Independent GEF Mid-Term Evaluation

Promoting renewable energy based mini grids for productive uses in rural areas of The Gambia

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Contents

Abbreviations and acronyms

ASNAP	Agribusiness in Sustainable Natural African Plant Products
CO_2	Carbon Dioxide
ECC	Energy and Climate Change
ECOWAS	Economic Commission of West African States
ECREEE	ECOWAS Centre for Renewable Energy and Energy Efficiency
EE	Energy Efficiency
EIA	Environmental Impact Assessment
ERP	Enterprise Resource Planning System
ET	Evaluation Team
EVA	UNIDO Office for Independent Evaluation
EU	European Union
FP	Focal Point
GCCI	The Gambia Chamber of Commerce & Industry
GBA	Great Banjul Area
GDP	Gross Domestic Product
GEF	Global Environment Facility
GHG	Greenhouse Gases
GoG	Government of The Gambia
GREC	Gambia Renewable Energy Centre
GTTI	The Gambia Technical Training Institute
IEE	Industrial Energy Efficiency
MBO	Management by Objectives
M&E	Monitoring and Evaluation
MoE	Ministry of Energy
MoU	Memorandum of Understanding
MTE	Mid-Term Evaluation
NAWEC	National Water and Electricity Company
NEA	National Environment Agency
NGO	Non-Governmental Organization
NPM	National Project Manager
ODG/EVA	Office of the Director General / UNIDO Office for Independent Evaluation
PAA	Project Administrative Assistant

PC	Project Component
PD	Project Document
PIF	Project Identification Form
PIR	Project Implementation Report
PMC	Project Management Committee
PMIS	GEF Project Management Information System
PMO	Project Management Office
PPA	Power Purchasing Agreement
PPG	Project Preparation Grant
PRSP	Poverty Reduction Strategy Paper
PSC	Project Steering Committee
PURA	The Gambia Public Utilities Regulatory Authority
PV	Photovoltaic Technology
QAE	Quality at Entry
RBM	Results Based Management
RE	Renewable Energy
REAGAM	Renewable Energy Association of The Gambia
RFP	Request for Proposal
RRE	Renewable and Rural Energy Unit
SECO	Staatssekretariat fuer Wirtschaft of Switzerland
SPWA	Strategic Programme for West Africa
TOC	Theory of Change
ToR	Terms of Reference
ToT	Training of Trainers
UNDAF	United Nations Development Assistance Framework
UNFCCC	United Nations Framework Convention on Climate Change
UNIDO	United Nations Industrial Development Organization
UTG	University of the Gambia

Glossary of evaluation-related terms

Term	Definition
Baseline	The situation, prior to an intervention, against which progress can be assessed.
Effect	Intended or unintended change due directly or indirectly to an intervention.
Effectiveness	The extent to which the development intervention's objectives were achieved, or are expected to be achieved.
Efficiency	A measure of how economically resources/ inputs (funds, expertise, time, etc.) are converted to results.
Impact	Positive and negative, intended and non-intended, directly and indirectly, long term effects produced by a development intervention.
Indicator	Quantitative or qualitative factors that provide a means to measure the changes caused by an intervention.
Intervention	An external action to assist a national effort to achieve specific development goals.
Lessons learned	Generalizations based on evaluation experiences that abstract from the specific circumstances to broader situations.
Logframe (logical framework approach)	Management tool used to facilitate the planning, implementation and evaluation of an intervention. It involves identifying strategic elements (activities, outputs, outcome, and impact) and their causal relationships, indicators, and assumptions that may affect success or failure. Based on RBM (results based management) principles.
Outcomes	The likely or achieved (short-term and/or medium/term) effects of an intervention's outputs.
Outputs	The products, capital goods and services which result from an intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes.
Relevance	The extent to which the objectives of an intervention are consistent with the beneficiaries' requirements, country needs global priorities and partner's and donor's policies.
Risks	Factors, normally outside the scope of an intervention, which may affect the achievement of an intervention's objectives.
Sustainability	The continuation of benefits from an intervention, after the development assistance has been completed
Target groups	The specific individuals or organizations for whose benefit an intervention is undertaken.

Executive summary

This report presents the findings of the Mid-Term Evaluation (MTE) of the project "Promoting renewable energy based mini grids for productive uses in rural areas of The Gambia" (herein referred to as "Project"), implemented by the United Nations Industrial Development Organization (UNIDO) with financing grant provided by the Global Environment Facility (GEF).

An evaluation team of two experts, international evaluation consultant Ms. Iva Bernhardt, and national evaluation consultant Mr. Moses Campbell conducted the Mid-Term Evaluation in the period of October 2014 to December 2014. The evaluation included interviews at UNIDO HQ in Vienna and in Gambia. The evaluation field mission included visits to four of the ten demonstration project sites of Qcell, the demonstration project of Gamwind with the two wind turbines, and Mbolo Women Association Project.

The overall project objective is to develop and promote a market environment that will stimulate investments in renewable energy based mini-grids for productive uses in rural areas of The Gambia.

The objective of the MTE is to assess to what extent the project is achieving the expected results at the time of the mid-term evaluation, i.e. to what extent the project has developed and promoted a market environment that stimulated investments in renewable energy based mini-grids for productive uses in rural areas of the Gambia.

The evaluation covers the period from September 2011 to end 2014. The project is expected to end in December 2015.

Key Findings

Design. The project design is rated as **HIGHLY SATISFACTORY**, with its strongest side being strong participation of local stakeholders in project identification. The Project Logical Framework and target indicators were well and adequately developed, and the Specific, Measurable, Achievable, Relevant and Time-bound (SMART) targets allowed proper adaptive management and monitoring of project results.

Relevance. Based on the assessment of full project relevance to local and national energy priorities, policies and strategy of the Government of the Gambia, to GEF's strategic priorities and objectives, and to the GEF focal area of climate change and SP3 - Promoting market approaches to renewable energy, and to UNIDO's mandate, overall project relevance is considered to be **HIGHLY SATISFACTORY**.

Effectiveness. Project effectiveness at time of the mid-term evaluation is rated as **HIGHLY SATISFACTORY** in the light of excellent project implementation course to date, and the tangible results of delivered planned activities/inputs and overreaching of project objectives. The project is rated as such, primarily as a result of implementation of the demonstration projects, and thereby achieving more than 66% of the planned target of 1,500 KW installed capacity by project closure by having installed capacity of 992.3 KW to date. Over 874 MWh out of the targeted 1,250 MW electricity were generated, and about 1,092.5 tCO2 out of the planned 1,550 tCO2 were avoided. Main outputs were achieved by the time of the MTE. Some of the targets were even exceeded (e.g. in the project document the estimated capacity factor was 25%, and in the demonstration project of Gamwind reached 75%; more people trained than planned instead of three Gambia Renewable Energy Centre (GREC) Staff planned were five GREC staff trained etc.). However, there are land property issues with one of the demonstration projects which resulted in ceasing of Renewable Energy (RE) production of two wind turbines last year and for which a viable and expedite solution is sought.

Efficiency. The mid-term evaluation has concluded that there were all efforts undertaken to ensure cost-effectiveness of project results both by UNIDO as Implementation Agency (IA) and by Project Management Office (PMO) and national project partners Ministry of Energy (MoE), National Environment Agency (NEA), Gambia Renewable Energy Centre (GREC) and National Water and Electricity Company (NAWEC). Even more, at the time of the mid-term evaluation 68 percent of the co-financing has materialized with US$4,000,000 from the planned US$5,850,000. However, the cost-effectiveness might be affected by the fact that the project implementation will be delayed by eighteen months, even though there was no violation of the financial framework to date. The only minor shortcoming is that the time planned for the implementation of the demonstration projects of twelve months was too short. The revised Work Plan for 2014/2015 that can be found in Annex E is to be sealed by the Project Steering Committee (PSC). The project efficiency is rated **SATISFACTORY (S).**

Sustainability. The sustainability of this project is rated as **MODERATELY UNLIKELY.** The reason behind is that the socio-political risks are significant for the sustainability of one demonstration project, as a result of the risk connected with the demonstration project of Gamwind that has ceased operation. No financial, institutional framework and governance, and environmental (ecological) risks are known.

M&E. The implementation of M&E and use for adaptive management is rated **SATISFACTORY (S),** because the PM and PMO prepared necessary and very detailed reports that provide exhaustive aspects of the periodical achievements of the project with narrative link back to the outcomes elaborated in the logical

framework. Proper Monitoring and Evaluation procedures were followed by the Project Manager from IA by writing exhaustive Annual Project Implementation Reviews, however the work plan was not updated accordingly. Both National Project Manager (NPM) from PMO and PM from IA performed oversight of the main activities especially in the phases of implementation and installation of the demonstration projects, and training on renewable energy. Proper Monitoring and Evaluation and regular update of the work plan could have minimized the eighteen months delay of the project through timely update of the work plan for the implementation of the demonstration projects.

Project management has been successfully carried out by the UNIDO Project Manager and Project Management Office (PMO) led by the National Project Manager (NPM) in the Gambia. The rating for Project Coordination and Management is HIGHLY SATISFACTORY.

Key Conclusions

The project has been highly effective to date in the light of excellent project implementation course, with most planned outputs being achieved by the time of the MTE: three demonstration projects are fully implemented, two demonstration projects are under implementation, three viable bids were received for the sixth demonstration project, awareness raising is done, development objective and societal change in view of regarding renewable energy as a viable, sustainable and reasonable source of energy is reached, most of the trainings were done, beneficiaries reached, and RE Act passed. The impacts and readiness for replication and scaling up of the demonstration projects in the private sector is already visible in the cases of the installation of a 60kW Solar Photovoltaic RE System at the Lemon Creek Hotel and new renewable energy installations in the neighbourhood of Mbolo.

This project sets an example for the GEF Strategic Program for West Africa (SPWA) programme and wider for successful project implementation by being a major pioneer in providing market environment that stimulates investments in renewable energy based mini grids for productive uses in rural areas.

Project ratings

Based on the evaluation, the evaluation team has rated the Project with an overall rating of Highly Satisfactory (HS). The summary evaluation of the Project is given in the table below.

Table 1 Summary of project rating and overall ratings table

Criterion	Evaluator's Rating
Attainment of project objectives and results (overall rating) Sub criteria (below)	**HS**
Design	**HS**
Effectiveness	**HS**
Relevance	**HS**
Efficiency	**S**
Sustainability of Project outcomes (overall rating) Sub criteria (below)	**MU**
Financial risks	**L**
Sociopolitical risks	**MU**
Institutional framework and governance risks	**L**
Environmental risks	**L**
Monitoring and Evaluation (overall rating) Sub criteria (below)	**HS**
M&E Design	**HS**
M&E Plan Implementation (use for adaptive management)	**S**
Budgeting and Funding for M&E activities	**HS**
Project Management	**HS**

UNIDO specific ratings	**HS**
Quality at entry / Preparation and readiness	**S**
Implementation approach	**HS**
UNIDO Supervision and backstopping	**HS**
Overall Rating	**HS**

Key recommendations

Based on the evaluation and findings of this report, the evaluation team prepared several recommendations that can contribute to the achievement of the Project outcomes and outputs and the overall project objective to develop and promote a market environment that will stimulate investments in renewable energy based mini grids for productive uses in rural areas in the Gambia. The recommendations are separated according to the designees into: recommendations to the Government of the Gambia and Project Management Office (PMO) and recommendations to UNIDO.

Recommendations to the Government of the Gambia and PMO:

1. An expedite solution should be found for Gamwind to operate again (buy-off or simple start of operation would be the most feasible solution).
2. Public Utilities Regulatory Authority (PURA) of the Gambia should carry-out raising of public awareness programmes for the Renewable Energy Law.
3. PURA should set rules for connection to the grid of Renewable Energy (RE) investments, and should have legal advisers for distribution and regulation of grid connected electricity from Renewable Energy (RE) sources, and will hereby be supported by the GEF 5 project cycle.
4. The PMO a feasible and sustainable Renewable Energy (RE) investment strategy should be prepared as a target in the logical framework. The strategic document of the MoE should feed into this RE investment strategy. This will also build on the National Renewable Energy Action Plan (NREAP) that was developed as part of the Sustainable Energy For All (SE4ALL).
5. A curriculum for training on Renewable Energy should be prepared.
6. The National Water and Electricity Company (NAWEC) should take the lead in setting the criteria for any viable and feasible Renewable Energy (RE) investment in terms of the network connection.
7. A regular reporting from the project partners on their co-financing is necessary.

8. In order to support project efficiency, a clear overview of the Government's co-financing per implementation period (per year) should be in place. Government cash contributions should be mobilized against a schedule that matches the project schedule of use of those funds.

Recommendations to UNIDO

1. UNIDO should organize a regional meeting on the Renewable Energy GEF Projects for sharing best practices in project development and implementation.
2. From the Monitoring and Evaluation perspective, a minor redesign of the work plan to reflect actual progress against end targets should be made. A new Work Plan from the Project Manager and PMO is shown in Annex E. According to the new Work Plan, which contains the realistic time frame for the implementation of all six demonstration projects, the timeline for the target of the ending of the demonstration projects should be moved from 2012 to beginning of 2015.
3. A closer collaboration between UNIDO Project Manager, PMO and UNIDO Procurement when Contract negotiation and Grant contracts are prepared, taking into consideration the needs of all parties. The approval process of contracts should be improved.
4. UNIDO procurement should be made more clear and user-friendly to Counterparts, project partners and private sector, especially in developing countries where Internet is very slow and work directly in SAP cumbersome. The companies should be given a chance to submit their bids per e-mail, and the same should be clearly and timely communicated to project stakeholders.
5. UNIDO should prepare and share with its Counterparts and project partners a short mini-manual for procedure of payment according to Grant Contract for private sector in order to ensure timely payment of grant to Demonstration Project Partners. The following process of activities should be explained more thoroughly in the UNIDO Mini Procurement Manual: Project completed ----- NPM validates ----- Validation Report sent to PM ----- Contractor sends an invoice to UNIDO ----- UNIDO pays.
6. If in a demonstration project the co-financing fails to secure the money in a reasonable time frame of two to three months, the project should be floated and exchanged by a new one, in order not to loose additional time in the project implementation phase.

Main Lessons learned

This project can be used as a best practice in project management with a specific project implementation arrangement consisting of a fully functional Project Management Office (PMO) at a national level under the lead of UNIDO Project Manager (PM), directed by the Project Steering Committee (PSC), and Project Management Committee (PMC) that convene on a regular basis. This project structure is fully supported and recognized by the Gambian Government, which showed a strong ownership for this project. The counterparts: Ministry of Energy of the Gambia (MoE), National Environment Agency (NEA), GEF Focal Point, and a fully functional and collaborative PMO, PSC and PMC were all extremely engaged to make the project successful.

One lesson learned from this project, that is at the same time a recommendation for future project implementations is that if, in a demonstration project, the co-financing fails to secure the money in a reasonable time frame of two to three months, the project should be floated and exchanged by a new one.

1. Project Background

1.1. Country background

The Gambia is one of the smallest countries in West Africa surrounded by the Republic of Senegal on the northern, eastern and southern sides, and bounded on the Atlantic Ocean. It has a total land area of about 11,000 square kilometres and 1.849 million inhabitants.

The Gambia has a human development index ranking of 160 out of 179 nations (UNDP human development of the poorest countries in the world with a capital income of us 290 dollars per annum).[1] The GDP of the Gambia amounted $914.3 million in 2013, with a GDP growth of 5.6% in 2013, and an inflation rate of 5.7 % in 2013.

Agricultural production is the main economy activity in The Gambia but has declined throughout the 1990's as a result of several factors including poor rainfall distribution weak marketing infrastructure, lack of access to credit (especially for youth and women) and a limited resource base.

Generally Gambian agriculture has been characterised by subsistence production of food crops, comprising cereals (early millet, late millet, maize, sorghum, rice), semi intensive cash crop production (groundnut, cotton, sesame and horticulture). Farmers generally practice mixed farming, although crops accounts for a greater portion of the production. The agricultural sector is characterized by little diversification, mainly subsistence rain-fed agriculture with a food self-sufficiency ratio of about 50%.

The crops sub-sector generates approximately 40% of the foreign exchange earnings and provides about 75% of total household income. It employs 70 percent of the labour force, and accounts for 33% of the GDP of The Gambia.

1.2. Overview of Renewable Energy (RE) and Energy Efficiency (EE) Policy and Legal Framework in the Gambia

The efforts for raising people awareness of renewable energy and energy efficiency in the Gambia started in 2009. The Ministry of Energy organized a National Sensitization Tour on Energy Efficiency Campaign in 2009, which was financed by

[1] World Bank Country Data and Statistics, August 2005

UNIDO. A team of local experts from NAWEC, NEA, PURA and MoE toured the entire nation in a two weeks campaign to sensitize the general public about using energy wisely and safely. The team worked with community leaders in every major town and villages across the country, spreading the message: Save Energy, Save Money and Save The Environment.

The electricity and power situation in the Gambia is as follows:

- Gambia has installed energy capacity 100 MW in the Gambia Energy (Provinces 10 MW, and GBA 90 MW)
- Total available capacity of the Gambia is 57 MW, and in Great Banjul Area (GBA) 49 MW (54% of GBA installed capacity is available) – therefore common blackouts, electricity outages, typically lasting anywhere between 15 minutes and 8 hours.
- Current demand is 150 MW in the Gambia[2]
- Current peak demand is 43.5 MW in GBA

1.2.1 Renewable Energy Policy and Framework

The Renewable Energy Bill was signed into law by His Excellency The President of The Gambia on 30 December 2013. The advent of the new law was accelerated by the regulator PURA and the Ministry of Energy through community outreach, sensitization programs and stakeholder relationships developed by these two institutions over the years leading to the new RE Act 2013.

Three institutions empowered by the new Renewable Energy Act are The Ministry of Energy, PURA and the National Utility Company NAWEC. Their roles and responsibilities are clearly defined in the RE Law. The ministry is charged with the responsibility of setting the middle and long-term national targets for use of renewable energy sources and at the same time maintain a register to monitor renewable energy facilities while at the same time ensuring that they are of quality. Apart from coordinating the permitting process for renewable energy facilities, the ministry is also to work with key stakeholders to promote the implementation of educational programs within the RE sector in The Gambia. In the area of biomass the ministry is responsible for carrying out an impact assessment on the use of biomass for energy.

PURA's responsibility, under this new Act, is to manage the new Renewable Energy Fund established under the Act. Apart from formulating the feed in tariff rules, the regulator is also mandated to act as an arbitrator between the utility and persons who are generating or who plan to generate electricity from renewable energy

[2] NEPCO Study 2008

sources. Whilst carrying out its mandate PURA maintains a list of qualified installers of systems using RE resources.

NAWEC on the other hand is responsible for ensuring the technical standards for connection to the grid are met and also if any grid development will be excessive. Installers of RE systems are required to provide quality assurance by issuing a quality guarantee of at least six months.

The new Act calls for streamlined Permitting whereby Government is to simplify as far as reasonably possible the permitting process for facilities using Renewable Energy Resources to facilitate their development. Under the new law complete applications for developments using renewable energy resources shall be assessed and responded to within sixty days after submission.

1.2.2 Energy Efficiency Policy and Framework

Under the new RE Act all registered projects producing electricity from renewable energy sources within the meaning of the Act are exempted from import tax, import duty, corporate tax (for 15 years from commissioning), value added tax (15 years). Proceeds from the sale of carbon emission credits are also exempt from all taxes.

MoE and PURA have both made laudable efforts in energy efficiency campaigns and awareness programs for the consumers in the electricity sector. Demand side management has indeed helped to bring about a more reliable electricity network that is also more efficient.

The ministry of Energy is looking at possible ways of banning the incandescent lamps from use in The Gambia after much work that was done in promoting the CFL lamp. The use of improved cook stoves that are more efficient than earlier versions of cook stoves are also being promoted through a project with REAGAM. Through its collaboration with Economic Community Of West African States (ECOWAS) Centre for Renewable Energy and Energy Efficiency (ECREEE), MoE will likely come with an Energy Efficiency (EE) policy document that will set the targets for EE in The Gambia.

1.3. Project overview

The project was initiated by UNIDO and the Government of the Gambia as part Gambia's efforts towards introducing, developing and promoting a market environment that will stimulate renewable energy investments in its rural areas. It was designed as a three-year full-size project (FSP) as part of the GEF-4 replenishment cycle. The Project Preparatory Grant (PPG) was approved by GEF in

April 2009 and endorsed by GEF Chief Executive Officer (CEO) in July 2011. The Project was officially launched in March 2012. An overview of the Project is given in form of a Project Fact sheet in Table 2.

UNIDO, with a funding grant from GEF, is the Implementing Agency (IA) for the project "Promoting renewable energy based mini grids for productive uses in rural areas of The Gambia", with the main objective being "To develop and promote a market environment that will stimulate investments in renewable energy based mini-grids for productive uses in rural areas of The Gambia".

Table 2 Project Fact sheet

General Information	**Project Title**	**Promoting renewable energy based mini grids for productive uses in rural areas of The Gambia**
	GEF ID	**3922**
	UNIDO ID (SAP Grant Number)	**103023**
	Region	**Africa**
	Country(ies)	**Gambia**
	GEF Focal Area(s)	**Climate Change**
	Implementing Agency(ies)	**UNIDO**
	Project Executing Partners	**Ministry of Energy, National Environment Agency, Gambia Renewable Energy Center**
	Project Size (FSP, MSP, EA)	**FSP**
Milestone Dates	**Project CEO Endorsement/Approval Date**	**07/27/2011**
	Project Implementation Start Date (PAD Issuance Date)	**September 2011**
	Original Expected Implementation End Date (indicated in CEO Endorsement/Approval document)	**June 2014**
	Revised Expected Implementation End Date (if any)	**31 December 2015**
Funding	**GEF Grant (USD)**	**1,758,190**
	GEF PPG (USD) (if any)	**60,000**
	Total GEF Grant Disbursements as of 30 June 2013 (USD) Total Expenditures = Commitments + Payments)	**US$ 1,303,517.01**
	Co-financing (USD) at CEO Endorsement	**US$ 5,976,030**

	Materialized Co-financing at Project Completion (USD):	**US$ 3,976,030**
	Total Project Cost (USD) (GEF Grant + Co-financing at CEO Endorsement)	**US$ 5,734,212**
Evaluations	**Mid-term Review Date**	**September 2014**
	Planned Terminal Evaluation Date	**December 2015**

Based on interviews with stakeholders, the project was identified and developed, in a highly participatory manner, with relevant national institutions and private sector actors involved in renewable energy in the Gambia.

Deadlines and milestones

The information on the main project dates and milestones is shown in Table 3:

Table 3 Milestones and main dates for the GEF-4 RE project in the Gambia

Milestone	Expected Date	Actual Date
Project CEO Endorsement/Approval Date	March 2011	July 2011
Project Implementation Start Date (PAD Issuance Date)	July 2011	September 2011
Original Expected Implementation End Date (indicated in CEO Endorsement/Approval document)	June 2014	June 2014
Revised Expected Implementation End Date (if any)		December 2015
Mid-term evaluation completion	January 2013	October 2014
Terminal Evaluation Date		December 2015

According to the Project Manager (PM), GEF Project Management Information System (PMIS) and the Project Implementation Reviews (PIRs), the project has been extended for eighteen months. Original expected implementation end date was June 2014, but has been revised to December 2015. There was a delay of approximately nine months from the date of CEO Endorsement to the actual start of implementation – the official launching of the project. The Project Management Office (PMO) started its activities only in June 2012. Another cause of the delay of the project was the unrealistic time frame of one year foreseen in the Project

Document for realization of the six demonstration projects. It should be noted that the time for implementing the six demonstration projects should have been estimated with at least twenty-four months, instead of the twelve months foreseen in the Project Document. This issue will be elaborated in detail in project efficiency. Altogether, the project is achieving its targets by the time of the mid-term evaluation.

Project Stakeholders

According to multiple sources involved in the project design phase, a wide range of stakeholders was consulted during the design. The table 4 below lists the main stakeholders, showing in detail their role in project preparation and implementation.

Table 4 Project Stakeholders

Project Stakeholders
Government of the Gambia
PROJECT EXECUTING PARTNERS **Ministry of Energy (MoE) of the Gambia**
NATIONAL EXECUTING AGENCY / COUNTERPART **National Environment Agency (NEA) of the Gambia**
NATIONAL EXECUTING AGENCY / COUNTERPART **Gambia Renewable Energy Center (GREC)**
NATIONAL EXECUTING AGENCY / COUNTERPART / CO-FUNDER **National Water and Electricity Company (NAWEC)**
IMPLEMENTING AGENCY **UNIDO**
INTERNATIONAL DONOR / CO-FUNDER **EU Delegation in the Gambia**
NATIONAL COUNTERPART / CO-FUNDER **Gamwind**
NATIONAL COUNTERPART / CO-FUNDER **QCell**
NATIONAL COUNTERPART / CO-FUNDER **Mbolo**
NATIONAL COUNTERPART / CO-FUNDER **Bijilo Medical Center**
NATIONAL COUNTERPART / CO-FUNDER **Company for the Tanji Community Slot to be chosen in January 2015**
NATIONAL COUNTERPART **Gambia Technical Training Institute (GTTI)**
NATIONAL COUNTERPART **University of the Gambia (UTG)**
GEF FOCAL POINT

Private sector dealing with Renewable Energy in the Gambia
Energy professionals and service providers
Training institutions
Rural energy users
Potential energy generators (managers, developers and engineers)

It should be noted that the two planned co-funders from the project document, Gamsolar and Tanji Community were taken out of the project, because of their inability of co-financing. The Gamsolar Project has been exchanged with the Bijilo Medical Center project, and the Tanji Community fisheries project had not been decided on (there was a successful bid ending October 2014 with three viable bidders). Details will be elaborated in the Effectiveness chapter.

Project Implementation Arrangements

UNIDO is the only GEF Implementing Agency for the project and therewith holds the ultimate responsibility for the implementation, the delivery of the planned outputs and the achievement of the expected outcomes as GEF Implementing Agency. The project is directly executed by UNIDO in collaboration with the Ministry of Energy and the National Environment Agency (NEA) of the Gambia.

UNIDO is responsible for the general management and monitoring of the project, and for reporting on the project performance to the GEF, as well as for the procurement of the international expertise, technologies, equipment, services etc. needed to deliver the outputs planned under the five project components. It also manages, supervises and monitors the work of the international teams and ensures that deliverables are technically sound and consistent with the requirements of the project.

The Ministry of Energy has the overall project coordination responsibility as agreed with the Government of The Gambia. A Project Management Office (PMO) is hosted by the Gambia Renewable Energy Center (GREC) – an institution established by MoE. The PMO consists of the National Project Manager (NPM) and a Project Administrative Assistant (PAA), and has responsibilities for the day-to-day management, monitoring and evaluation of project activities as in the agreed project work plan. The PMO coordinates all project activities carried out by national experts and partners, and is in charge of the organization of awareness raising, sensitisation and seminars and training.

A Project Management Committee was established to guide the management of the project, and is chaired by the Ministry of Energy. It includes representatives from the National Environment Agency (NEA) and the Ministry of Finance as well as the National Project Manager and the Project Assistant.

A Project Steering Committee (PSC) was established for periodically reviewing and monitoring project implementation progress, facilitate co-ordination between project partners, provide transparency and guidance, and ensuring ownership, support and sustainability of the project results. The Project Steering Committee has a balanced representation from key ministries, public institutions, private sector, NGOs, UNIDO and other international organizations partnering in the project or having relevant ongoing programmes, with the chair being the Director of the National Environment Agency. The project document envisaged for it to meet quarterly, but convened even on a more regular basis when needed.

At the beginning of project implementation a detailed working plan for the entire duration of the project was developed by UNIDO in collaboration with the PMO and the Ministry of Energy. The working plan clearly defined the roles and responsibilities for the execution of project activities, including monitoring and evaluation, and set milestones for deliverables and outputs. The work plan was used as a management and monitoring tool by PMO and UNIDO and reviewed and updated as appropriate on a biannual basis. Figure 1 shows a diagram of the project implementation arrangement.

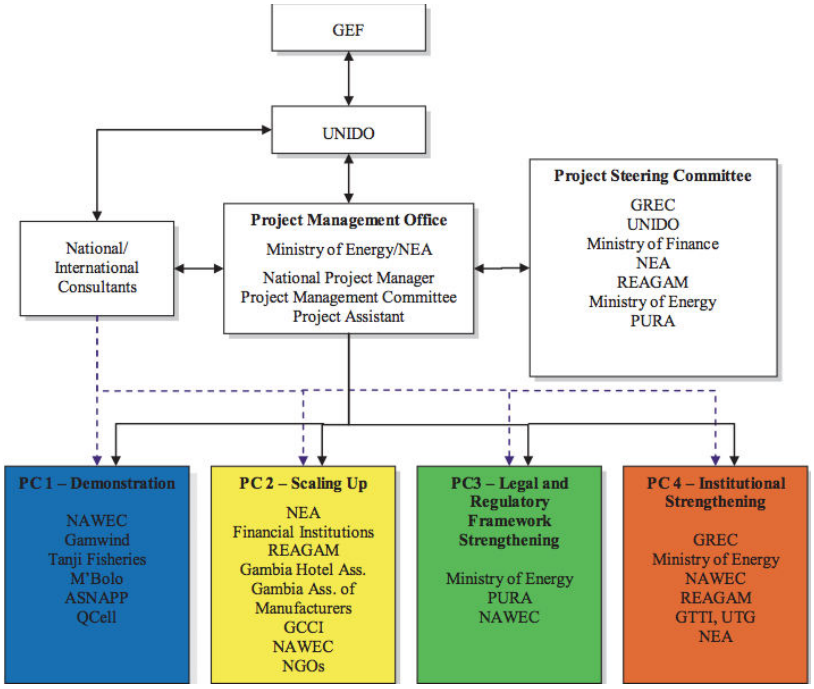


Figure 1 Diagram of project implementation arrangement

Project Financial Framework

In the Project document, the GEF financing was planned to amount US$ 1,758,190. At the time of the Mid-Term Evaluation, the total Executed Budget (A Term for Disbursements in UNIDO SAP) of the GEF Grant as being presented in the MTR GEF Reporting was US$1,166,517.44.

