While the BEA is intended as a short-term accelerator that changes the trajectory of participating cities' work on building efficiency, regional network organizations such as GIZ and regional development banks can provide longer term technical assistance and access to concessional finance to help cities remain on this accelerated path and continue successful program implementation. d) This is now addressed at the end of the baseline scenario section (page 12). The BEA would seek to scale the partnership through enhanced linkages and a connected agenda with regional network organizations such as GIZ, LEDS-GP, and other partners with on-the-ground presence. In addition, the BEA would need to scale up its infrastructure and the number of people dedicated to supporting the global and regional networks. While there would be economies of scale, the partnership would need to scale up the global team and establish 8-10 regional leadership teams that could each manage networks of 30-50 cities, which is equivalent to the BEA global network after phase 1.

	5. Are the components in Table B sound and sufficiently clear and appropriate to achieve project objectives and the GEBs?	DER, November 15, 2017. Yes.	
	6. Are socio-economic aspects, including relevant gender elements, indigenous people, and CSOs considered?	DER, November 15, 2017. Yes. However, please include slightly more context on the inclusiveness with respect to the proposed GEF policy paper GEF/C.53/04.	This is now addressed in the Gender Considerations section (page 29-30). The BEA will conduct outreach to women engaged in the local BEA platforms to gather feedback on their experience related to gender balance and inclusion in their cities and with the BEA specifically, as well as reflections on how programs like the BEA can help advance gender inclusion. In addition, for the development of the full proposal, the gender section will include a review of gender balance and social inclusion in the various sectors that make up building efficiency (e.g., construction, policy, architects, engineers).
Availability of Resources	7. Is the proposed Grant (including the Agency fee) within the resources available from (mark all that apply):		

PIF Review			
Review Criteria	Questions	Secretariat Comment	Agency Response
	• The STAR allocation?	DER, November 15, 2017. Not applicable	
	• The focal area allocation?	DER, November 15, 2017. Not applicable.	
	• The LDCF under the principle of equitable access	NA	
	• The SCCF (Adaptation or Technology Transfer)?	NA	
	• Focal area set-aside?	DER, November 15, 2017. Yes.	
Recommendations	8. Is the PIF being recommended for clearance and PPG (if additional amount beyond the norm) justified?	DER, November 15, 2017. Not at this time. Please address the comments in boxes: 2,4, and 6.	Completed. See responses in boxes 2, 4, and 6.
Review Date	Review	November 15, 2017	
	Additional Review (as necessary)		
	Additional Review (as necessary)		

ANNEX C: STATUS OF IMPLEMENTATION OF PROJECT PREPARATION ACTIVITIES AND THE USE OF FUNDS[19]

Not applicable – no project preparation grant was requested for the development of this proposal.

[19] If at CEO Endorsement, the PPG activities have not been completed and there is a balance of unspent fund, Agencies can continue to undertake the activities up to one year of project start. No later than one year from start of project implementation, Agencies should report this table to the GEF Secretariat on the completion of PPG activities and the amount spent for the activities. Agencies should also report closing of PPG to Trustee in its Quarterly Report.

ANNEX D: CALENDAR OF EXPECTED REFLOWS (if non-grant instrument is used)

Provide a calendar of expected reflows to the GEF/LDCF/SCCF Trust Funds or to your Agency (and/or revolving fund that will be set up).

Not applicable – this project does not include a non-grant instrument.

ANNEX E: TERMS OF REFERENCE FOR PROJECT PERSONNEL, CONSULTANTS AND SUBCONTRACTS

PROJECT PERSONNEL

Project Director

Project title: The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change

Post title: Project Director

Duration: 18 months (full project duration)

Date Required: Month 1

Duty station: WRI, Washington, DC

Reporting structure:
The Project Director will report periodically to the UN Environment task manager and GEF project manager.

Background:
The WRI/UN Environment/GEF BEA Project provides information, analysis, and technical guidance on energy efficiency policies and practices and engages national and city leaders in support of building efficiency policy and project goals. It collaborates with local partners including non-profit organizations, universities and representatives of the private sector to produce analysis, and convene policy, industry and technical leaders to support local expansion of efficiency in the built environment. Activities include supporting building energy upgrades, innovative finance and efficiency policy in key markets.

The Project Director provides strategic guidance to the Project and partnership management, relationship facilitation and technical support for project implementation.

Project activities to be undertaken:
- Delivering, driving forward and managing the implementation of the BEA Project.
- Providing technical, administrative and inspirational leadership for the BEA.
- Leading effective planning, delivery and strategy under the framework of UN Environment/GEF terms and conditions.
- Ensuring high quality outputs and analysis through tracking, review, guidance and sign off.
- Convening and facilitating meetings (including BEA Steering Committee), relationship building and partnerships with collaborators and donors as part of a cross-sectoral and global approach.
- Ensuring technical quality and timely delivery of work plan activities; including rigorous evaluation of project activities and interventions, with adaptive management approaches to amplify project impact.
- Proactively managing relationships and fostering dialogue amongst all Project partners, stakeholders and collaborators.
- Proactively managing relationships with UN Environment/GEF initiatives and programs for synergy and opportunities to collaborate.

Expected outputs and deliverables:
- Lead Steering Committee meetings (2 per quarter in person; 2 per quarter by phone)
- Provide rigorous evaluation of project activities and materials
- Represent the BEA at high-level global events

Qualifications:
- Advanced degree in urban planning, or related field.
- Minimum 15 years of full-time work experience in relevant field, with program implementation and project management experience.
- Substantial experience in leading teams of national and international experts and managing a project budget.
- Prior supervision and mentorship of large international projects and programs

- Good interpersonal and leadership skills and ability to work effectively as part of a small team, with respect for and sensitivity to multi-cultural approaches.
- Skills and experience in effectively communicating the mission and objectives to partners and team
- A demonstrated ability in liaising and co-operating with all project partners including government officials, NGOs and international organizations

Language(s):
English

Project Manager

Project title: The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change

Post title: Project Manager

Duration: 18 months (full project duration)

Date Required: Month 1

Duty station: WRI, Washington, DC

Reporting structure:
The Project Manager will report regularly to the Project Director and the UN Environment task manager.

Background:
The WRI/UN Environment/GEF BEA Project provides information, analysis, and technical guidance on energy efficiency policies and practices and engages national and city leaders in support of building efficiency policy and project goals. It collaborates with local partners including non-profit organizations, universities and representatives of the private sector to produce analysis, and convene policy, industry and technical leaders to support local expansion of efficiency in the built environment. Activities include supporting building energy upgrades, innovative finance and efficiency policy in key markets.

The Project Manager facilitates partnership coordination and network knowledge exchange, provides day-to day management of activities, resource allocation, and is responsible for project performance for light touch and Deep Dive assistance.

Project activities to be undertaken:
Project Management

- Provide day to day management, coordination and supervision of the project, its human and financial resources.
- Supervise and coordinate the production of project outputs and deliverables, as per the project document, including the Inception Report, Combined Project Implementation Review/Annual Project Report (PIR/APR) and other required reports.
- Coordinate the work of project staff, consultants and sub-contractors.
- Prepare results-oriented Terms of Reference for national and international consultants and service providers
- Coordinate, prepare, and negotiate sub-contracts and contracts, timely initiation of payments and performance appraisal
- Liaise with UN Environment, relevant government agencies, donor organizations, NGOs and all project partners, including Deep Dive and Light Touch cities, for effective coordination of all project activities.
- Report progress of project to BEA Steering Committee, and ensure the fulfilment of BEA Steering Committee directives.
- Identify and set procedures for project evaluation and monitoring, data collection and recording, project implementation and follow up, optimization of use of human and financial resources, team performance monitoring and analysis.

Technical, Strategic, and Communications

- Coordinate and contribute to preparatory activities for public events, such as seminars, workshops, and symposiums to be held under the project.
- Co-author and contribute to BEA Partnership knowledge products
- Develop communications materials, concept notes, and timely content related to building efficiency trends and solutions.
- Develop, and manage others to develop, presentations for internal and external audiences.
- Assist with establishment of and provide operational and strategic support to BEA steering committee.
- Oversee the exchange and sharing of experiences and lessons learned with relevant community based integrated conservation and development projects nationally and internationally.
- Represent the BEA at global, regional, and local events

Expected outputs and deliverables:

- Sign up 30 new subnational governments and 30 new companies/organizations to the BEA
- At least 150 people trained representing at least 1-2 people from at least 20 cities
- Communications materials documenting results and lessons learned
- On-time and high-quality delivery of project outputs, deliverables, and required reports
- Maintain up-to-date city and partner recruiting materials and presentations for internal and external audiences

Qualifications:

- Advanced degree in urban planning, or related field
- Minimum 7 years of full-time work experience in relevant field, with program implementation and project management experience
- Experience leading teams of national and international experts and managing a project budget.
- Prior supervision and mentorship of one or more junior staff.
- Exceptionally good communication and interpersonal skills.
- Strong quantitative, analytical research skills.
- A demonstrated ability in liaising and co-operating with all project partners including government officials, NGOs and international organizations
- Detail oriented and organized thinker who can juggle multiple, competing priorities

Language(s):
English

Deep Dive Manager

Project title: The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change

Post title: Deep Dive Manager

Duration: 18 months (full project duration)

Date Required: Month 1

Duty station: WRI, Washington, DC

Reporting structure:
The Deep Dive Manager will report regularly to the Project Director and Project Manager.

Background:
The WRI/UN Environment/GEF BEA Project provides information, analysis, and technical guidance on energy efficiency policies and practices and engages national and city leaders in support of building efficiency policy and project goals. It collaborates with local partners including non-profit organizations, universities and representatives of the private sector to produce analysis, and convene policy, industry and technical leaders to support local expansion of efficiency in the built environment. Activities include supporting building energy upgrades, innovative finance and efficiency policy in key markets.

The Deep Dive Manager assists with assessments and data analysis for partnership and engagement sites, provides technical assistance for project implementation, and facilitates technical support and relationships for site leads in Deep Dive engagements.

Project activities to be undertaken:
The Deep Dive Manager's main areas of responsibility will include the following:

Program Development

- Help manage work planning efforts for the BEA Partnership.
- Contribute building efficiency activities to the Project's strategy development, partnership development, fundraising proposals (presentations, narratives, budgets).
- Support the global Project Team members (strategy development, work planning, study tours, workshops, internal consultation processes)
- Monitor and help evaluate Project performance
- Contribute to communications materials, concept notes, and timely content related to building efficiency trends and solutions.
- Develop, and manage others to develop, presentations for internal and external audiences.

Project Management

- Assist with management of relationships with BEA deep dive cities and global partners.
- Assist with project deliverables, especially those related to deep dive cities.
- Assist with project reporting and impact evaluation.
- Assist with establishment of and provide operational and strategic support to Working Groups in Deep Dive cities.
- Provide technical and administrative support to Deep Dive Working Groups.
- Represent the BEA at global, regional, and local events

Expected outputs and deliverables:
- Selection criteria and evaluation of continuing and new deep dive cities
- Summary of potential funding and/or in-kind resource opportunities likely in continuing deep dive cities
- Summary of city-specific potential project pipeline opportunities, barriers, and finance/funding mechanisms in continuing deep dive cities
- Work plans and regular updates for continuing and new deep dive cities

Qualifications:
- Advanced degree in urban planning, or related field.

- Minimum 4-7 years of full-time work experience in relevant field, with program implementation and project management experience.
- Professional history of increasing management responsibilities, including leading diverse teams and managing a project budget.
- Demonstrated ability to connect research results to measurable external change.
- Prior supervision and mentorship of one or more junior staff.
- Exceptionally good communication and interpersonal skills.
- Strong quantitative, analytical research skills.
- Detail oriented and organized thinker who can juggle multiple, competing priorities.

Additionally:

- At least 1 year of experience working on sustainable urban development in a developing country.
- Experience with external communications and/or donor management.

Language(s):
English

Partnership Coordinator

Project title: The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change

Post title: Partnership Coordinator

Duration: 18 months (full project duration)

Date Required: Month 1

Duty station: WRI, Washington, DC

Reporting structure:
The Partnership Coordinator will report regularly to the Project Manager and the Deep Dive Manager.

Background:
The WRI/UN Environment/GEF BEA Project provides information, analysis, and technical guidance on energy efficiency policies and practices and engages national and city leaders in support of building efficiency policy and project goals. It collaborates with local partners including non-profit organizations, universities and representatives of the private sector to produce analysis, and convene policy, industry and technical leaders to support local expansion of efficiency in the built environment. Activities include supporting building energy upgrades, innovative finance and efficiency policy in key markets.

The Partnership Coordinator provides management support for programmatic, project, communications, and administrative tasks and helps deliver research and outreach on BEA components.

Project activities to be undertaken:
Program/Project Coordination

- Organizing internal and external meetings, workshops, conferences and other dissemination activities on behalf of the BEA partnership.
- Liaising with BEA global and local partners.
- Coordinating and scheduling meetings regarding projects among team.
- Leading BEA communications and media relations responsibilities, such as updating web content.
- Preparing standard project status reports for project delivery team or work group, client and management.
- Tracking past performance and lessons learned information to use on future project preparation.
- Monitoring program/project performance against contract requirements.
- Administrative support for partnership and technical assistance engagements.
- Represent the BEA at global, regional, and local events

Grant Management

- Submitting all required grant forms as instructed by grant.
- Developing processes for coordination and tracking within the BEA.
- Coordinating outreach efforts on behalf of program/projects.

Research & Knowledge

- Contributing to literature reviews, qualitative or quantitative analysis, and other research on the implementation of building efficiency and sustainable infrastructure in cities.
- Preparation of PowerPoints and other information.
- Writing blog posts and other communication documents.
- Presenting at internal/external meetings.

Expected outputs and deliverables:

- Regular updates provided to the partnership for coordination and tracking of city progress within the BEA
- Updated communications materials including website content and the Basecamp project management platform
- Contribute to communications materials documenting results and lessons learned
- Contribute to city and partner recruiting materials and presentations for internal and external audiences
- Monitoring program/project performance against contract requirements.

Qualifications:

- Bachelor’s degree in urban planning, energy or natural resource policy, international development, finance/economics, or related field.

- Minimum 3-5 years of relevant full-time work experience.
- A successful candidate will demonstrate excellent qualitative and/or quantitative research and writing skills.
- Experience with providing program and project coordination and administrative support.
- Excellent computer skills in Microsoft Office including PowerPoint, and strong internet research skills.
- Strong interpersonal skills and the ability to work with teams of individuals and colleagues around the world.
- Flexibility to travel.

Additionally:

- Master's degree in related field.

Language(s):
English

Project Coordinator

Project title: The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change

Post title: Project Coordinator

Duration: 18 months (full project duration)

Date Required: Month 1

Duty station: WRI, Washington, DC

Reporting structure:
The Project Coordinator will report regularly to the Project Manager.

Background:
The WRI/UN Environment/GEF BEA Project provides information, analysis, and technical guidance on energy efficiency policies and practices and engages national and city leaders in support of building efficiency policy and project goals. It collaborates with local partners including non-profit organizations, universities and representatives of the private sector to produce analysis, and convene policy, industry and technical leaders to support local expansion of efficiency in the built environment. Activities include supporting building energy upgrades, innovative finance and efficiency policy in key markets.

The Project Coordinator provides management support for financial and administrative tasks on BEA components.

Project activities to be undertaken:
Program/Project Coordination:

- Coordinating and scheduling meetings regarding projects among team.
- Processing documentation for project commitments (i.e. agreements, contracts, work authorizations, and purchase orders).

Financial Management:

- Processing invoices and pay applications for projects in compliance with established governance procedures.
- Leading or assisting project team in project closeout process including turnover documentation and financial reconciliation.
- Coordinating and advising on project budget management and reports under supervision.

Expected outputs and deliverables:

- On-time delivery of documentation for project commitments (including subgrant agreements, contracts, purchase orders)
- On-time processing of invoices
- Budget tracking, management and reporting

Qualifications:

- Bachelor's degree in business, financial management, or related field.
- Minimum 3-5 years of relevant full-time work experience.
- Experience with providing program and project coordination and administrative support.
- Excellent computer skills in Microsoft Office.
- Strong interpersonal skills and the ability to work with teams of individuals and colleagues around the world.

Language(s):
English

Communications Expert

Project title: The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change

Post title: Communications Expert

Duration: 18 months (full project duration)

Date Required: Month 1

Duty station: WRI, Washington, DC

Reporting structure:
The Communications Expert will report periodically to the Project Manager.

Background:
The WRI/UN Environment/GEF BEA Project provides information, analysis, and technical guidance on energy efficiency policies and practices and engages national and city leaders in support of building efficiency policy and project goals. It collaborates with local partners including non-profit organizations, universities and representatives of the private sector to produce analysis, and convene policy, industry and technical leaders to support local expansion of efficiency in the built environment. Activities include supporting building energy upgrades, innovative finance and efficiency policy in key markets.

The Communications Expert contributes to communications materials through design, messaging, communications vendor management, and review of public-facing written content.

Project activities to be undertaken:
- Review and design of public-facing partnership brochures and reports
- Vendor management for communications tasks such as website maintenance and translation
- Expert guidance on messaging, social media, blogs
- Coordination of communications packages for major global events

Expected outputs and deliverables:
- Designed partnership brochures, reports, and other written materials
- Communications packages for major global events

Qualifications:
- Advanced degree in communications, graphic design or related field
- Minimum 5-7 years of full-time work experience in relevant field
- Exceptionally good communication and interpersonal skills.
- Detail oriented and organized thinker who can juggle multiple, competing priorities

Language(s):
English

Technical Expert

Project title: The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change

Post title: Technical Expert

Duration: 18 months (full project duration)

Date Required: Month 1

Duty station: WRI, Washington, DC

Reporting structure:
The Additional Technical Experts will report periodically to the Project Manager.

Background:
The WRI/UN Environment/GEF BEA Project provides information, analysis, and technical guidance on energy efficiency policies and practices and engages national and city leaders in support of building efficiency policy and project goals. It collaborates with local partners including non-profit organizations, universities and representatives of the private sector to produce analysis, and convene policy, industry and technical leaders to support local expansion of efficiency in the built environment. Activities include supporting building energy upgrades, innovative finance and efficiency policy in key markets.

Technical experts assist with assessments and data analysis for partnership and engagement sites, provide technical assistance for project implementation, facilitate technical support and relationships for site leads in light touch and deep dive engagements, and provide expert training and guidance on greenhouse gas measuring, tracking, and impact evaluation. Technical experts also provide additional project support across the BEA program as needed.

Project activities to be undertaken:
- Advise on the technical development of performance indicators, impact measurement and validation.
- Advise on implementation of changes to coverage of existing performance indicators.
- Provide guidance and review of technical assessments and studies carried out by the partners and consultants
- Provide advice and quality control for the design and implementation of deep dive work plans
- Based on inputs from partners, deep dive working groups and through stakeholder engagement, verify suitability, technical and financial feasibility of the selected action and project options.
- Review the findings of the technical assessments undertaken during the projects and synthesize them in the relevant sections of the final project document and other project reports.
- Assist with technical training, webinars, and workshops.
- Provide additional project support across the BEA program.

Expected outputs and deliverables:
- Reviewed performance indicators for city actions
- Reviewed technical assessments across BEA program

Qualifications:
- Advanced degree in urban planning, energy efficiency or related field.
- Minimum 7 years of work experience in relevant field including energy efficiency in buildings, energy performance, monitoring and evaluation of energy performance, energy measurement and validation, policy analysis for energy efficiency in buildings.
- Demonstrated track record in design, monitoring and evaluation of urban energy efficiency projects.

Language(s):
English

SUBCONTRACTS

NOTE: All subgrant TORs outlined here are generic for these roles. They will be further customized and updated during the first few months of the project as the cities and countries are selected, as well as the technical experts to advise those selected cities and countries.

Existing Deep Dive City subgrants

Project title:
The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change

Subcontract title:
Existing Deep Dive City subgrants (1, 2, 3 and Additional)

Duration:
12-16 months

Date Required:
Month 2

Duty station:
To be selected from existing deep dive cities (Belgrade, Serbia; Bogotá, Colombia; Da Nang, Vietnam; Eskişehir, Turkey; Mexico City, Mexico; Rajkot, India)

Reporting structure:
The local BEA lead partner organization, primarily as the responsibility of the technical adviser (described below), will report regularly to the BEA Deep Dive Manager.

Background:
The WRI/UN Environment/GEF BEA Project provides information, analysis, and technical guidance on energy efficiency policies and practices and engages national and city leaders in support of building efficiency policy and project goals. It collaborates with local partners including non-profit organizations, universities and representatives of the private sector to produce analysis, and convene policy, industry and technical leaders to support local expansion of efficiency in the built environment. Activities include supporting building energy upgrades, innovative finance and efficiency policy in key markets.

Over 2018-2019, the Building Efficiency Accelerator will continue to fund at least three of six cities that were funded as deep engagements from the 2016-2017 project cycle with partner jurisdictions. Cities that are part of the deep dive process have dedicated staff time from local partner(s) on the ground to facilitate local working groups to quickly organize support toward implementation of the defined policy and project action. This additional support enables intensive planning processes for a faster scale-up and project preparation for policy and project execution by the city.

Each city selected for deep engagement in the Building Efficiency Accelerator receives technical assistance and support from a lead local partner. The lead local BEA partner organization takes primary responsibility for assisting the city in identifying actions, developing a work plan and implementing policies, projects and tracking methods to fulfill its BEA commitments. Each lead local partner organization is responsible for hiring a full-time, in-city Technical Adviser who, in coordination with the city and WRI, will assist the city and organize the local partnership activities.

This subcontract will contribute to Component 3, Outcome 3.1.

Project activities to be undertaken:
The local BEA lead partner organization will:

1. **Continue building efficiency commitments begun in BEA during 2016-2017**
   - Serve as primary point of contact for BEA-related activity with the city;
   - Keep the city informed about global and regional BEA partnership developments, events, and trainings;
   - Participate in regional and global BEA meetings, calls or other coordination activities;

- Document and share city actions, successes, challenges and lessons learned;
- Assist in continued use of tools and approaches to track progress toward city goals;
- Assist the city in leveraging the expertise of the network of over 40 BEA technical partner organizations;
- Assist in development of city-to-city learning relationships.
- Continue the contract of, or hire, and supervise one local staff person as a technical adviser (*responsible for activity 3.1.1.1*) assigned to work with the partner city for 12-16 months, enhancing city staff capacity and focusing on building efficiency;
- Record baseline progress on policy and project at the start of 2018-2019 work to enable tracking progress (*responsible for activities 3.1.2.1 and 3.1.4.1*);
- Assist the city to complete adoption of the policy drafted in 2016-2017 within 6 months (*contribute to activity 3.1.2.2 and deliverable 1 of output 3.1.2*), with implementation or planning for implementation underway within 12 months (*responsible for activity 3.1.2.3*) including assistance provided on improvement of policy implementation methods;
- Develop and manage partner relationships and engagement process with partner city, including through continued facilitation of a local multi-stakeholder engagement process *(responsible for activities 3.1.2.4; 3.1.3.1; 3.1.4.3; and 3.1.5.1)*;
- Assist the city to complete the demonstration project(s) begun in 2016-2017 within 18 months *(contribute to activity 3.1.4.2 and deliverable 1 of output 3.1.4)*;

2. **Support the city to scale up scope and ambition of building efficiency planning and activities**
    - Assist in selection of any new tools or approaches to track progress toward city goals.
    - Assist in identifying opportunities for securing matching funds in cash and/or in-kind resources to build upon the BEA resources for city action (*contribute to activity 3.1.1.2 and deliverable 1 of Output 3.1.1*);
    - Assist the city to identify finance/funding mechanism(s) for policy implementation (*contribute to activity 3.1.3.1 and deliverable 1 of output 3.1.3)*;
    - Assist the city to begin developing a pipeline of building efficiency projects, including identification of finance/funding mechanism(s) to support project pipeline execution (*contribute to activity 3.1.5.1 and deliverable 1 of output 3.1.5)*;
    - Compile country-specific research on potential finance/funding mechanisms for policy implementation and project pipeline opportunities (*responsible for activities 3.1.3.2 and 3.1.5.2)*
    - Assist the city in identifying and prioritizing any additional local building efficiency policies and projects, including opportunities to scale prioritized 2016-2017 projects and policies into more ambitious programs

The lead organization and technical adviser will also manage other activities as necessary to enable the city to fulfill its BEA action commitments. It is anticipated that with this process, the city and the partner will build local capacity to continue building efficiency activities after direct BEA assistance ends.

Expected outputs and deliverables:
The deliverables expected from deep dive lead partners will be as follows *(contributing to outputs 3.1.1, 3.1.2, 3.1.3, 3.1.4, 3.1.5)*:

- Informal monthly updates on work plan development and process for the BEA newsletter
- Biannual written progress reports
- Workshop and stakeholder meeting summaries
- Full attendance sheet for all BEA-related local events and meetings, including gender and sector data
- Formal, consolidated stakeholder working group recommendations
- Written city confirmation of any additional policy and project commitments
- Summary of policy and project implementation plans and execution, including how the city overcame barriers to implementation *(contribute to activity 3.1.2.5 and deliverable 2 of output 3.1.2)*
- Summary of potential finance/funding mechanisms for policy implementation and project pipeline development *(contribute to activities 3.1.3.3 and 3.1.5.3; deliverable 2 of output 3.1.3; and deliverable 2 of output 3.1.5)*

Language(s):
Relevant local language; English.

New Deep Dive City subgrants

Project title:
The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change

Subcontract title:
New Deep Dive City subgrants (1, 2 and 3)

Duration:
12-16 months

Date Required:
Month 2

Duty station:
To be selected from 26 existing non-deep-dive BEA partner cities

Reporting structure:
The local BEA lead partner organization, primarily as the responsibility of the technical adviser (described below), will report regularly to the BEA Deep Dive Manager.

Background:
The WRI/UN Environment/GEF BEA Project provides information, analysis, and technical guidance on energy efficiency policies and practices and engages national and city leaders in support of building efficiency policy and project goals. It collaborates with local partners including non-profit organizations, universities and representatives of the private sector to produce analysis, and convene policy, industry and technical leaders to support local expansion of efficiency in the built environment. Activities include supporting building energy upgrades, innovative finance and efficiency policy in key markets.

Over 2018-2019, the Building Efficiency Accelerator will fund three cities of the 26 existing non-deep-dive BEA partner cities as deep engagements with partner jurisdictions. Cities that are part of the deep dive process have dedicated staff time from local partner(s) on the ground to facilitate local working groups to quickly organize support toward implementation of the defined policy and project action. This additional support enables intensive planning processes for a faster scale-up and project preparation for policy and project execution by the city.

Each city selected for deep engagement in the Building Efficiency Accelerator receives technical assistance and support from a lead local partner. The lead local BEA partner organization takes primary responsibility for assisting the city in identifying actions, developing a work plan and implementing policies, projects and tracking methods to fulfill its BEA commitments. Each lead local partner organization is responsible for hiring a full-time, in-city Technical Adviser who, in coordination with the city and WRI, will assist the city and organize the local partnership activities.

This subcontract will contribute to Component 3, Outcome 3.2.