The co-financing planned in the project document amounted US$3,976,030, and it was revised to the new planning for co-financing of US$5,850,000 at project closure. At the time of the mid-term evaluation, the materialized amount of co-financing was US$4,000,000, which is 68 percent of the planned co-financing. This materialized co-financing to date is even larger that the prevised co-financing in the project document, and therewith is very satisfactory for the mid-course of the project.

Project financial details will be discussed under the chapter Efficiency.

2.Introduction to the Mid-Term Evaluation

According to the GEF Monitoring and Evaluation Policy, Mid-Term Evaluations are mandatory for all GEF Medium Size Projects (MSPs) and Full Size Projects (FSPs). Hence, UNIDO as an Implementing Agency of the GEF, and in accordance with UNIDO Evaluation Policy, an independent Mid Term Evaluation of the project: "Promoting renewable energy based mini grids for productive uses in rural areas of The Gambia" was conducted in the period from 01 October 2014 to 15 December 2014.

2.1 Evaluation scope and objective

The mid-term evaluation covered the duration of the project from its starting date in September 2011 (more precisely from its launching date in March 2012) to the estimated mid-term evaluation date September 2014. The scope of the evaluation includes assessment of project performance and progress against the evaluation criteria: relevance, effectiveness, efficiency, sustainability and impact.

The overall objective of the evaluation is to assess to what extent the project is achieving the expected results at the time of the mid-term evaluation, i.e. to what extent the project is developing and promoting a market environment that stimulated investments in renewable energy based mini-grids for productive uses in rural areas of The Gambia.

The specific objectives of the evaluation are:

- Verification of prospects for development impact and sustainability,
- An analysis of the attainment of global environmental objectives, project objectives, delivery and completion of project outputs/activities, and outcomes/impacts based on indicators,
- Re-examination of the relevance of the objectives and other elements of project design according to the project evaluation parameters,
- Enhancement of project relevance, effectiveness, efficiency and sustainability by proposing a set of recommendations with a view to ongoing and future activities until the end of project implementation, and
- Procurement.

2.2 Evaluation approach

The mid-term evaluation was conducted in accordance with the UNIDO Evaluation Policy and relevant UNIDO and GEF evaluation guidelines and policies. It was carried out as an independent in-depth evaluation using a participatory approach

whereby key parties associated with the project were informed and consulted throughout the evaluation.

The evaluation team used different methods to ensure that data gathering and analysis deliver evidence-based qualitative and quantitative information, based on diverse sources: desk studies, literature review, individual interviews, focus group meetings, direct observation, presentations and feedback review.

The methodology was based on the following:

1. A desk review of project documents and relevant country background information:
   (a) The original project document, the inception phase report, monitoring reports (such as progress and financial reports to UNIDO and GEF annual Project Implementation Review (PIR) reports), Project Operational Manual, project annual work plan, output reports and relevant correspondence.
   (b) Notes from the meetings of committees involved in the project (e.g. approval and steering committees).
   (c) Other project-related material produced by the project.
2. Interviews with project management and technical support including staff and management at UNIDO HQ and in the field, staff associated with the project's financial administration and procurement. List of all interviewed persons is given in Annex B.
3. Interviews with project partners including Government counterparts, GEF focal points and partners that have been selected for co-financing as shown in the corresponding sections of the project documents.
4. On-site observation of results achieved in demonstration projects, and interviews with potential beneficiaries of improved technologies. The mission in the Gambia included visits of fours sites of the ten demonstration projects of QCell, the demonstration project of Gamwind with two wind turbines, and Mbolo Women Association Project.
5. Interviews with the relevant project's management and Project Steering Committee (PSC) and members and the various national and sub-regional authorities dealing with project activities as necessary were conducted.

Evaluation Work Plan

The “Evaluation Work Plan” included the following steps:

1. Following a desk review of project documentation, a briefing was done by the project manager and the methodology was developed.
2. In the period from 03 October 2014 to 11 October 2014, a field mission was conducted by the international evaluation expert together with the national expert.
3. At the end of the field mission, the evaluation team made a presentation of the preliminary findings and recommendations to the Counterparts and the PMO responsible staff.
4. Following the field mission, the main findings, conclusions and recommendations were presented and discussed with the project manager, evaluation representative and other relevant stakeholders at UNIDO Headquarters.

Evaluation team composition

The evaluation team was composed of one international evaluation consultant acting as a team leader and one national evaluation consultant, contracted by UNIDO.

The evaluation team was supported in its work by the Project Manager at UNIDO, the Project Management Office (PMO) in the Gambia, the Government of the Gambia, UNIDO Office for Independent Evaluation the UNIDO GEF Coordinator.

2.3 Information sources

Written documents and reports from this project were reviewed in the inception phase at UNIDO Headquarters. Furthermore, relevant project documents were provided by the PMO, the National Project Manager, the Government of the Gambia, Staatssekretariat fuer Wirtschaft of Switzerland (SECO), Gamwind, QCell, Mbolo Fandema, The Gambia Public Utilities Regulatory Authority (PURA), National Water and Electricity Company (NAWEC), The Gambia Technical Training Institute (GTTI), and Renewable Energy Association of The Gambia (REAGAM) in paper and electronic format in English during the evaluation field mission (List of Documents Reviewed is given in Annex D). Interviews with project stakeholders were held at UNIDO Headquarters and the Gambia during the evaluation field mission (A list of interviewed stakeholders is provided in Annex B). Demonstration projects site visits were made to the locations of three project sites: the wind turbines of Gamwind, four QCell repeater stations, and the Mbolo Women Association project with their hybrid

wind/solar energy systems. Additionally, a replication project site was visited at the Lemon Creek Hotel.

2.4 Evaluation limitations

This mid-term evaluation is written solely in English language. As the whole documentation on the project is in English language and all stakeholders were native English speakers, and information was easily accessible, there were no limitations to this evaluation.

2.5 Intended use of the Mid-Term Evaluation Report

This mid-term evaluation was conducted in accordance with GEF and UNIDO monitoring and evaluation policies and procedures and in line with United Nations Evaluation Group (UNEG) norms and standards.

The intended users of this mid-term evaluation are the UNIDO Energy and Climate Change (ECC) Branch, Government Counterparts, Project Management Office, and the GEF. If relevant, the mind-term evaluation report may be disseminated to additional stakeholders to share lessons learned and future recommendations.

3. Project assessment

3.1 Project design and relevance

3.1.1 Relevance

The assessment of project relevance takes into consideration the project's contribution to the achievement of national objectives regarding renewable energy in the Gambia, GEF strategic priorities, and the project's relevance to UNIDO's mandate.

The selected project strategy was built on two favourable factors namely:

i. The high commitment by the government to the development of renewable energy; and
ii. Significant interest by the private sector to invest in the energy sector in general as demonstrated by the existence of an independent power producer in the country.

Relevance to national priorities

The Government of the Gambia, with a Cabinet Directive on 6th March 2008 started prioritizing Renewable Energy by introducing a zero import duty & Sales Tax on the importation of solar photovoltaic (PV) panels, solar water heaters, wind energy equipment and energy efficient bulbs. The Government of the Gambia has also created a Renewable Energy Fund made for purpose of financing renewable energy projects from the private sector.

The Government of The Gambia has accorded special priority to improving access to electricity and to promoting renewable energy through various policies and institutional measures. This project is in line with most national and regional policies as follows:

Energy Action Plan, 2010: The Ministry of Energy published an Energy Strategy and Action Plan for the period 2010 – 2014. The Energy Action Plan proposed nine key objectives (and budget) for these four years, in line with the objectives of the Energy Policy. Important objectives for this project were: 1. Promote the use of renewable energy and energy efficiency, and 2. Strengthen the institutional framework.

Energy Policy, 2005: The Gambia's Energy Policy was approved by the Secretary of State in June 2005. The policy sets out the objectives for the Government for the energy sector and also the aims for the renewable energy sub-sector. The main aims of the electricity sub-sector are to:

- Ensure that there is an adequate, efficient and affordable electricity supply to support socio-economic development in an environmentally-sustainable way;
- Improve the reliability and security of power supply as well as enhance power sector efficiency; and
- Promote the long-term sustainability of power sector operations by encouraging more private sector participation in power supply.

The aim for the Renewable Energy sub-sector is to ensure the promotion and utilisation of renewable energy in support of sustainable development in the country. The specific objectives are:

- Promote the utilisation of renewable forms of energy such as solar, wind and biomass;
- Promote the use and develop, to the extent possible, a domestic production capacity for renewable energy fuels and technologies; and
- Ensure the sustainable supply of renewable energy fuels/device/technologies at competitive prices through private sector participation.

Electricity Act, 2005: The Electricity Act was approved in 2005 to promote the development of the electricity sub-sector in the Gambia, to encourage private investment in the sector, promote competition, set out the responsibilities for policy and regulation and to regulate electricity service providers. The Act sets out, inter alia, the objectives, licences and licensing procedures, tariff principles and accounting standards for the electricity sub-sector.

First National Communication, 2003: The First National Communication submitted to the United Nations Framework Convention on Climate Change (UNFCCC) identified a number of mitigation options to reduce Green House Gases (GHG) emissions. These included the displacement of diesel generators and a reduction in fuel wood consumption, the use of solar, improved cook stoves and composting.

Poverty Reduction Strategy Paper (PRSP): The action plan for the implementation of the PRSP II for the period 2007-2011, with its overall goal to eradicate poverty, contains priority inventions in all sectors including energy. The Government of The Gambia, through the Energy Action Plan, has identified the increase in the use of renewable energy, in both rural and urban areas, as a priority strategy to achieve its policy objective regarding renewable energy.

ECOWAS/UEMOA White Paper for a Regional Policy for "Increasing Access to energy Services for Populations in Rural and Peri-Urban Areas in Order to Achieve the Millennium Development Goals": Recognising the importance of increasing

access to modern energy services as a precondition for the attainment of the MDGs, the White Paper, which was finalized in 2006, concluded that access to modern energy services was central to the attainment of MDGs in the region and that decentralised renewable energy system do effectively contribute towards increasing access.

Considering all the above, this UNIDO-GEF project was perfectly in line with the strategic as well as specific objectives of the Gambian key policy documents and was consistent with and supplemental to the energy action plan. The project has provided the additional international expertise and financing inputs needed to support and effectively leverage national efforts, and has contributed to the development of the human, institutional and industry capacity, and supporting structure necessary to realize the renewable energy related goals of the Energy Strategy and Action Plan and Energy Policy of the Gambia.

The Renewable Energy Bill that was enacted as part of the Component 3 – "Policy and Regulatory Environment" of this project for creating a market environment for the deployment of RE in the Gambia was approved by the on Gambian National Assembly 17 December 2013. The President of The Gambia assented to the RE Bill on 30 December 2013 and hence the Renewable Energy Act 2013 is available in The Gambia as a result to this project. For the preparation of the Renewable Energy Act was used the co-financing from the EU Delegation in the Gambia. The three institutions empowered by are this new Renewable Energy Act are: the Ministry of Energy, PURA and the National Utility Company NAWEC. Their roles and responsibilities are clearly defined in the Renewable Energy Act, and are explained in detail in the subchapter Renewable Energy Policy and Framework above.

Relevance to GEF priorities

Furthermore, the relevance to GEF Climate Change focal area's Strategic Program 3 – Promoting market approaches to renewable energy is very clear. Through promoting the dissemination of renewable energy technologies, mini grids in particular, in rural areas as support of rural electrification efforts in the Gambia, the project contributed to promoting market approaches to renewable energy and providing energy for productive uses. Moreover, the project was part of GEF Programmatic Approach to Access to Energy in West Africa, part of the Strategic Program for West Africa (SPWA), approved by GEF Council in November 2008, and therewith very relevant to GEF priorities.

Relevance to UNIDO's priorities

The project is fully in line with UNIDO's mandate, core competences and can benefit from UNIDO's comparative advantage as GEF's implementing agency in the renewable energy and climate change domain. The organizations' mandate is to support inclusive and sustainable industrial development, having strong core

competences in the field of green industry and renewable energy for productive uses. This renewable energy project falls under the theme of environment and energy / environmental protection.

Overall, the Project is consistent with the focal areas/operational program strategies of GEF and is in line with the national development, energy and environmental priorities and strategies of the Government of the Gambia, and UNIDO's mandate.

Based on the assessment of project relevance to local and national energy priorities, policies and strategy of the Government of the Gambia, to GEF's strategic priorities and objectives**,** and to the GEF focal area of climate change and SP3 - Promoting market approaches to renewable energy, and to UNIDO's mandate, **overall project relevance is considered to be HIGHLY SATISFACTORY.**

3.1.2 Design

The assessment of project design assesses the adequateness of the project to clear thematically focused development objectives set by the GEF, the attainment of which can be determined by a set of verifiable indicators. The projects are expected to be prepared in a participatory manner and with contributions of national stakeholders and/or target beneficiaries. It is required to formulate the project based on the logical framework approach, which was the case with this Full-Size Project (FSP).

The project document has been prepared based on results of various studies, assessment of the relevant programmes implemented in the Gambia, consultations with stakeholders, surveys etc.. Also, some new approaches in renewable energy, including a special project on RE with gender mainstreaming have been introduced.

The UNIDO approach in renewable energy focuses not only on technical improvement and implementation of demonstration projects, but also on improvement in policy, management, investment strategy, operations, and financing. The overall project design is relevant, with its strongest side being strong participation of local stakeholders in project identification. The Logical Framework with its outcomes and outputs, and target indicators are developed adequately (having the measurable element of being a SMART indicator) and they allow for proper adaptive management and monitoring of project results.

Project objectives, outcomes and outputs

The project aims to develop and promote a market environment that will stimulate investments in renewable energy based mini-grids for productive uses in rural areas

of The Gambia, with its overall goal being to reduce energy use related emissions of greenhouse gases produced by the energy sector of the Gambia.

The project seeks to address most of the existing barriers to renewable energy development in the Gambia to the wide scale adoption of renewable energy technologies through an integrated and catalytic approach that combines interventions aimed at creating a market environment conducive to investments in renewable energy projects and pilot projects aimed at demonstrating technical feasibility and commercial viability of renewable energy projects. These interventions, altogether, will catalyse greater investments in renewable energy projects in the Gambia and provide useful lessons in the region.

Primary target beneficiaries of the project are energy policy-making and implementing institutions, primarily the Ministry of Energy (MoE) and the Gambia Renewable Energy Center (GREC), potential energy generators (managers, developers and engineers), rural energy users, training institutes, energy professionals and service providers and the financial sector.

The project consists of five technical project components, and their short overview according to project components, outcomes and outputs is given in table 5.

Table 5 Short status overview of components, outcomes and outputs

1. PD Component 1 (PC1) – "Demonstration of the techno-economic viability of renewable energy projects in rural areas of The Gambia" is to demonstrate the technical feasibility and commercial viability of renewable energy based projects including mini-grids. These should create best practice examples for the country for further dissemination, replication and scale-up projects and to help raise awareness. PC 1 has two expected outcomes:

1.1 Technical feasibility and commercial viability of renewable energy projects is demonstrated, and capacity of renewable energy installed increased by more than 1.5 MW and 31,000 tonnes GHG emissions avoided; with the following expected output: Six selected renewable projects installed to demonstrate the technical feasibility and commercial viability of such projects with a cumulative installed capacity of approximately 1.5 MW.

2.1 Increased appreciation of techno- economic viability of renewable energy projects by stakeholders, with the output of the demonstration projects being independently evaluated and lessons learned widely disseminated to relevant stakeholders at national, regional and international levels.

2. **PD Component 2 (PC2) – "Strategy for scaling up of renewable energy investments in The Gambia"** should help develop the market for renewable energy through the preparation of an investment strategy. The outcome of PC2 is that an investment strategy is prepared and a market environment for the deployment of renewable energy is established. PC2 has two outputs:

2.1 Awareness raising for key market players including project developers, financial services providers, equipment installers/importers; and

2.2 Detailed investment plan/strategy for the dissemination of renewable energy.

3. PD Project Component 3 (PC3): "Strengthening the legal and regulatory framework for the renewable energy sector" should strengthen the policies and regulatory framework to effectively promote and support renewable energy market environment. The outcome of PC3 is the establishment of legal and regulatory framework for promoting and supporting renewable energy in The Gambia, with the outputs being:

3.1 Development of a renewable energy law, policy and action plan and presented to the Government; and

3.2 Standard Power Purchase Agreements (PPAs) for renewable energy developed

4. PD Project Component 4 (PC4): "Strengthening institutional capacity through focused capacity building" should strengthen the institutional capacity as well as address the insufficient technical capacity to identify, develop and implement renewable energy projects within institutions and other market players. The outcome of the PC4 is that national institutions and private stakeholders should be in a position to effectively support the market for renewable energy. PC4 has the following outputs:

4.1. Institutional strengthening for national institutions to enable support for the renewable energy market; and

4.2. Training programmes developed and conducted for all stakeholders. Training should be at an expert level and provide the technical and financial capacity and tools to a) identify, develop and implement renewable energy projects and b) provide training to other professionals and offer advice on RE.

5. PD Project Component 5 (PC5): "Project management and coordination" will focus on the management and coordination of the project, with the outcome being that MoE and GREC manage and coordinate the project effectively with support from stakeholders. The outputs of PC5 are:

5.1 Establishment of a project management office, set-up of a dedicated website for the project, implementation of dissemination programme, and regular posting of project milestones/reports etc. on the project website.

The targets from the Project Logical Framework for all the project components that have been met can be found in the text below, as well as well as in Annex F.

Figure 2 shows how the project components interact together in facilitating the development of a renewable energy market in The Gambia.

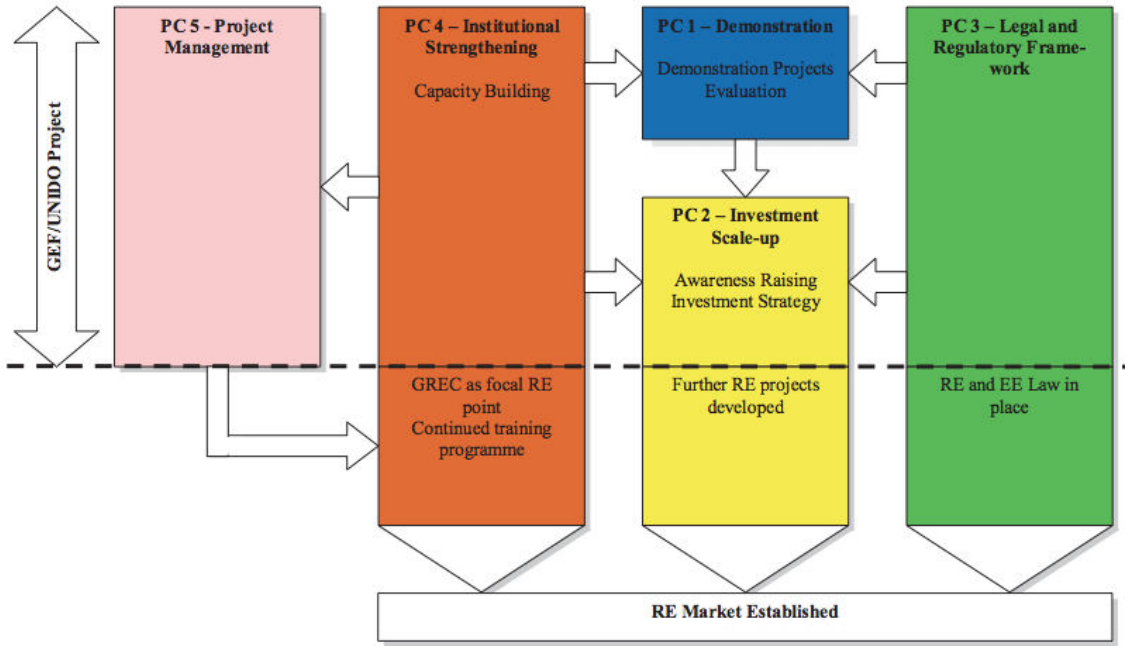


Figure 2 Interaction Between the Project Components

Project risk identification

Project risks are well identified in the Project Document with appropriate mitigation measures. However, the risk of Force Majeure that is the case with the Gamwind demonstration project was not to be foreseen.

Participatory identification and preparation of the project

The Project was identified and prepared through cooperation with local stakeholders, and through the cooperation previously established within the Gambia enabling activities supported by GEF (implemented with UNIDO involvement as well). The Gambian Government and the local project management office adopted the document, showing strong ownership of the project.

Project logical framework

The Project Logical framework approach has been used for the design of activities to implement the project. The logical framework developed for this project is excellent, containing baseline indicators, with well defined SMART indicators and concrete targets.

However, due to the experience that the implementation of the six demonstration projects will last a lot longer than the planned one year for their implementation, the

work plan was revised and is expected to be approved by the PSC (the new Work Plan is given in Annex E).

Based on the analysis given above, the **project design is rated as HIGHLY SATISFACTORY**, its strongest side being strong participation of local stakeholders in project identification. The Logical Framework and target indicators were well and adequately developed, and the Specific, Measurable, Achievable, Relevant and Time-bound (SMART) targets allowed proper adaptive management and monitoring of project results.

3.2 Effectiveness

Project effectiveness assesses to what extent the project outcomes, outputs and long-term project objectives have been achieved.

Overall, the planned activities in this project have been implemented within the periods they were planned for in the project work plan. However, the time-frame of twelve months for the implementation of the six demonstration projects was too short and unrealistic. Therefore, the work plan had to be amended to cover a two-year period for the implementation of the six demonstration projects. Table 6 presents a summary of the assessment of project effectiveness per project component, outcome, output, and indicators on the achieved targets, as well as their ratings.

Table 6 Ratings of effectiveness assessment according to project components, outcomes, outputs and indicators

Outcomes by Project Component	Outputs	Indicator(s)	Target Level	Evaluation Assessment	Rating (HS / S / MS / MU / U / HU)
Component 1: Technical feasibility and commercial viability of renewable energy projects in The Gambia demonstrated					
Outcome 1: Technical feasibility and commercial viability of RE projects in The Gambia demonstrated **Capacity of installed RE increased by at least 1.5 MW and GHG emissions avoided.**	**Outcome 1: Technical feasibility and commercial viability of RE projects in The Gambia demonstrated** **Capacity of installed RE increased by at least 1.5 MW and GHG emissions avoided.**	1. Number of RE projects implemented 2. Installed capacity of RE installed (kW) 3. Each project shown to operate at a profit with a positive IRR	1. 6 RE projects installed between 2011 and 2013 with total installed capacity of over 1.5 MW 2. Each project has a payback of less than conventional energy.		**HS**

Outcomes by Project Component	Outputs	Indicator(s)	Target Level	Evaluation Assessment	Rating (HS / S / MS / MU / U / HU)
Outcome 1: Technical feasibility and commercial viability of RE projects in The Gambia demonstrated **Capacity of installed RE increased by at least 1.5 MW and GHG emissions avoided.**	Output 1.1 Six renewable projects installed to demonstrate the technical feasibility and commercial viability of such projects.	1. Number of RE projects implemented 2. Installed capacity of RE installed (KW) 3. Each project shown to operate at a profit with a positive IRR 4. Annual RE electricity generated (MWh)	1)6 RE projects installed between 2011 and 2013 with total capacity of over 1.5 MW 2. 1250 MWh generated 3. Annual 1550 tones CO2 avoided	1. 3 RE projects installed from June 2012 to October 2014 with 992.3kW installed capacity (One grid-connected wind project of 900kW capacity, one solar and wind hybrid project of 8.3 kW installed, and one Solar –Wind –Generator Hybrid System of 84 KW). This equals to 66% of planned installed capacity of RE by the time of MTE. The rest two pilots are under implementation with a total capacity of 70 KW. The sixth pilot – a wind turbine of 450 KW will be chosen until end of 2014. 2. Over 874MWh electricity generated. 3. About 1092.5 tCO2 avoided.	**HS**

Outcomes by Project Component	Outputs	Indicator(s)	Target Level	Evaluation Assessment	Rating (HS / S / MS / MU / U / HU)
	Output 1.2 The demonstration projects are independently evaluated and lessons learned widely disseminated to relevant stakeholders at national, regional and international levels.	Evaluation reports and case studies on each GEF supported RE project. Dissemination outreach material (articles, brochures, DVDs, website)	6 evaluation reports and case studies prepared and disseminated. Articles and videos disseminated nationally.	There are evaluation reports and case studies prepared for the three installed projects of Gamwind, Qcell and Mbolo. Articles and videos widely circulated already through social media: 1. http://www.youtube.com/watch?v=PcOpHdmta70. 2. http://www.youtube.com/watch?v=5KQMKpzzKX8. 3. http://www.youtube.com/watch?v=oxA-gL2i8-c&feature=youtu.be	**HS**

Outcomes by Project Component	Outputs	Indicator(s)	Target Level	Evaluation Assessment	Rating (HS / S / MS / MU / U / HU)
Component 2: Market Environment for the deployment of RE is established					
Outcome 2: Market Environment for the deployment of RE is established	**Outcome 2: Market Environment for the deployment of RE is established**	1. Investment strategy prepared 2. Number of companies made aware of RE opportunities by the GEF project	1. 60 companies trained/ made aware of RE opportunities		HS

Outcomes by Project Component	Outputs	Indicator(s)	Target Level	Evaluation Assessment	Rating (HS / S / MS / MU / U / HU)
Outcome 2: Market Environment for the deployment of RE is established	Output 2.1 Key market players including project developers, financial service providers, equipment installers/importers are trained to enable the operation of the renewable energy market in The Gambia.	1. Number of companies made aware of RE opportunities by the GEF project 2. Number of companies participating in the project seminars/workshops 3. Number of interested companies and potential RE projects identified	1. 60 companies trained/made aware of RE opportunities 2. 60 companies participating in the project seminars/workshops 3. 20 companies interested in RE projects and projects identified	1. Over 20 companies trained /made aware of RE opportunities 2. 15 companies participated in the project seminar 3. Few companies have shown interest in RE projects but follow up meetings will be done by the consultants to establish the number and identify the specific projects 4. Breakfast meeting for private sector organized in September, 2014 where over 100 companies interested in the Renewable energy sector in the Gambia were present.	**HS**

Outcomes by Project Component	Outputs	Indicator(s)	Target Level	Evaluation Assessment	Rating (HS / S / MS / MU / U / HU)
	Output 2.2 Detailed investment plan/strategy for the dissemination of renewable energy projects in rural areas.	Investment Strategies on RE prepared	An Investment Strategy on RE prepared	The preparation of the Investment Strategy on RE for the Gambia is in process. National Consultant has been recruited by UNIDO and the recruitment of the International Consultant would soon be underway to develop RE Investment Strategy for the Gambia. Besides, most of the activities are captured in the revised Work Plan for July 2014 to June 2015.	**S**
Component 3: Policy and Regulatory Environment					
Outcome 3: Legal and regulatory frameworks that promote and support renewable energy are strengthened and operationalized	**Outcome 3: Legal and regulatory frameworks that promote and support renewable energy are strengthened and operationalized**	**1. New RE law and standards PPAs prepared and adopted.** **2. Adoption of regulatory measures to support RE and**	**1. New RE law, policy and action plan prepared and adopted by GoG** **2. Standard PPA prepared, adopted and**		**HS**

Outcomes by Project Component	Outputs	Indicator(s)	Target Level	Evaluation Assessment	Rating (HS / S / MS / MU / U / HU)
		market transformation	in force and in use		

Outcomes by Project Component	Outputs	Indicator(s)	Target Level	Evaluation Assessment	Rating (HS / S / MS / MU / U / HU)
Outcome 3: Legal and regulatory frameworks that promote and support renewable energy are strengthened and operationalized	Output 3.1 Development of a renewable energy law and supporting policy and action plan presented to the Government	Renewable Energy law, policy and action plan prepared and accepted by GoG. Regulatory measures to support RE market transformation adopted	New RE law, policy and action plan prepared and adopted by Government of the Gambia (GOG)	1. The Draft RE Law was fine – tuned to a RE Bill by the Ministry of Justice 2. The RE Bill was submitted to Cabinet for consideration by the Ministry of Energy 3. There was Cabinet approval of the RE Bill 4. The Ministry of Energy submitted the RE Bill to the National Assembly for consideration and approval 5. There was National Assembly approval of the RE Bill on 17 December,2013 6. The President of The Gambia assented to the RE Bill on 30th December,2013 and hence the RE Act 2013 is available in The Gambia	**HS**

Outcomes by Project Component	Outputs	Indicator(s)	Target Level	Evaluation Assessment	Rating (HS / S / MS / MU / U / HU)
	Output 3.2 Standard Power Purchase Agreements developed for renewable energy projects	Standard PPA prepared and accepted by GoG	New standard PPA prepared, adopted and enforced by GOG	Standard PPA was prepared, adopted and enforced by GOG. The Feed-In-Tariff was prepared and accepted by GoG in September 2013. Development and validation of electricity strategy and action/investment plan completed - Development of a Renewable Energy feed-in tariff mode completed - Calculation of feed-in tariff and development of standard PPAs completed - Development of draft renewable energy law completed - Validation workshop conducted in December, 2012.	**HS**
Component 4: Institutional Strengthening					