Project activities to be undertaken:
The local BEA lead partner organization will:

1. **Commit the organization as the local hub for the partnership**
   - Hire and supervise one local staff person as a technical adviser assigned to work full-time with the partner city for 12-16 months, enhancing city staff capacity and focusing on building efficiency;
   - Keep the city informed about global and regional BEA partnership developments, events, and trainings *(contribute to activity 3.2.2.4)*
   - Develop and manage partner relationships and engagement process with partner city;
   - Document and share city actions, successes, challenges and lessons learned; and
   - Participate in regional and global BEA meetings, calls or other coordination activities.

2. **Support the city's building efficiency planning and activities**
   - Serve as primary point of contact for BEA-related activity with the city;
   - Assist in implementing identified priorities, including through leveraging the expertise of the network of over 40 BEA technical partner organizations;

- Assist in selection and use of tools and approaches to track progress toward city goals;
- Assist in development of city-to-city learning relationships.
- Conduct and oversee research or assessments instrumental to implementing the work plan and priority actions, including surveying building project development plans, municipal ordinances, and completed projects *(contribute to activity 3.2.1.1)*;
- Develop assessment report reflecting relevant policy and project context *(contribute to activity 3.2.1.2 and deliverable 1 of output 3.2.1)*;
- Assist the city in identifying and prioritizing local building efficiency policies and projects, including through facilitation of a local multi-stakeholder engagement process including regular working group sessions *(contribute to deliverable 1 of output 3.2.2 and activity 3.2.3.1)*
- Facilitate topical or activity-focused working group meetings that will make recommendations targeted at officials for public release, and disseminate results *(contribute to activity 3.2.2.2)*
- Through multi-stakeholder working groups, assist city to agree on specific building efficiency policy and project commitments, get city official approval, and release publicly *(contribute to activity 3.2.2.3 and deliverable 2 of output 3.2.2)*
- Engage local partners to provide additional in-kind support to the selected policy and project actions *(contribute to activity 3.2.3.3 and deliverable 1 of output 3.2.3)*
- Through multi-stakeholder working groups, assist city to identify barriers and strategies to remove barriers for successful policy and project delivery *(contribute to activity 3.2.4.1)*;
- Assist city to draft selected building efficiency policy in consultation with local government officials, national government officials (where relevant), and stakeholders *(contribute to activity 3.2.4.2)*
- Assist city to complete demonstration project assessment, including scoping, and begin project development *(contribute to activity 3.2.4.3)*

The lead organization and technical adviser will also manage other activities as necessary to enable the city to fulfill its BEA action commitments. It is anticipated that with this process, the city and the partner will build local capacity to continue building efficiency activities after direct BEA assistance ends.

Expected outputs and deliverables:
The deliverables expected from deep dive lead partners will be as follows *(contributing to outputs 3.2.1, 3.2.2, 3.2.3, 3.2.4)*:

- Informal monthly updates on work plan development and process for the BEA newsletter
- Biannual written progress reports
- Host local meetings with stakeholders and gather input on the state of the market and policies within the city
- Workshop and stakeholder meeting summaries
- Full attendance sheet for all BEA-related local events and meetings, including gender and sector data
- Host a project kick-off workshop *(contribute to activities 3.2.1.3 and 3.2.3.2; and deliverable 2 of output 3.2.1)*
- Convene working groups of city staff and local stakeholders to advise and assist in the dialogue on priority policies, projects and tracking approaches *(contribute to activity 3.2.3.2)*
- Recommendations developed in consultation with stakeholder working group(s) for city review to determine priority policies and project activities (*contribute to deliverable 1 of output 3.2.4)*
- Work plan developed with the city for implementation of recommended and approved policy and project activities
- Written city confirmation of selected policy and project activities for work plan *(contribute to deliverable 2 of output 3.2.2)*
- At least one policy action or/and project implementation per city is planned or underway within 18 months after submission *(contribute to deliverable 2 of output 3.2.4)*

Language(s):
Relevant local language; English.

Technical Engagement subgrants

Project title:
The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change

Subcontract title:
Technical Engagement subgrants (1, 2 and 3)

Duration:
12-16 months

Date Required:
Month 4

Duty station:
To be determined

Reporting structure:
Technical engagement leads will report regularly to the BEA Project Manager and/or Partnership Coordinator.

Background:
The WRI/UN Environment/GEF BEA Project provides information, analysis, and technical guidance on energy efficiency policies and practices and engages national and city leaders in support of building efficiency policy and project goals. It collaborates with local partners including non-profit organizations, universities and representatives of the private sector to produce analysis, and convene policy, industry and technical leaders to support local expansion of efficiency in the built environment. Activities include supporting building energy upgrades, innovative finance and efficiency policy in key markets.

Technical engagement leads will develop and deliver technical content for BEA city partners in specific thematic areas related to building efficiency action.

This subcontract will contribute to Component 2, Outcome 2.1, Output 2.1.1.

Project activities to be undertaken:
Topic leads are responsible for coordinating and delivering the implementation of work plans for a thematic technical assistance work area. This includes coordinating with participating organizations and cities with identified priorities within that thematic area to develop a work plan and schedule, identifying roles and responsibilities of participating organizations, and communicating regularly to ensure delivery of planned activities.

In addition, topic leads coordinate technical assistance to cities with priorities that align with the relevant thematic area, including using these interventions to develop more general technical assistance packages that can be disseminated to other cities facing similar barriers in the future.

Topics that will be covered through these subgrants include:

- Building energy codes
- Above code programs and incentives
- Finance
- Public procurement
- Retrofitting existing buildings
- Tracking progress

Activities will include:

- Disseminate to cities the tools and resources compiled by BEA partners through written updates and webinars *(contribute to activity 2.1.1.1)*
- Plan and deliver regional and city thematic, training and capacity building workshops, and technical assistance to support city activities and share partner experiences *(contribute to activity 2.1.1.2)*

Expected outputs and deliverables:
The deliverables expected from technical engagement lead partners will be as follows *(contributing to output 2.1.1):*

- 150 people trained, representing at least 1-2 people from at least 20 of the cities, across all Technical Engagement subgrants *(contribute to deliverable 1 of output 2.1.1)*.
- Manage topical resource list, building on aggregated resources from BEA partners and identifying any gaps to be filled
- Develop work plan for topic area, and lead implementation including coordinating with relevant BEA cities and participating BEA partners on content delivery
- Provide focused technical assistance on a limited basis to groups of light touch cities with similar goals/challenges *(contribute to deliverable 2 of output 2.1.1)*
- Submit updates quarterly for BEA newsletter
- Coordinate content and resource development and delivery, including at least 1 webinar per calendar year
- Provide content for trainings at regional meetings or by webinar and for other resources as needed (case studies, fact sheets, guidance document)
- Advise cities on related technical assistance requests

Language(s):
Relevant local language(s); English.

National Engagement subgrants

Project title:
The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change

Subcontract title:
National Engagement subgrants (1, 2 and 3)

Duration:
12-16 months

Date Required:
Month 3

Duty station:
To be determined based on national engagements selected

Reporting structure:
National engagement leads will report regularly to the BEA Project Manager.

Background:
The WRI/UN Environment/GEF BEA Project provides information, analysis, and technical guidance on energy efficiency policies and practices and engages national and city leaders in support of building efficiency policy and project goals. It collaborates with local partners including non-profit organizations, universities and representatives of the private sector to produce analysis, and convene policy, industry and technical leaders to support local expansion of efficiency in the built environment. Activities include supporting building energy upgrades, innovative finance and efficiency policy in key markets.

Over 2018-2019, the Building Efficiency Accelerator will begin engagement with three national governments to work towards designing national policies and programs that support subnational building efficiency action, and work with BEA partner subnational governments on building efficiency action in the country. By linking national and subnational governments, this element of the BEA project will also help integrate the actions of BEA cities with national climate and energy goals, such as the NDCs, so that national governments can account for city action in their goal tracking.

This subcontract will contribute to Component 1, Outcome 1.1, Output 1.1.2 and Component 3, Outcome 3.3, Outputs 3.3.1, 3.3.2, and 3.3.3.

Project activities to be undertaken:
The national engagement lead will:

- Work with national government ministries and national stakeholders (*contribute to activity 1.1.2.1)*, including:
    - Making connections among the relevant ministries related to building efficiency (such as housing, energy, environment, and finance) *(contribute to activity 3.3.2.1)*
    - Bringing in perspectives from relevant local and subnational governments, particularly BEA partner cities;
    - Engaging national stakeholders across sectors including relevant businesses, utilities, NGOs, and climate actors (such as development banks) *(contribute to activity 3.3.2.2)*
    - Lead a stakeholder-facilitated process to deliver recommendations; solicit input and feedback from an advisory group consisting of national government staff, city staff, and stakeholders to provide expert support (*contribute to activity 3.3.1.4)*
    - Facilitating dialogue between national and subnational government stakeholders and the private sector on the alignment between national agendas and local action *(contribute to activity 3.3.2.3)*
    - Engaging relevant national, local, and private sector (especially finance) stakeholders in dialogue on how to enable an aggregated portfolio approach to facilitate city project funding/finance *(contribute to activity 3.3.3.2)*
- Drive a national action plan including:
    - Compile country-specific research and analysis on, and linkages among, national building efficiency priorities, programs, and NDCs/SDGs, along with prioritized building efficiency actions of BEA cities in-country *(contribute to activity 3.3.1.1)*
    - Assess the locally relevant potential linkages between national and local goals, plans, institutions, priorities, and action on building efficiency *(contribute to activity 3.3.1.3)*

    - Outline potential national programs to enable an aggregated national portfolio approach to facilitate funding/finance of a pipeline of city projects that are at least at the assessment stage *(contribute to activity 3.3.3.1)*
    - Outline how to best integrate local government contributions into relevant national strategies, including NDC implementation *(contribute to deliverable 1 of output 3.3.3)*
    - Outline national policies/programs that should be improved or developed to support the needs of local governments to act on building efficiency *(contribute to deliverable 2 of output 3.3.3)*
    - Develop summaries of recommended approaches for stronger national-subnational alignment on policies, programs, and/or project pipelines as most relevant in each country context *(contribute to activity 3.3.3.3 and deliverable 3 of output 3.3.3)*
- Coordinate with relevant regional lead, deep dive leads, and city liaisons in the country

Expected outputs and deliverables:
The deliverables expected from national lead partners will be as follows *(contributing to outputs 1.1.2, 3.3.1, 3.3.2, and 3.3.3)*:

- Hold a kick-off workshop
- Workshop and stakeholder meeting summaries
- Full attendance sheet for all BEA-related local events and meetings, including gender and sector data
- Informal monthly updates on work plan development and process for the BEA newsletter
- An assessment report including summaries of national government action, priorities and NDCs/SDGs and how these align with local building priorities and actions *(contribute to activities 1.1.2.2 and 3.3.1.2; deliverable 1 of output 1.1.2; and deliverable 1 of output 3.3.1)*
- Advisory group recommendations for national actions that can integrate and augment local government contributions *(contribute to deliverable 2 of output 3.3.1)*
- Draft national action plans *(contribute to deliverable 3 of output 3.3.1)*
- Engage stakeholders through interviews and working groups to advise and assist in the dialogue on priority policy, project and program approaches for the national government that will support local government priority actions *(contribute to deliverables 1, 2, and 3 of output 3.3.2)*

Language(s):
Relevant local language; English.

Regional Engagement subgrant

Project title:
The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change

Subcontract title:
Regional Engagement subgrant

Duration:
12-16 months

Date Required:
Month 2

Duty station:
To be determined

Reporting structure:
Regional engagement leads will report regularly to the BEA Project Manager and/or Partnership Coordinator.

Background:
The WRI/UN Environment/GEF BEA Project provides information, analysis, and technical guidance on energy efficiency policies and practices and engages national and city leaders in support of building efficiency policy and project goals. It collaborates with local partners including non-profit organizations, universities and representatives of the private sector to produce analysis, and convene policy, industry and technical leaders to support local expansion of efficiency in the built environment. Activities include supporting building energy upgrades, innovative finance and efficiency policy in key markets.

BEA regional leads are partner organizations that have committed to coordinating the activities of the BEA in one or more specific global region. Each regional lead serves as the primary eyes, ears and voice for the BEA in their region, helping to identify regional opportunities and needs while ensuring that partner cities and organizations in the region are actively engaged and obtaining value for the BEA.

This subcontract will contribute to Component 1, Outcome 1.1, Output 1.1.1 and Component 2, Outcome 2.1, Output 2.1.1.

Project activities to be undertaken:
Regional leads are expected to call on the BEA thematic work groups, city liaisons, and partner organizations and cities as needed. The general areas of activity within their regions for regional leads are:

- Jurisdictional partner recruitment and onboarding *(contribute to deliverable 1 of outcome 1.1.1)*
- Relationship development with regionally important partners and funders. This includes recruiting and engaging new organizational partners, especially partners in country-specific contexts (*contribute to activity 1.1.1.4 and deliverable 2 of outcome 1.1.1*)
- Travel and on-site workshops in regions to recruit and engage new cities or subnational governments and local organizations to participate in the BEA *(contribute to activity 1.1.1.1)*
- Identifying and coordinating response to regionally-specific context and city needs, including contributing to regional and city thematic, training and capacity building workshops, and technical assistance to support city activities and share partner experiences *(contribute to activity 2.1.1.2)*
- Coordinating regional events and trainings to recruit and engage new cities or subnational governments and organizations to the BEA and provide technical assistance to cities *(contribute to activities 1.1.1.3 and 2.1.1.3)*
- City-to-city relationship development and peer learning
- Outreach and communications

Regional leads also support city liaisons in keeping cities informed about BEA partnership opportunities and coordinating participation, as well as keeping the partnership apprised of city action. Regional lead activities in support of city liaisons include:

- Supporting relationship development with assigned cities

- Supporting identification of and coordinating response to city policy and project priorities, needs and activity, including relaying the city's desire for technical assistance in a given area to the relevant technical engagement lead or other BEA partner (*contribute to activity 2.1.1.4)*

Expected outputs and deliverables:
The deliverables expected from regional lead partners will be as follows *(contributing to outputs 1.1.1 and 2.1.1)*:

- Develop a 2018-2019 work plan and schedule for their activities in consultation with interested partners
- The work plan should include brief description of regional strategies and specific goals for:
    - City and subnational jurisdiction recruitment (identifying candidate cities and obtaining commitments through signature of the BEA Partnership Agreement)
    - Facilitating technical assistance and peer-to-peer learning for BEA cities, including through, but not limited to, one or more regional meeting
    - Coordinating and leveraging the expertise and capacity of regional coordinating group members and city liaisons
    - Partner recruitment
    - Fundraising
- Hold meetings/calls of regional coordinating group (at least one every quarter)
- Identify an event at which to hold a regional meeting (at least one per region), and lead coordination of that event *(contribute to deliverable 3 of output 2.1.1)*
- Identify other key regional events for BEA participation

Language(s):
Relevant local language(s); English.

Conference Services contract

Project title:
The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change

Subcontract title:
Conference Services contract

Duration:
2-3 months

Date Required:
To be determined, beginning in Month 2

Duty station:
To be determined

Reporting structure:
Conference Services will report regularly to the BEA Project Manager and/or Partnership Coordinator.

Background:
The WRI/UN Environment/GEF BEA Project provides information, analysis, and technical guidance on energy efficiency policies and practices and engages national and city leaders in support of building efficiency policy and project goals. It collaborates with local partners including non-profit organizations, universities and representatives of the private sector to produce analysis, and convene policy, industry and technical leaders to support local expansion of efficiency in the built environment. Activities include supporting building energy upgrades, innovative finance and efficiency policy in key markets.

Conference Services contracts will be initiated for conference services related to BEA events and workshops.

Project activities to be undertaken:
Project activities will be determined as needed, and may include space reservation, catering, wireless internet access, participant travel, and other conference services related to BEA events and workshops.

Expected outputs and deliverables:

- Successfully manage any event logistics as needed

Language(s):
Relevant local language(s); English.

Communications contract

Project title:
The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change

Subcontract title:
Communications contract

Duration:
2-3 months

Date Required:
To be determined, beginning in Month 2

Duty station:
To be determined

Reporting structure:
Communications contractors will report regularly to the BEA Project Manager and/or Partnership Coordinator.

Background:
The WRI/UN Environment/GEF BEA Project provides information, analysis, and technical guidance on energy efficiency policies and practices and engages national and city leaders in support of building efficiency policy and project goals. It collaborates with local partners including non-profit organizations, universities and representatives of the private sector to produce analysis, and convene policy, industry and technical leaders to support local expansion of efficiency in the built environment. Activities include supporting building energy upgrades, innovative finance and efficiency policy in key markets.

Communications contracts will be initiated for relevant BEA communications tasks.

Project activities to be undertaken:
Communications activities will be determined as needed, and may include document translation, document design, and website development.

Expected outputs and deliverables:

- Successful management of assigned communications tasks as needed

Language(s):
Relevant local language(s); English.

Impact Tracking contract

Project title:
The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change

Subcontract title:
Impact Tracking contract

Duration:
6-12 months

Date Required:
To be determined, beginning in Month 7

Duty station:
To be determined

Reporting structure:
Impact Tracking contractors will report regularly to the BEA Project Manager and/or Deep Dive Manager.

Background:
The WRI/UN Environment/GEF BEA Project provides information, analysis, and technical guidance on energy efficiency policies and practices and engages national and city leaders in support of building efficiency policy and project goals. It collaborates with local partners including non-profit organizations, universities and representatives of the private sector to produce analysis, and convene policy, industry and technical leaders to support local expansion of efficiency in the built environment. Activities include supporting building energy upgrades, innovative finance and efficiency policy in key markets.

Impact Tracking contracts will be initiated for supporting cities to track the impacts of their actions taken with the BEA.

This subcontract will contribute to Component 4, Outcome 4.1, Output 4.1.2.

Project activities to be undertaken:
Impact tracking activities will be determined as needed and based on the existing and new deep dive cities selected. Activities will include working with cities to track the impact of actions taken with the BEA through the GHG Protocol for Cities or other selected methods. Activities may include:

- Training city staff and local stakeholder team on potential methods for quantifying and projecting impacts of selected policies and projects, including webinars and individual city guidance *(contributing to activity 4.1.2.1)*
- Assisting city and stakeholder team to quantify buildings, floor area and energy use changed as a result of the project actions *(contributing to activity 4.1.2.3)*

Expected outputs and deliverables:
The deliverables expected from the impact tracking partner will be as follows *(contributing to output 4.1.2)*:

- Calculated impacts for selected policies and projects for deep dive cities *(contributing to deliverable 1 of output 4.1.2)*
- Additional capacity among city staff and local stakeholders to track impacts of selected policies and projects for deep dive cities
- Statements from at least 5 new BEA cities (deep dive or light touch) at an event or stakeholder meeting recognizing the value of data collection and analysis at the city level.

Language(s):
Relevant local language(s); English.

Audit contract

Project title:
The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change

Subcontract title:
Audit contract

Duration:
6-9 months

Date Required:
Beginning in Month 15

Duty station:
To be determined

Reporting structure:
Audit contractors will report to the WRI Financial Officer.

Background:
The WRI/UN Environment/GEF BEA Project provides information, analysis, and technical guidance on energy efficiency policies and practices and engages national and city leaders in support of building efficiency policy and project goals. It collaborates with local partners including non-profit organizations, universities and representatives of the private sector to produce analysis, and convene policy, industry and technical leaders to support local expansion of efficiency in the built environment. Activities include supporting building energy upgrades, innovative finance and efficiency policy in key markets.

Audit contracts will be initiated for financial audits of the use of GEF funds at WRI (Executing Agency).

Project activities to be undertaken:
Financial audits of the use of GEF funds at WRI (Executing Agency)

Expected outputs and deliverables:
On operational completion of the project, the final audited financial statements of GEF funding will be endorsed by a duly authorized official of the Executing Agency and issued by an independent audit authority (a recognized firm of certified public accountants), and dispatched to UN Environment within 6 months. The audit report and recommendations will include such comments as the auditor may deem appropriate in respect of GEF funded operations and in particular should clearly indicate that in their opinion:

a) GEF funds were covered by the scope of the audit;
b) Proper books of account have been maintained;
c) All project expenditures are supported by vouchers and adequate documentation;
d) Expenditures have been incurred in accordance with the objectives outlined in the project document;
e) The expenditure reports provide a true and fair view of the financial condition and performance of the project.

On operational completion of the project, a final audited statement of account containing signatures and audit opinion as required above, will be dispatched to UN Environment within 6 months.

Language(s):
Relevant local language(s); English.

ANNEX F-1: DETAILED GEF BUDGET

ANNEX F-1 - TOTAL GEF BUDGET (US$)				
Project Title: The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change				
Project Number: 9947				
Project Implementing Agency: UN Environment				
Project Executing Agency: World Resources Institute				
Project implementation period:		**From:**	Jun-18	
		To:	Nov-19	
Class	**Description**	**Year 1**	**Year 2**	**Total**
	COMPONENT 1			
010	Staff & Personnel (Including Consultants)			
C1-0101	Project Director	23,510	47,030	70,540
C1-0102	Project Manager	14,790	29,590	44,380
C1-0104	Partnership Coordinator	19,970	39,950	59,920
C1-0106	Communications Expert	5,790	11,590	17,380
C1-0107	Technical Expert	11,750	23,510	35,260
C1-0190	Independent Evaluator (Terminal Evaluation)	-	5,000	5,000
C1-0191	Midterm Review	-	2,500	2,500
	Subtotal	*75,810*	*159,170*	***234,980***
120	Contract Services			
C1-1201	Conference Service Contracts	10,140	20,290	30,430
C1-1202	Communications Contracts	3,000	6,000	9,000
	Subtotal	*13,140*	*26,290*	***39,430***
125	Operating & Other Costs			
C1-1251	Telephone	4,840	9,680	14,520
	Subtotal	*4,840*	*9,680*	***14,520***
130	Supplies, Commodities & Materials			
C1-1301	Materials and Sundry	2,030	4,050	6,080
	Subtotal	*2,030*	*4,050*	***6,080***
140	Transfers & Grants to Implementing Partners			
C1-1413	National Engagement 1	10,000	-	10,000
C1-1414	National Engagement 2	10,000	-	10,000
C1-1415	National Engagement 3	10,000	-	10,000
C1-1416	Regional Engagement	8,670	17,330	26,000
	Subtotal	*38,670*	*17,330*	***56,000***
160	Travel			
C1-1601	BEA Staff Travel	7,090	14,190	21,280
	Subtotal	*7,090*	*14,190*	***21,280***
	Component 1 Total	**141,580**	**230,710**	**372,290**

	COMPONENT 2			
010	Staff & Personnel (Including Consultants)			
C2-0101	Project Director	35,270	35,270	70,540
C2-0102	Project Manager	22,190	22,190	44,380
C2-0104	Partnership Coordinator	14,980	14,980	29,960
C2-0107	Technical Expert	17,630	17,630	35,260
C1-0190	Independent Evaluator (Terminal Evaluation)	-	5,000	5,000
C1-0191	Midterm Review	-	2,500	2,500
	Subtotal	*90,070*	*97,570*	***187,640***
120	Contract Services			
C2-1201	Conference Service Contracts	2,430	3,660	6,090
	Subtotal	*2,430*	*3,660*	***6,090***
125	Operating & Other Costs			
C2-1253	Telephone	2,430	3,650	6,080
	Subtotal	*2,430*	*3,650*	***6,080***
140	Transfers & Grants to Implementing Partners			
C2-1410	Technical Engagements 1	24,660	49,340	74,000
C2-1411	Technical Engagements 2	24,660	49,340	74,000
C2-1412	Technical Engagements 3	24,660	49,340	74,000
C2-1416	Regional Engagement	8,670	17,330	26,000
	Subtotal	*82,650*	*165,350*	***248,000***
160	Travel			
C2-1601	BEA Staff Travel	7,090	14,190	21,280
	Subtotal	*7,090*	*14,190*	***21,280***
	Component 2 Total	**184,670**	**284,420**	**469,090**
	COMPONENT 3			
010	Staff & Personnel (Including Consultants)			
C3-0102	Project Manager	14,670	29,330	44,000
C3-0103	Deep Dive Manager	39,720	79,440	119,160
C1-0190	Independent Evaluator (Terminal Evaluation)	-	5,000	5,000
C1-0191	Midterm Review	-	2,500	2,500
	Subtotal	*54,390*	*116,270*	***170,660***
140	Transfers & Grants to Implementing Partners			
C3-1401	Existing Deep Dive 1	21,200	42,400	63,600
C3-1402	Existing Deep Dive 2	21,200	42,400	63,600
C3-1403	Existing Deep Dive 3	21,200	42,400	63,600
C3-1404	Additional Deep Dive	21,200	42,400	63,600
C3-1405	New Deep Dive 1	42,430	84,870	127,300
C3-1406	New Deep Dive 2	42,430	84,870	127,300
C3-1407	New Deep Dive 3	42,430	84,870	127,300
C3-1413	National Engagement 1	-	32,300	32,300
C3-1414	National Engagement 2	-	32,300	32,300
C3-1415	National Engagement 3	-	32,300	32,300
	Subtotal	*212,090*	*521,110*	***733,200***
160	Travel			
C3-1601	BEA Staff Travel	7,090	14,030	21,120
	Subtotal	*7,090*	*14,030*	***21,120***
	Component 3 Total	**273,570**	**651,410**	**924,980**

	COMPONENT 4			
010	Staff & Personnel (Including Consultants)			
C4-0102	Project Manager	14,790	29,590	44,380
C4-0104	Partnership Coordinator	19,880	39,780	59,660
C1-0190	Independent Evaluator (Terminal Evaluation)	-	5,000	5,000
C1-0191	Midterm Review	-	2,500	2,500
	Subtotal	*34,670*	*76,870*	***111,540***
120	Contract Services			
C4-1203	Impact Tracking Contract	8,100	16,220	24,320
	Subtotal	*8,100*	*16,220*	***24,320***
	COMPONENT 4 Total	**42,770**	**93,090**	**135,860**
	PROJECT MANAGEMENT COSTS (PMC)			
010	Staff & Personnel (Including Consultants)			
PM-0102	Project Manager	14,790	29,590	44,380
PM-0105	Project Coordinator	14,460	28,940	43,400
	Subtotal	*29,250*	*58,530*	***87,780***
120	Contract Services			
PM-1204	Audits	5,000	5,000	10,000
	Subtotal	*5,000*	*5,000*	***10,000***
	PMC Total	**34,250**	**63,530**	**97,780**
	GRAND TOTAL	**676,840**	**1,323,160**	**2,000,000**

ANNEX F-1 - WRI GEF BUDGET (US$)

Project Title: The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change
Project Number: 9947
Project Implementing Agency: UN Environment
Project Executing Agency: World Resources Institute

Project implementation period:		**From:**	Jun-18	
		To:	Nov-19	

Class	Description	Year 1	Year 2	Total
	COMPONENT 1			
010	Staff & Personnel (Including Consultants)			
C1-0101	Project Director	23,510	47,030	70,540
C1-0102	Project Manager	14,790	29,590	44,380
C1-0104	Partnership Coordinator	19,970	39,950	59,920
C1-0106	Communications Expert	5,790	11,590	17,380
C1-0107	Technical Expert	11,750	23,510	35,260
	Subtotal	*75,810*	*151,670*	***227,480***
120	Contract Services			
C1-1201	Conference Service Contracts	10,140	20,290	30,430
C1-1202	Communications Contracts	3,000	6,000	9,000
	Subtotal	*13,140*	*26,290*	***39,430***
125	Operating & Other Costs			
C1-1251	Telephone	4,840	9,680	14,520
	Subtotal	*4,840*	*9,680*	***14,520***
130	Supplies, Commodities & Materials			
C1-1301	Materials and Sundry	2,030	4,050	6,080
	Subtotal	*2,030*	*4,050*	***6,080***
140	Transfers & Grants to Implementing Partners			
C1-1413	National Engagement 1	10,000		10,000
C1-1414	National Engagement 2	10,000		10,000
C1-1415	National Engagement 3	10,000		10,000
C1-1416	Regional Engagement	8,670	17,330	26,000
	Subtotal	*38,670*	*17,330*	***56,000***
160	Travel			
C1-1601	BEA Staff Travel	7,090	14,190	21,280
	Subtotal	*7,090*	*14,190*	***21,280***
	Component 1 Total	**141,580**	**223,210**	**364,790**

	COMPONENT 2			
010	Staff & Personnel (Including Consultants)			
C2-0101	Project Director	23,510	47,030	70,540
C2-0102	Project Manager	14,790	29,590	44,380
C2-0104	Partnership Coordinator	9,890	20,070	29,960
C2-0107	Technical Expert	11,750	23,510	35,260
	Subtotal	*59,940*	*120,200*	***180,140***
120	Contract Services			
C2-1201	Conference Service Contracts	2,430	3,660	6,090
	Subtotal	*2,430*	*3,660*	***6,090***
125	Operating & Other Costs			
C2-1251	Telephone	2,030	4,050	6,080
	Subtotal	*2,030*	*4,050*	***6,080***
140	Transfers & Grants to Implementing Partners			
C2-1410	Technical Engagements 1	24,660	49,340	74,000
C2-1411	Technical Engagements 2	24,660	49,340	74,000
C2-1412	Technical Engagements 3	24,660	49,340	74,000
C2-1416	Regional Engagement	8,670	17,330	26,000
	Subtotal	*82,650*	*165,350*	***248,000***
160	Travel			
C2-1601	BEA Staff Travel	7,090	14,190	21,280
	Subtotal	*7,090*	*14,190*	***21,280***
	Component 2 Total	**154,140**	**307,450**	**461,590**
	COMPONENT 3			
010	Staff & Personnel (Including Consultants)			
C3-0102	Project Manager	14,670	29,330	44,000
C3-0103	Deep Dive Manager	39,720	79,440	119,160
	Subtotal	*54,390*	*108,770*	***163,160***
140	Transfers & Grants to Implementing Partners			
C3-1401	Existing Deep Dive 1	21,200	42,400	63,600
C3-1402	Existing Deep Dive 2	21,200	42,400	63,600
C3-1403	Existing Deep Dive 3	21,200	42,400	63,600
C3-1404	Additional Deep Dive	21,200	42,400	63,600
C3-1405	New Deep Dive 1	42,430	84,870	127,300
C3-1406	New Deep Dive 2	42,430	84,870	127,300
C3-1407	New Deep Dive 3	42,430	84,870	127,300
C3-1413	National Engagement 1		32,300	32,300
C3-1414	National Engagement 2		32,300	32,300
C3-1415	National Engagement 3		32,300	32,300
	Subtotal	*212,090*	*521,110*	***733,200***
160	Travel			
C3-1601	BEA Staff Travel	7,090	14,030	21,120
	Subtotal	*7,090*	*14,030*	***21,120***
	Component 3 Total	**273,570**	**643,910**	**917,480**

	COMPONENT 4			
010	Staff & Personnel (Including Consultants)			
C4-0102	Project Manager	14,790	29,590	44,380
C4-0104	Partnership Coordinator	19,880	39,780	59,660
	Subtotal	*34,670*	*69,370*	***104,040***
120	Contract Services			
C4-1203	Impact Tracking Contract	8,100	16,220	24,320
	Subtotal	*8,100*	*16,220*	***24,320***
	COMPONENT 4 Total	**42,770**	**85,590**	**128,360**
	PROJECT MANAGEMENT COSTS (PMC)			
010	Staff & Personnel (Including Consultants)			
PM-0102	Project Manager	14,790	29,590	44,380
PM-0105	Project Coordinator	14,460	28,940	43,400
	Subtotal	*29,250*	*58,530*	***87,780***
120	Contract Services			
PM-1204	Audits	5,000	5,000	10,000
	Subtotal	*5,000*	*5,000*	***10,000***
	PMC Total	**34,250**	**63,530**	**97,780**
	GRAND TOTAL	**646,310**	**1,323,690**	**1,970,000**

ANNEX F-1 - UN ENVIRONMENT GEF BUDGET (US$)

Project Title: The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change
Project Number: 9947
Project Implementing Agency: UN Environment
Project Executing Agency: World Resources Institute
Project implementation period: **From:** Jun-18
To: Nov-19

Class	Description	Year 1	Year 2	Total
	COMPONENT 1			
010	Staff & Personnel (Including Consultants)			
C1-0190	Independent Evaluator (Terminal Evaluation)	-	5,000	5,000
C1-0191	Midterm Review		2,500	2,500
	Subtotal	-	*7,500*	***7,500***
	Component 1 Total	**-**	**7,500**	**7,500**
	COMPONENT 2			
010	Staff & Personnel (Including Consultants)			
C1-0190	Independent Evaluator (Terminal Evaluation)	-	5,000	5,000
C1-0191	Midterm Review		2,500	2,500
	Subtotal	-	*7,500*	***7,500***
	Component 2 Total	**-**	**7,500**	**7,500**
	COMPONENT 3			
010	Staff & Personnel (Including Consultants)			
C1-0190	Independent Evaluator (Terminal Evaluation)	-	5,000	5,000
C1-0191	Midterm Review		2,500	2,500
	Subtotal	-	*7,500*	***7,500***
	Component 3 Total	**-**	**7,500**	**7,500**
	COMPONENT 4			
010	Staff & Personnel (Including Consultants)			
C1-0190	Independent Evaluator (Terminal Evaluation)	-	5,000	5,000
C1-0191	Midterm Review		2,500	2,500
	Subtotal	-	*7,500*	***7,500***
	Component 4 Total	**-**	**7,500**	**7,500**
	PROJECT MANAGEMENT COSTS (PMC)			
	N/A	-	-	-
	PMC Total	**-**	**-**	**-**
	GRAND TOTAL	**-**	**30,000**	**30,000**

ANNEX F-2: CO-FINANCE BUDGET[20]

ANNEX F-2 - CO-FINANCE BUDGET (US$)

Project Title: The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change
Project Number: 9947
Project Implementing Agency: UN Environment
Project Executing Agency: World Resources Institute
Project implementation period: **From:** Jun-18 **To:** Nov-19

Important Note in interpreting below co-finance budget*: apart from WRI's own co-finance contributions, whenever a co-finance amount is budgeted against "Staff and Personnel" budget lines (i.e. Project Director, Project Manager, Technical Expert, etc.), this does not means the partner's contribution will go to WRI's personnel. Rather, it means the co-finance partner will be providing in-kind contribution to the project through an equivalent ranking/skilled member of its own personnel.*

Class	Description	GEF funds	100 Resilient Cities		Alliance to Save Energy		Buildings Performance Institute Europe		Business Council for Sustainable Energy		Clean Energy Solutions Center/NREL		Colombia Green Building Council		Copenhagen Center on Energy Efficiency (C2E2)		Danfoss		Econoler		Global Buildings Performance Network	
			Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind
	COMPONENT 1																					
010	Staff & Personnel (Including Consultants)																					
C1-0101	Project Director	70,540						40,000														
C1-0102	Project Manager	44,380				17,000				27,636						-				6,667		5,760
C1-0103	Partnership Coordinator	59,920																				
C1-0106	Communications Expert	17,380																				
C1-0107	Technical Expert	35,260																				
C1-0108	Gender Advisor	-																				
C1-0190	Independent Evaluator (Terminal Evaluation)	5,000																				
C1-0191	Midterm Review	2,500																				
	Subtotal	*234,980*	-	-	-	*17,000*	-	*40,000*	-	*27,636*	-	-	-	-	-	-	-	-	-	*6,667*	-	*5,760*
120	Contract Services																					
C1-1201	Conference Services Contracts	30,430																				
C1-1202	Communications Contracts	9,000																				
	Subtotal	*39,430*	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
125	Operating & Other Costs																					
C1-1251	Telephone	14,520																				
C1-1252	Group Training									90,000												
	Subtotal	*14,520*	-	-	-	-	-	-	-	*90,000*	-	-	-	-	-	-	-	-	-	-	-	-
130	Supplies, Commodities & Materials																					
C1-1301	Materials and Sundry	6,080																				
	Subtotal	*6,080*	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
140	Transfers & Grants to Implementing Partners																					
C1-1413	National Engagement 1	10,000																				
C1-1414	National Engagement 2	10,000																				
C1-1415	National Engagement 3	10,000																				
C1-1416	Regional Engagement	26,000																				
C1-1417	Media Contract																					5,040
	Subtotal	*56,000*	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	*5,040*
160	Travel																					
C1-1601	BEA Staff Travel	21,280				6,000		15,000										-				
	Subtotal	*21,280*	-	-	-	*6,000*	-	*15,000*	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Component 1 Total	**372,290**	**-**	**-**	**-**	**23,000**	**-**	**55,000**	**-**	**117,636**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**6,667**	**-**	**10,800**
	COMPONENT 2																					
010	Staff & Personnel (Including Consultants)																					
C2-0101	Project Director	70,540						30,000										2,500		6,667		
C2-0102	Project Manager	44,380														50,000		3,500				5,760
C2-0106	Communications Expert	29,960																1,000				
C2-0107	Technical Expert	35,260										50,000				125,000		6,000				
C2-0190	Independent Evaluator (Terminal Evaluation)	5,000																				
C1-0191	Midterm Review	2,500																				
	Subtotal	*187,640*	-	-	-	-	-	*30,000*	-	-	-	*50,000*	-	-	-	*175,000*	-	*13,000*	-	*6,667*	-	*5,760*
120	Contract Services																					
C2-1201	Conference Service Contracts	6,090																7,100				12,720
	Subtotal	*6,090*	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	*7,100*	-	-	-	*12,720*
125	Operating & Other Costs																					
C2-1251	Telephone	6,080																				
C2-1253	Maintenance & Provision of Tools																					20,440
	Subtotal	*6,080*	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	*20,440*
135	Equipment, Vehicles & Furniture																					
C2-1351	Premises, Equipment, Technology for Training	-																				
	Subtotal	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
140	Transfers & Grants to Implementing Partners																					
C2-1410	Technical Engagements 1	74,000																				
C2-1411	Technical Engagements 2	74,000																				
C2-1412	Technical Engagements 3	74,000																				
C2-1416	Regional Engagement	26,000																				
	Subtotal	*248,000*	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
160	Travel																					
C2-1601	Staff Travel	21,280						-										15,000				
	Subtotal	*21,280*	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	*15,000*	-	-	-	-
	Component 2 Total	**469,090**	**-**	**-**	**-**	**-**	**-**	**30,000**	**-**	**-**	**-**	**50,000**	**-**	**-**	**-**	**175,000**	**-**	**35,100**	**-**	**6,667**	**-**	**38,920**

[20] Important Note in interpreting the co-finance budget: apart from WRI's own co-finance contributions, whenever a co-finance amount is budgeted against "Staff and Personnel" budget lines (i.e. Project Director, Project Manager, Technical Expert, etc.), this does not means the partner's contribution will go to WRI's personnel. Rather, it means the co-finance partner will be providing in-kind contribution to the project through an equivalent ranking/skilled member of its own personnel.

Class	Description	GEF funds	100 Resilient Cities		Alliance to Save Energy		Buildings Performance Institute Europe		Business Council for Sustainable Energy		Clean Energy Solutions Center/NREL		Colombia Green Building Council		Copenhagen Center on Energy Efficiency (C2E2)		Danfoss		Econoler		Global Buildings Performance Network	
			Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind
	COMPONENT 3																					
010	Staff & Personnel (Including Consultants)																					
C3-0101	Project Director	-		12,000				40,000														
C3-0102	Project Manager	44,000												116,500						6,666		5,760
C3-0103	Deep Dive Manager	119,160														75,000						
C3-0106	Communications Expert																					
C3-0107	Technical Expert			24,000																		
C3-0190	Independent Evaluator (Terminal Evaluation)	5,000																				
C1-0191	Midterm Review	2,500																				
	Subtotal	*170,660*	-	*36,000*	-	-	-	*40,000*	-	-	-	-	-	*116,500*	-	*75,000*	-	-	-	*6,666*	-	*5,760*
120	Contract Services																					
C3-1201	Conference Service Contract													20,000								
	Subtotal	-	-	-	-	-	-	-	-	-	-	-	-	*20,000*	-	-	-	-	-	-	-	-
125	Operating & Other Costs																					
C3-1253	Maintenance & Provision of Tools	-																				
	Subtotal	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
140	Transfers & Grants to Implementing Partners																					
C3-1401	Existing Deep Dive 1	63,600																				
C3-1402	Existing Deep Dive 2	63,600																				
C3-1403	Existing Deep Dive 3	63,600																				
C3-1404	Additional Deep Dive	63,600																				
C3-1405	New Deep Dive 1	127,300																				
C3-1406	New Deep Dive 2	127,300																				
C3-1407	New Deep Dive 3	127,300																				
C3-1413	National Engagement 1	32,300																				
C3-1414	National Engagement 2	32,300																				
C3-1415	National Engagement 3	32,300																				
	Subtotal	*733,200*	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
160	Travel																					
C3-1601	Staff Travel	21,120		4,000				2,500														
	Subtotal	*21,120*	-	*4,000*	-	-	-	*2,500*	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Component 3 Total	**924,980**	-	**40,000**	-	-	-	**42,500**	-	-	-	-	-	**136,500**	-	**75,000**	-	-	-	**6,666**	-	**5,760**
	COMPONENT 4																					
010	Staff & Personnel (Including Consultants)																					
C4-0101	Project Director							40,000			-	-	-									
C4-0102	Project Manager	44,380																				
C4-0104	Partnership Coordinator	59,660																				
C4-0107	Technical Expert	-									-	-										11520
C4-0190	Independent Evaluator (Terminal Evaluation)	5,000									-	-										
C1-0191	Midterm Review	2,500																				
	Subtotal	*111,540*	-	-	-	-	-	*40,000*	-	-	-	-	-	-	-	-	-	-	-	-	-	*11,520*
120	Contract Services																					
C4-1203	Impact Tracking Contract	24,320									-	-										
	Subtotal	*24,320*	-	-	-	-	-	-	-	-	-	-										
160	Travel																					
C4-1601	Staff Travel	-						2,500			-	-										
	Subtotal	-	-	-	-	-	-	*2,500*	-	-	-	-										
	Component 4 Total	**135,860**	-	-	-	-	-	**42,500**	-	-	-	-	-	-	-	-	-	-	-	-	-	**11,520**
	PROJECT MANAGEMENT COSTS (PMC)																					
010	Staff & Personnel (Including Consultants)																					
PM-0101	Project Director	-																				
PM-0102	Project Manager	44,380																				
PM-0105	Project Coordinator	43,400																				
	Subtotal	*87,780*	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120	Contract Services																					
PM-1204	Audits	10,000																				
	Subtotal	*10,000*	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
125	Operating & Other Costs																					
PM-1254	Reporting Costs	-																				
	Subtotal	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	PMC Total	**97,780**	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	GRAND TOTAL	**2,000,000**	-	**40,000**	-	**23,000**	-	**170,000**	-	**117,636**	-	**50,000**	-	**136,500**	-	**250,000**	-	**35,100**	-	**20,000**	-	**67,000**

Class	Description	GEF funds	ICLEI- Local Governments for Sustainability		Ingersoll Rand		International Energy Agency		International Finance Corporation		International Partnership for Energy Efficiency Cooperation		Investor Confidence Project		Johnson Controls		Natural Resources Defense Council (NRDC)		Pacific Northwest National Laboratory (PNNL)		Philips	
			Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind
	COMPONENT 1																					
010	Staff & Personnel (Including Consultants)																					
C1-0101	Project Director	70,540				100,000						10,000				31,500						20,000
C1-0102	Project Manager	44,380		25,000		100,000										36,750						30,000
C1-0103	Partnership Coordinator	59,920																				
C1-0106	Communications Expert	17,380														5,000						
C1-0107	Technical Expert	35,260														8,333						
C1-0108	Gender Advisor	-																				
C1-0190	Independent Evaluator (Terminal Evaluation)	5,000																				
C1-0191	Midterm Review	2,500																				
	Subtotal	*234,980*	-	*25,000*	-	*200,000*	-	-	-	-	-	*10,000*	-	-	-	*81,583*	-	-	-	-	-	*50,000*
120	Contract Services																					
C1-1201	Conference Services Contracts	30,430														4,000						
C1-1202	Communications Contracts	9,000																				
	Subtotal	*39,430*	-	-	-	-	-	-	-	-	-	-	-	-	-	*4,000*	-	-	-	-	-	-
125	Operating & Other Costs																					
C1-1251	Telephone	14,520																				
C1-1252	Group Training			32,500					-													170,000
	Subtotal	*14,520*	-	*32,500*	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	*170,000*
130	Supplies, Commodities & Materials																					
C1-1301	Materials and Sundry	6,080																				
	Subtotal	*6,080*	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
140	Transfers & Grants to Implementing Partners																					
C1-1413	National Engagement 1	10,000																				
C1-1414	National Engagement 2	10,000																				
C1-1415	National Engagement 3	10,000																				
C1-1416	Regional Engagement	26,000																				
C1-1417	Media Contract																					
	Subtotal	*56,000*	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
160	Travel																					
C1-1601	BEA Staff Travel	21,280				4,898										15,000						10,000
	Subtotal	*21,280*	-	-	-	*4,898*	-	-	-	-	-	-	-	-	-	*15,000*	-	-	-	-	-	*10,000*
	Component 1 Total	**372,290**	**-**	**57,500**	**-**	**204,898**	**-**	**-**	**-**	**-**	**-**	**10,000**	**-**	**-**	**-**	**100,583**	**-**	**-**	**-**	**-**	**-**	**230,000**
	COMPONENT 2																					
010	Staff & Personnel (Including Consultants)																					
C2-0101	Project Director	70,540				100,000										31,500						
C2-0102	Project Manager	44,380		25,000		100,000								75,000		36,750		2,966		57,500		
C2-0106	Communications Expert	29,960														5,000						
C2-0107	Technical Expert	35,260						125,000		178,000						8,333				57,500		
C2-0190	Independent Evaluator (Terminal Evaluation)	5,000																				
C1-0191	Midterm Review	2,500																				
	Subtotal	*187,640*	-	*25,000*	-	*200,000*	-	*125,000*	-	*178,000*	-	-	-	*75,000*	-	*81,583*	-	*2,966*	-	*115,000*	-	-
120	Contract Services																					
C2-1201	Conference Service Contracts	6,090																				
	Subtotal	*6,090*	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
125	Operating & Other Costs																					
C2-1251	Telephone	6,080																				
C2-1253	Maintenance & Provision of Tools			32,500				300,000		400,000												
	Subtotal	*6,080*	-	*32,500*	-	-	-	*300,000*	-	*400,000*	-	-	-	-	-	-	-	-	-	-	-	-
135	Equipment, Vehicles & Furniture																					
C2-1351	Premises, Equipment, Technology for Training	-																				
	Subtotal	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
140	Transfers & Grants to Implementing Partners																					
C2-1410	Technical Engagements 1	74,000														70,000						
C2-1411	Technical Engagements 2	74,000																				
C2-1412	Technical Engagements 3	74,000																				
C2-1416	Regional Engagement	26,000																				
	Subtotal	*248,000*	-	-	-	-	-	-	-	-	-	-	-	-	-	*70,000*	-	-	-	-	-	-
160	Travel																					
C2-1601	Staff Travel	21,280				4,898				20,000				5,000		5,000						
	Subtotal	*21,280*	-	-	-	*4,898*	-	-	-	*20,000*	-	-	-	*5,000*	-	*5,000*	-	-	-	-	-	-
	Component 2 Total	**469,090**	**-**	**57,500**	**-**	**204,898**	**-**	**425,000**	**-**	**598,000**	**-**	**-**	**-**	**80,000**	**-**	**156,583**	**-**	**2,966**	**-**	**115,000**	**-**	**-**

Class	Description	GEF funds	ICLEI- Local Governments for Sustainability		Ingersoll Rand		International Energy Agency		International Finance Corporation		International Partnership for Energy Efficiency Cooperation		Investor Confidence Project		Johnson Controls		Natural Resources Defense Council (NRDC)		Pacific Northwest National Laboratory (PNNL)		Philips	
			Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind
	COMPONENT 3																					
010	Staff & Personnel (Including Consultants)																					
C3-0101	Project Director	-														31,500						
C3-0102	Project Manager	44,000														36,750						
C3-0103	Deep Dive Manager	119,160																				
C3-0106	Communications Expert															5,000						
C3-0107	Technical Expert							125,000		178,000						8,334						
C3-0190	Independent Evaluator (Terminal Evaluation)	5,000																				
C1-0191	Midterm Review	2,500																				
	Subtotal	*170,660*	-	-	-	-	-	*125,000*	-	*178,000*	-	-	-	-	-	*81,584*	-	-	-	-	-	-
120	Contract Services																					
C3-1201	Conference Service Contract																					
	Subtotal	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
125	Operating & Other Costs																					
C3-1253	Maintenance & Provision of Tools	-						300,000		400,000						60,000						
	Subtotal	-	-	-	-	-	-	*300,000*	-	*400,000*	-	-	-	-	-	*60,000*	-	-	-	-	-	-
140	Transfers & Grants to Implementing Partners																					
C3-1401	Existing Deep Dive 1	63,600																				
C3-1402	Existing Deep Dive 2	63,600																				
C3-1403	Existing Deep Dive 3	63,600																				
C3-1404	Additional Deep Dive	63,600																				
C3-1405	New Deep Dive 1	127,300																				
C3-1406	New Deep Dive 2	127,300																				
C3-1407	New Deep Dive 3	127,300																				
C3-1413	National Engagement 1	32,300																				
C3-1414	National Engagement 2	32,300																				
C3-1415	National Engagement 3	32,300																				
	Subtotal	*733,200*	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
160	Travel																					
C3-1601	Staff Travel	21,120								20,000						5,000						
	Subtotal	*21,120*	-	-	-	-	-	-	-	*20,000*	-	-	-	-	-	*5,000*	-	-	-	-	-	-
	Component 3 Total	**924,980**	**-**	**-**	**-**	**-**	**-**	**425,000**	**-**	**598,000**	**-**	**-**	**-**	**-**	**-**	**146,584**	**-**	**-**	**-**	**-**	**-**	**-**
	COMPONENT 4																					
010	Staff & Personnel (Including Consultants)																					
C4-0101	Project Director																					
C4-0102	Project Manager	44,380																				
C4-0104	Partnership Coordinator	59,660																				
C4-0107	Technical Expert	-																				
C4-0190	Independent Evaluator (Terminal Evaluation)	5,000																				
C1-0191	Midterm Review	2,500																				
	Subtotal	*111,540*	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120	Contract Services																					
C4-1203	Impact Tracking Contract	24,320																				
	Subtotal	*24,320*																				
160	Travel																					
C4-1601	Staff Travel	-																				
	Subtotal	-																				
	Component 4 Total	**135,860**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
	PROJECT MANAGEMENT COSTS (PMC)																					
010	Staff & Personnel (Including Consultants)																					
PM-0101	Project Director	-																				
PM-0102	Project Manager	44,380																				
PM-0105	Project Coordinator	43,400																				
	Subtotal	*87,780*	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
120	Contract Services																					
PM-1204	Audits	10,000																				
	Subtotal	*10,000*	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
125	Operating & Other Costs																					
PM-1254	Reporting Costs	-								17,350												
	Subtotal	-	-	-	-	-	-	-	-	*17,350*	-	-	-	-	-	-	-	-	-	-	-	-
	PMC Total	**97,780**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**17,350**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
	GRAND TOTAL	**2,000,000**	**-**	**115,000**	**-**	**409,796**	**-**	**850,000**	**-**	**1,213,350**	**-**	**10,000**	**-**	**80,000**	**-**	**403,750**	**-**	**2,966**	**-**	**115,000**	**-**	**230,000**

Class	Description	GEF funds	TECNALIA		UN Environment		US Green Building Council		World Green Building Council		World Resources Institute (WRI)		Total co-finance		
			Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Total
	COMPONENT 1														
010	Staff & Personnel (Including Consultants)														
C1-0101	Project Director	70,540				5,000		15,000				14,731		236,231	236,231
C1-0102	Project Manager	44,380						15,000		50,000			-	313,813	313,813
C1-0103	Partnership Coordinator	59,920												-	-
C1-0106	Communications Expert	17,380										90,450	-	95,450	95,450
C1-0107	Technical Expert	35,260										56,502		64,835	64,835
C1-0108	Gender Advisor	-										7,992	-	7,992	7,992
C1-0190	Independent Evaluator (Terminal Evaluation)	5,000													
C1-0191	Midterm Review	2,500													
	Subtotal	*234,980*	-	-	-	*5,000*	-	*30,000*	-	*50,000*	-	*169,675*	-	718,321	718,321
120	Contract Services														
C1-1201	Conference Services Contracts	30,430						10,000		20,000			-	34,000	34,000
C1-1202	Communications Contracts	9,000											-	-	-
	Subtotal	*39,430*	-	-	-	-	-	*10,000*	-	*20,000*	-	-	-	34,000	34,000
125	Operating & Other Costs														
C1-1251	Telephone	14,520												-	-
C1-1252	Group Training							5,000		10,000			-	307,500	307,500
	Subtotal	*14,520*	-	-	-	-	-	*5,000*	-	*10,000*	-	-	-	307,500	307,500
130	Supplies, Commodities & Materials														
C1-1301	Materials and Sundry	6,080						2,250					-	2,250	2,250
	Subtotal	*6,080*	-	-	-	-	-	*2,250*	-	-	-	-	-	2,250	2,250
140	Transfers & Grants to Implementing Partners														
C1-1413	National Engagement 1	10,000												-	-
C1-1414	National Engagement 2	10,000												-	-
C1-1415	National Engagement 3	10,000												-	-
C1-1416	Regional Engagement	26,000												-	-
C1-1417	Media Contract												-	5,040	5,040
	Subtotal	*56,000*	-	-	-	-	-	-	-	-	-	-	-	5,040	5,040
160	Travel														
C1-1601	BEA Staff Travel	21,280								13,000			-	63,898	63,898
	Subtotal	*21,280*	-	-	-	-	-	-	-	*13,000*	-	-	-	63,898	63,898
	Component 1 Total	**372,290**	**-**	**-**	**-**	**5,000**	**-**	**47,250**	**-**	**93,000**	**-**	**169,675**	**-**	**1,131,009**	**1,131,009**
	COMPONENT 2														
010	Staff & Personnel (Including Consultants)														
C2-0101	Project Director	70,540		15,000				15,000				14,731	-	215,398	215,398
C2-0102	Project Manager	44,380		2,500				15,000					-	373,976	373,976
C2-0106	Communications Expert	29,960		5,000				-						11,000	11,000
C2-0107	Technical Expert	35,260		7,500				-				131,502	-	688,835	688,835
C2-0190	Independent Evaluator (Terminal Evaluation)	5,000												-	-
C1-0191	Midterm Review	2,500													
	Subtotal	*187,640*	-	*30,000*	-	-	-	*30,000*	-	-	-	*146,233*	-	1,289,209	1,289,209
120	Contract Services														
C2-1201	Conference Service Contracts	6,090		30,000		15,000		13,000					-	77,820	77,820
	Subtotal	*6,090*	-	*30,000*	-	*15,000*	-	*13,000*	-	-	-	-	-	77,820	77,820
125	Operating & Other Costs														
C2-1251	Telephone	6,080													
C2-1253	Maintenance & Provision of Tools			135,000				37,500				100,000	-	1,025,440	1,025,440
	Subtotal	*6,080*	-	*135,000*	-	-	-	*37,500*	-	-	-	*100,000*	-	1,025,440	1,025,440
135	Equipment, Vehicles & Furniture														
C2-1351	Premises, Equipment, Technology for Training	-						7,850					-	7,850	7,850
	Subtotal	-	-	-	-	-	-	*7,850*	-	-	-	-	-	7,850	7,850
140	Transfers & Grants to Implementing Partners														
C2-1410	Technical Engagements 1	74,000											-	70,000	70,000
C2-1411	Technical Engagements 2	74,000											-	-	-
C2-1412	Technical Engagements 3	74,000											-	-	-
C2-1416	Regional Engagement	26,000											-	-	-
	Subtotal	*248,000*	-	-	-	-	-	-	-	-	-	-	-	70,000	70,000
160	Travel														
C2-1601	Staff Travel	21,280		5,000				-					-	54,898	54,898
	Subtotal	*21,280*	-	*5,000*	-	-	-	-	-	-	-	-	-	54,898	54,898
	Component 2 Total	**469,090**	**-**	**200,000**	**-**	**15,000**	**-**	**88,350**	**-**	**-**	**-**	**246,233**	**-**	**2,525,217**	**2,525,217**