Outcomes by Project Component	Outputs	Indicator(s)	Target Level	Evaluation Assessment	Rating (HS / S / MS / MU / U / HU)
Outcome 4: GREC and other institutions are in a position to support the market of renewable energy in The Gambia	Outcome 4: GREC and other institutions are in a position to support the market of renewable energy in The Gambia	1. No of trained personnel 2. No. of training sessions provided 3. Advice given to stakeholders	GREC, UTG and GTTI have 20 fully trained staff able to provide training and advice on RE. 10 training seminars given. 20 companies provided with advice	Work Programme for Capacity Building and Training was developed comprising five main activities. These five activities are: (i) Specific Project Management Training (ii)Train-the-Trainer –RE Expert Training (iii)Renewable Energy Curriculum Development and Training (iv)Establishment of Training Demo Project for Tertiary Institutions (v)Training of End-Users on Commercial briquette production -The work programme was submitted to UNIDO in April, 2013 for review and it is to be submitted to PSC in July, 2013 for consideration - UNIDO has reviewed and recommended that activities (ii) and (iii) above be implemented for now - So far, 30 Gambians have been trained on Design, Installation and Maintenance of Renewable Energy Stand-Alone systems in The Gambia through collaboration between the project and one of the beneficiary – Mbolo Association	S

Outcomes by Project Component	Outputs	Indicator(s)	Target Level	Evaluation Assessment	Rating (HS / S / MS / MU / U / HU)
Outcome 4: GREC and other institutions are in a position to support the market of renewable energy in The Gambia	Output 4.1 Institutional strengthening for national institutions to enable support for the renewable energy market.	1. Number of trained personnel at GREC and Ministry of Energy in The Gambia	1. 3 trained GREC staff	1. 5 trained GREC staff	**HS**

Outcomes by Project Component	Outputs	Indicator(s)	Target Level	Evaluation Assessment	Rating (HS / S / MS / MU / U / HU)
	Output 4.2 Training programmes developed and conducted for all stakeholders. Training should be at an expert level and provide the technical and financial capacity and tools to a) identify, develop and implement renewable energy projects and b) provide training to other professionals and offer advice on RE.	2. Number of RE experts and trainers in the Gambian market 3. Number of RE seminars and trainings delivered in The Gambia 4. Number of people trained in RE in The Gambia	1. 20 RE experts trained 2. 4 train-the-trainers sessions delivered 3. 10 seminars and trainings for enterprises managers and engineers delivered by international national experts trained by the GEF project 4. 40 people trained in RE project identification, design, implementation and	1. 30 RE Experts trained 2. 1 train-the-trainers session delivered 3. 1 training delivered for enterprises managers and engineers by international and national experts by the GEF project 4. This is being planned in collaboration with the NAWEC Training Centre Renewable Energy Curriculum Development and Training has been developed and Curriculum Development Training took place from 24 -28 November 2014. Establishment of Training Demo Project for Tertiary Institutions is under way. 52 Women were trained on RE at the Mbolo Women Demonstration project as part	**MS**

Outcomes by Project Component	Outputs	Indicator(s)	Target Level	Evaluation Assessment	Rating (HS / S / MS / MU / U / HU)
			operation.	of the gender mainstreaming project.	
Component 5: Project management and coordination					

Outcomes by Project Component	Outputs	Indicator(s)	Target Level	Evaluation Assessment	Rating (HS / S / MS / MU / U / HU)
Outcome 5: Project management and coordination	Output 5.1 MoE and GREC manage and coordinate the project effectively with support from stakeholders.	Project Management Office is established Dedicated website for the project is set-up, dissemination programme is implemented Project milestones/reports. Etc are regularly posted on the website		1. PMO was established in June, 2012 2. Website development is underway 3. Once the website is up and running, reports will be posted regularly	**HS**

Achievement of anticipated project outcomes and outputs

For the preparation of the component 1 of the Project, and prior to the preparation for the project document for CEO Endorsement, there was a consultation workshop with all concerned stakeholders for renewable energy in the Gambia. After the consultation workshop, twenty feasibility studies on renewable energy for productive use were prepared. Out of these twenty project concepts received, six were selected, based on project viability, reproducibility, CO2 impact, and technological and financial viability. As these projects were proposed by industry, this ensured to have a strong industry involvement and commitment from the start. The project implementation course to date was excellent, and the tangible results of delivered planned activities/inputs and overreaching of project objectives. The project is rated as such, primarily as a result of implementation of the demonstration projects, and thereby achieving more then 66% of the planned target of 1,500 KW installed capacity by project closure by having installed capacity of 992.3 KW. Over 874MWh out of the targeted 1,250 MW electricity was generated, and about 1,092.5 tCO2 out of the planned 1,550 tCO2 were avoided.

Main achievements by the time of the MTE are: three demonstration projects are fully implemented, two demonstration projects are under implementation, three viable bids received for the sixth demonstration project, awareness raising is done, development objective and societal change reached, most of the trainings done, beneficiaries are sensitized on RE, RE Act passed etc.. Some of the targets were even exceeded (e.g. in the project design the estimated capacity factor was 25%, and in the demonstration project of Gamwind is reached 75%; more people trained than planned instead of 3 GREC Staff planned were 5 GREC staff trained etc.).

The progress from PC1 – Outcome 1, Output 1.1 is visible with the detailed information on the implementation of the Demonstration Project as shown in Table 7. As stated in the Output 1.2 all evaluation reports and case studies for the demonstration project upon project completion.

Table 7 Renewable Energy Demonstration projects in the Gambia

	Demo Projects	GEF Grant	Project Developer	Project Size kW	Estimate GHG Reduction t CO2 Tonnes	Remarks
1.	Gamwind Ltd Wind Power connected to NAWEC	30%	70%	900	13,856.3	Implemented
2.	Mbolo Women Association Training Centre (Solar–wind Hybrid system)	30%	70%	8.3	566.5	Implemented
3.	QCELL (GSM- 10 repeater stations across the country -(solar/wind Hybrid system))	25%	75%	84	6,756.5	Implemented
4.	Nawec /Kaur hybrid mini grid	30%	70%	60	2,206.3	Installation started, should finish in February, 2015
5.	Bijilo Medical Centre	30%	70%	8.4	869.3	Now 10kW Installation started November, 2014
6.	Tanji Slot	40%	60%	450	6,928.1	Three viable bids received
	Total	**30%**	**70%**	**1,510.7**	**31,183**	

The three demonstration projects that were implemented are the following:

1. QCell Project: Solar-Wind Repeater stations (84kW) shown on the figures below:

   - Project total cost: US$ 2.26million including towers
   - Project GEF grant: 25%
   - QCell installed solar – wind hybrid systems for 10 repeater stations in 10 rural communities across the country with total capacity of 84kW.
   - The surplus power will be supplied to the health facility within each of the 10 communities.

2. Mbolo Women Association Project: Solar PV- Wind Turbine Hybrid System shown on the figure below:

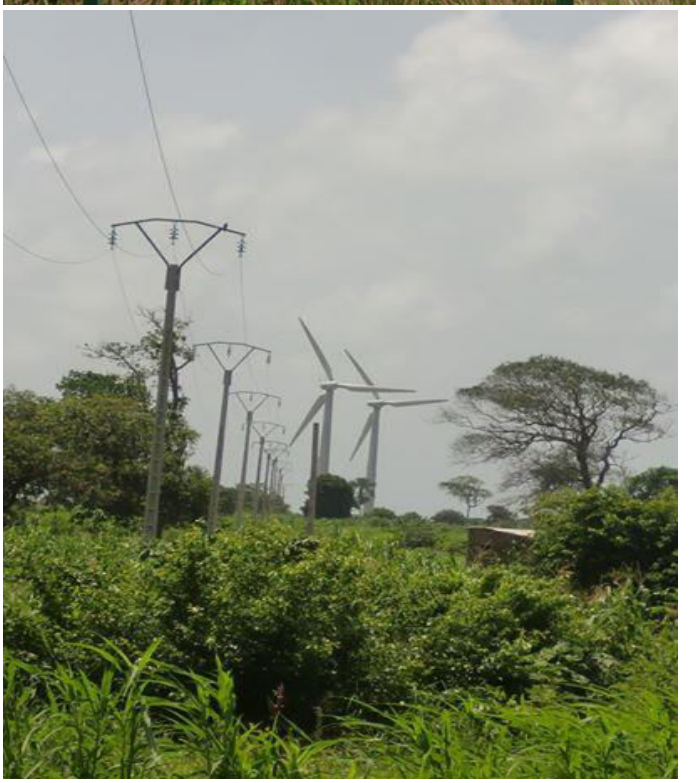
   - Beneficiary of the GEF-UNIDO-GoG Project
   - Total Capacity – 8.3kW, out of which Wind Turbine: 1.5kW, and Solar PV : 6.8kW
   - Project total cost: US$ 185,000 + training of 30 Gambians on the system
   - Received GEF grant of 27.8% of total investment
   - Including Gender Best Practices Training on " Mainstreaming Gender on Renewable Energy – Hands-on Training" held from 21 to 26 July 2014, where over 52 women have undergone the intermediate hands-on training courses ; Women will get assistance for developing RE projects under the RE fund of the Gambia; and based on the feedback of trained women, the Ministry of Energy targets that 50% of the funding from the RE Fund should be earmarked for projects by women.

3. Gamwind project – Two Wind Turbines shown on the picture below:

- The two wind turbines have total Capacity of 900kVA (2 x 450kVA)
- Project total cost: US$ 839,000 + cost of connecting to the grid
- Received GEF project grant of 30% of total investment
- NAWEC and Gamwind signed a Power Purchasing Agreement on 18th November, 2010
- Gamwind signed a Grant Contract with UNIDO in September 2011
- Wind turbines started working in August, 2012, and ceased their operation in September, 2013 due to land property issues.
- There are already sings of deterioration on the wind turbines (tail of one wing is missing, and hydraulic system is already damaged due to extended period of inactivity) due to impossible maintenance
- Solution is urgently sought for a buy-off or any other option for the wind turbines to start operation again after their cease of operation in September 2013. Proposals how to re-activate the wind turbines again and therewith obtain project sustainability and more energy for the people of the Gambia:
    i. Buy-off (Owner is willing to sell the Wind Turbines at price of US$ 587,200 (EUR 450,000) – the investment of Gamwind)
    ii. Reallocation at a cost of US$ 200,000 is not feasible for the owner
    iii. Reactivation
- Table 8 shows the generated energy from Gamwind in one-year period

Table 8 Produced Renewable Energy from the wind turbines

Period when wind turbines were producing energy	Production (KWh)	Estimated GHG reduction t CO2 (tonnes)	Operation (Hrs)	Maintenance (Hrs)
01.August 2012-01.August 2013	731,737	15,088.1	17,237	263



4. NAWEC/Kaur Solar PV Hybrid System (60kW)

- Grant Contract signed with UNIDO
- Implementation started, should finish in January-February 2015

5. Bijilo Medical Centre Solar PV Project (10kW)

- Grant Contract signed with UNIDO
- Implementation started in November, 2014

6. Call for last RE Demonstration Project ended (GEF Grant Available = US$ 132,700)

- Three viable Bids received
- RE Project is to be chosen
- All three projects are for renewable energy for productive uses, and one of them has an additional environmental component coupled with the productive uses, with completely in line with UNIDO's mandate and strategy for Inclusive and Sustainable Industrial Development.

A minor remark is made that the eighteen month planned project delay of project implementation will be taken into consideration for the mid-term evaluation in the Efficiency rating.

Within Component 2, where market environment for the deployment of RE should be established, the major achievements were the following:

- 20 companies trained /made aware of RE opportunities,
- 15 companies participated in the project seminar on RE,
- Few companies have shown interest in RE projects but follow up meetings will be done by the consultants to establish the number and identify the specific projects.
- Breakfast meeting for private sector organized in September, 2014 where over 100 companies interested in the Renewable energy sector in the Gambia were present.
- The only pending not reached target is the preparation of the Investment Strategy on RE for the Gambia, for which a National Expert has been recruited, and the recruitment of the International Expert by UNIDO is on its way.

The achievement of Outcome 3 with the RE Act being assented by the President of The Gambia on 30 December 2013, and the preparation and approval by the GoG of the Power Purchasing Agreement (PPA) and the Feed-In-Tariff in September 2013 is considered as done, because all of the targets from the Project Logical Framework for this component were met.

Within the "training" Component 4: GREC and other institutions are in a position to support the market for RE, the following achievements have been reached:

- 5 GREC staff were trained on RE
- 30 RE Experts trained
- One train-the-trainers session has been delivered
- One training delivered for enterprises managers and engineers by international and national experts by the GEF project, his is being planned in collaboration with the NAWEC Training Centre

Renewable Energy Curriculum Development and Training has been developed and Curriculum Development Training took place from 24 -28 November 2014.
- Establishment of Training Demo Project for Tertiary Institutions is under way.
- 52 Women were trained on RE at the Mbolo Women Demonstration project as part of the gender mainstreaming project.

The institutional strengthening was done through training staff at GREC and the Ministry of Energy to be able to support the renewable energy market.

The Project Component 5 for Project Management and Coordination is well on track, with excellent tools such as the monitoring & evaluation policy, as well as the SMART indicators as part of the Project Logical Framework. Additionally, an updated work plan for 2014/2015 has been prepared, and can be seen in Annex E.

Details on achievements per project component, outcome, output, containing the quantified and time-bound indicators and targets can be found in Table 6.

Future reporting to GEF

Relevant SMART (especially measurable) Indicators and Target Indicators as they are contained in the Project Logical Framework within the Monitoring and Evaluation system, should be reported to GEF in the future as it was done by the time of the MTE. This reporting can be included in UNIDO Annual Project Implementation Report (PIR) as done to date.

Contribution to achievement of Global Environmental Benefits

Project outputs and outcomes directly contribute to the implementation of the GEF Focal Area on Climate Change, namely to fulfilling the requirements of the 'Kyoto Protocol' unanimously adopted by the United Nations Framework Convention on Climate Change (UNFCCC). The ultimate goal of the project is to reduce energy use related emissions of greenhouse gases (GHG) produced by the energy sector of the Gambia. The project is very likely to contribute to the global environmental and energy benefit of reducing the energy produced by fossil fuels through exchanging it with energy produced from renewable sources, such as wind and solar energy in the case of the demonstration projects within this project.

Catalytic and/or replicable role of the project

The demonstration projects that are part of Outcome 1 of this project are all with high level of replicability. Indeed, there are already two replication (scale-up) projects that came up after the demonstration projects within this projects, namely a 60 KW Solar Photovoltaic (PV) system at the Lemon Creek Hotel, and some new RE installation in the neighbourhood of Mbolo Women Project, which exhibit the dissemination and scaling-up effect of this project.

Project effectiveness at time of the mid-term evaluation is rated as HIGHLY SATISFACTORY in the light of excellent project implementation course to date, and the tangible results of delivered planned activities/inputs and overreaching of project objectives. The project is rated as such, primarily as a result of implementation of the demonstration projects, and thereby achieving more then 66% of the planned target of 1,500 KW installed capacity by project closure by having installed capacity of 992.3 KW. Over 874MWh out of the targeted 1,250 MW electricity was generated, and about 1,092.5 tCO2 out of the planned 1,550 tCO2 were avoided. Main outputs achieved by the time of the MTE are: three

demonstration projects are fully implemented, two demonstration projects are under implementation, three viable bids received for the sixth demonstration project, awareness raising is done, development objective and societal change reached, most of the trainings done, beneficiaries are sensitized on RE, RE Act passed etc.. Some of the targets were even exceeded (e.g. in the project design the estimated capacity factor was 25%, and in the demonstration project of Gamwind is reached 75%; more people trained than planned instead of 3 GREC Staff planned were 5 GREC staff trained etc.). However, there is the land property issues with one of the demonstration projects which resulted in ceasing of RE production of two wind turbines last year and for which a viable and expedite solution with the Government of the Gambia is sought. A minor remark is made that the eighteen month planned project delay of project implementation will be taken into consideration for the mid-term evaluation in the Efficiency rating.

3.3 Efficiency

The assessment of efficiency should answer whether the project is implemented in a cost-effective way and presents least-cost option. It needs to consider if the project was delayed, and if yes did the delay affect cost-effectiveness. Efficiency also considers adequacy of contributions of government as well as the national executing agency for project implementation.

This subchapter gives an overview on the extent to which the Project has produced the results (outputs and outcomes) within the expected time frame.

The progress of the project was assessed against the existing log frame and corresponding targets and indicators. The way the annual progress report is submitted, it does not indicate the progress against planned timeline of targets.

Details on the progress achieved so far per project component, outcomes and outputs taking into consideration the exact reaching of the targets is given in Annex F, as a table indicating the progress to date against the year target and end project target level for each of the outputs per component.

Table 9 presents the overall cost and financing with co-financing (planned and achieved) is US$.

Table 9 Disbursement - overall cost and financing (including co-financing):

Project Components/Outcomes	*GEF*		*Co-financing*		Total
	($ 000)	*%*	*($ 000)*	*%*	*($ 000)*
1. Demonstration of the techno-economic viability of renewable energy projects in rural areas of The Gambia	1288,41	0,27	3499,51	0,73	4787,92
2. Strategy for scaling up of renewable energy investment s in The Gambia	70,36	0,84	13,64	0,16	84
3. Strengthening the legal and regulatory framework for the renewable energy sector	22	0,1	240	0,9	262
4. Strengthening institutional capacity through focused capacity building	229,56	0,8	58,44	0,2	288
5. Project management and coordination	147,86	0,47	164,44	0,53	312,3
Total Project Costs	1758,19	0,31	3976,03	0,69	5734,22

Source: Project Document

Expected amounts are those submitted by the GEF Agencies in the original project appraisal document. Co-financing types are grant, soft loan, hard loan, guarantee, in kind, or cash.

Concerning the co-financing issue, UNIDO budget and co-financing has no clear view on the co-financing over the years. Namely, the budget breakdown indicates the sourcing of the co-financing over project components, but it lacks information of co-financing per year. The Project implementation relies on co-financing as agreed between Project partners prior to project implementation.

Although, actual co-financing activities are being provided (different project partners finance and implement various activities), those are not appropriately reported. On the other hand, the co-financing situation is clear as per source and demonstration project, and it has been duly delivered for the implementation of the demonstration projects as per ToR and Grant Contract with the private and public partners. The co-financing of the EU delegation in the Gambia for the preparation of the new RE Law has also been provided. Details on co-financing are showed in Table 10 as actual co-financing and additional leveraged financing.

The co-financing planned for in the project document amounted US$3,976,030, and it was revised to the new planning for co-financing of US$5,850,000 at project closure as shown on Table 10. At the time of the Mid-Term Evaluation, the materialized amount of co-financing was US$4,000,000, which is 68 percent of the planned co-financing. This materialized co-financing to date is even larger that the prevised co-financing in the project document, and therewith is very satisfactory for the mid-course of the project.

Table 10 Co-financing and Additional Leveraged Co-financing

Sources of Co-financing [1]	Name of Co-financer	Type of Co-financing [2]	Amount Confirmed at CEO endorsement / approval	Actual Amount Materialized at Midterm
Private Sector	QCEll	cash	2.534.000	2.000.000
NGO	M-Bolo	cash	250.000	77.500
Bijilo Medical Center	Private Sector	Cash	915.000	515.500
Utility	NAWEC	cash	600.000	336.000
NGO	Gamsolar	cash	480.000	
Bilateral Aid Agency	EU Delegation	cash	231.000	231.000
Private Sector	Gamwind	cash	640.000	640.000
Multilateral	UNIDO	cash	200.000	200.000
		TOTAL	**5.850.000**	**4.000.000**

[1] Sources of Co-financing may include: Bilateral Aid Agency(ies), Foundation, GEF Agency, Local Government, National Government, Civil Society Organization, Other Multi-lateral Agency(ies), Private Sector, Other

[2] Type of Co-financing may include: Grant, Soft Loan, Hard Loan, Guarantee, In-Kind, Other

Table 11 shows the Total Executed Budget (A Term for Disbursements in UNIDO SAP) of the GEF Grant until 30 June 2014 being US$1,166,517.44 as given in the MTR GEF Reporting out of the total GEF Grant amounting to US$1,758,190. It was difficult for the evaluation team to come to information about the total UNIDO budget execution, as the SAP contains only figures for 2013 and 2014, and the previous Enterprise Resource Planning (ERP) System Agresso contains the figures for budget execution from 2012, which were not able to be extracted at the time of the Mid-Term Evaluation.

Table 11 UNIDO budget execution (GEF funding excluding agency support cost in USD)

Budget line	Item	EXECUTED BUDGET (Disbursements) in 2013 (USD)	EXECUTED BUDGET (Disbursements) in 2014 (USD)	Total Expenditure (Disbursements) 2013 and 2014 (USD) - SAP	Total Amount GEF Grant Disbursed (USD) as of 30 June 2014 acc. to MTR GEF for the whole duration of the project
1100	International consultants	50511.48	71,092.88	121,604.36	**147184,93**
1500	Project related travels	9692.27	94.51	9,786.78	**5010,01**

1700	National short time consultants	45821.6	7,929.60	53,751.20	**84714,22**
2100	Sub contracts	105099.6	37.39	105,136.99	**830941,43**
3000	Trainings/workshop	1305.29		1,305.29	**12307,97**
4300	Premises	21.61		21.61	
4500	Equipment	0	33,500.00	33,500.00	**49393,02**
5100	Sundries	11203.46	9,301.16	20,504.62	**36965,86**
Total	**Total**	**223,655.31**	**121,955.54**	**345,610.85**	**1,166,517.44**

Source: SAP, November 2014, MTR GEF, PIRs

If the amount of GEF Grant Disbursed as of 30 June 2014 acc. to MTR GEF of US$ 1,166,517.44 are extracted from the Total Budget of GEF of US$1,758,190, there will be US$591,672.96 left from the GEF financing until project closure. This amount will be used for the implementation of the last three demonstration project, for preparing of the Investment Strategy on RE in the Gambia, and for additional trainings.

Least cost option for the demonstration project solution

All six demonstration projects were identified through an open and competitive process through a call for proposals. UNIDO instituted an adjudication committee consisting on UNIDO, the GEF OFP, Ministry of Energy representative and representatives of the private sector and REAGAM to select the project to benefit from the grant. For the selected pilot project, a Co-Financing Letter was secured from the company, and they were sealed in the Project Document by GEF. At the end, two of them had to be exchanged with equivalent or better projects as they have failed to deliver the co-financing. For all of them there was not a tender bidding procedure through regular procurement, but a waiver of competitive bidding had to be secured. This will be further explained under procurement issues.

Co-financing

Based on the data on co-financing provided by the PM at UNIDO HQs, it is evident that the project has been very successful at mobilizing allocated funds from the national counterparts. At the time of the Mid-Term Evaluation, the co-financing materialized amounted to US$4,000,000 from the planned US$5,850,000 at project closure. This shows that 68 percent of the planned co-financing has emerged, which is very satisfactory for the mid-course of the project. The amount of contribution that was committed can be considered as highly satisfactory and it demonstrated high ownership by local stakeholders of the project.

The mid-term evaluation has concluded that there all efforts were undertaken to ensure cost-effectiveness of project results both by UNIDO as IA and by PMO and national project partners MoE, NEA, GREC and NAWEC. Even more, the fact that at the time of the mid-term evaluation 68 percent of the co-financing has materialized with US$4,000,000 from the planned US$5,850,000. However, the cost-effectiveness might be affected by the fact that the project implementation will be delayed by eighteen months, even though there was no violation of the financial framework to date. The only minor shortcoming is that the time planned for the implementation of the demonstration projects of twelve months was too short. The

revised Work Plan that can be found in Annex E for 2014/15 is to be sealed by the PSC. Reviewing the final results from project management and financial management at time of the mid-tem evaluation, the **project efficiency is rated SATISFACTORY (S)**.

3.4 Assessment of sustainability of project outcomes

The assessment of sustainability of project outcomes at the time of the mid-term evaluation should explain how the risks to project outcomes will affect continuation of benefits during the project implementation, and if possible to assess, after the GEF project ends, including both exogenous and endogenous risks. Based on GEF evaluation policies and procedures, the overall rating for sustainability cannot be higher than the lowest rating for any of the individual components. Therefore the overall sustainability rating for this Project at the time of the mid-term evaluation is **MODERATELY UNLIKELY (MU), which means that there are significant risks that affect this dimension of sustainability.** This risk is the demonstration project of Gamwind, where the two wind turbines of 450 KVA ceased operation in September 2013 due to land property issues. It has to be noted that this issue came only in April 2013. Prior to start of implementation of the project, all necessary permits for construction of the wind turbines were provided to UNIDO and issued by the responsible Authorities in the Gambia. In order to minimize the risk on sustainability, as well as for the benefit to the people of the Gambia, a rash solution for starting operating the two wind turbines again should be found in the near future.

3.4.1 Financial risks

There was a clear co-financing by project partner for the project and this has materialized and according to the conditions stated in the Grant Contracts for the Demonstration Project. This was the positive side of providing waivers from competitive bidding and having known in advance who will be the project partners in the demonstration projects, which will be in detail elaborated in the procurement.

Before the mid-term evaluation, one demonstration project of Gamsolar that should have the capacity of 8.4 KW, was exchanged with another demonstration project for the Bijilo Medical Center of even greater capacity of 10 KW (through this exchange the developmental and environmental positive objective is even higher), however the level of co-financing of the second project was less. At the moment of the mid-term evaluation, there is only one demonstration project (Tanji community) that did not materialize as planned, however there was a bid open for the second time, which resulted into three viable bids for another demonstration project.

With the above said, **there are no identified financial risks to sustainability, which leads to Likely (L)** sustainability of finances.

3.4.2 Sociopolitical risks

Project stakeholders, including government officials, renewable energy companies, and the broader public, have developed a strong sense of ownership of the projects interventions. The project has provided targeted training and awareness raising on renewable energy to over 150 persons. It had also a very broad media and social media coverage, and brought a real societal change by integrating renewable energy in the everyday life for the citizens of the Gambia.

There are however significant risks at the time being that affect socio-political sustainability, which might continue affecting the sustainability of the project in the future (case of the demonstration project with Gamwind explained earlier in the report). This causes **the rating for the sociopolitical sustainability to be Moderately Unlikely (MU)**, which imposes that the solution to re-activate the wind turbines with total capacity of 900 KW has to be found urgently.

3.4.3 Institutional framework and governance risks

With the passing of the new Renewable Energy Law and other supporting mechanisms that would promote Renewable Energy in the Gambia, such as the RE Fund, **there no identified risks that affect institutional framework and governance sustainability, which leads to Likely (L)** sustainability of institutional framework and governance of RE in the Gambia.

3.4.4 Environmental risks

No environmental risks connected to sustainability could be identified related with the project that may jeopardize sustainability of the outcomes, **which means the environmental sustainability is Likely (L)** to be achieved.

3.5 Assessment of monitoring and evaluation systems and project management

This section assesses the M&E systems in place for the project. The M&E plan describes how the whole M&E system for the project works and includes the indicators, who is responsible for collecting them, what forms/tools will be used, and reporting schedules. The M&E plan includes the project logframe (project logical framework), baseline reports, periodic reports, and other documentation such as minutes of meetings, documentation of activities etc..

M&E Design

The PD contains a project M&E plan, outlining specific M&E activities, responsible parties, budgets, and timeframes. It includes the logframe, the annual work plans as well as detailed progress and activity reports. The plan also includes and budgets for a mid-term evaluation and a final project evaluation. The activities outlined in the M&E plan meet GEF minimum standards for M&E, and the budget of US$48,000 is sufficient, however rather low for a full-size project. The PD sufficiently identifies various review and evaluation processes, specific reporting

requirements, and responsibilities. Especially it should be noted that this project made use of SMART targets and baseline indicators, which allowed for comprehensive adaptive management, and the same was very advantageous for this mid-term evaluation. Therefore the **M&E design for this project is considered to be HIGHLY SATISFACTORY**.

M&E Implementation

The assessment showed that the Project Manager and Project Management Office (PMO) prepared very detailed reports that provide exhaustive aspects of the periodical achievements of the project with narrative links back to the outcomes, outputs and targets elaborated in the logical framework. Proper Monitoring and Evaluation procedures were followed by the Project Manager from Implementation Agency (IA) by writing very detailed and comprehensive Annual Project Implementation Reviews (PIRs) to GEF. Both UNIDO PM and PMO performed oversight of the main activities especially in the phases of installation of demonstration projects and trainings. However, the work programme had to be revised due to delay in certain project activities.

The PMO submitted regular project progress reports to UNIDO, PSC and PMC. A total of thirteen in-depth reports on technical evaluation and validation of the demonstration projects, the trainings and the training curricula on renewable energy were prepared by the PMO and respective experts in the field. All reports provide complete aspects of the periodical achievements of the project, the narrative link goes back to the outcomes elaborated in the logical framework. PMO also carefully monitored the installation of the demonstration projects. Annual Project Implementation Reviews (PIRs) were regularly undertaken and contained very exhaustive information.

Yet, the project was delayed by eighteen months. Therewith the Mid-Term Evaluation was delayed by twenty-one months of the original planning date from the PD, and was done in October 2014. The Terminal Evaluation is planned for December 2015.