Class	Description	GEF funds	TECNALIA		UN Environment		US Green Building Council		World Green Building Council		World Resources Institute (WRI)		Total co-finance		
			Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Cash	In-kind	Total
	COMPONENT 3														
010	Staff & Personnel (Including Consultants)														
C3-0101	Project Director	-		15,000				-				14,731	-	113,231	113,231
C3-0102	Project Manager	44,000		2,500				-		50,000		100,000		318,176	318,176
C3-0103	Deep Dive Manager	119,160		-				-					-	75,000	75,000
C3-0106	Communications Expert			5,000				-						10,000	10,000
C3-0107	Technical Expert			7,500				-				156,502		499,336	499,336
C3-0190	Independent Evaluator (Terminal Evaluation)	5,000											-	-	-
C1-0191	Midterm Review	2,500													
	Subtotal	*170,660*	-	*30,000*	-	-	-	-	-	*50,000*	-	*271,233*	-	1,015,743	1,015,743
120	Contract Services														
C3-1201	Conference Service Contract			30,000				-		20,000			-	70,000	70,000
	Subtotal	-	-	*30,000*	-	-	-	-	-	*20,000*	-	-	-	70,000	70,000
125	Operating & Other Costs														
C3-1253	Maintenance & Provision of Tools	-		135,000				-		10,000		200,000	-	1,105,000	1,105,000
	Subtotal	-	-	*135,000*	-	-	-	-	-	*10,000*	-	*200,000*	-	1,105,000	1,105,000
140	Transfers & Grants to Implementing Partners														
C3-1401	Existing Deep Dive 1	63,600										10,970	-	10,970	10,970
C3-1402	Existing Deep Dive 2	63,600													
C3-1403	Existing Deep Dive 3	63,600													
C3-1404	Additional Deep Dive	63,600													
C3-1405	New Deep Dive 1	127,300													
C3-1406	New Deep Dive 2	127,300													
C3-1407	New Deep Dive 3	127,300													
C3-1413	National Engagement 1	32,300													
C3-1414	National Engagement 2	32,300											-	-	-
C3-1415	National Engagement 3	32,300											-	-	-
	Subtotal	*733,200*	-	-	-	-	-	-	-	-	-	*10,970*	-	10,970	10,970
160	Travel														
C3-1601	Staff Travel	21,120		5,000				-		13,000			-	49,500	49,500
	Subtotal	*21,120*	-	*5,000*	-	-	-	-	-	*13,000*	-	-	-	49,500	49,500
	Component 3 Total	**924,980**	-	**200,000**	-	-	-	-	-	**93,000**	-	**482,203**	-	**2,251,213**	**2,251,213**
	COMPONENT 4														
010	Staff & Personnel (Including Consultants)														
C4-0101	Project Director											14,731		54,731	54,731
C4-0102	Project Manager	44,380													
C4-0104	Partnership Coordinator	59,660													
C4-0107	Technical Expert	-		12,000										23,520	23,520
C4-0190	Independent Evaluator (Terminal Evaluation)	5,000												-	-
C1-0191	Midterm Review	2,500													
	Subtotal	*111,540*	-	*12,000*	-	-	-	-	-	-	-	*14,731*		78,251	78,251
120	Contract Services														
C4-1203	Impact Tracking Contract	24,320												-	-
	Subtotal	*24,320*												-	-
160	Travel														
C4-1601	Staff Travel	-												2,500	2,500
	Subtotal	-												2,500	2,500
	Component 4 Total	**135,860**	-	**12,000**	-	-	-	-	-	-	-	**14,731**	-	**80,751**	**80,751**
	PROJECT MANAGEMENT COSTS (PMC)														
010	Staff & Personnel (Including Consultants)														
PM-0101	Project Director	-										61,057		61,057	61,057
PM-0102	Project Manager	44,380													
PM-0105	Project Coordinator	43,400										50,000		50,000	50,000
	Subtotal	*87,780*	-	-	-	-	-	-	-	-	-	*111,057*		111,057	111,057
120	Contract Services														
PM-1204	Audits	10,000												-	-
	Subtotal	*10,000*	-	-	-	-	-	-	-	-	-	-		-	-
125	Operating & Other Costs														
PM-1254	Reporting Costs	-												17,350	17,350
	Subtotal	-	-	-	-	-	-	-	-	-	-	-		17,350	17,350
	PMC Total	**97,780**	-	-	-	-	-	-	-	-	-	**111,057**	-	**128,407**	**128,407**
														-	-
	GRAND TOTAL	**2,000,000**	-	**412,000**	-	**20,000**	-	**135,600**	-	**186,000**	-	**1,023,899**	-	**6,116,597**	**6,116,597**

ANNEX G: M&E BUDGET AND WORK PLAN

M&E Activity	Description	Responsible Parties	Timeframe	Indicative budget (USD)
Inception Workshop (IW) and Report	Report prepared immediately following the IW; it includes: - Detailed Work Plan and budget for the first year, as well as an overview of the Workplan for subsequent years, divided per component, output and activities. - A more detailed narrative of roles of UN Environment, PMU and PSC: institutional responsibilities, coordinating actions and feedback mechanisms - Updated Procurement Plan and a M&E Plan	Execution: Project Director and Project Manager (WRI) Support: Partnership Coordinator and Project Team (WRI); UN Environment Task Manager; BEA Partners	Immediately following, within 2 months of project start-up	GEF: $2,010 [Staff time] Co-fin: $4,800 [20 Attendees including remote for 3 hours]
Half-yearly progress report	Part of UN Environment procedures for project monitoring. - Analyzes project performance over the reporting period UN Environment; - Describes constraints experienced in the progress towards results and the reasons. - Describes Work Plan for the next period in an Annex divided per output and activities.	Execution: Project Manager and Partnership Coordinator (WRI) Support: Deep Dive Manager and Project Director (WRI)	Two (2) half-yearly progress reports for any given year (July 31 and January 31)	GEF: $1,500 [Staff time] Co-fin: $0; partnership materials largely provided by subgrantee partners
Quarterly expenditure reports	Detailed expenditure reports (in Excel), with explanations and justification of any change	Execution: Project Coordinator (WRI) Support: Project Manager and Finance Officer (WRI)	Four (4) quarterly expenditure reports for any given year (January 31, April 30, July 31 and October 31) Final financial Report within 60 days of project completion	GEF: $1,800 [Staff time] Co-fin: $0
Technical and thematic Reports; Communication of lessons learnt	Technical and thematic periodic reports could also be prepared to focus on specific issues or areas of activity covered by the project,	Execution: Project Manager and Deep Dive Manager (WRI) Support: BEA Partners; Partnership Coordinator and Project Director (WRI)	As necessary for the thematic reports	GEF: $30,740 [Staff time, possible consultants] Co-fin: $300,000 [WRI, Technical Working Group leads, deep dive cities] (TBD Based on project work plan developed early in project)

M&E Activity	Description	Responsible Parties	Timeframe	Indicative budget (USD)
Project Implementation Review (PIR)	Analyzes project performance over the reporting period UN Environment. Describes constraints experienced in the progress towards results and the reasons. Draws lessons and makes clear recommendations for future orientation in addressing the key problems in the lack of progress. The PIR is discussed at PSC meetings.	Execution: Partnership Coordinator and Project Manager (WRI) Support: Project Director (WRI), UN Environment Task Manager and FMO	Yearly, by 31 July latest	GEF: $1,300 [Each 5 hours PC, 2 hours PM] Co-fin: $0; partnership materials largely provided by subgrantee partners
Co-financing Report	Reports on co-financing (cash and/or in-kind) fulfilled contributions from all project partners that provided co-finance letters. 1 individual report per co-financing partner per year is required, along with 1 consolidated report per year compiled by the Executing Agency.	Execution: Project Coordinator (WRI) Support: Project Manager and Project Team (WRI); BEA Partners	Yearly, by 31 July latest	GEF: $2,500 [Staff time] Co-fin: $9,600 [2 hours per report for each of 20 partners]
Medium-Term Review (MTR) *optional*	Given the short duration of this MSP project (18 months), no Mid-Term Evaluation (MTE) will be undertaken. However, if the project is rated as being at risk or if deemed needed by the Task Manager, he/she may decide to conduct a Mid-Term Review (MTR). This review will include all parameters recommended by the GEF Evaluation Office for Terminal Evaluations (TE). The Project Manager will develop a management response to the review recommendations along with an implementation plan. Results of the MTR will be presented to the Project Steering Committee.	Execution: UN Environment Task Manager Support: Project Manager and Project Team (WRI)	At mid-point of project implementation if deemed needed by the Task Manager	GEF: $10,000 Co-fin: $0
Final Report	The project team will draft and submit a Project Final Report, with other docs (such as last PIR), at least two weeks before the final PSC meeting for their review and comments; this meeting decides whether any action is needed to achieve the sustainability of project results; and draws lessons to be captured into other projects; Comprehensive report summarizing all activities, achievements, lessons learned, objectives met or not achieved structures and systems implemented, etc. Lays out recommendations for any further steps that may need to be taken to ensure the sustainability and replication of project activities.	Execution: Project Manager and Partnership Coordinator (WRI) Support: Deep Dive Manager and Project Director, Partners from Deep Dive and light touch cities	Final report no later than three (3) months after the technical completion date	GEF: $2,010 [Staff time] Co-fin: $4,000 [BEA Partner Cities, BEA Partner Organizations]

M&E Activity	Description	Responsible Parties	Timeframe	Indicative budget (USD)
Terminal Evaluation	Further review the topics covered in the mid-term evaluation. Looks at the impacts and sustainability of the results, including the contribution to capacity development and the achievement of global environmental goals.	Execution: Independent Evaluator, under the supervision of UN Environment's Evaluation Office (EOU) Support: Project Manager, Partnership Coordinator, Project Team (WRI); UN Environment Task Manager	Can be initiated within six (6) months prior to the project's technical completion date	GEF: $20,000 Co-fin: $0
Audits	Financial audits	Execution: Private Audit company hired by WRI Support: Financial Officer (WRI)	Annually	GEF: $10,000 Co-fin: $0
Publication of Lessons Learnt and other project publications	Lessons learned and other project documents are published for the benefit of on-going and future projects	Execution: Project Manager, Deep Dive Manager, Partnership Coordinator (WRI) Support: Project Team (WRI); Partner organizations	Annually, part of half-yearly progress reports and Final Report	GEF: $15,000 staff time and Communications costs Co-fin: $10,000 [Report review]
TOTAL M&E COST			**GEF: $96,860** **Co-fin: $328,400**	

ANNEX H: PROJECT IMPLEMENTATION ARRANGEMENTS

Implementing Agency: UN Environment

UN Environment is the Implementing Agency (IA) for the GEF contribution to the project. It is responsible to the GEF for the project's oversight, the use of resources as written in the Project Document, or any amendments agreed to it by all donors. The main roles of the Implementing Agency are to:

- Ensure timely disbursement/sub-allotment to executing agency (EA), based on agreed legal documents and in accordance with UN Environment and GEF fiduciary standards;
- Follow-up with EA for progress, equipment, financial and audit reports;
- Provide consistent and regular oversight of project execution and conduct project supervisory missions as per Supervision Plan and, in doing so, ensure that all UN Environment and GEF criteria, rules and regulations are adhered to by project partners;
- Technically assess and oversee the quality of project outputs, products and deliverables – including formal publications;
- Provide no-objection to main TORs and sub-contracts issued by the project, including selection of project managers or equivalent;
- Attend and facilitate inception workshops, field visits where relevant, and steering committee meetings;
- Assess project risks, and monitor and enforce a risk management plan;
- Regularly monitor project progress and performance and rate progress towards meeting project objectives, project execution progress, quality of project monitoring and evaluation, and risk;
- Monitor reporting by project executing partner and provides prompt feedback on the contents of the report;
- Promptly inform management of any significant risks or project problems and take action and follow up on decisions made;
- Apply adaptive management principles to the supervision of the project;
- Review of reporting, checking for consistency between execution activities and expenditures, and ensuring that it respects GEF rules;
- Clearance of cash requests, and authorisation of disbursements once reporting is found to be complete;
- Approve budget revisions, certify fund availability and transfer funds;
- Ensure that GEF and UN Environment quality standards are applied consistently to the project, including branding and safeguards;
- Certify project operational completion;
- Link the project partners to any events organised by GEF and UN Environment to disseminate information on project results and lessons;
- Manage relations with GEF;
- Review and finalise PIRs;
- Develop a portfolio-level consolidated report and submit to the GEF (and contribute to all GEF-level reporting);
- The UN Environment Evaluation Office ensures that independent evaluations are carried out according to GEF and UN Environment requirements (dedicated budget, TOR, mission planning), and review evaluation reports;
- Work with the EA to develop management responses to evaluation reports and Steering Committee recommendations;
- Manage relations with the GEF Evaluation Office and GEF Secretariat on all M&E products;
- Ensure OFPs obtain all M&E products and respond to information requests;
- Lead the project closure process using information provided by EA (if applicable);
- Inform the Trustee and GEF Secretariat of closure;
- Return any unspent GEF funds to the Trustee;
- Conduct post-facto evaluations or lessons learnt exercises.

UN Environment works with the Executing Agency (WRI) to oversee implementation of the project and provide supervision to ensure that the project meets UN Environment and GEF policies. The project will follow UN

Environment standard monitoring, reporting and evaluation processes and procedures. Reporting requirements and templates are an integral part of the UN Environment legal instrument to be signed by the Executing Agency and UN Environment.

Executing Agency: WRI

The World Resources Institute is the Executing Agency (EA**)** for this GEF project. It is responsible for day to day management of the project, including financial management and project reporting. The main roles of the Executing Agency are described below:

- Ensuring technical execution according to the execution plan laid out in the project document;
- Ensuring technical quality of products, outputs and deliverables;
- Ensuring compilation and submission of progress, financial and audit reporting to IA;
- Submission of budget revisions to IA for approval;
- Addressing and rectifying any issues or inconsistencies raised by the IA;
- Bringing issues raised by or associated with clients to the IA for resolution;
- Facilitating Steering Committees and other oversight bodies of the project;
- Day to day oversight of project execution;
- Submitting all technical reports and completion reports to IA (realized outputs, inventories, verification of co-finance, terminal reporting, etc.)
- Properly achieving of the objectives of the Project;
- Monitoring and evaluation of the project outputs and outcomes;
- Effective use of both international and national resources allocated to it;
- Timely availability of financing to support project execution;
- Proper coordination among all project stakeholders; in particular national parties;
- Timely submission of all project reports, including work plans and financial reports

The project headquarters will be located in Washington, DC, USA at the WRI office. Staff working from this office include the Project Director, Project Manager, Deep Dive Manager, Partnership Coordinator, Project Coordinator, and part-time technical and communications experts. Funds sub-granted from WRI to local and international BEA partners will finance staff time in support of project execution. The organizational chart for the partnership is presented in

Figure **5**, and more detail on the project oversight and management is shown in Figure 6.

The project will be executed by WRI, who will sign a project cooperation agreement with UN Environment as the GEF Implementing Agency. As such WRI will be accountable to UN Environment for the disbursement of funds and the achievement of the project goals, according to the approved work plan. As the Executing Agency, WRI will manage the overall project budget and day to day activities of the project. It will be responsible for monitoring project activities, timely reporting of progress to UN Environment and GEF, and supporting reviews and evaluations on an as-needed basis.

The Project Director will provide strategic guidance to the Project and partnership management, relationship facilitation and technical support for project implementation. The Project Director will be highly involved in WRI's operation, with working experience in energy efficiency in buildings, networking and project management. The Project Director will liaise with the network as needed, including the contact with Light Touch and Deep Dive city executives, partner organizations and others. Refer to the Project Director's TOR in Annex E for further details.

The Project Manager will: (1) coordinate and manage the project activities, including liaising with the BEA network; (2) manage expenditures in line with approved budgets and work plans; (3) facilitate, monitor and report on the procurement of inputs and delivery of outputs; (4) draft approve the Terms of Reference for consultants and manage sub-contracts; and (5) report to UN Environment on project delivery and impact. The Project Manager is highly involved in WRI's operation, with working experience in energy efficiency in buildings, networking and project management. This person will liaise with the network, including contact with the Light Touch and Deep Dive cities, partner organizations and others Refer to the Project Manager's TOR in Annex E for further details.

The day-to-day management of the project will be carried out by a Project Team. The Project Team will be based at

WRI and will report to UN Environment. The Project Team will be composed of a full-time Project Manager (Team Leader) and part-time Deep Dive Manager, full-time Partnership Coordinator, part-time Project Coordinator, and two part-time staff with technical and communications expertise (refer to TORs in Annex E for further details). WRI's administrative departments provide various in- house services and involve several members of staff. These staff will provide backstopping from headquarters to the Project Team. For example, the legal counsel department will assist on aspects related to hiring consultants, sub-contracting and operational handbooks; the communications department will assist with the organization of seminars, the production of toolkits, and the sharing of best practices; and the finance department will help with reviews of financing for donors and using the appropriate formats.

The Project Director and Manager will be supported by international and national partners taking the lead in the implementation of the specific technical assistance components of the project based in selected cities. WRI will procure the required expert services and other project inputs, and administer the required sub-contracts with partnering organizations with offices in corresponding cities. Furthermore, WRI will support the coordination and networking with other related initiatives and institutions globally.

BEA Steering Committee

The project will be supervised by the BEA Steering Committee which will also arbitrate and validate procedures and the selection of deep dive city nominations, national engagements, and other similar decisions.

The Steering Committee will be composed of members with representatives from the following: UN Environment (Task Manager), ICLEI, World Green Building Council, IFC/World Bank Group, Johnson Controls, WRI, Sustainable Energy for All, representatives from the city Advisory Panel and the GEF Secretariat.

To support the Steering Committee composition, the Project Team from WRI will prepare Terms of Reference describing the main roles of the project Steering Committee, the activities, annual meetings and an estimate of the anticipated work time to be spent on the project. Commitments will be formally signed by the committee members in acceptance of their tasks, duties and obligations.

The following key roles will be played by the BEA Steering Committee:

- supporting the WRI project team in technical decisions;
- monitoring the technical execution of the project components;
- validating the annual schedule of project activities;
- making recommendations concerning the need to revise any aspects of the Project Results Framework and the M&E plan;
- reviewing information collected on each nominated city for Deep Dive and each country nominated for national engagement, assessing each nominee against the established criteria, and obtaining formal commitment from the local or national government before selecting the cities or countries.

The BEA Steering Committee will meet at least twice every year and WRI will issue minutes with the main conclusions and recommendations for the project implementation.

City Advisory Panel

The City Advisory Panel will provide a mechanism for city and subnational partners to provide input to the Steering Committee at least once per year. The City Advisory Panel will comprise representatives from all BEA deep dive cities; additional BEA partner cities will be invited to one-year terms based on the recommendations and information provided by the BEA partnership and a formal review by the Steering Committee. The criteria for selection of the City Advisory Panel members will include regional diversity; lead partner liaison diversity; policy and action area diversity; leadership in engaging BEA partners; and demographic diversity.

The primary point of contact for the City Advisory Panel will be the city executive, such as the Mayor or equivalent, who may be joined at City Advisory Panel meetings by one city staff member with primary knowledge of the city’s BEA work. When the primary contact cannot attend, s/he may designate a senior colleague to represent the city’s perspective at City Advisory Panel meetings.

The City Advisory Panel will provide feedback on the performance of the partnership in a number of key areas, a sample of which might include:

- *Overall Feedback on BEA Support*: How useful has assistance from the BEA partnership been so far in pursuit of building efficiency goals? Has the partnership helped increase understanding of the local building efficiency market and stakeholder needs and awareness of global, regional, and national work on building efficiency? Has the partnership helped connect the city to technical and/or financial support?
- *Content Areas*: How well is the partnership delivering the technical work areas in 2016-2017? What additional topics would be useful for the BEA to explore?
- *Opportunities for Synergy*: How does the BEA support – or conflict with – cities' work with other city sustainability platforms and initiatives? How can the BEA become better integrated with, learn from, or contribute to these efforts?
- *Communications and Delivery*: How well is the delivery structure of the partnership working? Is communication adequate, consistent, and useful? Do cities find it easy to contact members of the partnership who are experts in areas they want to work on? What can be improved?

Deep Dive Working Groups

Working Groups will be formed in each Deep Dive city to provide expert support for creation of city actions and policies. The Working Groups will be formed of the most knowledgeable experts in the local market to help design effective strategies for the acceleration of building efficiency. The Working Groups will deliver recommendations to the city and will be co-led by a stakeholder and city staff person, and among the sectoral stakeholders will include appropriate representatives from the national government. Recommendations will identify barriers and strategies to remove barriers for successful policy and project delivery.

Global Implementation Leads

The thematic technical assistance leads, regional leads, and national leads will be selected from among the BEA partner organizations based on relevant expertise and location. Sub-grants will be allocated for these leadership roles as determined by the cities that join the partnership and the building efficiency actions they prioritize.

Thematic technical assistance leads will deliver and develop technical content for BEA city partners in specific thematic areas related to building efficiency action. Regional leads serve as the primary eyes, ears and voice for the BEA in their region, helping to identify regional opportunities and needs while ensuring that partner cities and organizations in the region are actively engaged and obtaining value for the BEA. National leads will lead engagement with selected national governments and linkages with BEA partner subnational governments on building efficiency action.

Key Partnerships

The project relies heavily on the work and engagement with a variety of efforts. These include:

- Policy analysis and technology roadmaps conducted by IEA and the World Bank's ESMAP program,
- Experiences from C40 and ICLEI creating cross-city learning networks, and private sector engagements such as WBCSD's EEB 2.0 which brings businesses together in a "lab" engagement process.

The BEA is designed as a global initiative based on multi-stakeholder involvement bringing together various actors (corporate and NGO partners, international organizations, and local communities) from over 60 cities around the world. The BEA intends to coordinate with other key partnerships including:

- The United for Efficiency (U4E) – Through the U4E partnership, participating countries receive technical support and information, as well as funding for actions to promote the transition to efficient appliances, equipment and lighting. The creation of standards and national appliance efficiency action and diffusion strategies complements the BEA.
- The District Energy in Cities Initiative (DES) – Reducing carbon emissions requires re-examination of energy supply options. District heating and cooling options can be very efficient, offer resiliency benefits, and can be designed in concert with building technologies and renovations to deliver sustainability benefits. This is a "sister project" to the BEA, where the BEA focuses on driving down energy demand, which can be more easily

met using localized district energy capturing improved economics and technology upgrades in integrated projects.

Figure 5: BEA Organizational Chart

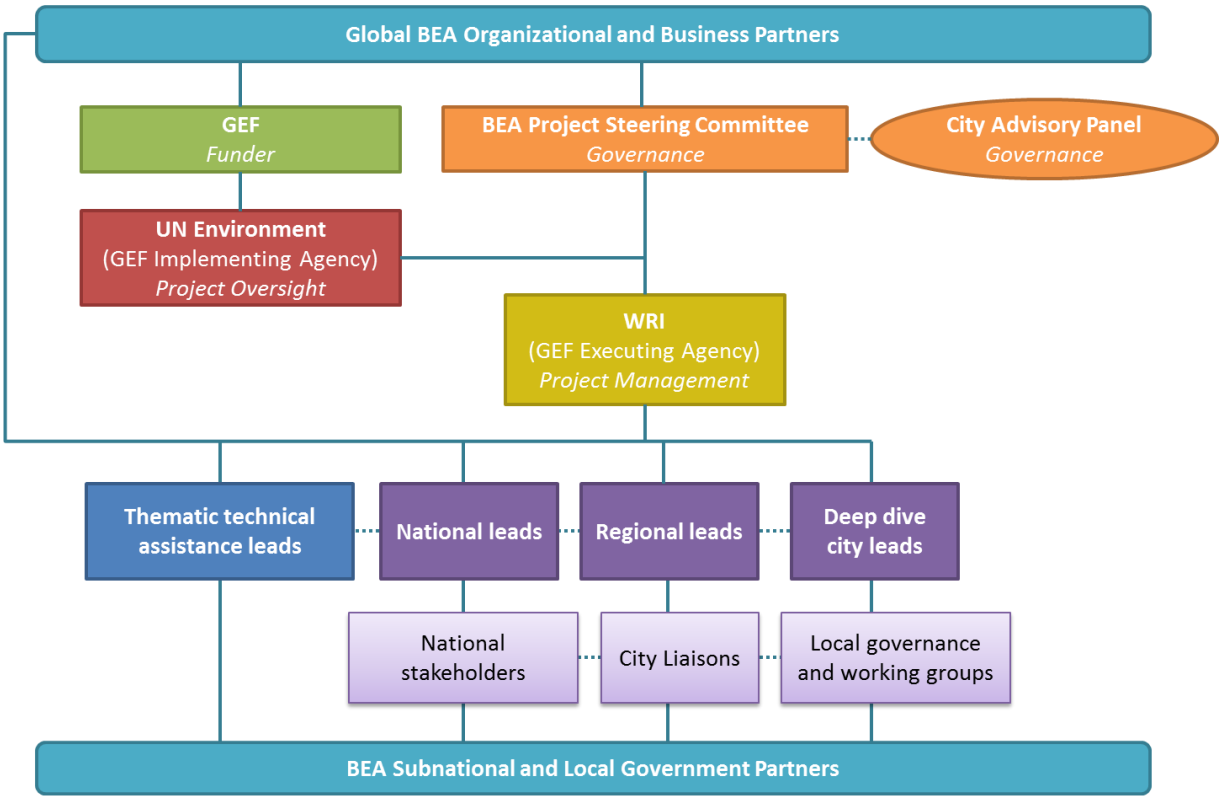
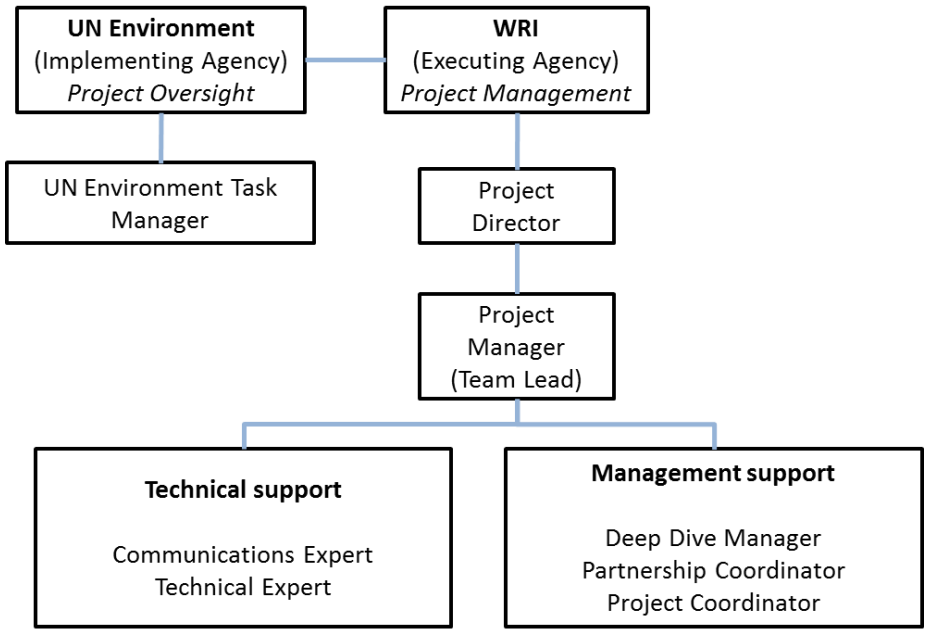


Figure 6: BEA Project Oversight and Management



ANNEX I: PROJECT WORK PLAN AND DELIVERABLES

OUTPUTS		ACTIVITIES / DELIVERABLES		PROJECT YEAR 1												PROJECT YEAR 2						Staff/consultant/subcontractor responsible for activity execution (as labelled in the budget)
				M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	
Component 1. Partnership expansion: Global and local partnerships of businesses, NGOs, local governments, and national governments scale up efficiency markets																						
Outcome 1.1: Expand and accelerate city-level market shifts towards more efficient buildings through																						
1.1.1	30 new cities or subnational governments and 30 new companies/organizations sign up to the BEA	1.1.1.1	Travel and on-site workshops in regions to recruit and engage new cities or subnational governments and local organizations to participate in the BEA						Travel complete to 1						Travel complete to 3						Travel complete to 5	WRI and Regional Leads, supported by all partners. Entire Component 1 GEF budget including part of regional leads subgrants + co-finance supports this activity.
		1.1.1.2	Conduct webinars and update written materials to recruit and engage new cities or subnational governments and organizations to the BEA			Webinar		Webinar	Update materials	Webinar			Webinar		Webinar; update		Webinar			Webinar		
		1.1.1.3	Participate in regional events to recruit and engage new cities or subnational governments and organizations to the BEA						1 regional event completed						3 regional events						5 regional events	
		1.1.1.4	Recruit and engage new organizational partners, especially partners in country-specific contexts and those with capacity to provide longer term on-the-ground support																			
			Deliverable(s) for Output 1.1.1: *1. The BEA signs up 30 new cities or subnational governments.* *2. The BEA signs up 30 new companies/organizations (with a focus on country-specific contexts)*					10 new orgs 7 new cities						25 new orgs 20 new cities				30 new orgs 30 new cities			
1.1.2	Commitments from 3 national governments (each with at least 3 BEA partner cities) to be stewards for local action are issued	1.1.2.1	Engage national governments to participate in the BEA																			National leads (to be determined based on countries selected). Part of GEF national leads funding + partner in-kind.
		1.1.2.2	Development of summaries of national action																			
			Deliverable(s) for Output 1.1.2: *1. Summaries of 3 national governments' plans to steward, or implementation of stewarding, local action in alignment with their priorities and NDCs/SDGs*																		1	
Component 2. Technical assistance and capacity building for efficiency actions in cities or subnational governments ("Light touch")																						
Outcome 2.1: Existing and new BEA "light touch" cities or subnational governments are better																						
2.1.1	Technical assistance using the standardized BEA offer is provided to cities or subnational governments	2.1.1.1	Disseminate to cities the tools and resources compiled by BEA partners through written updates and webinars.			Webinar		Webinar	Update materials	Webinar			Webinar		Webinar; update		Webinar			Webinar		Technical Engagement Leads and Clean Energy Solutions Center/NREL, in collaboration with regional leads, WRI, and other partners. City liaisons will assist in encouraging jurisdiction participation. Part of Component 2 GEF labor allocation for WRI staff + Part of technical engagement and regional lead subgrants plus in-kind staff time from partner organizations
		2.1.1.2	Plan and deliver regional and city thematic, training and capacity building workshops, and technical assistance to support city activities and share partner experiences						1 regional event						3 regional events						5 regional events	
		2.1.1.3	Regional leads assist with coordinating "light touch" regional events (or recruit and assist alternative meeting lead)						1 regional event completed						3 regional events completed						5 regional events completed	
		2.1.1.4	City liaisons and regional leads assist in relaying the city's desire for technical assistance in a given area to the relevant technical engagement lead or other BEA partner.			Update 1 proivded			Update 2 proivded			Update 3 provided			Update 4 proivded			Update 5 proivded			Update 6 provided	
			Deliverable(s) for Output 2.1.1: *1. 150 people trained representing at least 1-2 people from at least 20 of the cities.* *2. Focused technical assistance will be provided on a limited basis to groups of light touch cities with similar goals/challenges, leveraging the partners' expertise and bringing in local or global technical assistance organizations.* *3. At least 1 regional event per region throughout the 18-month project timeline.*						30 people trained						90 people trained						1 2 3	

OUTPUTS		ACTIVITIES / DELIVERABLES		PROJECT YEAR 1												PROJECT YEAR 2						Staff/consultant/subcontractor responsible for activity execution (as labelled in the budget)
				M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	
Component 2. Technical assistance and capacity building for efficiency actions in cities or subnational governments ("Light touch")																						
Outcome 2.1: Existing and new BEA "light touch" cities or subnational governments are better																						
2.1.2	Private sector commitments to be stewards for collective local action across the value chain are issued	2.1.2.1	Convene private sector working group to lead assessment, with contributions from Johnson Controls and World GBC						1 WG meeting held						3 WG meetings						4 WG meetings	Private sector working group, with contributions from Johnson Controls and World GBC. In-kind
		2.1.2.2	Assess where the private sector is poised for engagement and collect commitments																			
		2.1.2.3	In at least one region poised for private sector engagement, pilot a regional approach for private sector stewardship of collective local action across cities/subnational governments.																			
			Deliverable(s) for Output 2.1.2: *1. Written commitments from private sector actors in 4 key geographies (national or local) where the private sector is poised for engagement* *2. Summary of pilot in at least one region on private sector stewardship of collective local action across cities/subnational governments*										1								2	
2.1.3	Announcements on BEA actions are made during key international events	2.1.3.1	Research and communications materials documenting results and lessons learned from the project will be produced and disseminated																			WRI and City Liaisons. All partners will promote BEA work. WRI's staff time allocation from GEF will support most of this.
		2.1.3.2	City liaisons support WRI to ensure city is recognized for commitment to accelerator and for action(s) chosen, both at international events and in local news items.			Update 1 proivde			Update 2 proivde			Update 3 provide			Update 4 proivde			Update 5 proivde			Update 6 provide	
			Deliverable(s) for Output 2.1.3: *1. Communications materials documenting results and lessons learned* *2. 10 references and quotes in city-market media; 5 stories in influential international online and print media outlets.*																1	2	
Component 3. Place-based market transformation partnerships for policy and project implementation ("Deep dives")																						
Outcome 3.1: Continuing "deep dive" cities implement a building efficiency policy and develop																						
3.1.1	Commitments from continuing "deep dive" cities to provide funding for continued implementation activities are issued	3.1.1.1	Continue the contract of, or hire, and supervise one local staff person as a technical adviser																			Deep dive cities and city staff hired by WRI via subgrant to partner organization. Subgrants to local technical leads -- between $50,000 and 70,000 depending on city costs + Component 3 in-kind + GEF labor allocation for WRI staff
		3.1.1.2	Outreach to phase 1 deep dive cities and their local BEA partners to collect potential funding and/or in-kind resource opportunities																			
		3.1.1.3	Dialogue with phase 1 deep dive cities and their technical advisor(s) to determine what local funding and/or in-kind resources are feasible																			
		3.1.1.4	Develop summary of potential funding and/or in-kind resource opportunities are likely in phase 1 deep dive cities																			
			Deliverable(s) for Output 3.1.1: *1. At least 3 of the phase 1 deep dive cities provide commitments to provide funding or in-kind resources for continued BEA activities* *2. Summary of potential funding and/or in-kind resource opportunities likely in phase 1 deep dive cities*																			

OUTPUTS		ACTIVITIES / DELIVERABLES		PROJECT YEAR 1												PROJECT YEAR 2						Staff/consultant/subcontractor responsible for activity execution (as labelled in the budget)
				M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	
Component 3. Place-based market transformation partnerships for policy and project implementation ("Deep dives")																						
Outcome 3.1: Continuing "deep dive" cities implement a building efficiency policy and develop																						
3.1.2	Continuing "deep dive" cities have adopted the policy drafted in 2016-2017	3.1.2.1	Record baseline progress on the selected policy to enable tracking progress																			Deep dive cities and city staff hired by WRI via subgrant to partner organization. $50-70,000 to each continuing deep dive city supports this work + Component 3 in-kind + GEF labor allocation for WRI staff.
		3.1.2.2	Engage with at least 3 continuing deep dive cities to move from policy development to adoption																			
		3.1.2.3	Engage with at least 3 continuing deep dive cities to move from policy adoption to implementation planning or underway												2 cities planning implementation						3 cities planning implementation	
		3.1.2.4	In each of the continuing deep dive cities, the deep dive technical advisor will work with city staff and stakeholders co-leading relevant local working groups to provide localized expert support on policy adoption.						3 WG meetings						6 WG meetings						9 WG meetings	
		3.1.2.5	Develop summary of policy adoption including barriers overcome																			
			Deliverable(s) for Output 3.1.2*:* *1. 3 cities have adopted the policy drafted in phase 1* *2. Summary of policy adoption including barriers overcome*						1												2	
3.1.3	Finance/funding mechanism(s) for policy implementation are identified by continuing "deep dive" cities	3.1.3.1	Facilitate working group focused on identifying finance/funding mechanisms for implementing the selected policy						1 WG meeting held per city						3 WG meetings held per city						6 WG meetings held per city	Deep dive cities and city staff hired by WRI via subgrant to partner organization. $50-70,000 to each continuing deep dive city supports this work + Component 3 in-kind + GEF labor allocation for WRI staff.
		3.1.3.2	Compile country-specific research on potential finance/funding mechanisms for policy implementation																			
		3.1.3.3	Develop summary of potential finance/funding mechanisms for policy implementation																			
			Deliverable(s) for Output 3.1.3*:* *1. 3 cities have identified a finance/funding mechanism for policy implementation* *2. Summary of city-specific potential finance/funding mechanisms for policy implementation*																		1 2	
3.1.4	Continuing "deep dive" cities have completed the demonstration project(s) begun in 2016-2017	3.1.4.1	Record baseline progress on the demonstration project to enable tracking progress																			Deep dive cities and city staff hired by WRI via subgrant to partner organization. $50-70,000 to each continuing deep dive city supports this work + Component 3 in-kind + GEF labor allocation for WRI staff.
		3.1.4.2	Engage with at least 3 continuing deep dive cities to complete demonstration project			Update proivded			Update proivded			Update provided			Update proivded			Update proivded			Update provided	
		3.1.4.3	The deep dive technical advisor will work with city staff and stakeholders co-leading relevant local multi-stakeholder working groups to provide localized expert support.						3 WG meetings held						6 WG meetings held						9 WG meetings held	
			Deliverable(s) for Output 3.1.4*:* *1. 3 cities complete the demonstration project begun in phase 1*																		1	

OUTPUTS		ACTIVITIES / DELIVERABLES		PROJECT YEAR 1												PROJECT YEAR 2						Staff/consultant/subcontractor responsible for activity execution (as labelled in the budget)
				M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	
Component 3. Place-based market transformation partnerships for policy and project implementation ("Deep dives")																						
Outcome 3.1: Continuing "deep dive" cities implement a building efficiency policy and develop																						
3.1.5	Assistance is provided on systemization of project pipeline development including identification of finance/funding mechanism(s)	3.1.5.1	Facilitate working group focused on developing a project pipeline and potential finance/funding mechanisms						1 WG meeting held per city						3 WG meetings held per city						6 WG meetings held per city	Deep dive cities and city staff hired by WRI via subgrant to partner organization. $50-70,000 to each continuing deep dive city supports this work + Component 3 in-kind + GEF labor allocation for WRI staff.
		3.1.5.2	Compile country-specific research on project pipeline opportunities and barriers, and potential finance/funding mechanisms																			
		3.1.5.3	Develop summary of potential project pipeline opportunities, barriers, and finance/funding mechanisms																			
			Deliverable(s) for Output 3.1.5: *1. 3 cities have developed a project pipeline including identification of potential finance/funding mechanisms* *2. Summary of city-specific potential project pipeline opportunities, barriers, and finance/funding mechanisms*																		1 2	
Outcome 3.2: New "deep dive" cities are prepared to adopt or implement building efficiency policies																						
3.2.1	Market-specific research is compiled in support of relevant policy and project development	3.2.1.1	Conduct targeted research in new deep dive cities, including surveying building project development plans, municipal ordinances, and completed projects.																			Deep dive cities and city staff hired by WRI via subgrant to partner organization. Subgrants to cities -- between $80,000 and 140,000 depending on city costs + Component 3 in-kind + GEF labor allocation for WRI staff.
		3.2.1.2	Develop assessment report reflecting relevant policy and project context.																			
		3.2.1.3	Convene kick-off workshop with broad set of local stakeholders to gather or share research.																			
			Deliverable(s) for Output 3.2.1: *1. Three new "deep dive" cities develop and submit assessment reports* *2. Three new "deep dive" cities hold kick-off workshops*						2					1								
3.2.2	In each city working group activities are agreed upon, co-leaders are selected, efficiency vision, action ideas and recommendations are provided to officials, and recommendations are released publicly	3.2.2.1	Engage with a core group of 3 cities working in multisectoral working group sessions with co-leaders including city staff and local stakeholders.						1 WG meeting held per city						4 WG meetings held per city						7 WG meetings held per city	Deep dive cities and city staff hired by WRI via subgrant to partner organization. $80-140,000 to each deep dive city supports this work + Component 3 in-kind + GEF labor allocation for WRI staff.
		3.2.2.2	Facilitate topical or activity-focused working group meetings that will make recommendations targeted at officials for public release, and disseminate results.						1 WG meeting held per city						4 WG meetings held						7 WG meetings held	
		3.2.2.3	Through multi-stakeholder working groups, agree city's specific building efficiency policy and project commitments, get city official approval, and release publicly.																			
		3.2.2.4	Keep the city informed about global and regional BEA partnership developments, events, and trainings.			Update 1 proivded			Update 2 proivded			Update 3 provided			Update 4 proivded			Update 5 proivded			Update 6 provided	
			Deliverable(s) for Output 3.2.2: *1. Working groups have been formed in three deep dive cities* *2. Governmental officials in three deep dive cities are contacted and informed about recommendations, with publications in local media* *3. Public release of city-approved building efficiency policy and project commitments*				1			2			3									

OUTPUTS		ACTIVITIES / DELIVERABLES		PROJECT YEAR 1												PROJECT YEAR 2						Staff/consultant/subcontractor responsible for activity execution (as labelled in the budget)
				M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	
Component 3. Place-based market transformation partnerships for policy and project implementation ("Deep dives")																						
Outcome 3.2: New "deep dive" cities are prepared to adopt or implement building efficiency policies																						
3.2.3	Commitments from local partners to provide direct staffing and coordination support to policy and project preparation are issued	3.2.3.1	Map relevant stakeholders to include in local building efficiency activities.						Stakeholders mapped													Deep dive cities and city staff hired by WRI via subgrant to partner organization. $80-140,000 to each deep dive city supports this work + Component 3 in-kind + GEF labor allocation for WRI staff.
		3.2.3.2	Engage local partners to join kickoff workshop and working group(s).									Update on engagment										
		3.2.3.3	Engage local partners to provide additional in-kind support to the selected policy and project actions.												Updates			Updates				
			Deliverable(s) for Output 3.2.3: *1. Local BEA partners have committed to or are providing in-kind support to selected actions*																	1		
3.2.4	Policies and actions are drafted and project implementation is planned or underway	3.2.4.1	Through multi-stakeholder working groups, assist city to identify barriers and strategies to remove barriers for successful policy and project delivery.																			Deep dive cities and city staff hired by WRI via subgrant to partner organization. $80-140,000 to each deep dive city supports this work + Component 3 in-kind + GEF labor allocation for WRI staff.
		3.2.4.2	Assist city to draft selected building efficiency policy in consultation with local government officials, national government officials (where relevant), and stakeholders.									Updates			Updates			Updates				
		3.2.4.3	Assist city to complete demonstration project assessment, including scoping, and begin project development.									Updates			Updates			Updates				
			Deliverable(s) for Output 3.2.4: *1. Summary of working group recommendations to address barriers for successful policy/project delivery* *2. At least one policy action or/and project implementation per city is planned or underway within 18 months after submission*							1										2		
Outcome 3.3: Selected national governments are prepared to adopt building efficiency																						
3.3.1	National plans on enabling local actions on building efficiency, including linkages to NDC/SDG priorities, are drafted	3.3.1.1	Compile country-specific research and analysis on, and linkages among, national building efficiency priorities, programs, and NDCs/SDGs, along with prioritized building efficiency actions of BEA cities in-country.						Draft report													WRI + National leads (to be determined based on countries selected). Part of subgrants to national leads -- between $30,000 and 50,000 depending on local costs + Component 3 in-kind + GEF labor allocation for WRI staff.
		3.3.1.2	Develop summaries of national action						Draft report													
		3.3.1.3	Work with national and regional leads, deep dive technical advisors, and city liaisons in relevant countries to assess the locally relevant potential linkages between national and local goals, plans, institutions, priorities, and action on building efficiency												Updates							
		3.3.1.4	Lead a stakeholder-facilitated process to deliver recommendations; solicit input and feedback from an advisory group consisting of national government staff, city staff, and stakeholders to provide expert support.												Updates							
			Deliverable(s) for Output 3.3.1: *1. For at least 3 countries, develop assessment reports including summaries of national government action, priorities and NDCs/SDGs and how these align with local building priorities and actions* *2. Compiled recommendations with advisory group input for national actions that can integrate and augment local government contributions* *3. National plans are drafted*										1							2		3	

OUTPUTS		ACTIVITIES / DELIVERABLES		PROJECT YEAR 1												PROJECT YEAR 2						Staff/consultant/subcontractor responsible for activity execution (as labelled in the budget)
				M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	
Component 3. Place-based market transformation partnerships for policy and project implementation ("Deep dives")																						
Outcome 3.3: Selected national governments are prepared to adopt building efficiency																						
3.3.2	Policy dialogue between national/local governments and the private sector is undertaken	3.3.2.1	Make connections among the relevant national ministries related to building efficiency (such as housing, energy, environment, and finance) and among the relevant local governments, particularly BEA partner cities																			WRI + National leads (to be determined based on countries selected). Part of $30-50,000 to each national lead supports this work + Component 3 in-kind + GEF labor allocation for WRI staff.
		3.3.2.2	Outreach to national stakeholders across sectors including relevant businesses, utilities, NGOs, and climate actors (such as development banks)																			
		3.3.2.3	Facilitate dialogue between national and subnational government stakeholders and the private sector on the alignment between national agendas and local action.																			
			Deliverable(s) for Output 3.3.2: *1. Relevant national ministries and local governments engaged* *2. Compiled stakeholder lists across sectors* *3. Policy dialogue about integrating local action into national strategies*						2			1									3		
3.3.3	New national policies, programs, and project pipelines are improved or developed to support the needs of local governments to act on building efficiency	3.3.3.1	Outline potential national programs to enable an aggregated national portfolio approach to facilitate funding/finance of a pipeline of city projects that are at least at the assessment stage														Updates					WRI + National leads (to be determined based on countries selected). Part of $30-50,000 to each national lead supports this work + Component 3 in-kind + GEF labor allocation for WRI staff.
		3.3.3.2	Engage relevant national, local, and private sector (especially finance) stakeholders in dialogue on how to enable an aggregated portfolio approach to facilitate city project funding/finance														Updates					
		3.3.3.3	Develop summaries of recommended approaches for stronger national-subnational alignment on policies, programs, and/or project pipelines as most relevant in each country context.														Updates					
			Deliverable(s) for Output 3.3.3: *1. At least 2 out of 3 national governments are engaged in dialogue with BEA cities on the links between national policies/programs and subnational action.* *2. At least 2 out of 3 national governments are engaged in dialogue with BEA cities and private sector stakeholders on project pipelines to facilitate city project funding/finance* *3. Summaries of recommended approaches for stronger national-subnational alignment on relevant programmatic areas.*																	1 2 3		
3.3.4	Potential additional focus countries are identified	3.3.4.1	Using findings from initial three country assessments and phase 2 experience, determine additional high-potential countries for national-subnational alignment																			WRI with input from BEA partners. Component 3 GEF labor allocation for WRI staff + in-kind.
		3.3.4.2	Develop summary of which countries are best poised for national-subnational alignment in the next 2-5 years																			
			Deliverable(s) for Output 3.3.4: *1. Summary of high-potential countries for national-subnational alignment*																	1		

OUTPUTS		ACTIVITIES / DELIVERABLES		PROJECT YEAR 1												PROJECT YEAR 2						Staff/consultant/subcontractor responsible for activity execution (as labelled in the budget)
				M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	
Component 4. Monitoring Results																						
Outcome 4.1: Increased capacity and improved practices for collecting, analyzing and scaling project																						
4.1.1	Guidelines for cities are distributed on: a. monitoring and reporting city-scale energy performance; b. tracking building-scale energy performance	4.1.1.1	Build on phase 1 tools and methodologies for monitoring city goals on building efficiency and the performance of buildings						1st Update of materials						2nd Update of materials							WRI and BEA partners. Component 4 staff time.
		4.1.1.2	Engage BEA cities, local partners, and global partners on the effectiveness of the BEA tracking framework																			
		4.1.1.3	Modify BEA tracking framework with feedback from cities and partners																			
			Deliverable(s) for Output 4.1.1*:* *1. Guidelines prepared and disseminated among BEA cities and their key stakeholders on city-scale monitoring* *2. Modified BEA tracking framework prepared and disseminated among BEA cities and key stakeholders*						1	2												
4.1.2	Impact projections for policies and projects are quantified by participating cities, demonstrating localizable impact assessment methods	4.1.2.1	Train city staff and local stakeholder team on potential methods for quantifying and projecting impacts of selected policies and projects, including webinars and individual city guidance												Guidance provided to all cities by webinar			Indiv. guidance to 3 new deep dive cities				WRI; Impact Tracking subgrant; BEA cities. Component 4 staff time.
		4.1.2.2	Through relevant multi-stakeholder working group(s), agree city approach for quantifying and projecting impacts.																			
		4.1.2.3	City and stakeholder team will quantify buildings, floor area and energy use changed as a result of the project actions																			
			Deliverable(s) for Output 4.1.2*:* *1. Calculated impacts for policies and projects for deep dive cities*																	1		
4.1.3	Knowledge products (i.e. best practices for technical content, peer learning, project results, lessons learned, local and national tracking / goal-setting) are properly managed and disseminated across the network	4.1.3.1	Hold webinars every 2-3 months to provide real life work and experience from cities and partners implementing policies in the menu of policy actions																			WRI; BEA cities; BEA partners. Component 4 staff time + in kind.
		4.1.3.2	Connect city staff and/or local stakeholders in cities with similar project or policy goals to enhance peer-to-peer learning																			
		4.1.3.3	Manage the online Basecamp platform and encourage city and partner use and sharing of materials, lessons, and accomplishments/best practices																			
			Deliverable(s) for Output 4.1.3*:* *1. One webinar every 2-3 months featuring the work of BEA cities and/or partners* *2.* Connections established across cities for peer learning are documented/recorded *3. Up-to-date Basecamp platform with sharing of resources and best practices*		3	1	2	1,3		1	2 3		1	3	1 2		1 3		2	1 3		

ANNEX J-1: TRACKING TOOL FOR GEF-6 CCM PROJECTS

Tracking Tool for GEF 6 Climate Change Mitigation Projects
(At CEO Endorsement)

Special Notes: Projects need to report on all indicators that are included in their results framework

Reporting on lifetime emissions avoided

Lifetime direct GHG emissions avoided: Lifetime direct GHG emissions avoided are the emissions reductions attributable to the investments made **during the project's supervised implementation period**, totaled over the respective lifetime of the investments.

Lifetime direct post-project emissions avoided: Lifetime direct post-project emissions avoided are the emissions reductions attributable to the investments made outside the project's supervised implementation period, but supported by financial facilities put in place by the GEF project, totaled over the respective lifetime of the investments. These financial facilities will still be operational after the project ends, such as partial credit guarantee facilities, risk mitigation facilities, or revolving funds.

Lifetime indirect GHG emissions avoided (top-down and bottom-up): indirect emissions reductions are those attributable to the long-term outcomes of the GEF activities that remove barriers, such as capacity building, innovation, catalytic action for replication.

Please refer to the following references for Calculating GHG Benefits of GEF Projects.

Manual for Energy Efficiency and Renewable Energy Projects
Revised Methodology for Calculating Greenhouse Gas Benefits of GEF Energy Efficiency Projects (Version 1.0)
Manual for Transportation Projects

For LULUCF projects, the definitions of "lifetime direct and indirect" apply. Lifetime length is defined to be 20 years, unless a different number of years is deemed appropriate. For emission or removal factors (tonnes of CO2eq per hectare per year), use IPCC defaults or country specific factors.