For all these reasons the **implementation of M&E and use for adaptive management is rated SATISFACTORY (S)**. It is noted that the PM and PMO prepared all necessary reports that provide exhaustive aspects of the periodical achievements of the project with narrative link back to the outcomes elaborated in the logical framework. Proper Monitoring and Evaluation procedures were followed by the Project Manager from IA by writing exhaustive Annual Project Implementation Reviews, however the work plan was not updated accordingly. Both National Project Manager (NPM) from PMO and PM from IA performed oversight of the main activities especially in the phases of implementation and installation of the demonstration projects, and training on renewable energy. Proper Monitoring and Evaluation and regular update of the work plan could have minimized the eighteen months delay of the project through timely update of the work plan for the implementation of the demonstration projects.

Budgeting and funding for M&E activities

The budget provided for M&E of US$48,000 at the planning stage was sufficient. Adequate funding has been provided for M&E activities during the project implementation, and the necessary monitoring activities have been undertaken. The **aspect of funding M&E is rated HIGHLY SATISFACTORY.**

Monitoring of long-term changes

At this stage, it is too early to comment on monitoring of long-term changes, and the project is still in the process of identifying the Investment Strategy on Renewable Energy for the Gambia. There is extreme ownership of the project by various national institutions and the relevant Ministries of Economy and Finance within the Government of the Gambia, as well as the National Environment Agency.

The passing of the Renewable Energy Law and the creation of the RE Fund from the Ministry of Energy for funding renewable energy projects also demonstrate the right direction in which the project is moving towards embedding renewable energy as part of the national strategy. It has to be noted that there are already two replication (scale-up) projects that came up after the demonstration projects within this projects, namely a 60 KW Solar Photovoltaic (PV) system at the Lemon Creek Hotel, and some new RE installation in the neighbourhood of Mbolo Women Project.

Therewith, the **aspect of monitoring of long-term changes for this project is rated HIGHLY SATISFACTORY.**

Project management

Project management has been successfully carried out by the UNIDO Project Manager and Project Management Office (PMO) led by the National Project Manager (NPM) in the Gambia. The Project Management Office (PMO) was established and placed in June 2012 within the Gambia Renewable Energy Centre (GREC) offices and is co-financed by the Ministry of Energy. PMO consists of NPM and National Project Assistant (NPA).

While the project management unit was not in charge for financial management of the project (all payments and procurement were carried out through UNIDO, or initiated by UNIDO), this aspect did not obstruct the implementation. All resources required from UNIDO were provided in a timely manner. In the light of mid-term evaluation evidence on project management, the project can be rated as **HIGHLY SUCESSFUL** and the note given is **HIGHLY SATISFACTORY.**

3.6 Assessment of processes affecting achievement of project results

3.6.1 Country ownership / drivenness

It was stated during the mid-term evaluation and already elaborated in several sections of this mid-term evaluation report, that the level of ownership of the Government of the Gambia and local stakeholders is extremely high. The MoE, NEA, GREC and NAWEC are the national executing partners for the project implementation. A Project Steering Committee (PSC) consisting of representatives of government institutions and of stakeholders and beneficiaries that convenes on a regular basis is of key importance for success of the project. The Chair of the PSC is the Director of NEA, which provides the PSC with additional value. All the members of PMO, interviewed representatives of the Government Agencies and Ministries of the Gambia and public institutions, stakeholders, and private sector representatives express strong ownership of their roles within this project. **The country ownership is rated HIGHLY SATISFACTORY.**

3.6.2 Stakeholder involvement

Involvement of relevant stakeholders, sharing information and consultations is carried out on several levels within the Project. On a managerial and planning level, it is done within the Project Steering Committee (PSC), which is established to provide strategic guidance on the project implementation and facilitation of the coordination of various Government authorities, institutions and the industries. PSC is established with the participation of the key stakeholders and has a number of permanent members coming from numerous relevant stakeholders (Governmental institutions related to the scope of the Project). There is also a Project Management Committee (PMC). Generally, there is a very high level of stakeholder involvement in the project.

The project implemented appropriate outreach and public awareness campaigns through publishing of technical evaluation reports, manuals, newspapers articles, CDs and used innovative and modern approaches such as social media (You Tube, Facebook etc.) for promoting renewable energy in the Gambia. There was a positive feedback in the community for this project, as it contributes to the improvement of the quality of the environment. **The stakeholders' involvement in the project is rated HIGHLY SATISFACTORY.**

3.6.3 Financial planning

The Project has appropriate financial controls, including reporting and planning, that allows management to make informed decisions regarding the budget and allows for timely flow of funds. UNIDO manages the overall project budget and procures all services required, and as well timely prepares financial reports to the GEF, in accordance to the established UNIDO rules and regulations and applicable GEF requirements.

However, the Mid-Term Evaluation was not able to find financial data on financing and co-financing per project component. The only data available from the GEF Grant are according to Budget Line, and through SAP the financial data available is for 2013 and 2014. It was very difficult for the evaluation team to find reliable data for 2012, therefore the whole figures on expenditures from the GEF MTR according to budget line was taken.

Financial audits were not made until this stage of project implementation. All the procurements for the demonstration projects and the trainings so far went smoothly and through the HQ as centralized procurement. More on procurement will be elaborated in the section Procurement issues.

UNIDO was responsible for financing and determination of means from GEF funding and this was done in a responsible and cost-effective manner. **Financial Planning is rated SATISFACTORY.**

3.6.4 Co-financing and project outcomes and sustainability

The Project implementation relays on co-financing as agreed between Project partners prior to project implementation launch.

Although, actual co-financing activities are being delivered (different project partners finance and implement various activities), those are not appropriately reported and no evidence exist. On other hand, the co-financing situation is clear as per source and demonstration project, and it has been duly delivered for the implementation of the demonstration projects as per ToR and Grant Contract from the private and public partners. The co-financing of the EU delegation in the Gambia for the preparation of the new RE Law has also been provided. Details on co-financing are given in the Efficiency chapter.

At the time of the Mid-Term Evaluation, the co-financing materialized amounted to US$4,000,000 from the planned US$5,850,000 at project closure. This shows that 68 percent of the planned co-financing has emerged, which is very satisfactory for the mid-course of the project. **The Co-financing and project outcomes and sustainability is rated SATISFACTORY.**

3.6.5 Delays and project outcomes and sustainability

As planned with the newest project extension until December 2015, the project will face a delay in project implementation of eighteen months. The prevised project closing date in the project document during project design was June 2014. The prime reason for the delay was the late launching of the project. The implementation start in the PD was marked in July 2011, and the official launching of the project took place in March 2012, and the Project Management Office was established in June 2012. Therewith the Mid-Term Evaluation is postponed by twenty-one months, and took place in October 2014 instead of January 2013. The Terminal Evaluation will accordingly take place in December 2015.

Furthermore, the project delay was the time frame of one year foreseen in the Project Document for realization of the implementation of six demonstration projects when setting the milestones in the workplan, which should have been calculated. Another reason for the project delay is also due to co-finance that would not be readily be available once the project started operating.

3.7 UNIDO's involvement and specific ratings

3.7.1 Preparation and readiness / Quality at entry (QAE)

Numerous quality aspects are highly satisfactory, primarily the clear strategic relevance of the project with highly participatory stakeholder and beneficiary consultation process. Counterpart resources and adequate project management arrangements in place at project entry capacities of executing institution and counterparts properly considered when the project was designed; partnership arrangements properly identified and the roles and responsibilities negotiated prior to project approval; project's objectives clear, but not always feasible within its time frame. Therefore, the time frame within the work plan needs to be revised and approved by the PSC. The new proposed Work Plan is given in Annex E. Accordingly, the target of 900 MWh generated per year by 2012 at the level of project objective needs to be revised and approved by the PSC, as it is unrealistic because actual project implementation started only in June 2012. On the other hand, there is a detailed budget plan for the M&E activities (M&E Plan in the PD).

Primarily because of the clear strategic relevance of the project with highly participatory stakeholder and beneficiary consultation process, and minor issues with the workplan not being well designed with longer time being given for the implementation period of the demonstration projects instead of only twelve months, the **Quality at Entry and Readiness for Implementation is rated SATISFACTORY.**

3.7.2 Implementation approach

The implementation approach related to the Project complies with other approaches applied by UNIDO as it is part of Programme aimed at roll out of best renewable energy project implementation arrangement throughout the world.

Evidently, the UNIDO uses a holistic approach that focuses not only on technical improvement, but also on improvement in policy, management, operations, and financing. The approach introduces optimization of an entire energy system rather than optimization of individual equipment component. To ensure sustainability, the Project focuses on developing and promoting a well-functioning market environment that will stimulate investments in Renewable Energy in the rural areas of the Gambia. Thus, is provides replicability of the processes being developed and implemented within the Project.

The Project and its approach promote local ownership and capacity building using a combination of market push via policy and normative interventions including national energy management standards, and at the same time market development through preparation of Investment Strategy for RE for the Gambia, delivery of trainings and capacity building.

Furthermore, the implementation approach was an excellent best practice example by giving the Ministry of Energy (MoE) overall project coordination responsibility through the PMO for carrying out day-to-day management, monitoring and evaluation of project activities. This has helped to develop a strong ownership of the project, which, together with the committed support from UNIDO's Project Manager led to a highly successful project implementation by now. Excellent collaboration between extremely engaged counterparts: Ministry of Energy (MoE), National Environment Agency (NEA), GEF Focal Point, as well as existing fully functional and collaborative Project Steering Committee (PSC), PMO and Project Management Committee (PMC) is a key to successful project implementation.

In view of the above, the Implementation Approach is rated Highly Satisfactory (HS).

3.7.3 UNIDO's supervision and backstopping

UNIDO staff provides quality support and advice to the project coming from different UNIDO HQ departments and also hired international consultants bringing the best available knowledge and practice, providing the right staffing levels, continuity and frequency of field visits for the project, identifying problems in a timely manner and providing appropriate response. The rating for UNIDO's supervision and backstopping is primarily based on regular presence of the Project Manager from IA in the country at crucial times of project implementation. It must be noted that the Project Manager did provide regular and dedicated in-country assistance to the PMO,

especially in the time of the actual implementation of the demonstration projects. The late initial launching of the project, the establishment of the PMO, and the short time planned for implementation of the demonstration projects will all lead to a project delay of eighteen months. Consequently, the MTE was carried out twenty-one months later and therewith fifteen months until the project closure. Luckily, there are not a lot of corrective actions needed prior to Project closing, other than the rush finding of a solution for re-start of operation of the two wind turbines of Gamwind.

UNIDO supervision and backstopping is rated Highly Satisfactory (HS), because during the assessment prevailed the dedicated contribution of the UNIDO project manager, as the project success until now is due to UNIDO's teamwork and support to the PMO.

3.8 Project coordination and management

The national management and overall coordination mechanisms seems to be efficient and effective. All parties are very aware of its roles in the Project and act within their appropriate responsibilities.

UNIDO is implementing the Project in close consultation with MoE, NEA, GREC and NAWEC and according to the established UNIDO rules and regulations and applicable GEF requirements. The role of UNIDO is to maintain the oversight on the project implementation, manage the overall project budget, procure all services required, monitor the project implementation, timely prepare financial and progress report and submit them to the GEF and the Project PSC, as well as organize mandatory and non-mandatory evaluations. It also, it supports the Project PSC and the PMO in co-ordination and networking with other related initiatives and institutions in the country. UNIDO manages the implementation by an appointed Project Manager, and as well by mobilizing services of its other technical, administrative and financial branches at UNIDO Headquarters and the PMO in the Gambia, when needed.

UNIDO staff provides quality support and advice to the project, providing the right staffing levels, continuity and frequency of field visits for the project, identifying problems in a timely manner and providing appropriate response.

The roles and responsibilities of all Project partners have been identified from the beginning and outlined in the project design (see Figure 1 of this MTE: Diagram of project implementation arrangement). Each of the partners is aware of its responsibilities and acting appropriately.

The PSC provide strategic guidance on the project implementation and facilitates the coordination of various Government authorities, institutions and the industries. The Director of NEA is the chair of the PSC. To ensure sustainability, strategic relevance and appropriate national coordination, the PSC is established with the participation of the key stakeholders with a concrete mandate.

A Project Management Office (PMO) manages the project implementation on a daily basis. The PMO is headed by the national project manager, with a national project assistant. The management team operates in a close network of the direct beneficiaries and involved Gambian

institutions and other project stakeholders, as well as the private sector involved in RE in the Gambia. The project management team, under the guidance of UNIDO reports to the Project Steering Committee and work in close coordination with the National technical staff representing partners' organizations.

There were no comments or issues on the overall project management by UNIDO or on the project execution identified by the PSC or during the interviews in the evaluation period.

Project management has been successfully carried out by the UNIDO Project Manager and Project Management Office (PMO) led by the National Project Manager (NPM) in the Gambia. **The rating for Project Coordination and Management is HIGHLY SATISFACTORY.**

3.9 Assessment of gender mainstreaming

Gender was well considered in the project design, with the focus being on one demonstration project for women's workshop and education through promoting renewable energy based hybrid PV/wind system for rural productive uses that is directly affecting gender mainstreaming.

The Demonstration projects: "M'bolo Women Association" for the Community centre in Tujereng was to provide skills training and income generation for women in IT, tailoring, batik and horticulture, by expanding its primarily planned hybrid photovoltaic and wind turbine system from 1.6kW to 8.3kW, which includes the 1.5kW wind turbine for provision of power for lighting and sewing machines, and training for renewable energy technicians (See Pictures below).

To date, over 52 women have undergone the intermediate hands-on training courses to become renewable energy technicians. These women will get assistance for developing RE projects under the RE fund of the Gambia. Based on the feedback of the trained women within this project, the Ministry of Energy of the Gambia targets that 50% of the funding from the RE Fund should be earmarked for RE projects by women.

A positive indirect effect on Gender was noticed in the QCell Repeater stations demonstration project, as the excessive energy produced by the hybrid wind/solar system is supplied to the ten rural community health centers that are close to these hybrid RE system, and where women are one of the most frequented clients in these health centers which include a station for giving birth.

Gender mainstreaming aspects in this project are also seen in the fact that two members of the Project Steering Committee (PSC) are women, one of them being the Chair of the PSC.

3.10 Procurement

UNIDO is accountable to the GEF for the management of the funds of the Project, implementing the Project according to the established UNIDO Procurement rules and regulations and applicable GEF requirements. This means managing the overall project budget and procuring all services required, timely preparation of appropriate financial reports and submission to the GEF and the Project Steering Committee.

All six demonstration projects were negotiated with UNIDO PM in advance, a Co-Financing Letter was secured from the company, and they were sealed in the Project Document by GEF. At the end, two of them had to be exchanged with equivalent or better projects as they have failed to deliver the co-financing. For all of them there was not a tender bidding procedure through regular procurement, but a waiver of competitive bidding had to be secured.

The form of procurement with having a pre-defined project partner, and dealing with this company in form of a waiver from competitive bidding is a convenient way of procuring for both UNIDO and especially the GEF because there is a commitment made by the private company in form of a Co-financing Letter that the same is ready to finance the project with a percentage of the GEF Grant done through a Grant Contract. The Grant Contract is an allocation of GEF grant that will be allocated to the company only after the evidence through a factual validation by the PMO of the detailed project implementation has been given. The main incentive for the companies for using the GEF grant is that it reduced the payback period of the investment from twenty to five years.

When a project is designed by the Project Manager, private companies that want to invest in renewable energy are identified. In this case, out of the twenty feasibility studies, six demonstration projects were chosen based on the criteria of the vendor being a reliable project partner. Based on very detailed pre-feasibility and financial studies, the PM assesses if the companies can be a reliable partner for GEF and UNIDO, taking into consideration the least-cost option for implementing the project. After the choice of the company, the same become part of the Project Document that has to be approved by the GEF. Consequently, a detailed ToR for the project has to be prepared, which then goes to the Managing Director (MD) for

approval of a waiver from competitive bidding. The PM and Procurement have to provide the Managing Director (MD) with a viable explanation why they want to bypass the bidding process through receiving a waiver from competitive bidding. Once the approval has been given, a Request for Proposal (RFP) is given to the company.

The company has to submit a detailed project proposal containing outlined descriptions, bill of quantities, technical details and drawings etc. to the PM, which proves the costs and viability of the detailed project proposal. Only if the Request for Proposal (RFP) is viable, sustainable and the least-costs option, the PM approves it and sends it to procurement to prepare a Grant contract with the private company. Procurement then verifies if all conditions submitted in the ToR are met, and issues the Grant Contract with the vendor – private sector partner. Then the Grant Contract is signed, and the company can start with the demonstration project implementation. Usually there are few payment instalments of the GEF Grant, which secure the money being used in accordance with the Grant Contract by the private company. The money from the GEF Grant are received according to the payment instalments in the Grant Contract, and only upon evidence (Progress Reports) that the concerned part of the project as described in the contract has been implemented according to the conditions stated there. The procurement of equipment for all demonstration projects was sealed in the Grant Contract itself and procured by the companies themselves.

All procurements, except for the not successful waiver for Tanji fisheries for which there was a tender which was open once without a feasible bid, were timely with no bottlenecks / issues in the procurement process. However, the second tender procedure exchanging the Tanji Fisheries slot was successful, resulting in three viable bids, all of them including renewable energy for productive uses which matches completely UNIDO's mandate. The successful bidder will be chosen at the beginning of 2015.

Procurements related to carrying out training are also done centrally by UNIDO Procurement (lecturers, facilities, stationary, hotel, and other organizational issues) and these are solicited by the PMO locally and then passed on to project management within UNIDO HQ to review the offers, verify any inconsistencies, ensure 3 offers at least have been selected and make the final recommendation. Then a purchase order for the winning bidder is being issued.

3.11 Overall ratings

The evaluation team rated the project performance as required by GEF and UNIDO Evaluation Policies and Guidelines for conducting Evaluations. This subchapter summarizes the ratings according to the evaluation criteria given in the ToR: Attainment of Project Objectives and Results, Sustainability of Project Outcomes, Monitoring and Evaluation, and UNIDO specific ratings as specified in Annex A (ToR). The ratings are presented in separate tables, one for each of the categories rated separately and with brief justifications for the rating based on the findings of the main analysis. The overall rating for the project is given in the last table (table 16). The rating system that was applied for each of the criteria is specified in Annex A of this report, as part of the ToR for this Mid-Term Evaluation.

Table 13 Criterion - Attainment of project objectives and results

Criterion	Evaluator's Summary Comments	Evaluator's Rating
Attainment of project objectives and results (overall rating)	No shortcomings were evidenced by the evaluation.	**HS**
Design	The overall project design is relevant, with its strongest side being strong participation of local stakeholders in project identification. The Logical Framework with its outcomes and outputs, as well as target indicators are developed adequately (having the measurable element of being a SMART indicator) and they allow for proper adaptive management and monitoring of project results.	HS
Relevance	The project is fully relevant to UNIDO and to the national energy priorities, policies and strategy of the Government of the Gambia. Moreover, the project is fully relevant to the GEF focal area of climate change and SP3 - Promoting market approaches to renewable energy.	HS
Effectiveness	Project effectiveness is highly satisfactory in the light of excellent project implementation course to date. Main outputs achieved by the time of the MTE are: three demonstration projects are fully implemented, two demonstration projects are under implementation, three viable bids received for the sixth demonstration project, awareness raising is done, development objective and societal change reached, most of the trainings done, beneficiaries are sensitized on RE, RE Law (Act) passed etc.. Some of the targets were even exceeded (e.g. in the project design the estimated capacity factor was 25%, and in the demonstration project of Gamwind is reached 75%; more people trained than planned instead of 3 GREC Staff planned were 5 GREC staff trained etc.). However, there is the land property issues with one of the demonstration projects which resulted in ceasing of RE production of two wind turbines last year and for which a viable and expedite solution with the Government of the Gambia is sought.	HS
Efficiency	Project efficiency is satisfactory as all efforts were undertaken to ensure cost-effectiveness of project implementation. The only minor shortcoming is that the time planned for the implementation of the demonstration projects of 12 months was too short. The revised Work Programme for 2014/15 is to be sealed by the PSC.	S

Table 14 Criterion - Sustainability of project outcomes

Criterion	Evaluator's Summary Comments	Evaluator's Rating
Sustainability of Project outcomes (overall rating)	The major risk noticed by the Mid-Term Evaluation is the socio-political risk of finding an expedite solution for two wind turbines from Gamwind to start operating again.	**MU**
Financial risks	There are no identified financial risks to sustainability.	L
Socio-political risks	There are significant risks at the time being that affect socio-political sustainability, which might continue affecting the sustainability of the project in the future (case of the demonstration project with Gamwind).	MU
Institutional framework and governance risks	There no identified risks that affect institutional framework and governance sustainability.	L
Environmental risks	There are no identified potential risks to environmental sustainability.	L

Table 15 Criterion - Monitoring and evaluation

Criterion	Evaluator's Summary Comments	Evaluator's Rating
Monitoring and Evaluation (overall rating) Sub criteria (below)	No shortcomings were evidenced by the evaluation.	**HS**
M&E Design	Diverse review and evaluation processes, specific reporting requirements, and responsibilities are sufficiently identified in the Project Document.	HS
M&E Plan Implementation (use for adaptive management)	The assessment showed that the Project Manager and Project Management Office (PMO) prepared all necessary very detailed reports that provide exhaustive aspects of the periodical achievements of the project with narrative link back to the outcomes, outputs and targets elaborated in the logical framework. Proper Monitoring and Evaluation procedures were followed by the Project Manager from Implementation Agency (IA) by writing very detailed and comprehensive Annual Project Implementation Reviews (PIRs) to GEF. Both UNIDO PM and PMO performed oversight of the main activities especially in the phases of installation of demonstration projects and trainings. However, the work programme had	S

	to be revised due to delay in certain project activities.	
Budgeting and Funding for M&E activities	The budget provided for M&E at the planning stage was sufficient. Adequate funding has been provided for M&E activities during the project implementation, and the necessary monitoring activities have been undertaken.	HS
Project Management	Project management has been successfully carried out by the UNIDO Project Manager and Project Management Office (PMO) led by the National Project Manager (NPM) in the Gambia.	HS

Table 16 Criterion - UNIDO specific ratings and overall rating

Criterion	Evaluator's Summary Comments	Evaluator's Rating
UNIDO specific ratings	No shortcomings were evidenced by the evaluation.	**HS**
Quality at entry / Preparation and readiness	Numerous quality aspects are highly satisfactory, primarily the clear strategic relevance of the project with highly participatory stakeholder and beneficiary consultation process. Counterpart resources and adequate project management arrangements in place at project entry capacities of executing institution and counterparts properly considered when the project was designed; partnership arrangements properly identified and the roles and responsibilities negotiated prior to project approval; project's objectives clear, but not always feasible within its time frame.	S
Implementation approach	The implementation approach by giving the Ministry of Energy (MoE) overall project coordination responsibility through the PMO for carrying out day-to-day management, monitoring and evaluation of project activities helped to develop a strong ownership of the project, which led to a highly successful project implementation by now, together with the committed support from UNIDO's Project Manager. Excellent collaboration between extremely engaged counterparts: Ministry of Energy (MoE), National Environment Agency (NEA), GEF Focal Point. Existing fully functional and collaborative Project Steering Committee (PSC), PMO and Project Management Committee (PMC).	HS
UNIDO Supervision and backstopping	During assessment of UNIDO's supervision and backstopping prevailed the dedicated contribution of the UNIDO project manager, as the project success until now is due to UNIDO's teamwork and support to the PMO.	HS

Criterion	Evaluator's Summary Comments	Evaluator's Rating
UNIDO specific ratings	No shortcomings were evidenced by the evaluation.	**HS**
Overall Rating		**HS**

RATING FOR ATTAINMENT OF PROJECT OBJECTIVES AND RESULTS

Highly Satisfactory (HS):	The project had no shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
Satisfactory (S):	The project had minor shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
Moderately Satisfactory (MS):	The project had moderate shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
Moderately Unsatisfactory (MU):	The project had significant shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
Unsatisfactory (U):	The project had major shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
Highly Unsatisfactory (HU):	The project had severe shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

RATINGS ON SUSTAINABILITY

Likely (L)	There are no risks affecting this dimension of sustainability.
Moderately Likely (ML):	There are moderate risks that affect this dimension of sustainability.

Moderately Unlikely (MU):	There are significant risks that affect this dimension of sustainability.
Unlikely (U):	There are severe risks that affect this dimension of sustainability.

RATINGS OF PROJECT M&E

Highly Satisfactory (HS):	There were no shortcomings in the project M&E system.
Satisfactory (S):	There were minor shortcomings in the project M&E system.
Moderately Satisfactory (MS):	There were moderate shortcomings in the project M&E system.
Moderately Unsatisfactory (MU):	There were significant shortcomings in the project M&E system.
Unsatisfactory (U):	There were major shortcomings in the project M&E system.
Highly Unsatisfactory (HU):	The Project had no M&E system.

ALL OTHER RATINGS

HS	**= Highly Satisfactory**	Excellent
S	**= Satisfactory**	Well above average
MS	**= Moderately Satisfactory**	Average
MU	**= Moderately Unsatisfactory**	Below average
U	**= Unsatisfactory**	Poor
HU	**= Highly Unsatisfactory**	Very poor (Appalling)

4. CONCLUSIONS, RECOMMENDATIONS AND LESSONS LEARNED

4.1 Conclusions

The project has been highly effective until now in the light of excellent project implementation course, with most outputs planned being achieved by the time of the MTE: three demonstration projects are fully implemented, two demonstration projects are under implementation, three viable bids received for the sixth demonstration project, awareness raising is done, development objective and societal change in view of regarding renewable energy as a viable, sustainable and reasonable source of energy is reached, most of the trainings were done, beneficiaries reached, and Renewable Energy Act passed.

At the time of the mid-term evaluation, it is likely that the Project will achieve all the previsedoutcomes and implement the planned demonstration projects in the project document until next year. However, it has to be noted that two of the demonstration projects in the project document, namely Tanji Community and ASNAPP Gamsolar had to be modified due to inability of partners to mobilize funds. These two projects have been exchanged with similar ones, namely with Bijilo Medical Centre Solar PV Project with even bigger capacity of 10 KW instead of the planned 8.4 KW for ASNAPP, and the one that has to be chosen from the recent successful tender with three viable bids instead of the Tanji Wind with capacity of 450 KW that have similar co-financing with the same contribution of the GEF grant, and are going to reach the same developmental and environmental objectives as their predecessors were envisaged to do.

Generally, the Project is being managed and implemented on a very satisfactory level, considering the fact that there is a wide scope of work, many partners and stakeholders and numerous expectations in terms of outcomes and outputs. There is very close and good cooperation in the project management between the implementing agency and the project management office, top down to bottom up approach, with a progress monitoring on a weekly and if needed daily basis. In regards to a daily execution of the project activities, there is very dedicated and proactive work of the PMO team and its collaborators. Furthermore, all owners of demonstration projects and project partners are aware and involved in the project implementation. The private sector is very satisfied with the awareness raising and training on renewable energy that they are receiving, and are eager to continue with the trainings and learn more. The impacts and readiness for replication and scaling up of the demonstration projects in the private sector is already visible in the cases of the installation of a 60kW Solar Photovoltaic RE System at the Lemon Creek Hotel and new renewable energy installations in the neighbourhood of Mbolo.

This project sets an example for the GEF Strategic Program for West Africa (SPWA) programme and wider for successful project implementation by being a major pioneer in providing market environment that stimulates investments in renewable energy based mini grids for productive uses in rural areas. Therefore, the lessons learned from this project should be

shared between the i.e. ECOWAS countries on a regional meeting on the Renewable Energy GEF Projects for sharing best practices in project development and implementation under the lead of UNIDO.

Through the demonstration project of Gamwind, the first two 450 KVA wind turbines were installed in the Gambia. However, due to land property issues, which present a Force Majeure and a situation beyond the control of the implementing agency, the turbines were cut off the grid in September, 2013 and ceased operation. An expedite solution for reactivating the wind turbines to produce the Renewable Energy with them again should be found.

The project partners for the demonstration projects expressed a need to submit their bids per e-mail because of issues with internet connections, and to receive a clear and timely communication on this possibility. Furthermore, Counterparts and project partners recognized the need of a short mini-manual for procedure of payment according to Grant Contract for private sector in order to ensure timely payment of grant to Demonstration Project Partners.

The project is fully relevant to UNIDO and to the national energy priorities, policies and strategy of the Government of the Gambia, as well as to the GEF focal area of climate change and SP3 - Promoting market approaches to renewable energy. To date, the project has reached its developmental objective of attracting investment in RE technologies for productive use in rural areas of the Gambia. The private sector and industries are fully supported by the Government of the Gambia which passed the RE Law and thereby created a market environment for investment in RE (e.g. the Government has also established a RE Fund for the Gambia for supporting RE projects).

4.2 Recommendations

Based on the evaluation and findings of this report, the evaluation team prepared several recommendations that can contribute to the achievement of the Project outcomes and outputs and the overall project objective to develop and promote a market environment that will stimulate investments in renewable energy based mini grids for productive uses in rural areas in the Gambia. The recommendation will be separated according to the designees into: recommendations to the Government of the Gambia and Project Management Office (PMO) and recommendations to UNIDO.

Recommendations to the Government of the Gambia and PMO:

1. An expedite solution should be found for Gamwind to operate again (buy-off or simple start of operation would be the most feasible solution).
2. Public Utilities Regulatory Authority (PURA) of the Gambia should carry-out raising of public awareness programmes for the Renewable Energy Law.
3. PURA should set rules for connection to the grid of RE investments, and should have legal advisers for distribution and regulation of grid connected electricity from RE sources, and will hereby be supported by the GEF 5 project cycle.