Section A. General Data

	At CEO Endorsement	
Project Title	The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change	
GEF ID	9947	
GEF Agency	UN Environment	
Agency Project ID	01618	
Country	Global	
Region		
Date of Council/CEO Approval		Month DD, YYYY (e.g., May 13, 2014)
GEF Grant (US$)	2,000,000	
Date of submission of the tracking tool		Month DD, YYYY (e.g., May 13, 2014)
Is the project consistent with the priorities identified in National Communications, Technology Needs Assessment, or other Enabling Activities (such as Technology Action Plans, Nationally Appropriate Mitigation Actions (NAMA) under the UNFCCC?	1	Yes = 1, No = 0

Section B. Quantitative Outcome Indicators

	Target At CEO Endorsement	
Indicator 1: Total Lifetime Direct and Indirect GHG Emissions Avoided (Tons CO2eq)		**Indentify Sectors, Sources andTechnologies. Provide disaggregated information if possible. see Special Notes above**
Lifetime direct GHG emissions avoided	2,736,558	tCO2eq (direct and post-project direct, over the 15 years following project completion)
Lifetime indirect GHG emissions avoided		
Indicator 2: Lifetime Energy Saved (Million Joules)		**IEA unit converter: http://www.iea.org/stats/unit.asp) Fuel savings should be converted to energy savings by using the net calorific value of the specific fuel. End-use electricity savings should be converted to energy savings by using the conversion factor for the specific supply and distribution system. These energy savings are then totaled over the respective lifetime of the investments.**
Direct electricity savings (GJ)	13,219,200	GJ

Indicator 3: Increase in Renewable Energy Capacity and Production			**Disaggregate by type (Wind, Biomass, Geothermal, Hydro, solar, Photovoltaic, Marine power etc)**
Increase in Installed RE capacity per technology (MW)			
Lifetime RE production per technology (MWh)			(IEA unit converter: http://www.iea.org/stats/unit.asp)
Indicator 4: Number of Users of low GHG systems (Number, of which female)			**Identify Sector, describe the low GHG system and technologies and explain methodology for estimation**
Indicator 5: Number of Hectares under Low GHG Management Practices (Ha.)			**Identify source (conservation, avoided deforestation, afforestation/reforestation), type of low GHG Management Practice and describe methodology used for estimation**
Indicator 6: Time Saved in adoption of low GHG technology (Percentage)			**For technologies and practices to be supported under the project (i) estimate baseline time to deployment (without project support), (ii) estimate expected time to deployment with project suport and (iii) calculate % of time saved.**
Indicator 7: Volume of investment mobilized and leveraged by GEF for low GHG development (co-financing and additional financing) of which			**Expected additional resources implies resources beyond co-financing committed at CEO endorsement.**
Public			
Private			
Domestic			
External			
Indicator 8: Identify specific GHG reduction target (percent), if any, under any national, sectoral, local plans			**Specify plan, area/sector (if subnational), and baseline from which reduction is expected**

Section C. Qualitative Indicators

Indicator 9: Degree of support for low GHG development in policy, planning and regulations	**Baseline Rating (1-10)**	**Target Rating (1-10)**	**Identify the policy/regulations (national, sectoral, City) relevant to and supported by the project and provide rating. Baseline indicates current status (pre-project), Target is the rating level that is expected to be achieved due to project support.For guidance for qualitative ratings (in comment) move cursor over box or right click to show comment.**
National/Regional/Sectoral/City Plan			
Indicator 10: Quality of MRV Systems	**Baseline Rating (1-10)**	**Target Rating (1-10)**	**Provide details of coverage of MRV systems - area, type of activity for which MRV is done, and of Reporting and Verification processes. Baseline indicates current status (pre-project), Target is the rating level that is expected to be achieved due to project support. For guidance for qualitative ratings (in comment) move cursor over box or right click to show comment.**
Activity			
Activity			
Indicator 11: Degree of strength of financial and market mechanisms for low GHG development	**Baseline Rating (1-10)**	**Target Rating (1-10)**	**Provide details of the financial mechanisms and identify the sector and the type of low GHG technology or development activity it supports. Baseline indicates current status (pre-project), Target is the rating level that is expected to be achieved due to project support. For guidance for qualitative ratings (in comment) move cursor over box or right click to show comment.**

ANNEX J-2: ESTIMATES OF DIRECT AND INDIRECT GREENHOUSE GAS EMISSION REDUCTION

Below are the project's estimates of direct GHG emission reduction using the Demonstration & Diffusion module of the GEF EE GHG Tool.

Step 1: Enter Basic Project Information

Project Information

Project Information

Project Title	The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change		
GEF ID Number	9947		
Country	Other	Global (Non-OECD countries)	Global (Non-OECD countries)
Region	Global (Non-OECD countries)		
GEF Agency	UN Environment		
Date of Submission of GHG Accounting			
Contact Name	Jennifer Layke, WRI		
First Year of Project	2018		
Year of Project Close	2020		
GEF Grant Amount ($)	$2,000,000		
Co-financing Amount ($)	$6,116,597		

General Parameters	*Default*	*User-Specified*	*Notes*
Length of Analysis Period (Years After Project Close)	20	15	
First Post-project Year		2021	
Last Post-project Year		2035	
Maximum Technology / Measure Lifetime (Years)	20	15	

Fuels and Emission Factors	*Default*	*User-Specified*	*Notes*
Grid Electricity T&D Loss Rate (%)	10%	10%	
Grid Electricity Emissions (tCO2/MWh)	N/A	0.6775	Power sector average for Non-OECD countries (2014) | World Energy Outlook 2016 | Annex A
Fuel: Click here to select from list	0.0000	0.0000	
Fuel: Click here to select from list	0.0000	0.0000	
Fuel: Click here to select from list	0.0000	0.0000	

Step 2: List Project Components and Select Quantification Module (based on intervention type)

Project Component	Sector/Subsector	Logframe Output	Module/Intervention Type
2. Technical assistance and capacity building for efficien	Buildings	2.1.1, 2.1.2, 2.1.3	Demonstration & Diffusion
3. Place-based market transformation partnerships for p	Buildings	3.2.1, 3.2.2, 3.2.3, 3.2.4	Demonstration & Diffusion

Step 3c: Model Project Components

Demonstration/Diffusion Module

Project Information

Project Title	The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving N
Country	Global (Non-OECD countries)
Contact Name	Jennifer Layke, WRI
First Year of Project	2018
Last Year of Project	2019

Results: Demonstration/Diffusion Project Components

	Cumulative			Annual			
	Total	*2018-2020*	*2021-2035*	*2018*	*2020*	*2025*	*2035*
Direct Electricity Savings (MWh)	3,672,000	244,800	3,427,200	0	244,800	244,800	0
N/A	0	0	0	0	0	0	0
N/A	0	0	0	0	0	0	0
N/A	0	0	0	0	0	0	0
Direct Total Energy Savings (GJ)	13,219,200	881,280	12,337,920	0	881,280	881,280	0
Direct GHG Emission Savings (tCO2)	**2,736,558**	182,437	2,554,121	0	182,437	182,437	0
Direct Post-project GHG Emission Savings (tCO2)							
Indirect Bottom-up Emission Savings (tCO2)	**0**		0				

Component 2: 2. Technical assistance and capacity building for efficiency actions in cities ("Light touch") -- General Inputs

Component Specifications	*Default*	*User-Specified*	*Per Unit*	*Notes*
Annual Electricity Savings (MWh)		17,000	city	Calculates emissions savings for Light Touch cities in relation to the activities of Component 2. 1,700 kWh/yr per capita (~non-OECD average from ESMAP TRACE database), assume 50% is used in res, com and public buildings
---				For cities, assume average population of 2 mil within municipal boundaries (average for current partner cities is 2.4 mil)
---				Assume 1% savings in building energy use compared to BAU
---				10 new light touch cities achieve this savings
Useful Lifetime of Investment	15	15		Savings begin to accrue in 2020.

Baseline Assumptions	*Default*	*User-Specified*	*Notes*
Percent of Activities Implemented in the Baseline	10%	10%	

Indirect Bottom-up Estimate	*Default*	*User-Specified*	*Notes*
Number of citys Implemented During Project Period		0	
Number of Replications Post-project as Spillover			
Total		0	

Component 3: 3. Place-based market transformation partnerships for policy and project implementation ("Deep dives") -- General Inputs

Component Specifications	*Default*	*User-Specified*	*Per Unit*	*Notes*
Annual Electricity Savings (MWh)		34,000	city	Calculates emissions savings for Deep Dive cities in relation to the activities of Component 3. 1,700 kWh per capita (~non-OECD average from ESMAP TRACE database), assume 50% is used in res, com and public buildings
---				For cities, assume average population of 2 mil within municipal boundaries (average for current partner cities is 2.4 mil)
---				Assume 2% savings in building energy use compared to BAU
---				All 3 new deep dive cities achieve this savings
Useful Lifetime of Investment	15	15		Savings begin to accrue in 2020.

Baseline Assumptions	*Default*	*User-Specified*	*Notes*
Percent of Activities Implemented in the Baseline	10%	10%	

Indirect Bottom-up Estimate	*Default*	*User-Specified*	*Notes*
Number of citys Implemented During Project Period		0	
Number of Replications Post-project as Spillover			
Total		0	

Component 1: 2. Technical assistance and capacity building for efficiency actions in cities ("Light touch") -- Annual Inputs and Calculations

		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
PROGRAMME	city(s) in Year			10.0															
BASELINE	city(s) in Year	0	0	1.0															
NET	Cumulative city(s) in Place	0	0	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	0
DIRECT SAVINGS	Annual Electricity Savings (MWh)	0	0	153,000	153,000	153,000	153,000	153,000	153,000	153,000	153,000	153,000	153,000	153,000	153,000	153,000	153,000	153,000	0
	---	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	---	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	---	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

TOTALS	Direct Energy Avoided 2018-2020 (GJ)	550,800	Direct GHG Avoided 2018-2020 (tCO2)	114,023
	Direct Energy Avoided 2021-2035 (GJ)	7,711,200	Direct GHG Avoided 2021-2035 (tCO2)	1,596,326
	Direct Post-project Energy Avoided 2021-2035 (GJ)	0	Direct Post-project GHG Avoided 2021-2035 (tCO2)	0

INDIRECT BOTTOM-UP SAVINGS	2021-2035	0	tCO2

Component 2: 3. Place-based market transformation partnerships for policy and project implementation ("Deep dives") -- Annual Inputs and Calculations

		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
PROGRAMME	city(s) in Year			3.0															
BASELINE	city(s) in Year	0	0	0.3															
NET	Cumulative city(s) in Place	0	0.0	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	0
DIRECT SAVINGS	Annual Electricity Savings (MWh)	0	0	91,800	91,800	91,800	91,800	91,800	91,800	91,800	91,800	91,800	91,800	91,800	91,800	91,800	91,800	91,800	0
	---	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	---	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	---	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

TOTALS	Direct Energy Avoided 2018-2020 (GJ)	330,480	Direct GHG Avoided 2018-2020 (tCO2)	68,414
	Direct Energy Avoided 2021-2035 (GJ)	4,626,720	Direct GHG Avoided 2021-2035 (tCO2)	957,795
	Direct Post-project Energy Avoided 2021-2035 (GJ)	0	Direct Post-project GHG Avoided 2021-2035 (tCO2)	0

INDIRECT BOTTOM-UP SAVINGS	2021-2035	0	tCO2

ANNEX K: OFP ENDORSEMENT LETTER

Not applicable – this is a global project.

ANNEX L: CO-FINANCING COMMITMENT LETTERS FROM PROJECT PARTNERS

December 13, 2017

Dr. Naoko Ishii
CEO and Chairperson
Global Environment Facility
1818 H Street, NW, Mail Stop P4-400
Washington, DC 20433

Dear Dr. Ishii,

SUBJECT: Co—financing support from 100 Resilient Cities

I am pleased to confirm 100 Resilient Cities' (100RC) support of the project "The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change" which we believe will catalyze action to reduce CO_2 emissions and make a positive impact on climate change. We believe that the BEA Partnership's work to help cities around the world transform their buildings is vital to meeting the Sustainable Energy for All (SEforALL) global goals, and wish to continue our support.

100RC is working closely with the city of Da Nang in Vietnam – both a member of our network and a deep dive partnership city for the BEA initiative. In September 2016, we jointly released the Da Nang Resilience Strategy. Through this strategy, the government prioritized building energy efficiency initiatives as a way to address public health and economic risks from climate change. 100RC is supporting Da Nang's Chief Resilience Officer to identify ways to signal to property developers and building managers that energy efficiency is a key priority and to ground this work in the city's wider objectives of coping with shocks and stresses.

In line with this work, 100RC would like to reaffirm its commitment to be a project partner to the "Scaling the SE4ALL Building Efficiency Accelerator (BEA)" and support its activities. 100RC will make an in-kind contribution valued at US$40,000 over the 18 months of the project (starting March 2018). In particular, 100RC is willing and able to support the project components related to personnel.

Our in-kind contribution will take the form of 100RC staff time and technical expertise in reviewing documents, planning and participating in workshops or site visits, and communicating project progress. In addition, we can leverage our network of external partners to provide tools, services and expertise in kind to further the aims of this work. We will also facilitate engagement with the donor community and identify opportunities for collaboration (for example, the co-development of a training module).

100RC welcomes this important initiative between GEF and UNEP, and is pleased to be a part of it. Our team looks forward to continuing our work with UNEP and its partners to accelerate efficient building markets around the world.

Yours sincerely,

Lauren Sorkin, Regional Director APAC

168 Robinson Road, 100 Resilient Cities c/o Collective Works, Capital Tower, #12-01 | Singapore 068912
http://www.100resilientcities.org/

ALLIANCE TO SAVE ENERGY
using less. doing more.

December 15, 2018

Dr. Naoko Ishii
CEO and Chairperson
Global Environment Facility
1818 H Street, NW, Mail Stop P4-400
Washington, DC 20433

Dear Dr. Ishii,

I have the pleasure to confirm the Alliance to Save Energy (the Alliance)'s support of the project "The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change," which we believe will catalyze action to reduce CO_2 emissions and make a positive impact on climate change. We believe the BEA Partnership's work to help cities around the world transform their buildings is vital to meeting the Sustainable Energy for All (SEforALL) global goals, and wish to continue our support. The Alliance has a track record that is well aligned to the project aims. We have worked for 40 years to promote strong energy efficiency policies that affect building design, construction, and operation in the U.S. and around the world. Our team is prepared to support this project with our core strengths as an international advocate and advisor for energy efficiency and energy productivity policies and programs.

In line with this commitment, the Alliance affirms its desire to be a project partner to the "Scaling the SE4ALL Building Efficiency Accelerator (BEA)" and support its activities. The Alliance will make an in-kind contribution valued at an estimated $23,000 over the 18 months of the project (starting March 2018).

Our in-kind contribution will consist of staff time for participation in high level and expert discussions, workshops, or in the review of documentation related to BEA activities and relevant Alliance programs. Likely events and documentation include:

- BEA workshops and panels during or on the sidelines of the EE Global Forum and Clean Energy Ministerial, Copenhagen, May 2018
- BEA-related workshops and panels during COP24, Katowice, Poland, November 2018
- Meetings, high-level discussions, and review of key documents during the course of the project period, to coordinate BEA activities and the Alliance's work with Indian public and private sector stakeholders to develop a national energy productivity roadmap for India.

The Alliance welcomes this important initiative between GEF and UN Environment, and is pleased to be a part of it. Our team looks forward to continuing our work with UN Environment and its partners to accelerate efficient building markets around the world.

Sincerely,

Kara O'Connell

Kara O'Connell
Chief Operating Officer

P 202.857.0666 F 202.331.9588 1850 M Street NW, Suite 610, Washington, DC 20036 ASE.ORG AllianceToSaveEnergy ToSaveEnergy

December 15, 2017

Dr. Naoko Ishii
CEO and Chairperson
Global Environment Facility
1818 H Street, NW, Mail Stop P4-400
Washington, DC 20433

Dear Dr. Ishii,

The Business Council for Sustainable Energy (BCSE) is pleased to continue its in-kind support for the project "SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change." BCSE has experience in sustainable energy policy actions and technical assistance that is well aligned to the project aims. BCSE has worked for over 25 years supporting buildings efficiency efforts at local, regional and national levels.

Our team is prepared to support this project with our core strengths as an association of sustainable energy companies providing market-based expertise that accelerate clean energy technology investment. In line with this commitment, BCSE affirms its desire to be a project partner to the "SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change" and support its activities.

BCSE will make an in-kind contribution valued at US$ 117,636 over the 18 months of the project (starting March 2018 – September 2019). BCSE will primarily support the project components related to Component I: Partnership: coordination and communication among local and global partners and cities working to transform local efficiency markets and Component III: Place-based market transformation partnerships for policy and project implementation ("Deep dives").

The funds will enable the BCSE and its members to provide the following activities:

- Leverage its network to expand and strengthen the BEA partnership, to promote implementation and technical assistance opportunities
- Provide information and expertise on sustainable energy and energy-efficiency markets, via live/online trainings and published material
- Provide communications support to externally amplify the work of the BEA to international audiences at the CEM9, COP 24 and other events, and internally through BCSE channels
- Explore and deepen relationships with selected national governments on building efficiency opportunities within nationally determined contributions (NDCs)

The contribution will take the form of staff time in the provision of technical expertise and market insights, for instance, at high level and expert discussions, workshops, or in the review of documentation to verify outcomes, in support of cities and the market to act.

BCSE welcomes the continuation of this important initiative and is pleased to be a part of it. Our team looks forward to working with the BEA and its partners to accelerate the adoption rate of building efficiency.

Sincerely,

Lisa Jacobson
President, Business Council for Sustainable Energy

805 15th Street NW · Suite 708 · Washington, DC 20005 · Tel: 202-785-0507 · Fax: 202 · 785-0514 · www.bcse.org

BUILDINGS PERFORMANCE INSTITUTE EUROPE

Dr. Naoko Ishii
CEO and Chairperson
Global Environment Facility
1818 H Street, NW, Mail Stop P4-400
Washington, DC 20433

Brussels, 19 December 2017

Dear Dr. Ishii,

I have the pleasure to confirm BPIE's support of the project "The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change" which we believe will catalyze action to reduce CO2 emissions and make a positive impact on climate change. We believe the BEA Partnership's work to help cities around the world transform their buildings is vital to meeting the Sustainable Energy for All (SEforALL) global goals, and wish to continue our support. BPIE has a track record that is well aligned to the project aims. BPIE has worked for almost 8 years implementing building efficiency projects at local, regional and national levels. Our team is prepared to support this project with our core strengths as a center of expertise on best practice policies and programmes to improve the energy performance of buildings.

In line with this commitment, BPIE affirms its desire to be a project partner to the "Scaling the SE4ALL Building Efficiency Accelerator (BEA)" and support its activities. BPIE will make an in-kind contribution valued at US$170,000 over the 18 months of the project (starting March 2018). In particular, BPIE is willing and able to support the project components related to:

1. Partnership: coordination and communication among local and global partners and cities working to transform local efficiency markets
2. Technical Assistance via workshops and engagements
3. Place-Based Market Transformation: for policy and action "deep dives" in several selected cities, depending on BEA opportunities
4. Monitoring & Evaluation

Our in-kind contribution will provide valuable technical knowledge and implementation support, including the following:

- Analyse and share best-practice programmes and schemes to support investments designed to increase energy efficiency of buildings
- Monitor the implementation of buildings efficiency related policies on the European level and document successful initiatives

BPIE - Buildings Performance Institute Europe asbl-vzw
Rue de la Science (Wetenschapsstraat) 23, B-1040 Brussels
Tel: +32 (0) 2 789 30 00
VAT BE 0823 225 340 - RPM Brussels
ING IBAN: BE42 3630 6993 8454 - BICC: BBRUBEBB

www.bpie.eu
info@bpie.eu

- Provide policy recommendations to increase the effectiveness of government initiatives to improve the energy performance of buildings, including but not limited to financing schemes.
- Publish concise reports and fact sheets on the topics above
- Arrange workshops and events convening decision makers from all policy levels
- Design and hold webinars on the above topics
- Provide respective resources and tools on BPIE website

BPIE welcomes this important initiative between GEF and UNEP, and is pleased to be a part of it. Our team looks forward to continuing our work with UNEP and its partners to accelerate efficient building markets around the world.

Yours sincerely,

Oliver RAPF
Executive Director

UNEP DTU PARTNERSHIP

9 January 2018

Dr Naoko Ishii
CEO and Chairperson
Global Environment Facility
1818 H Street, NW, Mail Stop P4-400
Washington, DC 20433

Dear Dr Ishii,

Support for the SE4ALL Building Efficiency Accelerator (BEA) Programme

I have the pleasure to confirm the Copenhagen Centre on Energy Efficiency's (The Copenhagen Centre) support of the project "The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change" which we believe will catalyze action to reduce CO2 emissions and make a positive impact on climate change. We believe the BEA Partnership's work to help cities around the world transform their buildings is vital to meeting the Sustainable Energy for All (SEforALL) global goals, and wish to continue our support. The Copenhagen Centre has a track record that is well aligned to the project aims. The Copenhagen Centre was established by the UNEP-DTU Partnership to help UN Environment accelerate the uptake of energy efficiency policies and programmes at the city, country, regional and global levels with the prime responsibility to support action towards achieving Sustainable Energy for All's (SEforALL) energy efficiency objective of doubling the global rate of improvement in energy efficiency by 2030. The Copenhagen Centre has worked for four years (since its establishment) implementing building efficiency projects at local, regional and national levels. Our team is prepared to support this project with our core strengths as technical assistance in scoping, developing and implementing projects, activating the knowledge base and communicating and replicating success in the field of energy efficiency.

In line with this commitment, The Copenhagen Centre affirms its desire to be a project partner to the "Scaling the SE4ALL Building Efficiency Accelerator (BEA)" and support its activities. The Copenhagen Centre will make an in-kind contribution valued at US$250,000 over the 18 months of the project (starting March 2018). In particular, The Copenhagen Centre is willing and able to support the project components related to Components 2 and 3.

Our in-kind contribution will provide the following activities:

The Copenhagen Centre's contribution to supporting BEA's work will be made as part of its ongoing work program and will take different forms, such as providing technical expertise, analytical support, market insights on energy efficiency, where possible and applicable linking cities to the BEA's international expertise and relevant partners, developing relevant knowledge products for cities, conducting joint communication activities (including hosting of thematic webinars), contributing to technical task forces, expert discussions, workshops and events together with BEA's partners.

UN environment
United Nations Environment Programme
DTU
UNEP DTU Partnership
Department of Management Engineering
Technical University of Denmark – DTU
UN City, Marmorvej 51
DK-2100 Copenhagen Ø, Denmark
Phone: +45 4533 5250
Email: unep@dtu.dk
Web: unepdtu.org

The Copenhagen Centre welcomes this important initiative between GEF and UNEP, and is pleased to be a part of it. Our team looks forward to continuing our work with UNEP and its partners to accelerate efficient building markets around the world.

Yours sincerely,

Peter Skotner
Deputy Director
UNEP-DTU Partnership
UN City, Marmorvej 51
2100 Copenhagen Ø
Denmark

Liderando el desarrollo sostenible de la industria de la construcción

Bogotá, January 17th, 2018

Dr. Naoko Ishii
CEO and Chairperson
Global Environment Facility
1818 H Street, NW, Mail Stop P4-400
Washington, D.C. 20433
U.S.A.

Ref.: In-kind commitment proposal from Consejo Colombiano de Construcción Sostenible (CCCS) for "Scaling the SE4ALL Building Efficiency Accelerator (BEA)"

Dear Dr. Ishii,

I have the pleasure to confirm *Consejo Colombiano de Construcción Sostenible* (CCCS, or Colombia Green Building Council) support of the project "The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change", which we believe will catalyze action to reduce CO2 emissions and make a positive impact on climate change. We believe the BEA Partnership's work to help cities around the world transform their buildings is vital to meeting the Sustainable Energy for All (SEforALL) global goals, and wish to continue our support. CCCS is an established member of World Green Building Council since 2009 and has a track record that is well aligned to the project aims as the organization has worked for 10 years in the radical improvement of sustainability in buildings through advocacy work and programs with impact at the local, regional and national levels. Our team is prepared to support and deliver this project with our core strengths as leaders, main technical advisors and coordinators of the deep dive BEA Program in Bogotá.

In line with this commitment, CCCS affirms its desire to be a project partner to the "Scaling the SE4ALL Building Efficiency Accelerator (BEA)" and support its activities. CCCS will make an in-kind contribution valued at US$ 136,500 over the 18 months of the project (starting January 2018). In particular, CCCS is willing and able to support the project components related to technical guidance and leadership in the implementation of the BEA Program in Colombia.

Our in-kind contribution will provide the following activities:

A high-level Technical Advisor will continue to work full time in the offices of the City of Bogotá in the implementation of the current workplan of BEA Program for the capital of

Liderando el desarrollo sostenible de la industria de la construcción

Colombia The goals for 2018 include the formalization of a new local energy and water savings policy based on the Implementation Protocol of Resolution 549/15 (a national policy mandating energy efficiency with soft requirements for full fledged adoption), the formulation of a Measurement, Reporting and Verification (MRV) mechanism for such Implementation Protocol, and the design of local incentives to promote higher resources savings. To achieve this, an additional contribution will take form of staff time delivering technical expertise, support and market insights, at high level and expert discussions, workshops, meetings and review of documentation. Additionally, access to adequate office space, meeting rooms and productivity equipment, such as software, office supplies and administrative support.

CCCS welcomes this important initiative between GEF and UNEP, and is pleased to be a part of it. Our team looks forward to continuing our work with UNEP and its partners to accelerate efficient building markets around the world.

Yours sincerely,

Cristina Gamboa
CEO
Consejo Colombiano de Construcción Sostenible, CCCS,
Colombia Green Building Council

CLEAN ENERGY
SOLUTIONS CENTER
ASSISTING COUNTRIES WITH CLEAN ENERGY POLICY

Dr. Naoko Ishii
CEO and Chairperson
Global Environment Facility
1818 H Street, NW, Mail Stop P4-400
Washington, DC 20433

Dear Dr. Ishii,

I have the pleasure to confirm the CLEAN ENERGY SOLUTIONS CENTERS's support of the project "The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change" which we believe will catalyze action to reduce CO2 emissions and make a positive impact on climate change. We believe the BEA Partnership's work to help cities around the world transform their buildings is vital to meeting the Sustainable Energy for All (SEforALL) global goals and wish to continue our support. The CLEAN ENERGY SOLUTIONS CENTER has a track record that is well aligned to the project aims. CLEAN ENERGY SOLUTIONS CENTER has worked for six years implementing building efficiency projects at local, regional and national levels. Our team is prepared to support this project with our core strengths as a technical assistance provider to city governments on efficient buildings policies, regulations, and finance measures.

In line with this commitment, the CLEAN ENERGY SOLUTIONS CENTER affirms its desire to be a project partner to the "The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change" and support its activities. The CLEAN ENERGY SOLUTIONS CENTER will make an in-kind contribution valued at ~$50,000.00 over the 18 months of the project (starting March 2018). The CLEAN ENERGY SOLUTIONS CENTER is willing and able to support the project components related to policies, regulations, programs, finance mechanisms.

Our in-kind contribution will provide the following activities:

- Technical assistance to city, municipal, and other local governments with developing energy efficiency policies, regulations, codes, standards, and regulations for buildings; covering major renovations on existing buildings, and new construction.
- Technical assistance to city, municipal, and other local governments with identifying and assessing finance measures to successfully mobilize investment in buildings efficiency projects
- Capacity building activities such as delivering Webinars presented by experts on buildings efficiency topics that are of importance to government policymakers and others involved in executing decisions

These contributions will take the form of staff time in the provision of technical expertise and market insights, and innovative policy design. This expertise will be delivered remotely via phone and Skype communications, emails, written reports, PowerPoint presentations, and Webinars. It would be possible to send experts to high level workshops to deliver trainings and on-site technical assistance in cases where travel costs are funded by a third party. In these instances, the CLEAN ENERGY SOLUTIONS CENTER would contribute by compensating CLEAN ENERGY SOLUTIONS CENTER staff for their time to prepare relevant training materials, deliver defined training modules, and provide follow up to workshop participants on appropriate topics.

The CLEAN ENERGY SOLUTIONS CENTER welcomes this important initiative between GEF and UNEP and is pleased to be a part of it. Our team looks forward to continuing our work with UNEP and its partners to accelerate efficient building markets around the world.

Yours sincerely,

Victoria Healey

Victoria Healey
Director, Clean Energy Solutions Center
National Renewable Energy Laboratory

ENGINEERING TOMORROW

Dr. Naoko Ishii
CEO and Chairperson
Global Environment Facility
1818 H Street, NW, Mail Stop P4-400
Washington, DC 20433

Dear Dr. Ishii,

I have the pleasure to confirm Danfoss's support of the project "The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change" which we believe will catalyze action to reduce CO2 emissions and make a positive impact on climate change. We believe the BEA Partnership's work to help cities around the world transform their buildings is vital to meeting the Sustainable Energy for All (SEforALL) global goals, and wish to continue our support. Danfoss has a track record that is well aligned to the project aims. Danfoss has worked for more than 70 years implementing building efficiency projects at local, regional and national levels. Our team is prepared to support this project with our core strength as a leader and partner within energy efficient technologies and components.

In line with this commitment, Danfoss affirms its desire to be a project partner to the "Scaling the SE4ALL Building Efficiency Accelerator (BEA)" and support its activities. Danfoss will make an in-kind contribution valued at US$35,100 over the 18 months of the project (starting March 2018). In particular, Danfoss is willing and able to support the project components related to technical expertise in the target regions, outreach and awareness, as well as support for coordination and communication among local and global partners and cities working to transform local efficiency markets.

Our in-kind contribution will provide the following activities:

Support the projects in – but not limited to – Eastern Europe, India, China with local technology expertise. On global level, we plan to support awareness raising campaigns on social media, as well as in person during high level conferences such as SEforAll forum, CEM and COP24.

The contribution will take the form of staff time in the provision of technical expertise and market insights, for instance, at high level and expert discussions, workshops, or in the review of documentation to verify outcomes, in support of cities and the market to take action.]

Danfoss welcomes this important initiative between GEF and UNEP, and is pleased to be a part of it. Our team looks forward to continuing our work with UNEP and its partners to accelerate efficient building markets around the world.

Yours sincerely,

Julia Panzer
Director, Strategic Communications

Danfoss A/S · Cooling
Nordborgvej 81, DK-6430 Nordborg, Denmark · CVR No.: 20 16 57 15 · Tel.: +45 7488 2222
Julia.Panzer@danfoss.com · www.danfoss.com

ECONOLER
160 Saint-Paul St., Suite 200
Quebec City, QC G1K 3W1
CANADA

December 12, 2017

BY EMAIL

Dr. Naoko Ishii
CEO and Chairperson
Global Environment Facility
1818 H Street, NW, Mail Stop P4-400
Washington, DC 20433

Dear Dr. Ishii,

We have the pleasure to confirm ECONOLER's support of the project "The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change" which we believe will catalyze action to reduce CO2 emissions and make a positive impact on climate change. We believe the BEA Partnership's work to help cities around the world transform their buildings is vital to meeting the Sustainable Energy for All (SEforALL) global goals, and wish to continue our support. ECONOLER has a track record that is well aligned to the project aims. ECONOLER has worked for over 35 years implementing building efficiency projects at local, regional and national levels in Canada and around the world. Our team is prepared to support this project with our core strengths as a one of the world's leading consulting firms in the field of energy efficiency.

In line with this commitment ECONOLER affirms its desire to be a project partner to the "Scaling the SE4ALL Building Efficiency Accelerator (BEA)" and support its activities. ECONOLER will make an in-kind contribution valued at 20 000US$ over the 18 months of the project (starting March 2018). In particular, ECONOLER is willing and able to support the project components related to:

- Partnership: coordination and communication among local and global partners and cities working to transform local efficiency markets
- Technical Assistance: via "light touch" workshops and engagements
- Support to BEA engagement with national governments as part of component 3.

Our in-kind contribution will provide the following activities:

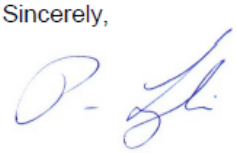
- Support to the identification of potential new members of the BEA at municipal and national levels;
- Reaching out to these stakeholders in efforts to convince them to participate in the initiative
- Participation in BEA webinars and other online platforms

- Organization of training and capacity-building activities such as webinars on building energy efficiency
- Translation of BEA materials into French and potentially other languages
- Advisory services to individual participating cities and potentially national governments to support stakeholders as they move to implement the goals under Phase II of the BEA.

The contribution will take the form of staff time in the provision of technical expertise and market insights, for instance, at high level and expert discussions, workshops, or in the review of documentation to verify outcomes, in support of cities and the market to take action.

ECONOLER welcomes this important initiative between GEF and UNEP, and is pleased to be a part of it. Our team looks forward to continuing our work with UNEP and its partners to accelerate efficient building markets around the world.

Sincerely,



Pierre Langlois
President

PL/mht

GBPN
Global Buildings Performance Network

Building Policies for a Better World

19 January 2018

Dr. Naoko Ishii
CEO and Chairperson
Global Environment Facility
1818 H Street, NW, Mail Stop P4-400
Washington, DC 20433

Dear Dr. Ishii,

I have the pleasure to confirm the Global Building Performance Network's (GBPN) support of the project "The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change", which we believe will catalyze action to reduce CO_2 emissions and make a positive impact on climate change mitigation. We believe the BEA Partnership's work to help cities around the world transform their buildings is vital to meeting the Sustainable Energy for All (SEforALL) global goals, and wish to continue our support. GBPN has a track record that is well aligned with the project aims, having worked for more than six years supporting development and implementation of building efficiency policies at local, regional, and national levels. Our team is prepared to support this project with our core strengths as a trusted source of evidence on building energy policy best-practices relevant to cities, sub-national, and national jurisdictions globally.

In line with this commitment, GBPN affirms its desire to be a project partner to the "Scaling the SE4ALL Building Efficiency Accelerator (BEA)" and support its activities. GBPN will make an in-kind contribution valued at US$67,000 for work conducted throughout the year of 2018. In particular, GBPN is willing and able to provide in-kind support to the project components related to the following activities:

Partnership *Commitments by global and local partners and cities to transform local efficiency markets*	Staff time for materials development & review
Technical Assistance *Via "light touch" workshops and engagements*	High-level expert participation in webinars & calls
Place-Based Market Transformation *for policy and action "deep dives"*	High-level expert collaboration on presentation materials for presentation by local experts
Performance Measurement, Knowledge Management, and Information Dissemination	Ongoing support of Building Energy Policy Scenario (BEPS) Tools, Policy Best Practice Tools for New Buildings and Renovation, development of the Cities Knowledge Centre for Building Energy Policies, and access to expert networks supported by www.gbpn.org

The GBPN welcomes this important initiative of the GEF and UNEP, and is pleased to be a part of it. Our team looks forward to working with UNEP and its partners to accelerate the rate of building efficiency.

Yours sincerely,

Heather Thompson
Chair, GBPN Board of Directors

·I·C·L·E·I
Local
Governments
for Sustainability

Secretary General
ICLEI World Secretariat
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Fax: +49-228/976 299-01
Email: secretary.general@iclei.org
Web: www.iclei.org
Twitter: @ICLEI

Legally represented by
ICLEI e.V., Bonn

ICLEI is the leading global network of more than 1,500 cities, towns and regions committed to building a sustainable future.

Dr. Naoko Ishii
CEO and Chairperson
Global Environment Facility
1818 H Street, NW, Mail Stop P4-400
Washington, DC 20433

Bonn/Germany, Date 16/01/2018

Dear Dr. Ishii,

I have the pleasure to confirm the support of ICLEI – Local Governments for Sustainability (ICLEI) for the follow up of the project "The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change" which we believe will catalyze action to reduce CO_2 emissions and make a positive impact on climate change. We believe the BEA Partnership's work to help cities around the world transform their buildings is vital to meeting the Sustainable Energy for All (SEforALL) global goals, and wish to continue our support. ICLEI has a track record that is well aligned to the project aims. ICLEI has worked for many years implementing building efficiency projects at local, regional and national levels. Our team is prepared to support this project with our core strengths as a 25-year old city network with a global reach of more than 1,500 members local governments (cities, towns and regions).

In line with this commitment, ICLEI affirms its desire to be a project partner to the "Scaling the SE4ALL Building Efficiency Accelerator (BEA)" phase II and support its activities. ICLEI will make an in-kind contribution valued at US$ 115,000 over the 18 months of the project (starting March 2018). In particular, ICLEI is willing and able to support the project components related to outreach, light touch and deep dive activities.

ICLEI's intellectual contributions, building on its extensive history working with cities, towns and regions around the world will include the use and maintenance of the **carbon*n* Climate Registry (cCR)** – the global reporting platform for local and subnational governments, which has been already used in BEA phase 1 and will continue to be used in the second phase of BEA by all communities to report activities and progress made.

On top of that, ICLEI will include the use and maintenance of the **Solutions Gateway – Low Carbon solutions for Urban development Challenges** (guidance to local governments).

ICLEI welcomes this important initiative between GEF and UNEP, and is pleased to be a part of it. Our team looks forward to continuing our work with UNEP and its partners to accelerate efficient building markets around the world.

Yours sincerely,

Gino Van Begin
Secretary General

INVESTOR CONFIDENCE PROJECT

Dr. Naoko Ishii
CEO and Chairperson
Global Environment Facility
1818 H Street, NW, Mail Stop P4-400
Washington, DC 20433

Dear Dr. Ishii,

As the Senior Adviser to the Investor Confidence Project I have the pleasure in confirming The Investor Confidence Project's (ICP) support of the project "The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change" which we believe will catalyze action to reduce CO_2 emissions and make a positive impact on climate change. We believe the BEA Partnership's work to help cities around the world transform their buildings is vital to meeting the Sustainable Energy for All (SEforALL) global goals, and wish to continue our support. ICP has a track record that is well aligned to the project aims. ICP has worked for 7 years implementing building efficiency projects at local, regional and national levels. Our team is prepared to support this project with our core strengths as a developing tools and resources for investors, owners and developers to use to provide more bankable projects.

In line with this commitment, ICP affirms its desire to be a project partner to the "Scaling the SE4ALL Building Efficiency Accelerator (BEA)" and support its activities. ICP will make an in-kind contribution valued at $80,000 over the 18 months of the project (starting March 2018). In particular, ICP is willing and able to support the project components related to tool development and the delivery of these tools and resources through training programs and thought leadership webinars.

Our in-kind contribution will provide the following activities:

- Providing nationally and internationally-relevant building energy renovation project guidance for commercial and multi-family renovation projects in order to harmonize project delivery and allow for aggregation of projects into securitizable portfolios.

- Providing professional training and certification materials, and when appropriate direct training and train the trainer training for Project Developers, Quality Assurance Agents, Financiers and Software Developers.

- Providing market development facilitation to encourage and initiate relationship between project developers and financing entities, through presentations, forums, and network development.

The contribution will take the form of staff time in the provision of technical expertise, market insights, training materials and resource development in support of cities and the market to take action.

ICP welcomes this important initiative between GEF and UNEP, and is pleased to be a part of it. Our team looks forward to continuing our work with UNEP and its partners to accelerate efficient building markets around the world.

Yours sincerely,

Dr. Steven Fawkes
Director, EnergyPro Ltd
Senior Adviser, Investor Confidence Project Europe

EnergyPro Ltd
83 Greenhill, Prince Arthur Rd., London, NW3 5TX, United Kingdom

International Energy Agency
Secure Sustainable Together

Dr. Naoko Ishii
CEO and Chairperson
Global Environment Facility
1818 H Street, NW, Mail Stop P4-400
Washington, DC 20433

Dear Dr. Ishii,

I have the pleasure to confirm that the International Energy Agency (IEA) plans to support of the project "The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change" which we believe will catalyze action to reduce CO2 emissions and make a positive impact on climate change. We believe the BEA Partnership's work to help cities around the world transform their buildings is vital to meeting the Sustainable Energy for All (SEforALL) global goals, and wish to continue our support.

IEA affirms its desire to be a project partner to the "Scaling the SE4ALL Building Efficiency Accelerator (BEA)". The project aims align very well with IEA's global efforts in energy efficiency, including implementation efforts in the key emerging economies, as a global leader in building energy data, tracking progress and energy efficiency training in collaboration with IEA's Energy Efficiency in the Emerging Economies programme. The IEA plans to undertake a range of relevant activities that will benefit the goals of the BEA. IEA estimates that these activities equate in value to an in-kind contribution of US$ 850,000 over the 18 months of the project (starting March 2018). IEA's in-kind contribution will include the following activities:

- IEA's Energy Efficiency in the Emerging Economies energy efficiency national collaboration and coordination
- IEA's Energy Efficiency in the Emerging Economies Training Weeks
- IEA's Global Exchange to track and share information on energy, policy and projects globally
- IEA's efforts to support the Global Alliance for Buildings and Construction Global Status Report

The IEA welcomes this important initiative between GEF and UNEP, and is pleased to be a part of it. Our team looks forward to continuing our work with UNEP and its partners to accelerate efficient building markets around the world.

Yours sincerely,

Brian Motherway
Head of Energy Efficiency, IEA

31-35 rue de la Fédération, 75739 Paris Cedex 15, France
Tel +33 (0)1 40 57 65 00 Fax +33 (0)1 40 57 65 09
Website: www.iea.org

Dr. Naoko Ishii
CEO and Chairperson
Global Environment Facility
1818 H Street, NW, Mail Stop P4-400
Washington, DC 20433

Dear Dr. Ishii,

I have the pleasure to confirm IFC's support of the project "The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change" which we believe will catalyze action to reduce CO2 emissions and make a positive impact on climate change. We believe the BEA Partnership's work to help cities around the world transform their buildings can help meet the Sustainable Energy for All (SEforALL) global goals, and we wish to continue our support. IFC has a track record that is well aligned to the project aims. IFC has invested over $3 billion in green building projects and has launched the EDGE voluntary green building certification which has so far been used to certify over 1.7 million square meters of floor space. IFC has worked on green building codes in many countries, resulting so far in 42 million square meters of code-compliant construction in Vietnam, Indonesia and Philippines. Our team is prepared to support this project with our core strengths as a financial innovator, a standard setter and an investor in green building projects.

In line with this commitment, IFC affirms its desire to be a project partner to the "Scaling the SE4ALL Building Efficiency Accelerator (BEA)" and support its activities. IFC will make an in-kind contribution valued at US$1,213,350 over the 18 months of the project (starting March 2018). In particular, IFC is willing and able to support the project components related to voluntary certification and building labelling.

Our in-kind contribution will support the following activities:

- Improvements and maintenance of the EDGE voluntary certification IT platform, and design software
- Webinars to introduce the EDGE voluntary certification approach to users and stakeholders
- Staff time dedicated to help the coordination of EDGE Program and the Building Efficiency Accelerator Program to maximize synergies and realize greater impacts through collaboration.

IFC welcomes this important initiative between GEF and UNEP, and is pleased to be a part of it. Our team looks forward to continuing our work with UNEP and its partners to accelerate efficient building markets around the world.

Yours sincerely,

Marcene D. Mitchell
Senior Manager, Climate Strategy and Business Development, Climate Business Department

GEF Co-financing letter template – February 28, 2018

Mrs. Naoko Ishii
CEO and Chairperson
Global Environment Facility
1818 H Street, NW, Mail Stop P4-400
Washington, DC 20433

Dear Mrs. Ishii,

I have the pleasure to confirm Ingersoll Rand's support of the project "Scaling the SE4ALL Building Efficiency Accelerator (BEA)" which we believe will catalyze action to reduce CO2 emissions and make a positive impact on climate change. Ingersoll Rand has a track record that is well aligned to the project aims. Ingersoll Rand has worked for many years implementing building efficiency projects at local, regional and national levels, in particular through partnerships with other organizations who will also support this project. Our team is prepared to support this project with our core strengths as a manufacturer and service provider of efficient heating and cooling solutions for buildings.

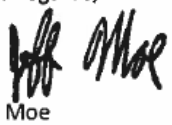
In line with this commitment, Ingersoll Rand affirms its desire to be a project partner to the "Scaling the SE4ALL Building Efficiency Accelerator (BEA)" and support its activities. Ingersoll Rand will make an in-kind contribution valued at US$409,796 over the 18 months of the project (starting April 2018).

Our in-kind contribution will provide the following activities:

- Staff time on general ongoing BEA activities
- Participation BEA workshops and follow-on working group opportunities/needs
- Travel costs for in-person BEA-related events
- Other Ingersoll Rand spending on items closely aligned with the BEA mission including thought-leading market research, convening stakeholders, workshops, and sponsorships of events aligned with BEA's purposes

Ingersoll Rand welcomes this important initiative of the GEF and UNEP, and is pleased to be a part of it. Our team looks forward to working with UNEP and its partners to accelerate the rate of building efficiency.

Best Regards,



Jeff Moe
Global Director, Energy Policy & Product Advocacy

International Partnership for Energy Efficiency Cooperation

31-35 rue de la Fédération
75015 Paris
France
www.ipeec.org
Tel: +33 (0)1 40 57 65 24

Paris, May 7, 2018

Dr. Naoko Ishii
CEO and Chairperson
Global Environment Facility
1818 H Street, NW, Mail Stop P4-400
Washington, DC 20433

Dear Dr. Ishii,

I have the pleasure to confirm IPEEC's support of the project "The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change" which we believe will catalyze action to reduce CO2 emissions and make a positive impact on climate change. We believe the BEA Partnership's work to help cities around the world transform their buildings is vital to meeting the Sustainable Energy for All (SEforALL) global goals, and wish to continue our support. IPEEC has a track record that is well aligned to the project aims. IPEEC has worked for 8 years to encourage implementation building energy efficiency policies at national levels. Our team is prepared to support this project with our core strengths as promoting a better articulation between national EE policies with local implementation at local level, particularly in cities.

In line with this commitment, IPEEC affirms its desire to be a project partner to the "Scaling the SE4ALL Building Efficiency Accelerator (BEA)" and support its activities. IPEEC will make an in-kind contribution valued at US$10 000 (Ten Thousand US$) over the 18 months of the project (starting March 2016). In particular, IPEEC is willing and able to support the project components related to Partnership expansion: Global and local partnerships of businesses, NGOs, local governments, and national governments scale up efficiency markets.
Our in-kind contribution will provide the following activities: elevate support for building efficiency, and at the technical level to support the building efficiency actions in specific cities. The contribution will take the form of staff time in the provision of technical expertise and expert discussions in support of cities and the market to take action.
IPEEC welcomes this important initiative between GEF and UNEP, and is pleased to be a part of it. Our team looks forward to continuing our work with UNEP and its partners to accelerate efficient building markets.

Yours sincerely,

Benoît Lebot
Executive Director – IPEEC Secretariat
Benoit.lebot@ipeec.org

Argentina
Australia
Brazil
Canada
China
European Union
France
Germany
India
Italy
Japan
Mexico
Russian Federation
South Africa
South Korea
United Kingdom
United States

Dr. Naoko Ishii
CEO and Chairperson
Global Environment Facility
1818 H Street, NW, Mail Stop P4-400
Washington, DC 20433

Dear Dr. Ishii,

I have the pleasure to confirm Johnson Controls' support for the project "Scaling the SE4ALL Building Efficiency Accelerator (BEA)" which we believe will catalyze action to reduce CO2 emissions and make a positive impact on the environment. Johnson Controls has worked in the field of energy efficiency in buildings for over 130 years and is a recognized global leader in the building technology and solutions. Our building technologies and solutions business is prepared to support this project leveraging our core offerings of heating and cooling technology, energy services and financial solutions focused on improving building and district energy system efficiency.

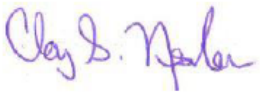
In line with this commitment, Johnson Controls affirms its desire to be a project partner to the "Scaling the SE4ALL Building Efficiency Accelerator (BEA)" and support its activities. Johnson Controls will make an in-kind contribution valued at US$ 403,750 over the 18 months of the project (starting March 2018). As the industry co-convener of the Building Efficiency Accelerator, Johnson Controls will support all four project components.

Johnson Controls will support the following activities to the Building Efficiency Accelerator:

- Serve as a leading expert on energy performance contracting and building efficiency technology, devoting staff time to the provision of technical expertise and market insights
- Provide best practices documentation and tools on building efficiency for use by the BEA Partners and cities
- Assist with trainings, webinars, and use of building efficiency tools
- Leverage its network and expertise on public-private collaboration to expand and strengthen the BEA Partnership and to assist BEA Cities with stakeholder engagement
- Represent the BEA at global engagements and provide ongoing strategic guidance to the partnership

Johnson Controls appreciates the support of the GEF and UNEP for this important initiative. Our company looks forward to working with UNEP and its partners to accelerate the rate of improvement and increase the scale of investments in this critical sector.

Yours sincerely,



Mr. Clay Nesler
Vice President, Global Sustainability and Industry Initiatives
Johnson Controls – Industry Co-Convener of the Building Efficiency Accelerator

Dr. Naoko Ishii
CEO and Chairperson
Global Environment Facility
1818 H Street, NW, Mail Stop P4-400
Washington, DC 20433

Dear Dr. Ishii,

I have the pleasure to confirm Natural Resources Defense Council's (NRDC) support of the project "The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change" which we believe will catalyze action to reduce CO2 emissions and make a positive impact on climate change. We believe the BEA Partnership's work to help cities around the world transform their buildings is vital to meeting the Sustainable Energy for All (SEforALL) global goals, and wish to continue our support. NRDC has a track record that is well aligned to the project aims. NRDC has worked for over 40 years implementing building efficiency projects at local, regional and national levels. Our team is prepared to support this project with our core strengths as experts and knowledge partners on energy efficient building codes in Indian cities.

In line with this commitment, NRDC affirms its desire to be a project partner to the "Scaling the SE4ALL Building Efficiency Accelerator (BEA)" and support its activities. NRDC will make an in-kind contribution valued at US$ 2,966 over the 18 months of the project (starting March 2018). In particular, NRDC is willing and able to support the project components related to technical assistance and capacity building for efficiency actions in cities ("Light touch").

Our in-kind contribution will provide the following activities: NRDC helps share international best practices based on our experiences in Andhra Pradesh and Telangana implementing energy efficient building codes at the state and local level.

NRDC welcomes this important initiative between GEF and UNEP, and is pleased to be a part of it. Our team looks forward to continuing our work with UNEP and its partners to accelerate efficient building markets around the world.

Yours sincerely,

Anjali Jaiswal
Senior Director, International Program
Natural Resources Defense Council

NATURAL RESOURCES DEFENSE COUNCIL
111 SUTTER STREET | SAN FRANCISCO, CA | 94104 | T 415.875.6100 | F 415.875.6161 | NRDC.ORG

PHILIPS

Dr. Naoko Ishii
CEO and Chairperson
Global Environment Facility
1818 H Street, NW, Mail Stop P4-400
Washington, DC 20433

Eindhoven, 15 December 2017

Dear Dr. Ishii,

I have the pleasure to confirm Philip Lighting's support of the project "The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change" which we believe will catalyze action to reduce CO2 emissions and make a positive impact on climate change. We believe the BEA Partnership's work to help cities around the world transform their buildings is vital to meeting the Sustainable Energy for All (SEforALL) global goals, and wish to continue our support. As one of the foundation partners of SEforALL, Philips Lighting has a strong track record that is well aligned to the project aims. For many year Philips Lighting has been a strong advocate and leader in implementing building efficiency projects at local, regional and national levels. Our team is prepared to support this project with our core strengths in promoting energy efficient lighting solutions for 'Net Zero Energy' (for new buildings), and Accelerated 'Renovation (for the existing building stock).

In line with this commitment, Philips Lighting affirms its desire to be a project partner to the "Scaling the SE4ALL Building Efficiency Accelerator (BEA)" and support its activities. Phillips Lighting will make an in-kind contribution valued at US$ 230,000 over the 18 months of the project (starting March 2018). In particular, Philips Lighting is willing and able to support the project components related to staff time, expertise, events, publications, regulations, calls to action.

Our in-kind contribution will provide the following activities:

The contribution will take the form of staff time in the provision for instance, at high level and expert discussions, workshops, in the review of documentation to verify outcomes, launch of dedicated publications as well as support of relevant buildings regulations to raise awareness, accelerated buildings renovation rates, leapfrog to the most efficient technologies and support cities and markets to take action. Philips Lighting welcomes this important initiative between GEF and UNEP, and is pleased to be a part of it. Our team looks forward to continuing our work with UNEP and its partners to accelerate efficient building markets around the world.

Yours sincerely,

Harry Verhaar
Head, Global Public and Government Affairs
Philips Lighting

Philips Lighting BV
High Tech Campus 48
Tel: +86 21 5389 8000

Pacific Northwest
NATIONAL LABORATORY
Proudly Operated by **Battelle** *Since 1965*

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509-372-4008
Barb.hays@pnnl.gov
www.pnnl.gov

December 5, 2017

Dr. Naoko Ishii
CEO and Chairperson
Global Environment Facility
1818 H Street, NW, Mail Stop P4-400
Washington, DC 20433

Dear Dr. Ishii,

I have the pleasure to confirm Pacific Northwest National Laborory's support of the project "The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change" which we believe will catalyze action to reduce CO2 emissions and make a positive impact on climate change. We believe the BEA Partnership's work to help cities around the world transform their buildings is vital to meeting the Sustainable Energy for All (SEforALL) global goals, and wish to continue our support. PNNL has a track record that is well aligned to the project aims. PNNL has worked for more than 25 years in implementing building efficiency projects at local, regional and national levels. Our team is prepared to support this project with our core strengths as a partner on building energy codes.

In line with this commitment, the Pacific Northwest National Laboratory (PNNL) affirms its desire to be a project partner to the "Scaling the SE4ALL Building Efficiency Accelerator (BEA)" and support its activities. As a U.S. Department of Energy National Laboratory, PNNL is uniquely positioned to meet the reqirements of this opportunity as we have on-going funded projects that will contribute to the BEA project objectives. In particular, PNNL has existing, ongoing projects in India and Vietnam to support building energy code implementation at national and local levels. Materials developed through these projects, such as analysis of buiding energy codes, training materials, and compliance checking document, will be used to support BEA's components related to building energy codes.

This work will specifically contribute to the BEA project goals as follows: Increasing awareness of building energy efficiency, developing tools to scale up buiding energy code implementation, and developing guidelines to improve compliance with building energy code.

The contribution will take the form of staff time on funded projects that are valued at $115,000.00 delivering on technical objectives that have direct relevance and application to the BEA project, the results of which will be shared and disseminated in workshops and published reports that facilitate building energy code implementation.

U.S. DEPARTMENT OF
ENERGY

PNNL welcomes this important initiative between GEF and UNEP, and is pleased to be a part of it. Our team looks forward to continuing our work with UNEP and its partners to accelerate efficient building markets around the world.