4. The PMO a feasible and sustainable RE investment strategy should be prepared as a target in the logical framework. The strategic document of the MoE should feed into this RE investment strategy. This will also build on the National Renewable Energy Action Plan (NREAP) that was developed as part of the SE4ALL.
5. A curriculum for training on Renewable Energy should be prepared.
6. The National Water and Electricity Company (NAWEC) should take the lead in setting the criteria for any viable and feasible RE investment in terms of the network connection.
7. A regular reporting from the project partners on their co-financing is necessary.
8. In order to support project efficiency, a clear overview of the Government's co-financing per implementation period (per year) should be in place. Government cash contributions should be mobilized against a schedule that matches the project schedule of use of those funds.

Recommendations to UNIDO

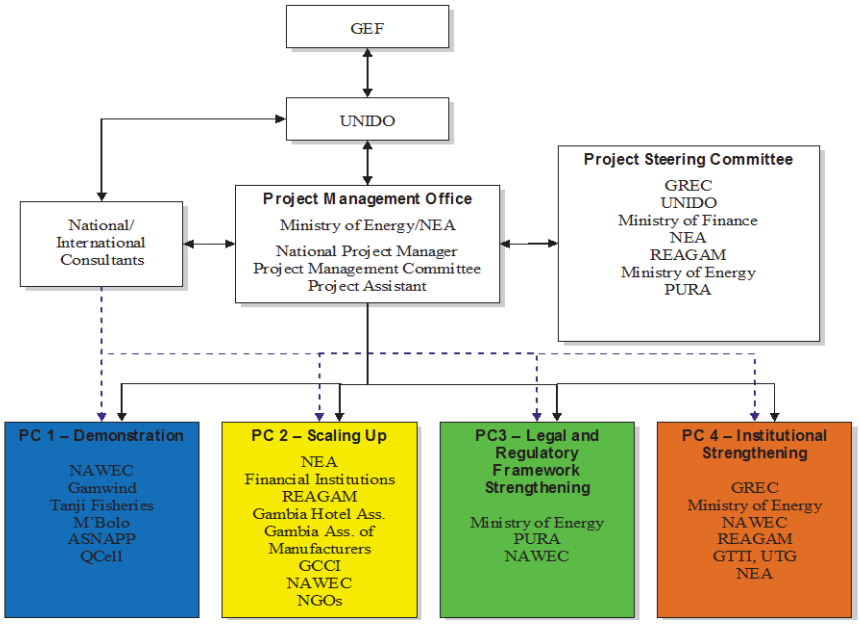
1. UNIDO should organize a regional meeting on the Renewable Energy GEF Projects for sharing best practices in project development and implementation.
2. From the Monitoring and Evaluation perspective, a minor redesign of the work plan to reflect actual progress against end targets should be made. A new Work Plan from the Project Manager and PMO is shown in Annex E. According to the new Work Plan, which contains the realistic time frame for the implementation of all six demonstration projects, the timeline for the target of the ending of the demonstration projects should be moved from 2012 to beginning of 2015.
3. A closer collaboration between UNIDO Project Manager, PMO and UNIDO Procurement when Contract negotiation and Grant contracts are prepared, taking into consideration the needs of all parties. The approval process of contracts should be improved.
4. UNIDO procurement should be made more clear and user-friendly to Counterparts, project partners and private sector, especially in developing countries where Internet is very slow and work directly in SAP cumbersome. The companies should be given a chance to submit their bids per e-mail, and the same should be clearly and timely communicated to project stakeholders.
5. UNIDO should prepare and share with its Counterparts and project partners a short mini-manual for procedure of payment according to Grant Contract for private sector in order to ensure timely payment of grant to Demonstration Project Partners. The following process of activities should be explained more thoroughly in the UNIDO Mini Procurement Manual: Project completed ----- NPM validates ----- Validation Report sent to PM ----- Contractor sends an invoice to UNIDO ----- UNIDO pays.
6. If in a demonstration project the co-financing fails to secure the money in a reasonable time frame of two to three months, the project should be floated and exchanged by a new one, in order not to loose additional time in the project implementation phase.

4.3 Lessons learned

The purpose of lessons learned is to bring together any insights gained during the project that can be usefully applied in future projects. Capturing lessons learned from the project implementation may result in more effective and efficient future roll out of project activities and organizational learning. Capturing lessons learned and turning that hindsight into best practices will achieve far greater long-term project success. At this stage will be mentioned also the best practices that were applied during this project, which can be captured and possibly replicated within UNIDO and broader.

The following best practices can be learned from this project:

1. This project can be repeated as a best practice in project management with a specific project implementation arrangement consisting of a fully functional Project Management Office (PMO) at a national level under the lead of UNIDO Project Manager (PM), directed by the Project Steering Committee (PSC), and Project Management Committee (PMC) that convene on a regular basis. This project structure is fully supported and recognized by the Gambian Government, which showed a strong ownership for this project. The counterparts: Ministry of Energy of the Gambia (MoE), National Environment Agency (NEA), GEF Focal Point, and a fully functional and collaborative PMO, PSC and PMC were extremely engaged to make this project a success up to the present time. This project implementation arrangement can be seen on the picture below.



2. This project used diverse Social Media in order to create awareness on renewable energy in the Gambia. The project and its demonstration projects have few videos on YouTube: http://www.youtube.com/watch?v=oxA-gL2i8-c ,

http://www.youtube.com/watch?v=5KQMKpzzKX8 , and http://www.youtube.com/watch?v=oxA-gL2i8-c&feature=youtu.be .

3. The Mbolo Women Association demonstration project is already used as a Regional and International best practice on nexus between gender mainstreaming and renewable energy. Additionally to this, the Mbolo Association has a regularly updated Facebook page with hand-on training and activities that are happening at the project site: https://www.facebook.com/MboloFandema?fref=ts .
4. Within the projects were established online monitoring systems for the generated electricity out of renewable energy sources for the demonstration projects.
5. A Breakfast business forum was organized as part of the project for reaching out to the private sector (business community) in order to ensure sustainability of the project.
6. As a best practice, this project showed that some of the pilots were scaled-up, with already visible cases of an installation of a 60kW Solar Photovoltaic RE System at the Lemon Creek Hotel, and new renewable energy installations in the neighbourhood of Mbolo.

The following lessons can be learned from this project:

1. All permits should be obtained in parallel (not one after another) prior to starting a project, or with the start of project implementation.
2. Effective communication ensures sustainability and return on investment, and could save project delays.
3. In the project design phase, more time should be given to implement demonstration projects (there were only twelve months planned according to the initial work plan for the demonstration projects implementation), which proved to be very short for projects of their size as the process of getting the pilots operational takes much longer than initially expected. Therefore a new work plan that has to be approved by the PSC with a more realistic time schedule has been proposed and is part of Annex E.
4. Raising public awareness and sensitization should be done in parallel to the implementation of the demonstration projects (coupled by a broad media coverage).

Annex A: Terms of reference

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

Terms of Reference

Independent Mid-Term Evaluation of the UNIDO Project:

UNIDO Project Number: GFGAM09X01
UNIDO SAP ID: 103023
GEF Project Number: 3922

Promoting renewable energy based mini grids for productive uses in rural areas of The Gambia

AUGUST 2014

Contents:

I. Project Background and Overview

1. *Project Factsheet*

Project Title	**Promoting renewable energy based mini grids for productive uses in rural areas of The Gambia**
GEF ID	**3922**
UNIDO ID (SAP Grant Number)	**103023**
Region	**Africa**
Country(ies)	**The Republic of The Gambia**
GEF Focal Area(s) and Operational Program	**Climate Change** **SP3 - Promoting market approaches to renewable energy**
GEF Agencies (Implementing Agency)	**UNIDO**
Government Co-Ordinating Agency	**Gambia Renewable Energy Centre (GREC), Ministry of Energy, National Environment Agency (NEA), National Water and Electricity Company (NAWEC).**
Project Executing Partners	**Ministry of Energy (MoE), National Environment Agency (NEA), Gambia Renewable Energy Center (GREC)**
Project Size (FSP, MSP, EA)	**FSP**
Project CEO Endorsement/Approval Date	**07/27/2011**
Project Implementation Start Date (PAD Issuance Date)	**September 2011**
Project Duration (Months)	**36**
Original Expected Implementation End Date **(indicated in CEO Endorsement/Approval document)**	**June 2014**
Revised Expected Implementation End Date (if any)	**December 2014**
Actual Implementation End Date	**31 May 2015**
GEF Grant (USD)	**1,758,190**
GEF PPG (USD) (if any)	**60,000**
UNIDO Agency Fee (USD)	**$ 181,818**
UNIDO Inputs (USD)	**$ 200,000**
Co-financing (USD) at CEO Endorsement	**US$ 5,976,030**
Total Project Cost (USD) **(GEF Grant + Co-financing at CEO Endorsement)**	**US$ 5,734,212**
Mid-term Review Date	**October 2014**
Planned Terminal Evaluation Date	**March 2015**

Source: Project Document, Project Implementation Review (PIR) Reports

2. Project Summary

This project "Promoting renewable energy based mini grids for productive uses in rural areas of The Gambia" (SAP ID: 103023) aims at developing and promoting a market environment that will stimulate investments in renewable energy based mini-grids for productive uses in rural areas of The Gambia to supplement the country effort of restructuring the electric power sector and promoting and increasing of rural electrification. It will reduce GHG emissions resulting from the use of the traditional energy sources – firewood, petroleum products, and butane gas in the Gambia. Wind turbines, hybrid mini-grids and solar PV devices will substitute the GHG intensive diesel generators in areas, where there is no electricity.

The energy consumption per capita (kilogram oil equivalent, (koe)) of The Gambia in 2007 was 81 koe5. The electricity power system is fairly small providing coverage of about 20% nationally and about 40% in the Greater Banjul Area (GBA). The National Water and Electricity Company (NAWEC) is responsible for the supply of electricity in The Gambia. NAWEC operates a power station in GBA plus six provincial systems as well as purchasing power from two Independent Power Producers (IPPs); one commercial and one social. Almost all electricity is generated from heavy fuel oil (HFO) and light fuel oil (LFO).

The Gambia has a good renewable energy resource endowment that include an excellent solar regime (approximately 5 to 6 kWh/m2/day) and some wind resource along the coastline. The scattered population and its low domestic energy needs are favourable factors for a decentralized energy supply modality. In rural areas, solar (and wind) energy could meet the socio-economic needs related to water supplies (including irrigation), basic lighting, medical drug conservation (refrigeration), communication and audio-visual equipment as well as providing power for income generation activities. Renewable energy thus constitutes a real alternative to solutions currently used, if any, to meet those needs (e.g. kerosene lamps, manual pumping and small diesel 'gensets') as well as to the conventional system of production, transmission and distribution of electric power by NAWEC. At present, there is one grid- connected 150 kVA wind turbine at Batakunku. In addition there are numerous privately owned diesel based generating sets.

Development of renewable energy based mini grids for productive uses in rural areas has not been realized until now, despite its potential and available opportunities. Therefore, the Government of Gambia asked GEF and UNIDO for their support in these questions. This was due to various reasons including lack of proper institutional structure (Renewable Energy Law that should be prepared under this project) to support the development of small mini grids for productive uses, lack of technical expertise, high cost and difficulties in sourcing and importing equipment and lack of local manufacturing capabilities/facilities.

This project therefore aims at addressing most of these barriers by establishing a platform for the development of renewable energy based mini grids for productive uses in rural areas in the country. The projects fall into a number of different categories, all of which have high replication potential in The Gambia:

1. Grid connected: 2 x 450 kW wind turbines selling to the grid and 1 x 450 kW wind turbine providing electricity for fish processing (replicable at other fish processing centres and offsetting HFO electricity of the grid along the coast);
2. Mini-grid hybrid: 1 x 60 kW PV project on a diesel mini-grid (replicable at any existing rural diesel based mini-grid or at new rural mini-grids);
3. Rural productive uses: 1 x PV/wind women's workshop, 2 x PV for agriculture projects and 10 x PV/wind/diesel hybrid transceiver stations plus health clinics (all highly replicable across The Gambia for stand-alone income generation activities as well as for telecommunication signaling).

The project is expected to strengthen the policy, regulatory and institutional framework supporting the mini-grid systems in the Gambia.

Furthermore, the project should build necessary human and institutional capacities at all levels through diverse specific renewable energy trainings in order to achieve the scientific, engineering and technical skills and also the infrastructure necessary for the design, development, fabrication, installation and maintenance of renewable energy based mini grids for productive uses in rural areas.

The proposed renewable energy based mini grids for productive uses in rural areas to be setup under the project are expected to bring global benefits by reducing around 31,000 tonnes CO2eq of cumulative direct GHG emissions savings[3] and further indirect GHG emission savings have been estimated of between 86,000 and 280,000 tonnes CO2eq, which otherwise would have resulted from the electricity generated from fossil fuels in the Gambia.

3. Project Objective

The overall project objective is to develop and promote a market environment that will stimulate investments in renewable energy based mini-grids for productive uses in rural areas of The Gambia.

The project seeks to address most of the existing barriers to renewable energy development in the Gambia to the wide scale adoption of renewable energy technologies through an integrated and catalytic approach that combines interventions aimed at creating a market environment conducive to investments in renewable energy projects and pilot projects aimed at demonstrating technical feasibility and commercial viability of renewable energy projects. These interventions, altogether, will catalyse greater investments in renewable energy projects in the Gambia and provide useful lessons in the region.

The selected project strategy was built on two favourable factors namely: i. the high commitment by the government to the development of renewable energy; and

[3] Part of the outputs of the project will be the following investments: demonstration of the techno-economic viability of renewable energy. These activities will result in direct greenhouse gas emission reductions during the project's implementation phase. As a result of these activities during the project implementation period of 3 years, direct greenhouse gas emission reductions totalling 31,000 tonnes of CO2 equivalent will be achieved over the lifetime of the investments of 20 years. In the non-GEF case, these energy needs would be satisfied by HFO and on and off-grid diesel gen-sets with emission factors between 1.063 and 2.67 kg/kWh, depending on the fuel and size and efficiency of the technology.

ii. significant interest by the private sector to invest on the energy sector in general as demonstrated by the existence of an independent power producer in the country.

Primary target beneficiaries of the project are energy policy-making and implementing institutions, primarily the Ministry of Energy and the Gambia Renewable Energy Center (GREC), potential energy generators (managers, developers and engineers), rural energy users, training institutes, energy professionals and service providers and the financial sector.

The project consists of four technical project components as below:

1. Project Component 1 (PC1): "Demonstration of the techno- economic viability of renewable energy projects in rural areas of The Gambia" is to demonstrate the technical feasibility and commercial viability of renewable energy based projects including mini-grids. These should create best practice examples for the country for further dissemination and to help raise awareness. PC 1 has two expected outcomes:
   I. Technical feasibility and commercial viability of renewable energy projects is demonstrated, and capacity of renewable energy installed increased by more than 1.5 MW and 31,000 tonnes GHG emissions avoided; with the following expected output: Six selected renewable projects installed to demonstrate the technical feasibility and commercial viability of such projects with a cumulative installed capacity of approximately 1.5 MW.
   II. Increased appreciation of techno- economic viability of renewable energy projects by stakeholders, with the output of the demonstration projects being independently evaluated and lessons learned widely disseminated to relevant stakeholders at national, regional and international levels.

2. Project component 2 (PC2): "Strategy for scaling up of renewable energy investments in The Gambia" should help develop the market for renewable energy through the preparation of an investment strategy. The outcome of PC2 is that an investment strategy is prepared and a market environment for the deployment of renewable energy is established. PC2 has two outputs:
   2.1 Awareness raising for key market players including project developers, financial services providers, equipment installers/importers; and
   2.2 Detailed investment plan/strategy for the dissemination of renewable energy.

3. Project Component 3 (PC3): "Strengthening the legal and regulatory framework for the renewable energy sector" should strengthen the policies and regulatory framework to effectively promote and support renewable energy market environment. The outcome of PC3 is the establishment of legal and regulatory framework for promoting and supporting renewable energy in The Gambia, with the outputs being:
   3.1 Development of a renewable energy law, policy and action plan and presented to the Government; and
   3.2 Standard Power Purchase Agreements (PPAs) for renewable energy developed

4. Project Component 4 (PC4): "Strengthening institutional capacity through focused capacity building" should strengthen the institutional capacity as

well as address the insufficient technical capacity to identify, develop and implement renewable energy projects within institutions and other market players. The outcome of the PC4 is that national institutions and private stakeholders should be in a position to effectively support the market for renewable energy. PC4 has the following outputs:
4.1. Institutional strengthening for national institutions to enable support for the renewable energy market; and
4.2. Training programmes developed and conducted for all stakeholders. Training should be at an expert level and provide the technical and financial capacity and tools to a) identify, develop and implement renewable energy projects and b) provide training to other professionals and offer advice on RE.

5. Project Component 5 (PC5) will focus on the management and coordination of the project, with the outcome being that MoE and GREC manage and coordinate the project effectively with support from stakeholders. The outputs of PC5 are: establishment of a project management office, set-up of a dedicated website for the project, implementation of dissemination programme, and regular posting of project milestones/reports etc. on the project website.

Figure 1 shows how the project components interact together in facilitating the development of a renewable energy market in The Gambia.

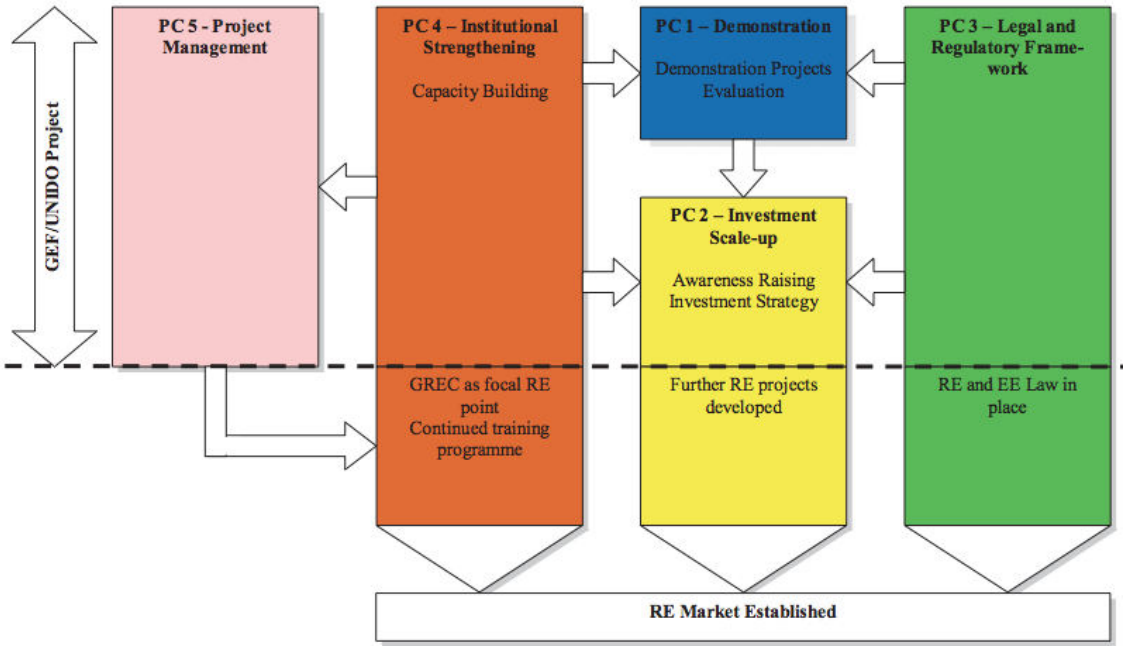


Figure 1: Interaction Between the Proposed Project Components

6. Project Implementation Arrangements

UNIDO is the only GEF Implementing Agency and therewith holds the ultimate responsibility for the implementation of the project, the delivery of the planned outputs and the achievement of the expected outcomes as GEF Implementing

Agency. The project is directly executed by UNIDO in collaboration with the Ministry of Energy and the National Environment Agency (NEA) of the Gambia.

UNIDO is responsible for the general management and monitoring of the project, and reporting on the project performance to the GEF, as well as for the procurement of the international expertise, technologies, services etc. needed to deliver the outputs planned under the five project components. It also manages, supervises and monitors the work of the international teams and ensure that deliverables are technically sound and consistent with the requirements of the project.

The Ministry of Energy has the overall project coordination responsibility as agreed with the Government of The Gambia. A Project Management Office (PMO) is hosted by the Gambia Renewable Energy Center (GREC) – an institution established by MoE. The PMO consists of the National Project Manager (NPM) and a Project Administrative Assistant (PAA), and it operates as an entity, with responsibilities for the day-to-day management, monitoring and evaluation of project activities as in the agreed project work plan. The PMO coordinates all project activities being carried out by project national experts and partners, and is in charge of the organization of awareness raising, sensitisation and the seminars and training. During the whole implementation period of the project UNIDO should provide the PMO with the necessary management and monitoring support.

A Project Management Committee was established to guide the management of the project, and is chaired by the Ministry of Energy. It includes a representative from the National Environment Agency (NEA) and the Ministry of Finance as well as the National Project Manager and the Project Assistant.

A Project Steering Committee was established for periodically reviewing and monitoring project implementation progress, facilitate co-ordination between project partners, provide transparency and guidance, and ensuring ownership, support and sustainability of the project results. The Steering Committee has a balanced representation from key ministries, public institutions, private sector, NGOs, UNIDO and other international organizations partnering in the project or having relevant ongoing programmes, and it is envisaged for it to meet quarterly.

At the beginning of project implementation a detailed working plan for the entire duration of the project was developed by UNIDO in collaboration with the PMO and the Ministry of Energy. The working plan clearly defined the roles and responsibilities for the execution of project activities, including monitoring and evaluation; it will set milestones for deliverables and outputs. The working plan was used as management and monitoring tool by PMO and UNIDO and reviewed and updated as appropriate on a biannual basis. Figure 2 shows a diagram of the project implementation arrangement.

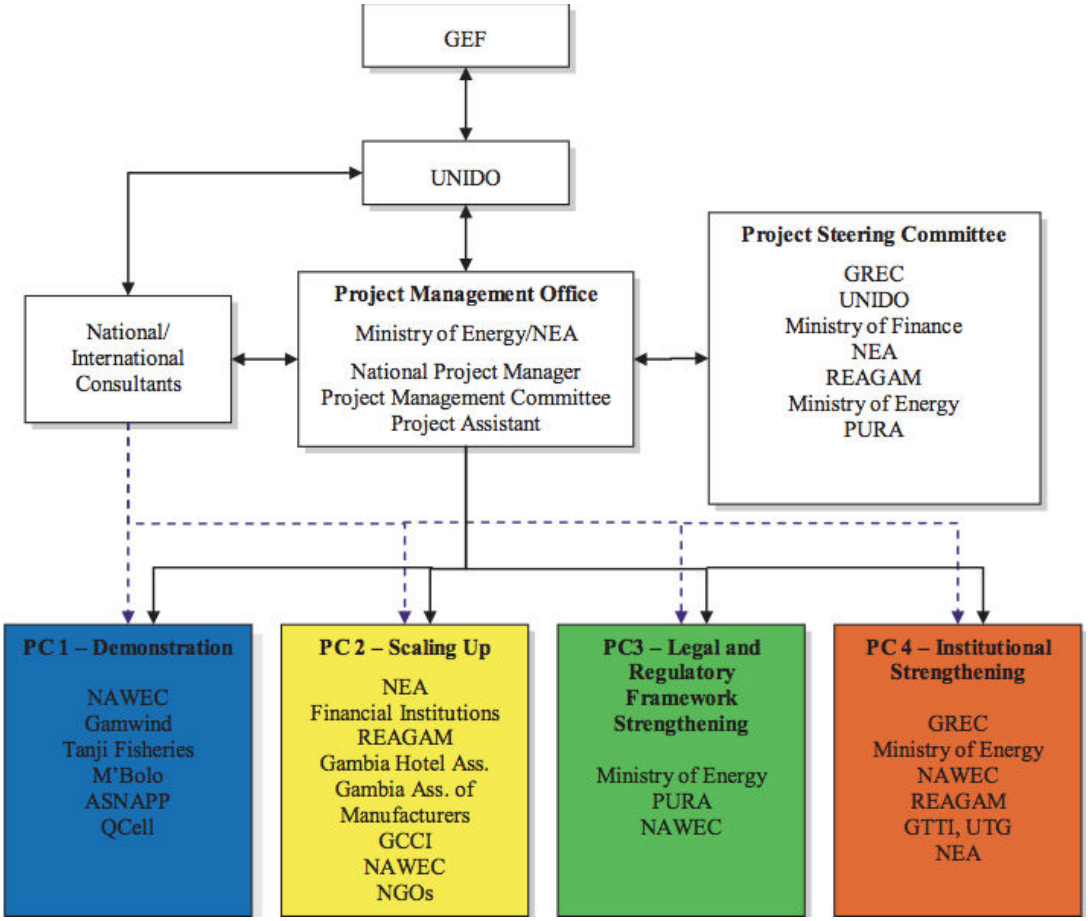


Figure 2: Diagram of project implementation arrangement

7. Budget Information

a) Overall cost and financing (including co-financing):

Project Components/Outcomes	***GEF***		***Co-financing***		**Total**
	($ 000)	*%*	*($ 000)*	*%*	*($ 000)*
1. Demonstration of the techno-economic viability of renewable energy projects in rural areas of The Gambia	1288,41	0,27	3499,51	0,73	4787,92
2. Strategy for scaling up of renewable energy investment s in The Gambia	70,36	0,84	13,64	0,16	84
3. Strengthening the legal and regulatory framework for the renewable energy sector	22	0,1	240	0,9	262
4. Strengthening institutional capacity through focused capacity building	229,56	0,8	58,44	0,2	288
5. Project management and coordination	147,86	0,47	164,44	0,53	312,3
Total Project Costs	1758,19	0,31	3976,03	0,69	5734,22

Source: Project Document

b) UNIDO budget execution (GEF funding excluding agency support cost in USD):

Budget line	Item	EXECUTED BUDGET in 2013	EXECUTED BUDGET in 2014	Total Expenditure
1100	International consultants	50511.48	71,092.88	121,604.36
1500	Project related travels	9692.27	94.51	9,786.78
1700	National short time consultants	45821.6	7,929.60	53,751.20
2100	Sub contracts	105099.6	37.39	105,136.99
3000	Trainings/workshop	1305.29		1,305.29
4300	Premises	21.61		21.61
4500	Equipment	0	33,500.00	33,500.00
5100	Sundries	11203.46	9,301.16	20,504.62
Total	**Total**	**223,655.31**	**121,955.54**	**345,610.85**

Source: SAP, November 2014

II. Scope and Purpose of the Evaluation

The mid-term evaluation will cover the duration of the project from its starting date in September 2011 to the estimated mid-term evaluation date August 2014. It will assess project performance and progress against the evaluation criteria: relevance, effectiveness, efficiency, sustainability and impact.

The evaluation team should provide an analysis of the attainment of the main objective and specific objectives under the five core project components. Through its assessments, the evaluation team should enable the Government, counterparts, the GEF, UNIDO and other stakeholders and donors to:

(a) verify prospects for development impact and sustainability, providing an analysis of the attainment of global environmental objectives, project objectives, delivery and completion of project outputs/activities, and outcomes/impacts based on indicators. The assessment includes re-examination of the relevance of the objectives and other elements of project design according to the project evaluation parameters defined in chapter VI.

(b) enhance project relevance, effectiveness, efficiency and sustainability by proposing a set of recommendations with a view to ongoing and future activities until the end of project implementation.

The key question of the mid-term evaluation is to what extent the project is achieving the expected results at the time of the mid-term evaluation, i.e. to what extent the project has developed and promoted a market environment that

stimulated investments in renewable energy based mini-grids for productive uses in rural areas of The Gambia.

III. Evaluation Approach and Methodology

The mid-term evaluation will be conducted in accordance with the UNIDO Evaluation Policy, the UNIDO Guidelines for the Technical Cooperation Programmes and Projects, the GEF's 2008 Guidelines for Implementing and Executing Agencies to Conduct Terminal Evaluations, the GEF Monitoring and Evaluation Policy from 2010 and the Recommended Minimum Fiduciary Standards for GEF Implementing and Executing Agencies.

It will be carried out as an independent in-depth evaluation using a participatory approach whereby all key parties associated with the project are kept informed and regularly consulted throughout the evaluation. The evaluation team leader will liaise with the Project Manager on the conduct of the evaluation and methodological issues.

The evaluation team will be required to use different methods to ensure that data gathering and analysis deliver evidence-based qualitative and quantitative information, based on diverse sources: desk studies and literature review, statistical analysis, individual interviews, focus group meetings, surveys and direct observation. This approach will not only enable the evaluation to assess causality through quantitative means but also to provide reasons for why certain results were achieved or not and to triangulate information for higher reliability of findings. The concrete mixed methodological approach will be described in the inception report.

The evaluation team will develop interview guidelines. Field interviews can take place either in the form of focus-group discussions or one-to-one consultations.

The methodology will be based on the following:

6. A desk review of project documents including, but not limited to:
   (a) The original project document, monitoring reports (such as progress and financial reports to UNIDO and GEF annual Project Implementation Review (PIR) reports), output reports (case studies, action plans, sub-regional strategies, etc.) and relevant correspondence.
   (b) Notes from the meetings of committees involved in the project (e.g. approval and steering committees).
   (c) Other project-related material produced by the project.
7. The evaluation team will use available models of (or reconstruct if necessary) theory of change for the different types of intervention (enabling, capacity, investment, demonstration). The validity of the theory of change will be examined through specific questions in interviews and possibly through a survey of stakeholders.
8. Counterfactual information: In those cases where baseline information for relevant indicators is not available the evaluation team will aim at establishing a proxy-baseline through recall and secondary information.