Sincerely,

Barb Hays
Senior Contracts Specialist

tecnalia Inspiring Business

www.tecnalia.com

Dr. Naoko Ishii
CEO and Chairperson
Global Environment Facility
1818 H Street, NW, Mail Stop P4-400
Washington, DC 20433

Dear Dr. Ishii,

I have the pleasure to confirm TECNALIA's support of the project "The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change" which we believe will catalyze action to reduce CO2 emissions and make a positive impact on climate change. We believe the BEA Partnership's work to help cities around the world transform their buildings is vital to meeting the Sustainable Energy for All (SEforALL) global goals, and wish to continue our support. TECNALIA has a track record that is well aligned to the project aims. TECNALIA has worked for more than 15 years implementing building efficiency projects at local, regional and national levels. Our team is prepared to support this project with our core strengths as Technical Working Group Leaders.

In line with this commitment, TECNALIA affirms its desire to be a project partner to the "The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change" and support its activities. TECNALIA will make an in-kind contribution valued at US$ 412.000 over the 18 months of the project (starting March 2018). In particular, TECNALIA is willing and able to support the project components related to Partnership expansion, Technical assistance and capacity building for efficiency actions in cities and Place-based market transformation partnerships for policy and project implementation.

Our in-kind contribution will provide the following activities:

- Support for "light touch" activities
- Participation in meetings and coordination activities
- Organisation and participation of Deep Dive in different cities
- Contribution to technical activities and roadmap elaboration and review
- Publications and reporting

The contribution will take the form of staff time in the provision of technical expertise and market insights, for instance, for the above activities, at high level and expert discussions, workshops, or in the review of documentation to verify outcomes, in support of cities and the market to take action.

TECNALIA welcomes this important initiative between GEF and UNEP, and is pleased to be a part of it. Our team looks forward to continuing our work with UNEP and its partners to accelerate efficient building markets around the world.

Yours sincerely,

Javier Urreta
Director of Sustainable Construction Division
TECNALIA Research & Innovation

tecnalia Inspiring Business
Fundación TECNALIA Research & Innovation

Economy Division

UN environment
United Nations
Environment Programme

10 April 2018

Subject: UN Environment co-finance for the project: "The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change" (GEF ID 9947)

Dear Kelly,

I hereby confirm the support of UN Environment to the GEF project: "The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change". Our support would be $20,000, comprising the following activities and human resources:

- $15,000 in-kind contribution for the mitigation and city workshops, building on UN Environment's existing portfolio of building energy efficiency and cities projects, including the Global Alliance for Buildings and Construction Finance workstream, the Sustainable Public Procurement programme of the One Planet Network, and the District Energy in Cities Initiative.
- $5,000 of staff time and travel from the Chief, Climate and Energy Branch, to participate in the BEA Steering Committee meetings and related events.

We welcome the 2nd phase of this GEF-funded initiative supporting SEforALL, and are pleased to be part of it. Our team looks forward to continuing working with WRI and the other project partners.

Yours sincerely,

Mark Radka
Chief, Energy and Climate Branch

Kelly West
GEF Executive Coordinator

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FOUNDERS
David Gottfried
Michael Italiano
S. Richard Fedrizzi

January 18, 2017 (rev. March 27, 2018)

Dr. Naoko Ishii
CEO and Chairperson
Global Environment Facility
1818 H Street, NW, Mail Stop P4-400
Washington, DC 20433

Dear Dr. Ishii,

I have the pleasure to confirm the U.S Green Building Council's (USGBC) support of the project "The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change" which we believe will catalyze action to reduce CO2 emissions and make a positive impact on climate change. We believe the BEA Partnership's work to help cities around the world transform their buildings is vital to meeting the Sustainable Energy for All (SEforALL) global goals, and wish to continue our support.

USGBC has a mission that is well aligned to the project aims: *To transform the way buildings and communities are designed, built and operated, enabling an environmentally and socially responsible, healthy, and prosperous environment that improves the quality of life for all.*

We bring a track record of commitment to international sustainable development programs: USGBC has worked for over twenty years to facilitate building efficiency at local, regional and national levels through engaging the building sector in our network, providing education, recognizing best practices, and rewarding success, through a suite of platforms and tools, including the LEED, or Leadership in Energy and Environmental Design, rating system for buildings, portfolios, and cities; the Arc data platform; certification of additional systems such as EDGE; and administering professional credentials.

In line with this commitment, USGBC affirms its desire to be a project partner to the "Scaling the SE4ALL Building Efficiency Accelerator (BEA)" and support its activities. USGBC will make an in-kind contribution over the 18 months of the project (starting March 2018). In particular, USGBC is willing and able to support the project components related to knowledge sharing, consulting with member jurisdictions, producing relevant webinars and materials, and promoting the BEA. Our in-kind contribution will total an estimated $135,600, and include the following activities:

> USGBC will continue to provide technical advice to member jurisdictions interested in implementing incentive policies, challenge programs, and other measures related to above-code construction. We will also continue to present webinars, support events, and develop written materials to educate member jurisdictions and the general public on the benefits of above-code construction and the variety of ways in which jurisdictions can encourage, incentivize, or mandate increased efficiency levels in buildings. We will support the BEA and participating cities with building data collections in gbig.org. We will also inform our networks in relevant cities and countries to promote engagement in the BEA cities' activities. Additionally, USGBC will continue to help communications efforts to support the BEA.

USGBC welcomes this important initiative between GEF and UNEP, and is pleased to be a part of it. Our team looks forward to continuing our work with UNEP and its partners to accelerate efficient buildings in cities around the world.

Yours sincerely,

Elizabeth R. Beardsley, P.E.
Senior Policy Counsel
U.S. Green Building Council

December 8, 2017

Dr. Naoko Ishii
CEO and Chairperson
Global Environment Facility
1818 H Street, NW, Mail Stop P4-400
Washington, DC 20433

Dear Dr Ishii,

I have the pleasure to confirm World Green Building Council (WorldGBC)'s on-going support of the project "The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change", which we believe will catalyse action to reduce CO2 emissions and make a positive impact on climate change. We believe the BEA Partnership's work to help cities around the world transform their buildings is vital to meeting the Sustainable Energy for All (SEforALL) global goals, and wish to continue our support. WorldGBC has a track record that is well aligned to the project aims. WorldGBC has worked for 10 years implementing building efficiency projects at local, regional and national levels, through our 73 national Green Building Councils (GBCs).

WorldGBC is proud to have been an active partner in the BEA to-date. Through the participation of both WorldGBC and, currently, eight of our member Green Building Councils (GBCs), we have and continue to believe in the potential of the BEA. For a summary of the efforts of our GBCs to-date, see the feature on the BEA which we included in our 2016-2017 Annual Report.

In line with this commitment, WorldGBC affirms its desire to be a project partner to the "Scaling the SE4ALL Building Efficiency Accelerator (BEA)" and support its activities. WorldGBC will make an in-kind contribution valued at **US$ 186,000** over the 18 months of the project (starting March 2018). In particular, WorldGBC is willing and able to support in different ways each of the four main project components.

Our in-kind contribution will provide the following activities:

- Partnership – Continue to attend BEA city events and continue to promote the BEA at WorldGBC and GBC events. We will also communicate the activities and impact of the BEA at other high-level expert discussions and fora;
- Several GBCs will continue to support BEA cities with technical assistance, including the design and implementation of their selected policies/programs and liaising with private-sector stakeholders;
- Share WorldGBC work product and intellectual property, including both public and privately-held market insights, survey responses, etc.
- Continue to serve on the BEA Steering Committee

WORLD GREEN BUILDING COUNCIL

WorldGBC welcomes this important initiative of the GEF and UNEP, and is pleased to continue to be a part of it. Our team looks forward to working with UNEP, and its partners to accelerate efficient building markets around the world.

Yours sincerely,

Terri Wills
CEO, World Green Building Council

WORLD
RESOURCES
INSTITUTE

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March 8, 2018

Dr. Naoko Ishii
CEO and Chairperson
Global Environment Facility
1818 H Street, NW, Mail Stop P4-400
Washington, DC 20433

Dear Dr. Ishii,

I have the pleasure to confirm World Resources Institute's support for the project "The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change" which we believe will catalyze action to reduce CO2 emissions and make a positive impact on the environment. The World Resources Institute's WRI Ross Center for Sustainable Cities and its affiliates have worked in the field of urban sustainable solutions for over 15 years and it has been the coordinating partner of the Building Efficiency Accelerator since inception. WRI is prepared to continue supporting this project by leveraging our core competencies for stakeholder convening, partnership coordination, public sector policy and project development, and sustainable solutions for national and local stakeholders and the private sector.

In line with this commitment, World Resources Institute (WRI) affirms its desire to be a project partner to the project "The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change" and support its activities. WRI will make an in-kind contribution valued at US$ 1,023,899 over the 18 months of the project (starting March 2018). As the co-convener of the Building Efficiency Accelerator, WRI will support all four project components.

WRI will support the following activities for the Building Efficiency Accelerator:

- Leverage its network to expand, strengthen, and lead the BEA Partnership
- Supplement project staff time, executive and strategic leadership, and communications & logistical support for work across all components
- Strengthen linkages between the BEA and broader urban energy, energy access, and advanced energy technology work here at WRI and across the globe
- Host and assist with webinars, training sessions, and regional workshops on behalf of the BEA partnership
- Assist with trainings, webinars, and use of building efficiency tools
- Leverage its network and expertise on public-private collaboration to expand and strengthen the BEA Partnership and to assist BEA Cities with stakeholder engagement
- Carry out building efficiency research in support of the partnership's work
- Leverage and build out material from our existing publication, tools, and resources in support of BEA city progress

WORLD
RESOURCES
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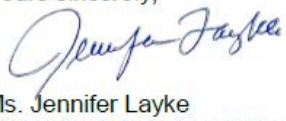
WRI appreciates the support of the GEF and UNEP for this important initiative. Our company looks forward to working with UNEP and its partners to accelerate the rate of improvement and increase the scale of investments in this critical sector.

Yours sincerely,



Ms. Jennifer Layke
Director, Global Energy Program
World Resources Institute

ANNEX M: ENVIRONMENTAL, SOCIAL AND ECONOMIC REVIEW NOTE (ESERN)

I. Project

Identification	01618
Project Title	The SEforALL Building Efficiency Accelerator (BEA): Expanding Local Action and Driving National Change
Managing Division	Economy Division
Type/Location	Global
Region	Global
List Countries	Global
Project Description	The Building Efficiency Accelerator includes 4 program elements: 1) Global, national, and local **public-private partnerships** transform local markets for building efficiency 2) **Technical assistance and capacity building** for efficiency actions in all BEA cities ("Light touch") 3) **Place-based market transformation partnerships** for policy and project implementation ("Deep Dive") 4) **Monitoring results** Within this program, three innovative elements differentiate the BEA from other technical assistance programs and from typical business engagements through industry associations: 1) Public-private collaboration, with local stakeholders providing tangible inputs to public sector commitments and decision-making 2) Leveraging partners' technical knowledge to provide technical capacity and expertise on building efficiency topics, supporting cities with common agendas and engaging across cities 3) Leadership to scale from initial projects to scaled programs and from initial local policies to national policy, including pilots connecting city leadership to the national agenda
Estimated duration of project:	18 months
Estimated cost of the project:	$2 million (GEF grant)

II. Environmental Social and Economic Screening Determination

A. Summary of the Safeguard Risks Triggered

Safeguard Standard Triggered by the Project	Impact of Risk[21] (1-5)	Probability of Risk (1-5)	Significance of Risk (L, M, H)
SS 1: Biodiversity, natural habitat and Sustainable Management of Living Resources	1	1	L
SS 2: Resource Efficiency, Pollution Prevention and Management of Chemicals and Wastes	1	2	L
SS 3: Safety of Dams *(or other infrastructure)*	3	1	L
SS 4: Involuntary resettlement	1	1	L
SS 5: Indigenous peoples	1	1	L
SS 6: Labor and working conditions	3	1	L
SS 7: Cultural Heritage	1	1	L
SS 8: Gender equity	2	1	L
SS 9: Economic Sustainability	2	2	L
Additional Safeguard questions for projects seeking GCF-funding (Section IV)			

B. ESE Screening Decision[22] (Refer to the UNEP ESES Framework (Chapter 2) and the UNEP's ESES Guidelines.)

Low risk ■ Moderate risk ☐ High risk ☐ Additional information required ☐

C. Development of ESE Review Note and Screening Decision:

Prepared by: Name: Debbie Weyl_____ Date: 22 Mar 2018

Safeguard Advisor: Name: Yunae Yi_____ Date: 7 May 2018

Task Manager: Name: Ruth Coutto_____ Date: 8 May 2018

D. Recommended further action from the Safeguard Advisor:

This project is likely to be in the low safeguard risk category as its focus is on private-public partnership, BE technology sharing and related capacity building. The project mainly focuses on improving

[21] Refer to UNEP Environment, Social and Economic Sustainability (ESES): Implementation Guidance Note to assign values to the Impact of Risk and the Probability of Risk to determine the overall significance of Risk (Low, Moderate or High).

[22] **Low risk**: Negative impacts negligible: no further study or impact management required.

Moderate risk: Potential negative impacts, but less significant; few if any impacts irreversible; impact amenable to management using standard mitigation measures; limited environmental or social analysis may be required to develop a ESEMP. Straightforward application of good practice may be sufficient without additional study.

High risk: Potential for significant negative impacts, possibly irreversible, ESEA including a full impact assessment may be required, followed by an effective safeguard management plan.

building/construction codes, policies at the local and national level to improve the energy and GHG emission reduction. Policies on building itself is not likely to have direct and major safeguard issues, but its application down the line can have lasting and macro scale impact, especially on SS 2, 3, 6 and 9. Indirect and unintended side effects through the policies should be carefully thought through along the project implementation.

The project demonstrates strong engagement of stakeholders based on the lessons learned so far. However, stakeholders seem to refer mainly to local governments and private sector. It will be good to reflect the concerns of demand sides (users) such as environmental NGOs or consumers. Consumers or users of buildings are diverse gender and socio-economic groups who have diverse range of affordability, utility, consumption and production patterns and concerns on buildings. Understanding on such aspects will help in guiding the policy formulation and assuring implementation. The project team demonstrated its commitment for expanded Gender Equality and Women's Empowerment section of the CEO Endorsement Document (section A.4.) and the Gender Action Plan takes this into account. The team intends to "Integrate engagement of civil society organizations representing women and/or gender equality at the initial action prioritization stage." This would include the perspectives of environmental NGOs and consumers.

It also includes the demonstration activities to showcase the local public and policy makers. Therefore, SS2 on Engagement of local building and construction sector can come out clearer in the project document. Local and national policies can bring technical support and use of locally available materials when applicable. According to the project team, the BEA plans to take a stakeholder-driven approach specifically to ensure that the local context (including materials, traditional housing concerns, techniques, and construction approaches) is incorporated into all prioritization and project/policy planning. As in the comment above, making sure that the integration of civil society groups that represent all elements of the local area will enhance this even further.

SS 3: While UN Environment safeguards policy for SS 3 is only for the dams, it is clear that similar concerns exist for other infrastructure projects. We realized this after the policy was established and it needs to be modified in the next revision phase. Since this concerns construction, I would like to ask you to interpret this SS in a broader infrastructure context. Any safety issues in terms of building design, execution or concerns for local residents and pedestrians should be factored in the relevant policies and the construction sites. The project team responded by stating that local BEA partnerships are co-led by city governments and local partners. The team and the partners will ensure that all relevant policies for local resident safety are applied. Safety in terms of building design will be vetted by a local technical working group that is assembled within the local partnership.

SS 6: The project team should avoid possible substandard contracts by the construction companies. The project team should go through the SS 6 carefully and ensure that there is no violation of labor standards as this can cause grievance issues against the project. The project team stated its commitment that all relevant policies for contract procurement, including labor standards, are applied.

SS 9: Financing mechanisms and the costs of constructing efficient buildings should be considered.

III. ESES Principle and Safeguard checklist

Precautionary Approach
The project will take precautionary measures even if some cause and effect relationships are not fully established scientifically and there is risk of causing harm to the people or to the environment.
Human Rights Principle
The project will make an effort to include any potentially affected stakeholders, in particular vulnerable and marginalized groups; from the decision making process that may affect them.
The project will respond to any significant concerns or disputes raised during the stakeholder engagement process.
The project will make an effort to avoid inequitable or discriminatory negative impacts on the quality of and access to resources or basic services, on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups.[23]

Screening checklist	Y/N/ Maybe	Comment
Safeguard Standard 1: Biodiversity, natural habitat and Sustainable Management of Living Resources		
Will the proposed project support directly or indirectly any activities that significantly convert or degrade biodiversity and habitat including modified habitat, natural habitat and critical natural habitat?	N	
Will the proposed project likely convert or degrade habitats that are legally protected?	N	
Will the proposed project likely convert or degrade habitats that are officially proposed for protection? (e.g.; National Park, Nature Conservancy, Indigenous Community Conserved Area, (ICCA); etc.)	N	
Will the proposed project likely convert or degrade habitats that are identified by authoritative sources for their high conservation and biodiversity value?	N	
Will the proposed project likely convert or degrade habitats that are recognized- including by authoritative sources and /or the national and local government entity, as protected and conserved by traditional local communities?	N	
Will the proposed project approach possibly not be legally permitted or inconsistent with any officially recognized management plans for the area?	N	
Will the proposed project activities result in soils deterioration and land degradation?	N	
Will the proposed project interventions cause any changes to the quality or quantity of water in rivers, ponds, lakes or other wetlands?	N	

[23] Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

Screening checklist	Y/N/ Maybe	Comment
Will the proposed project possibly introduce or utilize any invasive alien species of flora and fauna, whether accidental or intentional?	N	
Safeguard Standard 2: Resource Efficiency, Pollution Prevention and Management of Chemicals and Wastes		
Will the proposed project likely result in the significant release of pollutants to air, water or soil?	N	Building construction will have an impact on soil and water, but construction firms will be expected to comply with local building codes and in certain cases the project expects to reduce these impacts from the business as usual case.
Will the proposed project likely consume or cause significant consumption of water, energy or other resources through its own footprint or through the boundary of influence of the activity?	N	The project aims to reduce energy consumption in buildings as a minimum requirement.
Will the proposed project likely cause significant generation of Green House Gas (GHG) emissions during and/or after the project?	N	The project's objective is to reduce GHG emissions (refer to section A.1.5 and Annex J-1 & J-2 of the CEO Endorsement Document for further details).
Will the proposed project likely generate wastes, including hazardous waste that cannot be reused, recycled or disposed in an environmentally sound and safe manner?	N	The project will encourage construc-tion firms to use certified products.
Will the proposed project use, cause the use of, or manage the use of, storage and disposal of hazardous chemicals, including pesticides?	N	
Will the proposed project involve the manufacturing, trade, release and/or use of hazardous materials subject to international action bans or phase-outs, such as DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Convention on Persistent Organic Pollutants or the Montreal Protocol?	N	
Will the proposed project require the procurement of chemical pesticides that is not a component of integrated pest management (IPM)[24] or integrated vector management (IVM)[25] approaches?	N	
Will the proposed project require inclusion of chemical pesticides that are included in IPM or IVM but high in human toxicity?	N	
Will the proposed project have difficulty in abiding to FAO's International Code of Conduct[26] in terms of	N	

[24] "Integrated Pest Management (IPM) means the careful consideration of all available pest control techniques and subsequent integration of appropriate measures that discourage the development of pest populations and keep pesticides and other interventions to levels that are economically justified and reduce or minimize risks to human health and the environment. IPM emphasizes the growth of a healthy crop with the least possible disruption to agro-ecosystems and encourages natural pest control mechanisms http://www.fao.org/agriculture/crops/thematic-sitemap/theme/pests/ipm/en/

[25] "IVM is a rational decision-making process for the optimal use of resources for vector control. The approach seeks to improve the efficacy, cost-effectiveness, ecological soundness and sustainability of disease-vector control. The ultimate goal is to prevent the transmission of vector-borne diseases such as malaria, dengue, Japanese encephalitis, leishmaniasis, schistosomiasis and Chagas disease." (http://www.who.int/neglected_diseases/vector_ecology/ivm_concept/en/)

Screening checklist	Y/N/ Maybe	Comment
handling, storage, application and disposal of pesticides?		
Will the proposed project potentially expose the public to hazardous materials and substances and pose potentially serious risk to human health and the environment?	N	
Safeguard Standard 3: Safety of Dams		
Will the proposed project involve constructing a new dam(s)?	N	
Will the proposed project involve rehabilitating an existing dam(s)?	N	
Will the proposed project activities involve dam safety operations?	N	
Safeguard Standard 4: Involuntary resettlement		
Will the proposed project likely involve full or partial physical displacement or relocation of people?	N	
Will the proposed project involve involuntary restrictions on land use that deny a community the use of resources to which they have traditional or recognizable use rights?	N	
Will the proposed project likely cause restrictions on access to land or use of resources that are sources of livelihood?	N	
Will the proposed project likely cause or involve temporary/permanent loss of land?	N	
Will the proposed project likely cause or involve economic displacements affecting their crops, businesses, income generation sources and assets?	N	
Will the proposed project likely cause or involve forced eviction?	N	
Will the proposed project likely affect land tenure arrangements, including communal and/or customary/traditional land tenure patterns negatively?	N	
Safeguard Standard 5: Indigenous peoples[27]		
Will indigenous peoples be present in the proposed project area or area of influence?	N	
Will the proposed project be located on lands and territories claimed by indigenous peoples?	N	
Will the proposed project likely affect livelihoods of indigenous peoples negatively through affecting the rights, lands and territories claimed by them?	N	
Will the proposed project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	N	
Will the project negatively affect the development priorities of indigenous peoples defined by them?	N	
Will the project potentially affect the traditional livelihoods, physical and cultural survival of indigenous peoples?	N	
Will the project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	N	
Safeguard Standard 6: Labor and working conditions		
Will the proposed project involve the use of forced labor and child labor?	N	

[26] Find more information from http://www.fao.org/fileadmin/templates/agphome/documents/Pests_Pesticides/Code/CODE_2014Sep_ENG.pdf

[27] Refer to the Toolkit for the application of the UNEP Indigenous Peoples Policy Guidance for further information.

Screening checklist	Y/N/ Maybe	Comment
Will the proposed project cause the increase of local or regional un-employment?	N	
Safeguard Standard 7: Cultural Heritage		
Will the proposed project potentially have negative impact on objects with historical, cultural, artistic, traditional or religious values and archeological sites that are internationally recognized or legally protected?	N	
Will the proposed project rely on or profit from tangible cultural heritage (e.g., tourism)?	N	
Will the proposed project involve land clearing or excavation with the possibility of encountering previously undetected tangible cultural heritage?	N	
Will the proposed project involve in land clearing or excavation?	N	
Safeguard Standard 8: Gender equity		
Will the proposed project likely have inequitable negative impacts on gender equality and/or the situation of women and girls?	N	The project seeks to promote gender equality (see section A.4: Gender Equality and Women's Empowerment of the CEO Endorsement Document).
Will the proposed project potentially discriminate against women or other groups based on gender, especially regarding participation in the design and implementation or access to opportunities and benefits?	N	Refer to above comment.
Will the proposed project have impacts that could negatively affect women's and men's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services?	N	Refer to above comment.
Safeguard Standard 9: Economic Sustainability		
Will the proposed project likely bring immediate or short-term net gain to the local communities or countries at the risk of generating long-term economic burden (e.g., agriculture for food vs. biofuel; mangrove vs. commercial shrimp farm in terms of fishing, forest products and protection, etc.)?	N	The CAPEX costs of construction of buildings may be slightly higher that the business as usual, but the life cycle costs due to the energy savings should be lower.
Will the proposed project likely bring unequal economic benefits to a limited subset of the target group?	N	

ANNEX N: ACRONYMS AND ABBREVIATIONS

ADEME	Agence de l'environnement et de la maîtrise de l'énergie (French Environment and Energy Management Agency)
AFD	Agence Française de Développement (French Development Agency)
ASE	Alliance to Save Energy
BAU	Business as Usual
BCSE	Business Council for Sustainable Energy
BEA	Building Efficiency Accelerator
BEET	Buildings Energy Efficiency Task Group
BEPS	Building Energy Policy Scenario
BPIE	Buildings Performance Institute Europe
C2E2	Copenhagen Center on Energy Efficiency
C40	Cities Climate Leadership Group
CCCS	Consejo Colombiano de Construcción Sostenible (Colombia Green Building Council)
CEM	Clean Energy Ministerial
COP	Conference of Parties
CPD	Country Programme Document
CSO	Civil Society Organisation
DES	District Energy in Cities Initiative
DTU	Danmarks Tekniske Universitet (Technical University of Denmark)
EBRD	European Bank for Reconstruction and Development
ECBC	Energy Conservation Building Code
EDGE	Excellence in Design for Greater Efficiencies
EE	Energy Efficiency
EEB	Energy Efficiency in Buildings
ESMAP	Energy Sector Management Assistance Program
EU	European Union
FSCI	Financing Sustainable Cities Initiative
GABC	Global Alliance for Buildings and Construction
GBPN	Global Buildings Performance Network
GCCA	Global Cool Cities Alliance
GCF	Green Climate Fund
GDP	Gross domestic product
GEF	Global Environment Facility
GEFTF	Global Environment Facility Trust Fund
GHG	Greenhouse Gas
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (German development agency)
GPC	Global Protocol on Community-scale Greenhouse Gas Emissions Inventories
GRIHA	Green Rating for Integrated Habitat Assessment
HEAT+	Harmonized Emissions Analysis Tool plus
HVAC	Heating, ventilation, and air conditioning
ICLEI	ICLEI - Local Governments for Sustainability
ICP	Investor Confidence Project
ICSE	International Council for Sustainable Energy
ICT	Information and communications technology
IDB	Inter-American Development Bank
IEA	International Energy Agency
IFC	International Finance Corporation
IPEEC	International Partnership for Energy Efficiency Cooperation
LBNL	Lawrence Berkeley National Laboratory
LCTPi	Low Carbon Technology Partnerships initiative
LED	Light-emitting diode
LEDS GP	Low Emission Development Strategies Global Partnership
LEED	Leadership in Energy and Environmental Design
LGMA	Local Government and Municipal Authorities
MOU	Memorandum of Understanding

MTE	Mid-Term Evaluation
MTR	Mid-Term Review
NAMA	Nationally Appropriate Mitigation Actions
NDC	Nationally Determined Contributions
NGO	Non-governmental Organization
NRDC	Natural Resources Defense Council
NREL	National Renewable Energy Laboratory
OECD	Organization for Economic Co-operation and Development
PEEB	Program for Energy Efficiency in Buildings
PIF	Project Identification Form
PIR	Project Implementation Reports
PMC	Project Management Cost
PNNL	Pacific Northwest National Laboratory
RE	Renewable Energy
SBCI	Sustainable Buildings and Construction Initiative
SDG	Sustainable Development Goals
SEforALL	Sustainable Energy for All
TAP	Transformative Actions Program
TE	Terminal Evaluations
ToR	Terms of Reference
TRACE	Tool for Rapid Assessment of City Energy
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDCS	United Nations Development Cooperation Strategy
UNFCCC	United Nations Framework Convention on Climate Change
USGBC	US Green Building Council
WBCSD	World Business Council on Sustainable Development
World GBC	World Green Building Council
WRI	World Resources Institute

ANNEX O: TABLE OF CONTENTS