9. Interviews with project management and technical support including staff and management at UNIDO HQ and in the field and if necessary staff associated with the project's financial administration and procurement.

10. Interviews with project partners including Government counterparts, GEF focal points and partners that have been selected for co-financing as shown in the corresponding sections of the project documents.

11. On-site observation of results achieved in demonstration projects, including interviews of actual and potential beneficiaries of improved technologies.

12. Interviews and telephone interviews with intended users for the project outputs and other stakeholders involved with this project. The evaluator shall determine whether to seek additional information and opinions from representatives of any donor agencies or other organisations.

13. Interviews with the relevant UNIDO Country Office and the project's management and Project Steering Committee (PSC) members and the various national and sub-regional authorities dealing with project activities as necessary. If deemed necessary, the evaluator shall also gain broader perspectives from discussions with relevant GEF Secretariat staff.

14. Other interviews, surveys or document reviews as deemed necessary by the evaluator and/or UNIDO EVA.

15. The inception report will provide details on the methodology used by the evaluation team and include an evaluation matrix.

IV. Evaluation Team Composition

The evaluation team will be composed of one ODG/EVA evaluation consultant acting as a team leader and one national evaluation consultant.

The evaluation team should be able to provide information relevant for follow-up studies, including evaluation verification on request to the GEF partnership up to two years after completion of the evaluation.

The evaluation team will be contracted by UNIDO. The tasks of each team member are specified in the job descriptions attached to these terms of reference.

Members of the evaluation team must not have been directly involved in the design and/or implementation of the programme/projects.

The Project Manager at UNIDO and the Government of Gambia will support the evaluation team. The UNIDO GEF Coordinator will be briefed on the evaluation and equally provide support to its conduct. The UNIDO GEF Coordinator will be briefed on the evaluation.

V. Time Schedule and Deliverables

The mid-term evaluation is scheduled to take place in the period from August 2014 to September 2014. The field mission is planned for August 2014. At the end of the

field mission, there will be a presentation of the preliminary findings for all stakeholders involved in this project in the Gambia.

After the field mission, the evaluation team leader will present the preliminary findings at UNIDO HQ. The draft mid-term evaluation report will be submitted 4-6 weeks after the end of the field mission.

VI. Project Evaluation Parameters

The evaluation team will rate the projects. The ***ratings for the parameters described in the following sub-chapters A to J will be presented in the form of a table*** with each of the categories rated separately and with **brief justifications for the rating** based on the findings of the main analysis. An overall rating for the project should also be given. The rating system to be applied is specified in Annexes 1 and 2.

A. Project design

The evaluation will examine the extent to which:

- ✓ the project's design is adequate to address the problems at hand;
- ✓ a participatory project identification process was instrumental in selecting problem areas and national counterparts;
- ✓ the project has a clear thematically focused development objective, the attainment of which can be determined by a set of verifiable indicators;
- ✓ the project was formulated based on the logical framework (project results framework) approach;
- ✓ the project was formulated with the participation of national counterpart and/or target beneficiaries; and
- ✓ relevant country representatives (from government, industries and civil society) have been appropriately involved and were participating in the identification of critical problem areas and the development of technical cooperation strategies.

B. Project relevance

The evaluation will examine the extent to which the project is relevant to the:

- ✓ national development and environmental priorities and strategies of the Government and population of the Gambia, and regional and international agreements. See possible evaluation questions under "Country ownership/driven-ness" below.
- ✓ target groups: relevance of the project's objectives, outcomes and outputs to the different target groups of the interventions (e.g. companies, civil society, beneficiaries of capacity building and training, etc.).
- ✓ GEF's focal areas/operational programme strategies: In retrospect, were the project's outcomes consistent with the focal areas/operational program strategies of GEF? Ascertain the likely nature and significance of the contribution of the project outcomes to the wider portfolio of GEF's Focal area of Climate Change, and Operational Program SP3: "Promoting market approaches to renewable energy".

- ✓ UNIDO's thematic priorities: Were they in line with UNIDO's mandate, objectives and outcomes defined in the Programme & Budget and core competencies?
- ✓ Does the project remain relevant taking into account the changing environment? Is there a need to reformulate the project design and the project results framework given changes in the country and operational context?

C. Effectiveness: objectives and planned final results at the end of the project

- The evaluation will assess to what extent results at various levels, including outcomes, have been achieved. In detail, the following issues will be assessed: To what extent have the expected outputs, outcomes and long-term objectives been achieved or are likely to be achieved? Has the project generated any results that could lead to changes of the assisted institutions? Have there been any unplanned effects?
- Are the project outcomes commensurate with the original or modified project objectives? If the original or modified expected results are merely outputs/inputs, the evaluators should assess if there were any real outcomes of the project and, if there were, determine whether these are commensurate with realistic expectations from the project.
- How do the stakeholders perceive the quality of outputs? Were the targeted beneficiary groups actually reached?
- What outputs and outcomes has the project achieved so far (both qualitative and quantitative results)? Has the project generated any results that could lead to changes of the assisted institutions? Have there been any unplanned effects?
- Identify actual and/or potential longer-term impacts or at least indicate the steps taken to assess these (see also below "monitoring of long term changes"). Wherever possible, evaluators should indicate how findings on impacts will be reported in future.
- Describe any catalytic or replication effects: the evaluation will describe any catalytic or replication effect both within and outside the project. If no effects are identified, the evaluation will describe the catalytic or replication actions that the project carried out. No ratings are requested for the project's catalytic role.

D. Efficiency

The extent to which:

- The project cost was effective? Was the project using the least cost options?
- Has the project produced results (outputs and outcomes) within the expected time frame? Was project implementation delayed, and, if it was, did that affect cost effectiveness or results? Wherever possible, the evaluator should also compare the costs incurred and the time taken to achieve outcomes with that for similar projects. Are the project's activities in line with the schedule of activities as defined by the project team and annual work plans? Are the disbursements and project expenditures in line with budgets?

- Have the inputs from the donor, UNIDO and Government/counterpart been provided as planned, and were they adequate to meet requirements? Was the quality of UNIDO inputs and services as planned and timely?
- Was there coordination with other UNIDO and other donors' projects, and did possible synergy effects happen?

E. Assessment of sustainability of project outcomes

Sustainability is understood as the likelihood of continued benefits after the GEF project ends. Assessment of sustainability of outcomes will be given special attention but also technical, financial and organization sustainability will be reviewed. This assessment should explain how the risks to project outcomes will affect continuation of benefits after the GEF project ends. It will include both exogenous and endogenous risks. The following four dimensions or aspects of risks to sustainability will be addressed:

- ✓ **Financial risks.** Are there any financial risks that may jeopardize sustainability of project outcomes? What is the likelihood of financial and economic resources not being available once GEF assistance ends? (Such resources can be from multiple sources, such as the public and private sectors or income-generating activities; these can also include trends that indicate the likelihood that, in future, there will be adequate financial resources for sustaining project outcomes.) Was the project successful in identifying and leveraging co-financing?
- ✓ **Sociopolitical risks.** Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that project benefits continue to flow? Is there sufficient public/stakeholder awareness in support of the project's long-term objectives?
- ✓ **Institutional framework and governance risks.** Do the legal frameworks, policies, and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits? Are requisite systems for accountability and transparency, and required technical know-how, in place?
- ✓ **Environmental risks.** Are there any environmental risks that may jeopardize sustainability of project outcomes? Are there any environmental factors, positive or negative, that can influence the future flow of project benefits? Are there any project outputs or higher level results that are likely to affect the environment, which, in turn, might affect sustainability of project benefits? The evaluation should assess whether certain activities will pose a threat to the sustainability of the project outcomes.

F. Assessment of monitoring and evaluation systems

- **M&E design.** Did the project have an M&E plan to monitor results and track progress towards achieving project objectives? The Evaluation will assess whether the project met the minimum requirements for the application of the Project M&E plan (see Annex 3).

- **M&E plan implementation.** The evaluation should verify that an M&E system was in place and facilitated timely tracking of progress toward project objectives by collecting information on chosen indicators continually throughout the project implementation period; annual project reports were complete and accurate, with well-justified ratings; the information provided by the M&E system was used during the project to improve performance and to adapt to changing needs; and the project had an M&E system in place with proper training for parties responsible for M&E activities to ensure that data will continue to be collected and used after project closure. Were monitoring and self-evaluation carried out effectively, based on indicators for outputs, outcomes and impacts? Are there any annual work plans? Was any steering or advisory mechanism put in place? Did reporting and performance reviews take place regularly?
- **Budgeting and Funding for M&E activities.** In addition to incorporating information on funding for M&E while assessing M&E design, the evaluators will determine whether M&E was sufficiently budgeted for at the project planning stage and whether M&E was adequately funded and in a timely manner during implementation.

G. Monitoring of long-term changes

The monitoring and evaluation of long-term changes is often incorporated in GEF-supported projects as a separate component and may include determination of environmental baselines; specification of indicators; and provisioning of equipment and capacity building for data gathering, analysis, and use. This section of the evaluation report will describe project actions and accomplishments toward establishing a long-term monitoring system. The review will address the following questions:

a. Did this project contribute to the establishment of a long-term monitoring system? If it did not, should the project have included such a component?
b. What were the accomplishments and shortcomings in establishment of this system?
c. Is the system sustainable—that is, is it embedded in a proper institutional structure and does it have financing? How likely is it that this system continues operating upon project completion?
d. Is the information generated by this system being used as originally intended?

H. Assessment of processes affecting achievement of project results

Among other factors, when relevant, the evaluation will consider a number of issues affecting project implementation and attainment of project results. The assessment of these issues can be integrated into the analyses of project design, relevance, effectiveness, efficiency, sustainability and management as the evaluators find them fit (it is not necessary, however it is possible to have a separate chapter on these aspects in the evaluation report). The evaluation will consider, but need not be limited to, the following issues that may have affected project implementation and achievement of project results:

a. **Preparation and readiness / Quality at entry.** Were the project's objectives and components clear, practicable, and feasible within its time frame? Were counterpart resources (funding, staff, and facilities), and adequate project management arrangements in place at project entry? Were the capacities of

executing institution and counterparts properly considered when the project was designed? Were lessons from other relevant projects properly incorporated in the project design? Were the partnership arrangements properly identified and the roles and responsibilities negotiated prior to project approval?

b. **Country ownership/driven-ness.** Was the project concept in line with the sectoral and development priorities and plans of the country—or of participating countries, in the case of multi-country projects? Are project outcomes contributing to national development priorities and plans? Were the relevant country representatives from government and civil society involved in the project? Did the recipient government maintain its financial commitment to the project? Has the government—or governments in the case of multi-country projects—approved policies or regulatory frameworks in line with the project's objectives?

c. **Stakeholder involvement.** Did the project involve the relevant stakeholders through information sharing and consultation? Did the project implement appropriate outreach and public awareness campaigns? Were the relevant vulnerable groups and powerful supporters and opponents of the processes properly involved? Which stakeholders were involved in the project (i.e. NGOs, private sector, other UN Agencies etc.) and what were their immediate tasks? Did the project consult with and make use of the skills, experience, and knowledge of the appropriate government entities, nongovernmental organizations, community groups, private sector entities, local governments, and academic institutions in the design, implementation, and evaluation of project activities? Were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process taken into account while taking decisions? Were the relevant vulnerable groups and the powerful, the supporters and the opponents, of the processes properly involved?

d. **Financial planning.** Did the project have appropriate financial controls, including reporting and planning, that allowed management to make informed decisions regarding the budget and allowed for timely flow of funds? Was there due diligence in the management of funds and financial audits? Did promised co-financing materialize? Specifically, the evaluation should also include a breakdown of final actual project costs by activities compared to budget (variances), financial management (including disbursement issues), and co- financing.

e. **UNIDO's supervision and backstopping.** Did UNIDO staff identify problems in a timely fashion and accurately estimate their seriousness? Did UNIDO staff provide quality support and advice to the project, approve modifications in time, and restructure the project when needed? Did UNIDO provide the right staffing levels, continuity, skill mix, and frequency of field visits for the project?

f. **Cofinancing and project outcomes and sustainability.** If there was a difference in the level of expected co-financing and the cofinancing actually realized, what were the reasons for the variance? Did the extent of materialization of cofinancing affect project outcomes and/or sustainability, and, if so, in what ways and through what causal linkages?

g. **Delays and project outcomes and sustainability.** If there were delays in project implementation and completion, what were the reasons? Did the

delays affect project outcomes and/or sustainability, and, if so, in what ways and through what causal linkages?

h. **Implementation approach[4].** Is the implementation approach chosen different from other implementation approaches applied by UNIDO and other agencies? Does the approach comply with the principles of the Paris Declaration? Does the approach promote local ownership and capacity building? Does the approach involve significant risks?

The evaluation team will rate the project performance as required by the GEF. The ratings will be given to four criteria: Project Results, Sustainability, Monitoring and Evaluation, and UNIDO related issues as specified in Annex 2. The ratings will be presented in a table with each of the categories rated separately and with brief justifications for the rating based on the findings of the main analysis. An overall rating for the project should also be given. The rating system to be applied is specified in the same annex. As per the GEF's requirements, the report should also provide information on project identification, time frame, actual expenditures, and co-financing in the format in Annex 4, which is modeled after the GEF's project identification form (PIF).

I. Project coordination and management

The extent to which:

- The national management and overall coordination mechanisms have been efficient and effective? Did each partner have assigned roles and responsibilities from the beginning? Did each partner fulfil its role and responsibilities (e.g. providing strategic support, monitoring and reviewing performance, allocating funds, providing technical support, following up agreed/corrective actions…)?
- The UNIDO HQ and Field Office based management, coordination, monitoring, quality control and technical inputs have been efficient, timely and effective (problems identified timely and accurately; quality support provided timely and effectively; right staffing levels, continuity, skill mix and frequency of field visits…)?
- The national management and overall coordination mechanisms were efficient and effective? Did each partner have specific roles and responsibilities from the beginning till the end? Did each partner fulfill its role and responsibilities (e.g. providing strategic support, monitoring and reviewing performance, allocating funds, providing technical support, following up agreed/corrective actions…)? Were the UNIDO HQ based management, coordination, quality control and technical inputs efficient, timely and effective (problems identified timely and accurately; quality support provided timely and effectively; right staffing levels, continuity, skill mix and frequency of field visits…)?

J. Assessment of gender mainstreaming

The evaluation will consider, but need not be limited to, the following issues that may have affected gender mainstreaming in the project:

[4] Implementation approach refers to the concrete manifestation of cooperation between UNIDO, Government counterparts and local implementing partners. Usually POPs projects apply a combination of agency execution (direct provision of services by UNIDO) with elements of national execution through sub-contracts.

- To which extent were socioeconomic benefits delivered by the project at the national and local levels, including consideration of gender dimensions?

K. Procurement issues

The following evaluation questions that will feed in the Thematic Evaluation on Procurement have been developed and would be included as applicable in all projects (for reference, please see Annex 7 of the ToR: UNIDO Procurement Process):

- To what extent does the process provide adequate treatment to different types of procurement (e.g. by value, by category, by exception…)
- Was the procurement timely? How long do the procurement process take (e.g. by value, by category, by exception…)
- Did the good/item(s) arrive as planned or scheduled? If no, how long were the times gained or delays. If delay, what was the reason(s)?
- Were the procured good(s) acquired at a reasonable price?
- To what extent were the procured goods of the expected/needed quality and quantity?
- Were the transportation costs reasonable and within budget. If no, pleased elaborate.
- Was the freight forwarding timely and within budget? If no, pleased elaborate.
- Who was responsible for the customs clearance? UNIDO FO? UNDP? Government? Other?
- Was the customs clearance handled professionally and in a timely manner? How many days did it take?
- How long time did it take to get approval from the government on import duty exemption?
- Which were the main bottlenecks / issues in the procurement process?
- Which good practices have been identified?
- To what extent roles and responsibilities of the different stakeholders in the different procurement stages are established, adequate and clear?
- To what extent there is an adequate segregation of duties across the procurement process and between the different roles and stakeholders?

VII. Reporting

Inception report

This Terms of Reference provides some information on the evaluation methodology but this should not be regarded as exhaustive. After reviewing the project documentation and initial interviews with the project manager the ODG/EVA Evaluation Consultant will prepare, in collaboration with the national consultant, a short inception report that will operationalize the ToR relating to the evaluation questions and provide information on what type of and how the evidence will be collected (methodology). The Inception Report will focus on the following elements: preliminary project theory model(s); elaboration of evaluation methodology

including quantitative and qualitative approaches through an evaluation framework ("evaluation matrix"); division of work between the ODG/EVA Evaluation Consultant and National Consultant; mission plan, including places to be visited, people to be interviewed and possible surveys to be conducted and a debriefing and reporting timetable[5].

Evaluation report format and review procedures

The draft report will be delivered to UNIDO Office for Independent Evaluation (the suggested report outline is in Annex 1) and circulated to UNIDO staff and national stakeholders associated with the project for factual validation and comments. Any comments or responses, or feedback on any errors of fact to the draft report provided by the stakeholders will be sent to the Project Manager for collation and onward transmission to the project evaluation team who will be advised of any necessary revisions. On the basis of this feedback, and taking into consideration the comments received, the evaluation team will prepare the final version of the mid-term evaluation report.

The evaluation team will present its preliminary findings to the local stakeholders at the end of the field visit and take into account their feed-back in preparing the evaluation report. A presentation of preliminary findings will take place in September 2014 and at HQ after the field mission.

The mid-term evaluation report should be brief, to the point and easy to understand. It must explain the purpose of the evaluation, exactly what was evaluated, and the methods used. The report must highlight any methodological limitations, identify key concerns and present evidence-based findings, consequent conclusions, recommendations and lessons. The report should provide information on when the evaluation took place, the places visited, who was involved and be presented in a way that makes the information accessible and comprehensible. The report should include an executive summary that encapsulates the essence of the information contained in the report to facilitate dissemination and distillation of lessons.

Findings, conclusions and recommendations should be presented in a complete, logical and balanced manner. The evaluation report shall be written in English and follow the outline given in Annex 1.

Evaluation Work Plan

The "Evaluation Work Plan" includes the following main products:

5. Desk review, briefing by project manager and development of methodology: Following the receipt of all relevant documents, and consultation with the Project Manager about the documentation, including reaching an agreement on the Methodology, the desk review could be completed.
6. Inception report: At the time for departure to the field mission, the complete gamete of received materials have been reviewed and consolidated into the Inception report.
7. Field mission: The principal responsibility for managing this evaluation lies with UNIDO. It will be responsible for liaising with the project team to set up the stakeholder interviews, arrange the field missions, coordinate with the

[5] The evaluator will be provided with a Guide on how to prepare an evaluation inception report prepared by the UNIDO Evaluation Group.

Government. At the end of the field mission, there will be a presentation of preliminary findings to the key stakeholders in the country where the project was implemented.

8. Preliminary findings from the field mission: Following the field mission, the main findings, conclusions and recommendations would be prepared and presented in the field and at UNIDO Headquarters.
9. A draft Mid-term evaluation report will be forwarded electronically to the Project Manager, who will forward the same to the Evaluation Group and circulated to main stakeholders.
10. A final Mid-term evaluation report will incorporate comments received.

VIII. Quality Assurance

The Project Manager (PM) will be responsible for managing the evaluation, preparing the terms of reference (TOR) and the job description (JD) of the evaluation consultant(s) on the basis of guidance of UNIDO's Office for Independent Evaluation (ODG/EVA). The PM will forward drafts and final reports to ODG/EVA for review, distribute drafts and final reports to stakeholders (upon review by ODG/EVA), and organize presentations of preliminary evaluation findings which serve to generate feedback on and discussion of evaluation findings and recommendations at UNIDO HQ. Finally, the PM will be responsible for the submission of the final Mid-Term Evaluation Report to the GEF and to ODG/EVA.

Annex 1 - Outline of an In-Depth Project Evaluation Report

Executive summary

- Must provide a synopsis of the storyline which includes the main evaluation findings and recommendations
- Must present strengths and weaknesses of the project
- Must be self-explanatory and should be 3-4 pages in length

I. Evaluation objectives, methodology and process

- Information on the evaluation: why, when, by whom, etc.
- Scope and objectives of the evaluation, main questions to be addressed
- Information sources and availability of information
- Methodological remarks, limitations encountered and validity of the findings

II. Countries and project background

- Brief countries context: an overview of the economy, the environment, institutional development, demographic and other data of relevance to the project
- Sector-specific issues of concern to the project[6] and important developments during the project implementation period
- Project summary:

[6] Explicit and implicit assumptions in the logical framework of the project can provide insights into key-issues of concern (e.g. relevant legislation, enforcement capacities, government initiatives, etc.)

- Fact sheet of the project: including project objectives and structure, donors and counterparts, project timing and duration, project costs and co-financing
- Brief description including history and previous cooperation
- Project implementation arrangements and implementation modalities, institutions involved, major changes to project implementation
- Positioning of the UNIDO project (other initiatives of government, other donors, private sector, etc.)
- Counterpart organization(s)

III. Project assessment

This is the key chapter of the report and should address all evaluation criteria and questions outlined in the TOR (see section VI Project Evaluation Parameters). Assessment must be based on factual evidence collected and analyzed from different sources. The evaluators' assessment can be broken into the following sections:

A. Design
B. Relevance (Report on the relevance of project towards countries and beneficiaries)
C. Effectiveness (The extent to which the development intervention's objectives and deliverables were achieved, or are expected to be achieved, taking into account their relative importance)
D. Efficiency (Report on the overall cost-benefit of the project and partner Countries contribution to the achievement of project objectives)
E. Sustainability of Project Outcomes (Report on the risks and vulnerability of the project, considering the likely effects of sociopolitical and institutional changes in partner countries, and its impact on continuation of benefits after the GEF project ends, specifically the financial, sociopolitical, institutional framework and governance, and environmental risks)
F. Assessment of monitoring and evaluation systems (Report on M&E design, M&E plan implementation, and Budgeting and funding for M&E activities)
G. Monitoring of long-term changes
H. Assessment of processes affecting achievement of project results (Report on preparation and readiness / quality at entry, country ownership, stakeholder involvement, financial planning, UNIDO support, cofinancing and project outcomes and sustainability, delays of project outcomes and sustainability, and implementation approach)
I. Project coordination and management (Report project management conditions and achievements, and partner countries commitment)
J. Gender mainstreaming
K. Procurement issues

At the end of this chapter, an overall project achievement rating should be developed as required in Annex 2. The overall rating table required by the GEF should be presented here.

IV. Conclusions, Recommendations and Lessons Learned

This chapter can be divided into three sections:

A. Conclusions

This section should include a storyline of the main evaluation conclusions related to the project's achievements and shortfalls. It is important to avoid providing a summary based on each and every evaluation criterion. The main conclusions should be cross-referenced to relevant sections of the evaluation report.

B. Recommendations

This section should be succinct and contain few key recommendations. They should:

- be based on evaluation findings
- realistic and feasible within a project context
- indicate institution(s) responsible for implementation (addressed to a specific officer, group or entity who can act on it) and have a proposed timeline for implementation if possible
- be commensurate with the available capacities of project team and partners
- take resource requirements into account.

Recommendations should be structured by addressees:

- UNIDO
- Government and/or Counterpart Organizations
- Donor

C. Lessons Learned

- Lessons learned must be of wider applicability beyond the evaluated project but must be based on findings and conclusions of the evaluation
- For each lesson the context from which they are derived should be briefly stated

Annexes should include the evaluation TOR, list of interviewees, documents reviewed, a summary of project identification and financial data, and other detailed quantitative information. Dissident views or management responses to the evaluation findings may later be appended in an annex.

Annex 2 - Overall Ratings Table

Criterion	Evaluator's Summary Comments	Evaluator's Rating
Attainment of project objectives and results (overall rating) Sub criteria (below)		
Design		
Effectiveness		
Relevance		
Efficiency		
Sustainability of Project outcomes (overall rating) Sub criteria (below)		
Financial risks		
Sociopolitical risks		
Institutional framework and governance risks		
Environmental risks		
Monitoring and Evaluation (overall rating) Sub criteria (below)		
M&E Design		
M&E Plan Implementation (use for adaptive management)		
Budgeting and Funding for M&E activities		
Project management		
UNIDO specific ratings		
Quality at entry / Preparation and readiness		
Implementation approach		
UNIDO Supervision and backstopping		
Overall Rating		

RATING OF PROJECT OBJECTIVES AND RESULTS

- Highly Satisfactory (HS): The project had no shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Satisfactory (S): The project had minor shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Moderately Satisfactory (MS): The project had moderate shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Moderately Unsatisfactory (MU): The project had significant shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Unsatisfactory (U) The project had major shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Highly Unsatisfactory (HU): The project had severe shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Please note: Relevance and effectiveness will be considered as critical criteria. The overall rating of the project for achievement of objectives and results **may not be higher** than the lowest rating on either of these two criteria. Thus, to have an overall satisfactory rating for outcomes a project must have at least satisfactory ratings on both relevance and effectiveness.

RATINGS ON SUSTAINABILITY

Sustainability will be understood as the probability of continued long-term outcomes and impacts after the GEF project funding ends. The evaluation will identify and assess the key conditions or factors that are likely to contribute or undermine the persistence of benefits beyond project completion. Some of these factors might be outcomes of the project, i.e. stronger institutional capacities, legal frameworks, socio-economic incentives /or public awareness. Other factors will include contextual circumstances or developments that are not outcomes of the project but that are relevant to the sustainability of outcomes.

Rating system for sustainability sub-criteria

On each of the dimensions of sustainability of the project outcomes will be rated as follows.

- Likely (L): There are no risks affecting this dimension of sustainability.
- Moderately Likely (ML). There are moderate risks that affect this dimension of sustainability.
- Moderately Unlikely (MU): There are significant risks that affect this dimension of sustainability.
- Unlikely (U): There are severe risks that affect this dimension of sustainability.

All the risk dimensions of sustainability are critical. Therefore, overall rating for sustainability will not be higher than the rating of the dimension with lowest ratings. For example, if a project has an Unlikely rating in either of the dimensions then its overall rating cannot be higher than Unlikely, regardless of whether higher ratings in other dimensions of sustainability produce a higher average.

RATINGS OF PROJECT M&E

Monitoring is a continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing project with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds. Evaluation is the systematic and objective assessment of an on-going or completed project, its design, implementation and results. Project evaluation may involve the definition of appropriate standards, the examination of performance against those standards, and an assessment of actual and expected results.

The Project monitoring and evaluation system will be rated on 'M&E Design', 'M&E Plan Implementation' and 'Budgeting and Funding for M&E activities' as follows:

- Highly Satisfactory (HS): There were no shortcomings in the project M&E system.
- Satisfactory(S): There were minor shortcomings in the project M&E system.
- Moderately Satisfactory (MS): There were moderate shortcomings in the project M&E system.
- Moderately Unsatisfactory (MU): There were significant shortcomings in the project M&E system.
- Unsatisfactory (U): There were major shortcomings in the project M&E system.
- Highly Unsatisfactory (HU): The Project had no M&E system.

"M&E plan implementation" will be considered a critical parameter for the overall assessment of the M&E system. The overall rating for the M&E systems will not be higher than the rating on "M&E plan implementation."

All other ratings will be on the GEF six point scale:

HS	= Highly Satisfactory	Excellent
S	= Satisfactory	Well above average
MS	= Moderately Satisfactory	Average
MU	= Moderately Unsatisfactory	Below Average
U	= Unsatisfactory	Poor
HU	= Highly Unsatisfactory	Very poor (Appalling)

Annex 3 - GEF Minimum Requirements for M&E[7]

Minimum Requirement 1: Project Design of M&E

All projects will include a concrete and fully budgeted monitoring and evaluation plan by the time of work program entry for full-sized projects and CEO approval for medium-sized projects. This monitoring and evaluation plan will contain as a minimum:

- SMART indicators for project implementation, or, if no indicators are identified, an alternative plan for monitoring that will deliver reliable and valid information to management;
- SMART indicators for results (outcomes and, if applicable, impacts), and, where appropriate, indicators identified at the corporate level;
- baseline for the project, with a description of the problem to be addressed, with indicator data, or, if major baseline indicators are not identified, an alternative plan for addressing this within one year of implementation;
- identification of reviews and evaluations that will be undertaken, such as mid-term reviews or evaluations of activities; and
- organizational set-up and budgets for monitoring and evaluation.

Minimum Requirement 2: Application of Project M&E

Project monitoring and supervision will include implementation of the M&E plan, comprising:

- SMART indicators for implementation are actively used, or if not, a reasonable explanation is provided;
- SMART indicators for results are actively used, or if not, a reasonable explanation is provided;
- the baseline for the project is fully established and data compiled to review progress reviews, and evaluations are undertaken as planned; and
- the organizational set-up for M&E is operational and budgets are spent as planned.

[7] http://www.thegef.org/gef/sites/thegef.org/files/documents/ME_Policy_2010.pdf

Annex 4 – Required Project Identification and Financial Data

The evaluation report should provide information on project identification, time frame, actual expenditures, and co-financing in the following format, which is modeled after the project identification form (PIF).

I. Project general information:

Project Title	
GEF ID Number	
UNIDO ID (SAP Number)	
Region	
Country(ies)	
GEF Focal Area and Operational Program:	
Co-Implementing Agency(ies)	
GEF Agencies (Implementing Agency)	
Project Executing Partners	
Project Size (FSP, MSP, EA)	
Project CEO Endorsement/Approval Date	
Project Implementation Start Date (PAD Issuance Date)	
Original Expected Implementation End Date **(indicated in CEO Endorsement/Approval document)**	
Revised Expected Implementation End Date (if any)	
Project Duration (Months)	
GEF Grant (USD)	
GEF PPG (USD) (if any)	
Co-financing (USD) at CEO Endorsement	
Total Project Cost (USD) **(GEF Grant + Co-financing at CEO Endorsement)**	
Agency Fee (USD)	

II. Dates

Milestone	Expected Date	Actual Date
Project CEO Endorsement/Approval Date		
Project Implementation Start Date (PAD Issuance Date)		
Original Expected Implementation End Date (indicated in CEO Endorsement/Approval document)		
Revised Expected Implementation End Date (if any)		
Mid-term evaluation completion		
Planned Tracking Tool Date		

III. Project Framework

Project Component	Activity Type	GEF Financing (in $)		Cofinancing (in $)	
		Approved	Actual	Promised	Actual
1.					
2.					
3.					
4.					
5.					
6. Project Management					
Total					

Activity types are:

a) Experts, researches hired
b) technical assistance, Workshop, Meetings or experts consultation scientific and technical analysis, experts researches hired
c) Promised co-financing refers to the amount indicated on endorsement/approval.

IV. Co-financing

		Project preparation		Project implementation		Total	
Source of cofinancing	Type	Expected	Actual	Expected	Actual	Expected	Actual
Host gov't contribution							
GEF Agency (ies)							
Bilateral aid agency (ies)							
Multilateral agency (ies)							
Private sector							
NGO							
Other							
Total cofinancing							

Expected amounts are those submitted by the GEF Agencies in the original project appraisal document. Co-financing types are grant, soft loan, hard loan, guarantee, in kind, or cash.

Annex 5 – Job Descriptions

Job Description

Post title	ODG/EVA Evaluation Consultant
Duration	30 work days spread over a period of 3 months
Started date	1 October 2014
Duty station	Home based and travel to Vienna and the Gambia

Duties

The consultant will evaluate the projects according to the Terms of Reference. S/he will act as leader of the evaluation team and will be responsible for preparing the draft and final evaluation report. S/he will perform the following tasks:

Main duties	Duration/ location	Deliverables
Review project documentation and relevant country background information (national policies and strategies, UN strategies and general economic data…); determine key data to collect in the field and prepare key instruments (questionnaires, logic models…) to collect these data through interviews and/or surveys during and prior to the field missions Assess the adequacy of legislative and regulatory framework for Renewable Energy in the Gambia	3 days Home based	List of detailed evaluation questions to be clarified; questionnaires/ interview guide; logic models; list of key data to collect, draft list of stakeholders to interview during the field missions Brief assessment of the adequacy of the country's legislative and regulatory framework
Briefing with the UNIDO Evaluation Group, project managers and other key stakeholders at HQ	1 days home based (telephone interviews)	Interview notes, detailed evaluation schedule and list of stakeholders to interview during the field missions Division of evaluation tasks with the National Consultant
Conduct field mission	10 days (including travel days)	Presentations of the evaluation's initial findings in the Gambia, draft conclusions and recommendations to

Main duties	Duration/ location	Deliverables
		stakeholders in the country at the end of the missions. Agreement with the National Consultant on the structure and content of the evaluation report and the distribution of writing tasks
Present overall findings and recommendations to the stakeholders at UNIDO HQ	3 days Vienna	Presentation slides, feedback from stakeholders obtained and discussed
Prepare the evaluation report according to TOR Coordinate the inputs from the National Consultant and combine with her/his own inputs into the draft evaluation report	10 days Home based	Draft evaluation report
Revise the draft project evaluation reports based on comments from UNIDO Evaluation Group and stakeholders and edit the language and form of the final version according to UNIDO standards	2 days Home based	Final evaluation report
TOTAL	**30 days**	

Qualifications and skills:

- ✓ Knowledge about multilateral technical cooperation and the UN, international development priorities and frameworks.
- ✓ Advanced degree in environmental science, engineering, physics, renewable energy, development studies or related areas
- ✓ *Knowledge of and experience in environmental projects management and/or evaluation (of development projects)*
- ✓ Working experience in developing countries
- ✓ Experience in evaluation of GEF projects and knowledge of UNIDO activities an asset

Language: English

Absence of Conflict of Interest:

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from

the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract with the Evaluation Group.

Job Description

Post title	National Evaluation Consultant
Duration	21 work days spread over 3 months
Started date	August 15, 2014
Duty station	Banjul, The Gambia with travel within the country

Duties

The consultant will evaluate the projects according to the Terms of Reference. S/he will work under the supervision of the leader of the evaluation team and will be responsible for providing substantive inputs to the draft and final evaluation report. S/he will perform the following tasks:

Main duties	Duration/ location	Deliverables
Review project documentation and relevant country background information (national policies and strategies, UN strategies and general economic data…); in cooperation with Team Leader: determine key data to collect in the field and prepare key instruments (questionnaires, logic models…) to collect these data through interviews and/or surveys during and prior to the field missions Assess the adequacy of legislative and regulatory framework to Renewable Energy in the Gambia	3 days Home based	List of detailed evaluation questions to be clarified; questionnaires/ interview guide; logic models; list of key data to collect, draft list of stakeholders to interview during the field missions Brief assessment of the adequacy of the country's legislative and regulatory framework
Briefing with the evaluation team leader, UNIDO project managers and other key stakeholders Assist in setting up the evaluation mission agenda, coordinating meetings and site visits	3 days Home based (telephone interviews)	Interview notes, detailed evaluation schedule and list of stakeholders to interview during the field missions Division of evaluation tasks with the National Consultant
Conduct field mission	6 days (including travel days)	Presentations of the evaluation's initial findings, draft conclusions and recommendations to stakeholders in the country at the end of the mission. Agreement with the National

Main duties	Duration/ location	Deliverables
		Consultant on the structure and content of the evaluation report and the distribution of writing tasks
Prepare inputs to the evaluation report according to the ToR and as agreed with Team Leader	7 days Home based	Draft evaluation report
Revise the draft project evaluation reports based on comments from UNIDO Evaluation Group and stakeholders and edit the language and form of the final version according to UNIDO standards	2 days Home based	Final evaluation report
TOTAL	**21 days**	

Qualifications:

- ✓ Advanced degree in electrical or mechanical engineering, environmental science, physics, renewable energy or related areas
- ✓ Initial experience in evaluation and/or assessment and/or inspection of energy projects
- ✓ Knowledge of GEF and UNIDO technical cooperation activities an asset
- ✓ Familiarity with the institutional context of the project in the Gambia (energy authorities, NGOs, etc.)

Language: English

Absence of Conflict of Interest:
According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract with the Evaluation Group.

Annex 6 – Project Logical Framework

Project Strategy		Objectively verifiable indicators				
		Indicator (quantified and time-bound)	Baseline	Target	Source of verification	Risks and Assumptions
Goal	**To reduce energy use related emissions of greenhouse gases produced by the energy sector of The Gambia**	**1. Incremental avoided CO2eq emission (tonnes of CO2eq)** **2. Energy generated from renewable energy (in kWh and as % of total)**	**1. No direct CO2eq emission reductions** **2. No indirect CO2eq emission reductions** **3. 150 kVA wind turbine plus solar water pumping and other small projects.**	**Cumulative reduction of GHG by about 29,000tCO2 over the period 2012-2023** **900,000 kWh of renewable energy generated over the period 2012-2023**	**1. GREC** **2. Project reports**	**The Government of The Gambia remains committed in the medium and long-term to renewable energy.** **Life cycle energy costs reduction becomes a priority for consumers.**
Objective of the project	**To develop and promote a market environment that will stimulate investments in renewable energy in rural areas of The Gambia.**	**1. Installed capacity of renewable energy (kW)** **2. Energy generated from renewable energy (kWh)** **3. Adoption of policy frameworks supporting renewable energy**	**1. 150 kVA wind turbine plus solar water pumping and other small projects.** **2. 80,000 kWh generated from renewable energy** **3. No supportive policy framework**	**1. 1.5 MW installed** **2. 900 MWh generated per year by 2012** **3. Renewable energy law in place**	**1. Demonstration project evaluation** **2. Regular project reporting** **3. Final evaluation**	**The Government of The Gambia remains committed in the medium and long-term to renewable energy.** **Life cycle energy costs reduction becomes a priority for consumers.**
Project Component 1						
Outcome 1	**Technical feasibility and commercial viability of renewable energy projects in The Gambia demonstrated.** **Capacity of installed renewable energy increased by at least 1.5 MW and GHG emissions avoided.**	**1. Number of RE projects implemented** **2. Installed capacity of RE installed (kW)** **3. Each project shown to operate at a profit with a positive IRR**	**1. No projects installed.** **2. Feasibility studies show positive IRR**	**1. 6 RE projects installed between 2011 and 2013 with installed capacity of over 1.5 MW** **2. Each project has a payback of less than conventional energy.**	**1. Evaluation reports** **2. Project reports** **3. Project website**	**Fossil fuel prices remain high in the medium and long-term** **Co-finance is available for each project and there is the technical capacity to install the project.**
Output 1.1	6 renewable projects installed to demonstrate the technical feasibility and commercial viability of such projects.	Number of RE projects implemented with direct support from GEF. Installed capacity of new RE projects (kW) Annual RE electricity generated (MWh) GHG avoided (tonnes CO2)	One grid-connected wind project (120kW), 80 solar pumping projects plus a few other small scattered renewable energy projects	6 projects implemented with direct support from GEF. Installed capacity of > 1.5 MW of RE. Annual RE electricity generated of 900 MWh Annual GHG avoided of 1450 tonnes CO2	Project implementers' records. Independent evaluation reports Project reports GREC project records	Companies partnering with the GEF project fulfil their co-financing commitments Fossil fuel prices remain high
Output 1.2	The 6 projects are independently evaluated and the lessons learned from the projects are widely disseminated to national, regional and international stakeholders.	Evaluation reports and case studies on each GEF supported RE project. Dissemination outreach material (articles, brochures, DVDs, website)	No records of experience with RE projects in The Gambia. No dissemination material on RE.	6 evaluation reports and case studies prepared and disseminated. Articles and videos disseminated nationally.	Project website Project reports Public media	
Project Component 2						
Outcome 2	**Market environment for the deployment of RE is established.**	**1.Investment strategy prepared** **2. Number of companies made aware of RE opportunities by the GEF project**	**1. Demonstration projects only.** **2. No awareness and no companies trained in RE**	**1. 60 companies trained/ made aware of RE opportunities**	**1. GREC** **2.Project reporting** **3. Project website**	**Energy prices remain high in the medium and long-term** **Finance is available for further RE projects**
Output 2.1	Key market players including project developers, financial service providers, equipment	1. Number of companies participating in the project seminars 2. Number of interested	No information available on RE Few commerical RE projects identified	1. 60 companies participating in the project seminars and meetings	1. Training reports 2. Project progress report	Sustained Government support to agreed project activities Reduction in energy bills remains a priority for

	installers/importers are trained to enable the operation of the renewable energy market in The Gambia.	companies and potential RE projects identified		2. 20 companies interested in RE projects and projects identified		companies' top management.
Output 2.2	Detailed investment plan/strategy for the dissemination of renewable energy projects in rural areas.	1.Investment strategy for RE prepared	1. No investment strategy for RE	1. An investment strategy prepared	1. Project reports	Sustained Government support to agreed project activities
Project Component 3						
Outcome 3	**Legal and regulatory frameworks that promote and support renewable energy are strengthened and operationalised.**	**1. New RE law and standards PPAs prepared.** **2. Adoption of regulatory measures to support RE and market transformation**	**1. No RE specific policy programme is in place** **2. No specific RE regulation**	**1. New RE law, policy and action plan prepared and accepted by GoG** **2. Standard PPA prepared and in use**	**1. Government policy** **2. Project reports**	**Sustained Government support to agreed project activities.**
Output 3.1	Development of a renewable energy law and supporting policy and action plan presented to the Government	Renewable energy law , policy and action plan prepared and accepted by GOG	No renewable energy supporting law or framework	New renewable energy law , policy and action plan prepared and accepted by the GoG	Project reports	GoG / PURA/ NAWEC acceptance of the new RE law
Output 3.2	Standard Power Purchase Agreements developed for renewable energy projects	Standard PPA prepared and accepted by GoG	Standard PPA exist for fossil fuel derived power and one PPA exists for Batakunku wind. No standard PPA and tariff calculation exists	New standard PPA prepared and accepted by GOG	Project report	GoG / PURA/ NAWEC acceptance of the new PPA.
Project Component 4						
Outcome 4	**GREC and other institutions are in a position to support the market of renewable energy**	**1. No of trained personnel** **2. No. of training sessions provided** **3. Advice given to stakeholders**	**GREC and others not in a position to support the RE market.** **No trained personnel.** **No training sessions** **No advice provided.**	**GREC, UTG and GTTI have 20 fully trained staff able to provide training and advice on RE.** **10 training seminars given.** **20 companies provided with advice**	**Project records** **GREC records**	**The Government of The Gambia remains committed in the medium and long-term to renewable energy..**
Output 4.1	Institutional strengthening for national institutions to enable support for the renewable energy market.	1. Number of trained staff at GREC and Ministry of Energy	1. Little institutional capacity to support RE market in MoE. 2. One untrained member of staff at GREC	1. 3 trained GREC staff	1. Project progress report	Sustained Government support to agreed project activities
Output 4.2	Training programmes developed and conducted for all stakeholders. Training should be at an expert level and provide the technical and financial capacity and tools to a) identify, develop and implement renewable energy projects and b) provide training to other professionals and offer advice on RE.	1. Number of RE experts and trainers in the Gambian market 2. Number of RE seminars and trainings delivered 3. Number of people trained in RE	1. No RE trainers in the Gambian market 2.RE train-the-trainers seminars and trainings bound to be delivered by international experts 3. No training in RE 4. No-one trained in RE	1. 20 RE experts trained 2. 4 train-the-trainers sessions delivered 3. 10 seminars and trainings for enterprises managers and engineers delivered by international national experts trained by the GEF project 4. 40 people trained in RE project identification, design, implementation and operation.	1. Training records 2. Project reporting	GREC, UTG and GTTI remain supportive of RE training Sustained Government support to agreed project activities Stakeholders interested in RE projects due to high energy prices.

Annex 7 – UNIDO Procurement Process

UNIDO Procurement Process
-- Generic Approach and Assessment Framework –

1. Introduction

This document outlines an approach and encompasses a framework for the assessment of UNIDO procurement processes, to be included as part of country evaluations as well as in technical cooperation (TC) projects/programmes evaluations.

The procurement process assessment will review in a systematic manner the various aspects and stages of the procurement process being a key aspect of the technical cooperation (TC) delivery. These reviews aim to diagnose and identify areas of strength as well as where there is a need for improvement and lessons.

The framework will also serve as the basis for the "thematic evaluation of the procurement process efficiency" to be conducted in 2015 as part of the ODG/EVA work programme for 2014-15.

2. Background

Procurement is defined as the overall process of acquiring goods, works, and services, and includes all related functions such as planning, forecasting, supply chain management, identification of needs, sourcing and solicitation of offers, preparation and award of contract, as well as contract administration until the final discharge of all obligations as defined in the relevant contract(s). The procurement process covers activities necessary for the purchase, rental, lease or sale of goods, services, and other requirements such as works and property.

Past project and country evaluations commissioned by ODG/EVA raised several issues related to procurement and often efficiency related issues. It also became obvious that there is a shared responsibility in the different stages of the procurement process which includes UNIDO staff, such as project managers, and staff of the procurement unit, government counterparts, suppliers, local partner agencies (i.e. UNDP), customs and transport agencies etc..

In July 2013, a new "UNIDO Procurement Manual" was introduced. This Procurement Manual provides principles, guidance and procedures for the Organization to attain specified standards in the procurement process. The Procurement Manual also establishes that "The principles of fairness, transparency, integrity, economy, efficiency and effectiveness must be applied for all procurement transactions, to be delivered with a high level of professionalism thus justifying UNIDO's involvement in and adding value to the implementation process".

To reduce the risk of error, waste or wrongful acts and the risk of not detecting such problems, no single individual or team controls shall control all key stages of a transaction. Duties and responsibilities shall be assigned systemically to a number of individuals to ensure that effective checks and balances are in place.

In UNIDO, authorities, responsibilities and duties are segregated where incompatible. Related duties shall be subject to regular review and monitoring. Discrepancies, deviations and exceptions are properly regulated in the Financial Regulations and Rules and the Staff

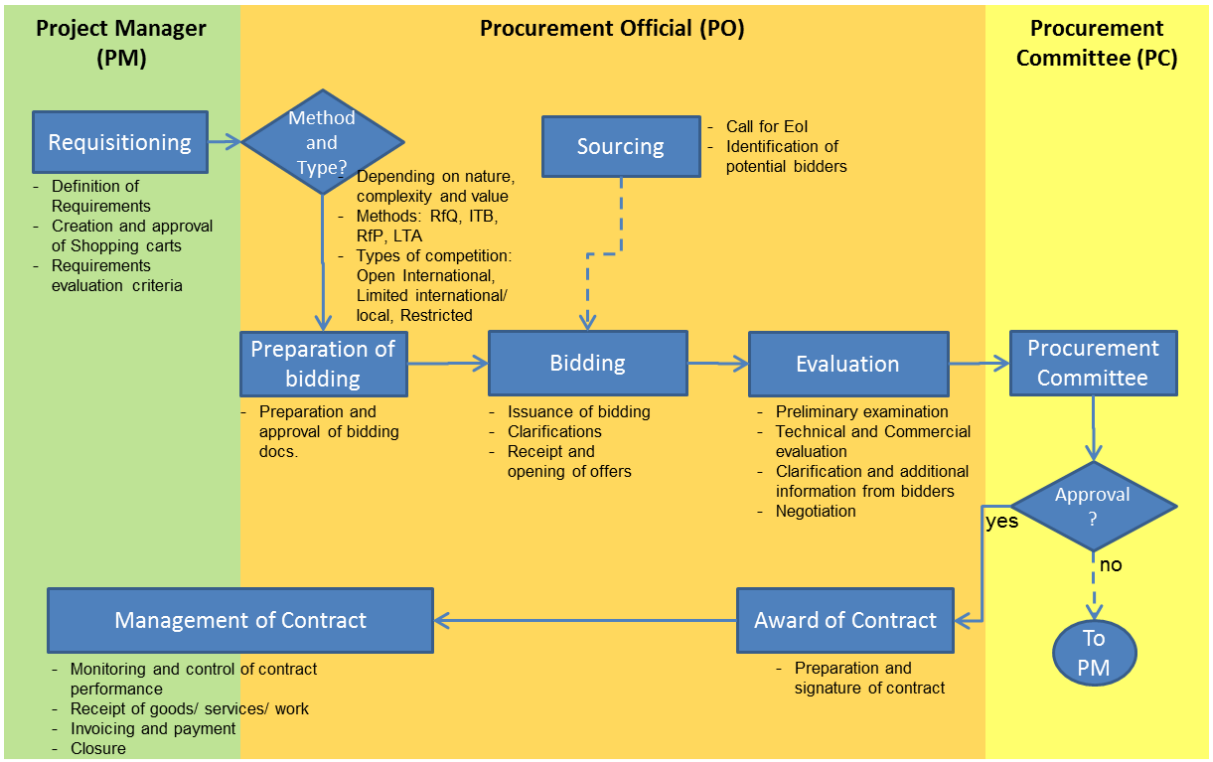
Regulations and Rules. Clear segregation of duties is maintained between programme/project management, procurement and supply chain management, risk management, financial management and accounting as well as auditing and internal oversight. Therefore, segregation of duties is an important basic principle of internal control and must be observed throughout the procurement process.

The different stages of the procurement process should be carried out, to the extent possible, by separate officials with the relevant competencies. As a minimum, two officials shall be involved in carrying out the procurement process. The functions are segregated among the officials belonging to the following functions:

- Procurement Services: For carrying out centralized procurement, including review of technical specifications, terms of reference, and scope of works, market research/surveys, sourcing/solicitation, commercial evaluation of offers, contract award, contract management;
- Substantive Office: For initiating procurement requests on the basis of well formulated technical specifications, terms of reference, scope of works, ensuring availability of funds, technical evaluation of offers; award recommendation; receipt of goods/services; supplier performance evaluation. In respect of decentralized procurement, the segregation of roles occur between the Project Manager/Allotment Holder and his/her respective Line Manager. For Fast Track procurement, the segregate on occurs between the Project Manager/Allotment Holder and Financial Services;
- Financial Services: For processing payments.

Figure 1 presents a preliminary "Procurement Process Map", showing the main stages, stakeholders and their respective roles and responsibilities. During 2014/2015, in preparation for the thematic evaluation of the procurement process in 2015, this process map/ workflow will be further refined and reviewed.

Figure 1: UNIDO Procurement Process Map



3. Purpose

The purpose of the procurement process assessments is to diagnose and identify areas for possible improvement and to increase UNIDO's learning about strengths and weaknesses in the procurement process. It will also include an assessment of the adequacy of the 'Procurement Manual" as a guiding document.

The review is intended to be useful to managers and staff at UNIDO headquarters and in the field offices (project managers, procurement officers), who are the direct involved in procurement and to UNIDO management.

4. Scope and focus

Procurement process assessments will focus on the efficiency aspects of the procurement process, and hence it will mainly fall under the efficiency evaluation criterion. However, other criteria such as effectiveness will also be considered as needed.

These assessments are expected to be mainstreamed in all UNIDO country and project evaluations to the extent of its applicability in terms of inclusion of relevant procurement related budgets and activities.

A generic evaluation matrix has been developed and is found in Annex B. However questions should be customized for individual projects when needed.

5. Key Issues and Evaluation Questions

Past evaluations and preliminary consultations have highlighted the following aspects or identified the following issues:

- Timeliness. Delays in the delivery of items to end-users.
- Bottlenecks. Points in the process where the process stops or considerably slows down.
- Procurement manual introduced, but still missing subsidiary templates and tools for its proper implementation and full use.
- Heavy workload of the procurement unit and limited resources and increasing "procurement demand"
- Lack of resources for initiating improvement and innovative approaches to procurement (such as Value for Money instead of lowest price only, Sustainable product lifecycle, environmental friendly procurement, etc.)
- The absence of efficiency parameters (procurement KPIs)

On this basis, the following evaluation questions have been developed and would be included as applicable in all project and country evaluations in 2014-2015

- To what extent does the process provide adequate treatment to different types of procurement (e.g. by value, by category, by exception…)
- Was the procurement timely? How long the procurement process takes (e.g. by value, by category, by exception…)
- Did the good/item(s) arrive as planned or scheduled? If no, how long were the times gained or delays. If delay, what was the reason(s)?
- Were the procured good(s) acquired at a reasonable price?

- To what extent were the procured goods of the expected/needed quality and quantity?
- Were the transportation costs reasonable and within budget. If no, pleased elaborate.
- Was the freight forwarding timely and within budget?. If no, pleased elaborate.
- Who was responsible for the customs clearance? UNIDO FO? UNDP? Government? Other?
- Was the customs clearance handled professionally and in a timely manner? How many days did it take?
- How long time did it take to get approval from the government on import duty exemption?
- Which were the main bottlenecks / issues in the procurement process?
- Which good practices have been identified?
- To what extent roles and responsibilities of the different stakeholders in the different procurement stages are established, adequate and clear?
- To what extent there is an adequate segregation of duties across the procurement process and between the different roles and stakeholders?

6. Evaluation Method and Tools

These assessments will be based on a participatory approach, involving all relevant stakeholders (e.g. process owners, process users and clients).
The evaluation tools to be considered for use during the reviews are:

- **Desk Review**: Policy, Manuals and procedures related to the procurement process. Identification of new approaches being implemented in other UN or international organizations. Findings, recommendations and lessons from UNIDO Evaluation reports.
- **Interviews**: to analyze and discuss specific issues/topics with key process stakeholders
- **Survey to stakeholders**: To measure the satisfaction level and collect expectations, issues from process owners, user and clients
- **Process and Stakeholders Mapping**: To understand and identify the main phases the procurement process and sub-processes; and to identify the perspectives and expectations from the different stakeholders, as well as their respective roles and responsibilities
- **Historical Data analysis from IT procurement systems**: To collect empirical data and identify and measure to the extent possible different performance dimensions of the process, such as timeliness, re-works, complaints, ..)

An evaluation matrix is presented in Annex A, presenting the main questions and data sources to be used in the project and country evaluations, as well as the preliminary questions and data sources for the forthcoming thematic evaluation on Procurement in 2015

Annex B: List of persons met (interviewees)

Name	Title	Agency / Institution	Date / Location
Mr. Alois Posekufa MHLANGA	Project Manager / Industrial Development Officer	UNIDO	August 15, 2014 Vienna, Austria
Mr. Alex ERUWA	Procurement Officer	UNIDO	August 6, 2014 Vienna, Austria
Mr. Edme KOFFI	Unit Chief Africa Programme	UNIDO	November 27, 2014
Mr. Bashir CONDE	Industrial Development Officer Africa Programme	UNIDO	
Mr. Dodou S. GAYE	National Project Manager	PMO UNIDO GEF Gambia	October 5, 2014 Banjul, The Gambia
Mr. Peter D. MENDY	Assistant Renewable Energy Expert	PMO UNIDO GEF Gambia	October 5, 2014 Banjul, The Gambia
Dr. Uriel ABLE-THOMAS	National Renewable Energy Expert (Consultant GEF 4 & 5)	PMO UNIDO GEF Gambia	October 5, 2014 Banjul, The Gambia
Dr. Edward Sarja SANNEH	Hon. Minister of Energy	Ministry of Energy	October 6, 2014 Banjul, The Gambia
Mr. Momodou O. NJIE	Permanent Secretary	Ministry of Energy	October 6, 2014 Banjul, The Gambia
Mr. Demba S.BAH	Deputy Permanent Secretary	Ministry of Energy	October 6, 2014 Banjul, The Gambia
Mr. Kemo K. CEESAY	Director of Energy	Ministry of Energy	October 6, 2014 Banjul, The Gambia
Mrs. Ndey S. BAKURIN	Executive Director/GEF Focal Point/ Chairperson of Project Steering Committee (PSC)	National Environment Agency	October 6, 2014 Banjul, The Gambia
Mr. Kemo K. CEESAY	Director of Energy/ Vice Chairperson of PSC	Ministry of Energy	October 6, 2014 Banjul, The Gambia
Mrs. Ndey Naffie CEESAY	Principal Economist & PSC Member	Ministry of Trade, Integration and Employment	October 6, 2014 Banjul, The Gambia
Mr. Chris DEAN	Executive Secretary and PSC Member	Renewable Energy Association of The Gambia (REAGAM)	October 6, 2014 Banjul, The Gambia
Mr. Willem ROODHART	Programme Officer	European Delegation to The Gambia	October 6, 2014 Banjul, The Gambia
Mr. Lang SABALLY	Corporate Service Director	National Water and Electricity company (NAWEC)	October 7, 2014 Banjul, The Gambia
Mr. Bakary	Provincial Operations	National Water	October 7, 2014

KANTEH	Director	and Electricity company (NAWEC)	Banjul, The Gambia
Mr. Ousman NJIE	Quality and Standards Manager	National Water and Electricity company (NAWEC)	October 7, 2014 Banjul, The Gambia
Mrs. Haddy NJIE	Project Accountant	National Water and Electricity company (NAWEC)	October 7, 2014 Banjul, The Gambia
Mr. Muhammed JAH	Chief Executive Officer	Qcell	October 7, 2014 Banjul, The Gambia
Mr.Albert WALCOTT-GOMEZ	Senior Manager – Projects	QCell	October 7, 2014 Banjul, The Gambia
Mr. Augustus JATTA	Manager,BSS & Tech	QCell	October 7, 2014 Banjul, The Gambia
Mr. J. KARTHIK	Chief Technical Officer	QCell	October 7, 2014 Banjul, The Gambia
Mr. Peter WEISSFERDT	Consultant	CONREPP/QCell	October 7, 2014 Banjul, The Gambia
Mr. Malang SAMBOU	Chairman	Mbolo Association	October 7, 2014 Banjul, The Gambia
Mr. Albert Y. ALIDJAH	Training Coordinator	Mbolo Association	October 7, 2014 Banjul, The Gambia
Mariama JAMBA	Social Worker	Mbolo Association	October 7, 2014 Banjul, The Gambia
Mr. Saja JARJU	Public Relations Officer	Mbolo Association	October 7, 2014 Banjul, The Gambia
Mr. Filijay GIBBA	Secretary	Mbolo Association	October 7, 2014 Banjul, The Gambia
Mr. Mod K. Ceesay	Permanent Secretary	Ministry of Finance and Economic Affairs	October 8, 2014 Banjul, The Gambia
Mr. Yaya DRAMMEH	Deputy Permanent Secretary	Ministry of Finance and Economic Affairs	October 8, 2014 Banjul, The Gambia
Mrs.Juldeh CEESAY	Deputy Permanent Secretary	Ministry of Finance and Economic Affairs	October 8, 2014 Banjul, The Gambia
Mr. Alfusainey KUJABBI	Principal Economist	Ministry of Finance and Economic Affairs	October 8, 2014 Banjul, The Gambia
Mr. Momodou Lamin Sompo CEESAY	Ag. Director of Electricity and Water	Public Utilities Regulatory Authority	October 8, 2014 Banjul, The Gambia
Mr. Burama JAMMEH	Senior Economist	Public Utilities Regulatory Authority	October 8, 2014 Banjul, The Gambia
Mr. Edward C.	Director of Academics	Gambia	October 8, 2014

MANSAL		Technical Training Institute	Banjul, The Gambia
Mr. Ebrima A. NJIE	Head of Engineering Department	Gambia Technical Training Institute	October 8, 2014 Banjul, The Gambia
Mr. Momodou L.B.S DRAMMEH	Senior Lecturer	Gambia Technical Training Institute	October 8, 2014 Banjul, The Gambia
Mr. Alhagie GAYE	Vice Chairperson	Renewable Energy Association of The Gambia	October 8, 2014 Banjul, The Gambia
Mr. Chris DEAN	Executive Secretary	Renewable Energy Association of The Gambia	October 8, 2014 Banjul, The Gambia
Mr. Pierre BASS	REAGAM Member	Renewable Energy Association of The Gambia	October 8, 2014 Banjul, The Gambia
Mr. Anthony TABBAL	REAGAM Member	Renewable Energy Association of The Gambia	October 8, 2014 Banjul, The Gambia
Mr. Willio N. SARRE	REAGAM Member	Renewable Energy Association of The Gambia	October 8, 2014 Banjul, The Gambia
Mr. Ahmed A. SALAMI	REAGAM Member	Renewable Energy Association of The Gambia	October 8, 2014 Banjul, The Gambia
Mr. Momodou O. NJIE	Permanent Secretary	Ministry of Energy	October 9, 2014 Banjul, The Gambia
Mrs. Ndey S. BAKURIN	Executive Director/GEF Focal Point/ Chairperson of Project Steering Committee (PSC)	National Environment Agency	October 9, 2014 Banjul, The Gambia
Mr.Amath Tijan JOBE	Principal Assistant Secretary	Ministry of Energy	October 9, 2014 Banjul, The Gambia
Mr. Alfusainey KUJABBI	Principal Economist	Ministry of Finance and Economic Affairs	October 9, 2014 Banjul, The Gambia
Mr. Bafoday SANYANG	Energy Officer	Ministry of Energy	October 9, 2014 Banjul, The Gambia
Mr. Lamin K. MARONG	Planner	Ministry of Energy	October 9, 2014 Banjul, The Gambia
Dr. Edward Sarja SANNEH	Honourable Minister of Energy	Ministry of Energy	October 10, 2014 Banjul, The Gambia

Annex C: Evaluation Matrix

Judgment Criteria	Evaluation Questions	Indicator(s) proposed	Means of verification	Source of verification
1. RELEVANCE **To what extent does the Project relate to Gambian environmental and energy policies and priorities and to global environmental benefits and the main objectives of GEF focal areas**				
How does the Project support the GEF climate Change focal area	Is the Project relevant to the GEF climate change focal area	• Existence of clear relationship between the Project objectives and the GEF climate change focal area	Desk review	Project documents GEF focal area strategies and documents
Project addresses identified Challenges in the	Is the Project relevant to Gambian environmental and energy policies and priorities? a) What are the Project 'objectives', 'planned outputs', 'activities and inputs'? (b) What are the local and national environmental priorities and policies, and expected global environmental benefits to be obtained? (c) Are (a) formulated with relevance to (b)?	• Coherence matrix showing Project objectives and identified national energy priorities, policies and strategies	Desk review	Project documents and reviews, national energy policies
		• Perceptions of in-country stakeholders, including energy sector practitioners, CSOs, NGOs, communities, local government, as to whether Project responds to national priorities and existing capacities	Interviews	Project partners and other organizations, stakeholders
	Do (a) continue to be relevant in relation to (b) at the midterm point of the Project?	• Evidence of adjustment of Project activities during implementation because of new information on challenges or concerns	Interviews	UNIDO staff and relevant peers and stakeholders
Level of stakeholder ownership in Project / Project addresses concerns of stakeholders	Is the Project addressing the needs of the target beneficiaries	• Level of involvement of government officials and other partners in the Project design process	Interviews	Government reps
		• Degree of involvement and inclusiveness of stakeholders in Project design	Interviews	Other stakeholder groups (industry, REAGAM)
		• Strength of link between expected results and the needs of relevant stakeholders	Interviews	Project partners and other organizations

Judgment Criteria	Evaluation Questions	Indicator(s) proposed	Means of verification	Source of verification
Is the Project relevant with respect to other donor supported activities	Does GEF funding support activities not addressed by other donors / How does it fill the gaps?	• Degree to which Project is coherent and complementary to other donor programming • Is there co-ordination and complementarity between donors • Other possible options for industry to meet their needs in goods and services area covered by Project	Document review Interviews	Documents from other donors Other donor reps Project documents
Project has a clear identity and niche	Project has a clear identity	• Perceived relative advantages of working with Project over other competitive options, according to clients and other stakeholders	Interviews	Project stakeholders
Assumptions and targets are realistic	a) Are the assumptions on which the Project strategy is based reflective of the operational realities on the ground? (b) How have the assumptions been used to formulate planned activities? (c) Has the Project strategy been formulated with targets that are (i) clearly defined, (ii) measurable and (iii) achievable, given the lifetime of the Project? (d) Have any amendments to the assumptions or targets been made or planned during the Project's implementation? If so, (i) how were these carried out, (ii) for what purpose, and (iii) what were the consequences of these amendments?	• Extent to which assumptions are reflected in project documents and strategy • Extent to which targets are deemed realistic by stakeholders	Document review Interviews	Project documents Stakeholders (project staff, govt, industry, banks, industry)
Risks identified at Project design are still adequate	a) Are the risks identified at Project design still adequate? b) Have any new risks emerged?	• Extent to which identified risks are adequate	Desk review Interviews	Project documents Stakeholders
Intervention logic reflects program objectives at each level of Project planning and implementation	In each area of the work plan, are the identified activities, outputs, and products appropriate to the objectives of the Project?	• Extent to which Project objectives are reflected in planned activities and services	Desk review	Project documents
Program results are measureable	Are program results measureable?	• Number and type of performance measurement indicators for monitoring of implementation of strategy and intended results in planning documents	Desk review	Project documents/ results framework

Judgment Criteria	Evaluation Questions	Indicator(s) proposed	Means of verification	Source of verification
		• Level of reporting on performance measurement indicators for monitoring of implementation of strategy and intended results stated in planning documents		
Any amendments still ensure Project on track to meet target	a) Were any amendments to Project design made during implementation to date? (b) If so, why and with what consequences? (c) Is the Project on track to meet its targets? (d) What recommendations, if any, can be made based on the mid-term review to ensure the Project is on track to meet its targets?	• Number of amendments made to project design	Desk review Interviews	Project management documents UNIDO staff
2. EFFECTIVENESS **To what extent have/will the expected outcomes and objectives of the Project been/will be achieved?**				
The Project has achieved its mid-term objectives	Has the Project been effective in achieving the expected outcomes and objectives?	• Degree of achievement in meeting Project objectives as set out in the Project results framework • Program level of achievement (intended and unintended outputs, outcomes and impacts) • Number of planned vs. implemented Projects/activities • (see indicators in document)	Interviews Desk review	Project management and relevant peers and stakeholders Project documents and reviews, other relevant docs
Project management exhibits flexibility in reaching Project objectives	To what extent does the Project management have the flexibility to design and effectively execute the activities to achieve Project goals? a) Has the Project team made use of results based management/ adaptive management processes as originally set out in the Project design during implementation? b) Has there been evidence of flexibility in Project management? c) Have any changes been made in response to the results based management/ adaptive management processes? d) If so, (a) which changes were made, (b) for what purpose, and (c) with what results?	• Examples of changes made in approach or strategy by management after learning new information	Interviews Desk review	Project management and relevant peers and stakeholders Project documents and reviews, other relevant docs

Judgment Criteria	Evaluation Questions	Indicator(s) proposed	Means of verification	Source of verification
Project has a functional M&E system	To what extent does the project have an effective monitoring, reporting and evaluation framework including measurable indicators, systematic and regular processes for collecting data, and feedback processes to facilitate decision making and learning?	• Project evaluation framework including indicators: - at the activity level - measurable (achievable, reportable, timely, specific)	Desk review	Project documents and reviews, other relevant docs
			Interviews	Project-selected management and staff
		• Existence of a Project M&E system, including relevant processes and mechanisms for: - monitoring - reporting - data collection & management - feedback and learning	Desk review	Project documents and reviews, other relevant docs
			Interviews	Project-selected managers and staff
Project's M&E system is used for feedback, adaptive management, and learning		• Internal learning achieved from the use of the M&E system by relevant individuals and ways they have learned	Desk review	Project documents and reviews, other relevant docs
			Interviews	Project-selected staff, managers
		• Actual use of the M&E system to change or improve decision-making/adaptive management	Interviews	Project-selected staff, managers
Stakeholder inclusiveness and collaboration	a) Who are the Project stakeholders and partners? b) To date, has Project implementation been inclusive of the relevant stakeholders and collaboration between	• Extent to which the implementation of the Project has been inclusive of relevant stakeholders and	Interviews	Stakeholders

Judgment Criteria	Evaluation Questions	Indicator(s) proposed	Means of verification	Source of verification
	different partners identified in the Project strategy? c) What means have been employed to ensure inclusiveness? (give concrete examples) d) Are there stakeholder groups that the Project strategy failed to identify? If so, (i) which ones and (ii) why?	collaboration between partners		
Donor visibility related to this Project	What evidence is there of the donors' visibility? b) Is there other evidence of the donors' visibility that relates specifically to the assignment?	• Donor visible relating to this Project	Document review	media coverage, official notices and press releases, reports and publications referring to the assignment
Outcome in absence of Project	What would be the outcome if the project did not take place?	• Perception of stakeholders of outcome in absence of project	Interviews	Stakeholders
What lessons can be drawn regarding the effectiveness for the remainder of the project		• What lessons have been learned regarding achievement of outcomes • What changes could have been made (if any) to the design to improve the achievement of the results	Interviews	Project-selected staff, managers, stakeholders
3. EFFICIENCY **The extent to which results have been delivered with the least costly resources possible**				
Project results achieved (outcomes and impacts) and justify the input and investment	To what extent are the impacts and benefits arising from the Project commensurate with the level of effort and resources expended? a) Have Project inputs been (a) of suitable quality and (b) available when required to allow the Project to achieve the expected results? b) If not, in what instances? Why was this the case? How has this adversely affected the Project? c) How the quality of the inputs is being monitored by the Projects, through which indicators?	• Overall investments (funding, time, other resources)	Desk review	Project documents and reviews, other relevant docs
		• Extent to which level of co-financing has occurred compared to that planned	Desk review Interviews	Project documents, deal flows
		• Timeline for implementation and completion of activities	Interviews	Project-selected and relevant staff
			Desk review	Project documents and reviews, other relevant docs
		• Extent to which inputs have been of suitable quality and available when required to allow the Project to achieve the expected results	Interviews	Project management staff and stakeholders
Operations are cost-effective relative to the	What are the most cost-effective areas of activities (by sector, region, or industry size)?	• Perceptions as to cost-effectiveness of program	Interviews	Project program manager(s),
		• Level of execution of program budget	Desk review	Project documents and

Judgment Criteria	Evaluation Questions	Indicator(s) proposed	Means of verification	Source of verification
outputs, and results achieved (outcomes and impacts), and their leveraging effects on investments in the targeted sectors				reviews, other relevant docs
		• Percentage of budget for management and operations (vs. other activities)	Desk review	Project documents and reviews, other relevant docs
		• Leveraging effect on investment per sector / region and large/SMEs	Desk review	Project documents and reviews, other relevant docs
Project's management structure is conducive to its objectives / Project's core management structure is effective and efficient	How appropriate and effective are Project's management structure and staffing profile in realizing a relevant, effective, and efficient Project? What changes, if any, are needed to Project's organizational structure and staffing profile to carry out its mandate?	• Evidence of clear roles and responsibilities for operational and management structure • Degree of fulfilment of goals according to results framework (over evaluation period)	Interviews	Project-selected management, including former Project managers,
			Desk review	Project documents and reviews, other relevant docs
		• Relationship between organizational structure and fulfilment of project objectives - formation or dissolution of teams or work plans in order to fulfil or drop specific business plan objectives - number of staff and time spent on administrative tasks - number of staff and time spent on knowledge or information/database management - evidence of bottlenecks or barriers to decision-making (e.g., accessibility of senior staff/managers, ease of resource management systems)	Interviews	Project-selected management, including former Project program managers,
			Desk review	Project documents and reviews, other relevant docs
		• Client/Stakeholder satisfaction with Project staff: - performance in reaching mutual goals/objectives - receptiveness/accessibility - abilities/capabilities/skills - expertise/applicable knowledge - efficiency and timeliness - other factors	Interviews	Project partners and stakeholders

Judgment Criteria	Evaluation Questions	Indicator(s) proposed	Means of verification	Source of verification
		• Perceptions of or actual levels of relative effectiveness and/or efficiency of Project's structure compared to other relevant energy sector trust funds/operational entities	Interviews	Project-selected management, including former Project program managers, partners
			Desk review	Project documents and reviews, other relevant docs
Project has an appropriate management accountability system	How effectively has Project management accountability been exercised, and how well is M&E built into programming and strategy to strengthen accountability?	• Number and type of mechanisms or systems in place for holding Project management accountable for their roles and responsibilities	Interviews	Project-selected management
		• Examples of incidents when accountability measures or systems revealed mismanagement	Interviews	Project-selected management, staff
Project's M&E system enables accountability as a part of regular programming and strategy		• Percentage of budget spent on M&E systems	Desk review	Project documents and reviews, other relevant docs
		• Evidence of use of M&E/reporting information to - make management decisions/adaptive management - inform strategy - inform programming or planning - other	Interviews	Project-selected management, including former Project program managers
		• Frequency of reporting, updating, or use of M&E systems for accountability purposes	Interviews	Project-selected management, including former Project directors,
What lessons can be learned regarding the efficiency for the remainder of the project		• What lessons have been learned regarding achievement of outcomes • What changes could have been made (if any) to the design to improve the efficiency of the project	Interviews	Project-selected staff, managers, stakeholders
4. RESULTS **What are the current actual and potential long-term, results of activities supported by the Project?**				
Progress towards Project objectives at mid-term	What ratings does the Project achieve in terms of implementation progress	• Indicators from Project framework (planned vs expected outputs, outcomes, impacts	Document review Interviews	Project documents Key stakeholders Monitoring data

Judgment Criteria	Evaluation Questions	Indicator(s) proposed	Means of verification	Source of verification
Likelihood of meeting objectives and global environment objectives	a) Is the Project likely to meet its objectives and overall results by the end of the Program? If not, why? b) What are the main barriers, if any, for the Project to achieve its objectives? c) What is expectancy to achieve global environment objectives/development objectives?	• Indicators from Project framework	Document review Interviews	Project documents Key stakeholders Monitoring data
	Are there any unanticipated results achieved or likely to be achieved?	• Number of unexpected results	Document review Interviews	Project documents Key stakeholders Monitoring data
How can the Project build on its successes and learn from its weaknesses in order to enhance the potential for impact of the initiative?		• Lessons/future direction	Interviews	Project-selected staff, managers, stakeholders
5. SUSTAINABILITY **The likely ability of an intervention to continue to deliver benefits for an extended period of time after completion**				
Sustainability integrated into Project	Are sustainability issues integrated into the design and implementation of the Project?	• Evidence/quality of sustainability strategy • Evidence/quality of steps taken to ensure sustainability	Document review Interviews	Project documents, project management staff, beneficiaries
Financial sustainability		• Evidence of likely commitments to support sectors beyond the end of the Project	Document review Interviews	Project documents, project management staff, beneficiaries
Sustainability of impact	How sustainable will the project impact be beyond the project implementation?	• Extent to which project is likely to be sustainable beyond the project	Interviews	Beneficiaries, stakeholders
Project is effective in developing internal and external partnerships to achieve objectives	How effective is the Project in building and developing internal and external partnerships to achieve its objectives?	• Resources (time, budget) spent on coordination with - client country governments - potential clients - Project partners - other stakeholders or recipients	Interviews	Project management, staff
			Desk review	Project documents and reviews, other relevant docs
		• Evidence of local ownership	Interviews	Stakeholders
		• Degree to which and nature of how external partners rely on Project to fulfil their country or local-level objectives	Interviews	Project partners and stakeholders, regional staff
			Desk review	Project documents and reviews, other relevant docs
		• Number and quality of local partnerships developed through Project	Interviews	Project partners and stakeholders, regional staff
			Desk review	Project documents

Judgment Criteria	Evaluation Questions	Indicator(s) proposed	Means of verification	Source of verification
				other relevant docs
		• Perceptions of clients, partners, and other stakeholders as to tangible development results stemming from Project activities/involvement in the energy sector of their country/region and, their ranking	Interviews	Stakeholders
Project has learned internally from its experiences	To what extent has the program learned from its experiences? a) Are there lessons to be learnt from implementation that should inform the next phase of the Project's implementation? b) If not, are there lessons that are likely to emerge? c) In what ways may these inform the Project's next phase? d) Have steps been taken to ensure that benefits from (i) Project activities and implementation as a whole and (ii) lessons learnt from other programs, are integrated and applied to the Program as a whole? e) Were formal strategic planning and knowledge management systems designed and put in place? Have these processes been followed? With what results?	• Project internal communication and feedback loops generating information useable in decision making	Desk review	Project documents and reviews,
			Interviews	Project and staff, management
		• Examples of incidences whereby Project: - took advantage of a positive model/solution and expanded on it - avoided worsening a situation/set of activities, based on new understanding/information	Desk review	Project documents and reviews,
			Interviews	Project staff
Effectiveness of communication of lessons learned	How effective has the communication of lessons learned to stakeholders been? a) Have any lessons learnt during the Project's implementation to date been communicated to (i) the relevant Project stakeholders, and (ii) other related programs and Projects? b) Who have any lessons learnt been communicated to and by what means? c) Have lessons and format been appropriate for their audience? d) Have lessons learned effectively reached their intended audience	• Extent to which lessons learnt have been communicated to project stakeholders and other related programs and projects	Interviews Document review	Project documents, project management, stakeholders
Project-initiated activities can spread to a wider set of beneficiaries	To what extent can project-initiated activities be broadened to a wider and larger beneficiary group, and be leveraged to bring about even more benefits than originally intended ?	• Amount of resources (time, budget, human resources) devoted to developing stronger links between Project activities and local beneficiary groups	Desk review	
			Interviews	Projects, staff and clients, stakeholders, and partners

Judgment Criteria	Evaluation Questions	Indicator(s) proposed	Means of verification	Source of verification
		• Evidence of stakeholder interest and capacity to identify ways to broaden the beneficiary group	Interviews	Project clients, partners, and
			Desk review	Project documents and reviews, other
Project activities that achieve objectives are replicable	Which activities are most effective in contributing to stated objectives, what are the characteristics of these activities, and to what extent have they been replicated, or could they be replicated, beyond this project?	• Replication of activities with high levels of achievement toward objectives in other countries/interventions	Desk review	Project documents and reviews, other relevant docs
			Interviews	Project management and relevant
		• Perceptions of clients and other partners s to the effectiveness of those activities that were	Interviews	Project management and relevant peers and

Annex D: Bibliography / Documents reviewed

1. “Promoting renewable energy based mini grids for productive uses in rural areas of The Gambia”, Project document REQUEST FOR CEO ENDORSEMENT/APPROVAL, UNIDO from 28 June 2011
2. Terms of Reference, Independent Mid-Term Evaluation of the UNIDO Project, “Promoting renewable energy based mini grids for productive uses in rural areas of The Gambia”
3. UNIDO Annual Project Implementation Report (PIR) of the project: “Promoting renewable energy based mini grids for productive uses in rural areas of The Gambia”, 01.07.2012.-30.06.2013
4. UNIDO Annual Project Implementation Report (PIR) of the project: “Promoting renewable energy based mini grids for productive uses in rural areas of The Gambia”, 01.07.2013.-30.06.2014
5. Renewable Energy Act 2013, assented to by the President on 30 December 2013, and Enacted by the President and the National Assembly, ISSN 0796-0298, Supplement “C” to The Gambia Gazette No. 5 of 5th May 2014
6. Gamwind Project Report
7. QCell Project Report
8. Mbolo Project Report
9. Technical Progress Report on “ Mainstreaming Gender on Renewable Energy – Hands-on Training” held from 21 to 26 July 2014 at the Mbolo Fandema Women Development Center, Tujereng, The Gambia
10. Back-To-Office Report of PMO’s field visit to QCell Project sites from 19 to 21 September 2014
11. Homer Training Manual (Train-the-Trainers Renewable Energy Expert training), July 2014
12. Solar-Thermal Technologies Training Manual (Train-the-Trainers Renewable Energy Expert training), July 2014
13. Solar-PV Training Manual (Train-the-Trainers Renewable Energy Expert training), July 2014
14. Training Manual for Wind-Power Technology (Train-the-Trainers Renewable Energy Expert training), July 2014
15. Final Report on Training Workshop on Design, Installation and Maintenance of Renewable Energy Stand-Alone System in the Gambia, Tujereng 15-20 October 2012
16. Report on Train-The-Trainers on Renewable Energy Expert Training, GTTI Venue, 7-11 July 2014
17. Report on the Renewable Energy Breakfast Forum on Theme: “Private sector and renewable energy”, organized by GCCI and UNIDO on 16 September 2014-12-15
18. Renewable Energy Capacity Needs Assessment Report for Gambia

Annex E: Work Plan from July 2014 to December 2015 (revised version)

DRAFT WORK PLAN JULY 2014 TO DECEMBER, 2015			2014						2015													
			J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D		
			III			IV			I			II			III			IV				
PLANNED ACTIVITIES	**Responsibilities**	**Budget**																				
Project Component 1 - Demonstration of RE Projects																						
1.1 Implementation of 6 RE demo projects																						
A. Bijilo Medical centre																						
Grant Contract signing	UNIDO,PMO,BMC																					
First instalment/payment	UNIDO																					
Start of foundation work	BMC,PMO																					
First Progress Report	BMC,PMO,UNIDO																					
Second and Final progress Report	BMC,PMO,UNIDO																					
B. NAWEC/Kaur 60 kW Solar PV Hybrid System																						
Registration and Signing of the Grant Contract	UNIDO,PMO,NAWEC,																					
First instalment/payment	UNIDO																					
Start of foundation works	NAWEC,PMO																					
Second Progress Report	NAWEC,PMO,UNIDO																					
Third and Final Progress Report	NAWEC,PMO,UNIDO																					
C. Tanjeh Fisheries Community Wind Power Project																						
Second advertizement for bid submission	UNIDO,PMO																					

DRAFT WORK PLAN JULY 2014 TO DECEMBER, 2015			2014						2015											
			J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
			III			IV			I			II			III			IV		
Re-advertizement for bid submission	UNIDO,PMO																			
selection process	UNIDO																			
Registration and Signing of the Grant Contract	UNIDO, PMO,Project Developer																			
First instalment/payment	UNIDO																			
Start of foundation work	Project Developer,PMO																			
First Progress Report	Project Developer,PMO,UNIDO																			
Second Progress Report	Project Developer,PMO,UNIDO																			
Third and Final Progress Report	Project Developer,PMO,UNIDO																			
D. Solar - Wind Repeater Stations for Qcell (10 sites)																				
Testing and trouble shooting	Qcell																			
Joint Field Visit by all relevant stakeholders (Qcell,MOE,MOHSW,PSC and PMO)	Qcell,PMO																			
Final Progress Report	Qcell,PMO																			
E. Gamwind Co. Ltd																				
Efforts to resolve the permitting issues	PSC,MOE,PMO																			
F. Mbolo Women's Association (Solar and Wind Hybrid System)																				

DRAFT WORK PLAN JULY 2014 TO DECEMBER, 2015			2014						2015											
			J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
			III			IV			I			II			III			IV		
Follow up visits and other collaborative activities	PMO																			
Management and coordination																				
Supervision of all demo projects	PMO																			
Disbursement of funds for demo project implementation	UNIDO,PMO,MOFEA																			
Evaluation of demonstration projects																				
Monitoring and Evaluation																				
Development of TOR for National Consultant	UNIDO,PMO																			
Recruitment of National Consultant	UNIDO																			
Definition of pilot projects' baseline and methodology for energy and GHGs savings calculation and reporting/evaluation criteria and format	National Consultant,PMO																			
Communication of data and reporting requirements to enterprise	as above																			
Periodic collection and analysis of data																				
Preparation of case studies	as above																			
Definition of pilot project case studies information requirements	PMO, International ,National Consultant																			
Collection and preparation of 6 case studies	as above																			
Dissemination																				
Dissemination of case studies	as above																			

DRAFT WORK PLAN JULY 2014 TO DECEMBER, 2015			2014						2015											
			J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
			III			IV			I			II			III			IV		
Reporting																				
Report about progress of pilot RE projects development and/or implementation (timing against planned schedule, problems encountered, risks envisaged, possible and proposed solutions, etc.	PMO																			
Report about energy and climate protection performance (energy savings, GHGs emission reductions, other measurable environmental benefits) of pilot projects developed and/or implemented	Consultants,PMO																			
COMPONENT 2:INVESTMENT IN UP-SCALING RE PROJECTS																				
2.2 Increasing understanding in RE amongst project developers, financial services, users																				
Development of a detailed work plan																				
Consultative and iterative process involving relevant counterparts, beneficiaries, partners and service providers. Detailed schedule, roles and responsibilities, milestones, etc.	PMO, UNIDO, International Expert																			
Development of TOR for the International RE Project Developer/Investment Strategist	UNIDO,PMO																			

DRAFT WORK PLAN JULY 2014 TO DECEMBER, 2015			2014						2015													
			J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D		
			III			IV			I			II			III			IV				
Recruitment of the International RE Project Developer/Investment Strategist	UNIDO																					
Development of TOR for the National Financing Expert	PMO																					
Recruitment of the National Financing Expert	UNIDO, PMO																					
Collaborative Efforts																						
Renewable Energy Breakfast Forum (GCCI - GEF/UNIDO 4 Project)	UNIDO,PMO, GCCI																					
Joint National Trade Exhibition (GCCI & GEF/UNIDO)	UNIDO,PMO, GCCI																					
GCCI Trade Fair Gambia 2014	UNIDO,PMO, GCCI																					
GCCI Trade Fair Gambia 2015																						
Awareness Raising activities																						
Regional awareness raising and sensitization (Regions 1-3)	PMO,MOE/GREC																					
Regional awareness raising and sensitization (Regions 4-6)	PMO,MOE/GREC																					
RE radio talks (10-15 series)	PMO,MOE/GREC																					
RE panel discussions on the National Television (5-8 series)	PMO,MOE/GREC																					
Execution of a series of 10 -12 workshops																						
Preparations for workshops	PMO																					
Identification of top managers to participate in workshops	PMO																					
Delivery of workshops (1-5)	UNIDO,PMO, Consultants																					
Delivery of workshops (6-10)	UNIDO,PMO,																					

DRAFT WORK PLAN JULY 2014 TO DECEMBER, 2015			2014						2015											
			J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
			III			IV			I			II			III			IV		
	Consultants																			
Follow up advice line																				
Advice line	PMO, National Expert, MOE/GREC																			
2.2 Detailed investment plan prepared																				
Consultation workshop																				
Identification of participants and logistics	International Expert, National Expert, PMO																			
Delivery of consultation workshop on opportunities and limitation of RE investment in The Gambia	International Expert, National Expert, PMO																			
Identification of potential projects																				
Identification of potential RE projects in each economic sector of The Gambia	International Expert, National Expert, PMO, GREC, NEA																			
Detailed cost plan																				
Detailed cost plan prepared based on the projects identified and experience from pilot projects	International Expert, National Expert, PMO																			
Identify sources of funding																				
Identify potential sources of funding	International Expert																			
Prepare full investment plan																				
Prepare full investment plan	International Expert, National Expert, PMO																			
COMPONENT 3: STRENGTHENING THE LEGAL AND REGULATORY FRAMEWORK																				

DRAFT WORK PLAN JULY 2014 TO DECEMBER, 2015			2014						2015													
			J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D		
			III			IV			I			II			III			IV				
Awareness raising activities and training on the new RE Law (3-5 workshops)	PMO,MOE,GREC																					
COMPONENT 4: CAPACITY BUILDING AND TRAINING																						
Train-the-Trainers Renewable Energy Expert Training	International Experts, National Expert, PMO																					
Mainstreaming Gender and Renewable Energy Hands on Training	PMO, Mbolo																					
RE Curriculum Development Train-the-Trainers Training	International Experts, National Expert, PMO																					
Joint Training on solar PV (6okw) installation with Lemon Creek Hotel	PMO, Lemon Creek Hotel																					
Training for Senior Managers of NAWEC	PMO,NAWEC																					
Train-the-Trainers RE Expert Training (Step Down)	PMO,GREC,MOE																					
Train-the-Trainers Training (Regional Step Down)	PMO,GREC,MOE																					
COMPONENT 5 :PROJECT MANAGEMENT																						
Project Steering Committee Meetings	NEA, PMO																					
Establishment of the Project Management Committee (PMC)	PMO, MOE																					
Project Management Committee Meetings	MOE, PMO																					
Development of Project Website	UNIDO, PMO, MOE, NEA, Website																					

DRAFT WORK PLAN JULY 2014 TO DECEMBER, 2015			2014						2015											
			J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
			III			IV			I			II			III			IV		
	Developer																			
Mid-Term Evaluation	International Evaluator, National Evaluator																			
Project Management and coordination (day-to-day activities)	PMO, PSC, PMC																			
Terminal Evaluation	International Evaluator, National Evaluator																			