

REPORT

Mid-Term Review

**United Nations Development Programme
Global Environment Facility**

**Project
PIMS 5143 Equatorial Guinea
SE4ALL “Sustainable Energy for All”**

**Promoting small scale hydropower in Bioko and other clean
energy solutions for remote islands**

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ii. ACRONYMS AND ABBREVIATIONS

CO ₂	Carbon Dioxide
RE	Renewable Energies
FE	Final Evaluation
GEF	Global Environment Facility
GHG	Greenhouse Gases
INCOMA	Environment Conservation Institute
MAGBOMA	Ministry of Agriculture, Livestock, Forests and Environment
MIE	Ministry of Industry and Energy
PIF	Project Information Form
PIMS	Project Information Management System
UNDP	United Nations Development Programme
ProDoc	Project Document
MTR	Mid-Term Review
SE4ALL	Sustainable Energy for All
ToR	Terms of Reference
UNEG	United Nations Evaluation Group

iii. BASIC REPORT INFORMATION

- **UNDP-Supported and GEF-Funded Project**

Name: Equatorial Guinea SE4ALL “Sustainable Energy for All” Promoting small scale hydropower in Bioko and other clean energy solutions for remote islands

Number: UNDP PIMS 5143 UNDP Equatorial Guinea

MTR Period: 1st Octubre – 31st December 2019

MTR Country/Region: Republic of Equatorial Guinea (West Central Africa)

GEF Focal Area/Strategic Program: Climate Change

Executing Agency / Implementing Partner and other project partners: MAGBOMA-Implementing Partner, MIE-Responsible Party, UNDP-GEF Implementing Agency

- **MTR Team Composition:**

Raúl ALFARO-PELICO, International Expert, MTR Team Leader and Report Author; together with Marcos BINOHARI ELAKO, National Expert, MTR Team Member and Report Contributor. In line with the UNEG Ethical Guidelines for Evaluation, in the section "Ethical principles in evaluation", the subsection "Obligations of evaluators", the international expert and MTR author informed the UNDP Country Office of his past exposure to the design of the Equatorial Guinea UNDP-GEF Project SE4ALL in its initial conceptual stage (PIF). In addition, the international expert disclosed the measures proposed to safeguard the integrity of the mid-term review process, amongst which the MTR team incorporated a national expert from the small local market pool of experts with similar or comparable MTR national or international experience in Equatorial Guinea. Added to these measures, the MTR process includes the review and approval of the final report by the regional and / or headquarters UNDP-GEF team. Consequently, the measures adopted guarantee the independence, impartiality and credibility of the process. According to UNDP-GEF guidelines for final evaluations, MTRs are mandatory for full-size GEF-funded projects (over US \$ 2 million). An MTR is not an evaluation but a monitoring tool to assess the status and challenges of the project, and identify actions to recommend in order to achieve its objectives.

- **Acknowledgements**

The MTR team thanks the following people, public and private sector, civil society, academia and international organizations in Equatorial Guinea for their contribution to the process. Special mention goes to H.E. Santiago Francisco Engonga Osono, Viceminister, MAGBOMA and GEF Political Focal; H.E. Cesar Augusto Hinestrosa Gomez, Viceminister, MIE; Dr. Elsie Laurence-Chounoune, Resident Representative, UNDP; Ms. Chisa Mikami, Deputy Resident Representative, DRR; H.I. Gabriel Ngua Ayecaba, Director General of Environment, MAGBOMA and SE4ALL Project Director; H.I. Antonio Micha Ondo, Director General, INCOMA and GEF Operational Focal Point; and, H.I. Antonio Nsue Ncogo Onguene, Director General of Energy, MIE.

1. EXECUTIVE SUMMARY

- Project Information Table

Project Title: Sustainable Energy for All: Promoting small-scale hydropower in Bioko and other clean energy solutions for remote islands					
Country(ies):		Equatorial Guinea		GEF Project ID: ¹	5286
GEF Agency(ies):		UNDP		GEF Agency Project ID:	5143
Other Executing Partner(s):		MPM ² , in cooperation with: MMIE ³ SEGESA ⁴		PIF Approval: CEO Endorsement: ProDoc Signature: Inception Launch:	Mar-2013 Dec-2015 Mar-2016 Jul-2016
GEF Focal Area (s) ⁵ :		Climate change		Project Duration:	5 years
Focal Area Objectives	Expected FA Outcomes	Expected FA Outputs	Trust Fund	Grant Amount (\$)	Cofinancing (\$)
CCM-3 Promote investment in renewable energy technologies	• Favourable policy and regulatory environment created	• Renewable energy policy and regulations in place	GEFTF	749,192	2,052,381
	• Investments in renewable energy technologies increased; • GHG emissions avoided	• Renewable energy capacity installed; • Electricity and heat produced from renewable resources	GEFTF	2,753,776	37,947,619
Total project costs				3,502,968	40,000,000
Sources of Cofinancing	Name of Co-financier	Type of Cofinancing	Amount (\$)		
Nat. government	MMIE - SEGESA	In-kind	4,645,238		
Nat. government	MMIE - SEGESA	Cash	34,254,762		
Nat. government	MPM	In-kind	600,000		
GEF agency	UNDP	Cash	500,000		

- Project Description

The goal of the project is to create a market for decentralized renewable energy solutions in small island and remote territories. The goal will be reached by addressing the weakness of the country's policy-institutional, market and technology supply frameworks and tackle the root causes of the barriers to RE utilization in the country. The project consists of the following components: (1) Clean energy planning and policies for implementation and scaling up; (2) Clean energy technology (hydro) demonstration; (3) Clean energy technology (solar) demonstration; (4) Clean energy knowledge & capacity development. The project is expected to generate global benefits in directly avoided greenhouse gas (GHG) emissions of almost 1,780 kilotons of CO2 due to switching from fossil fuels for power generation to small hydro, solar PV and wind power (over the lifetime of 20 years) and an estimated 7,121 ktCO2 as indirect emission reduction impact.

¹ Project ID as assigned by GEFSEC.

² Ministry of Fisheries and Environment, *Ministerio de Pescas y Medio Ambiente*

³ Ministry of Mines, Industry and Energy, *Ministerio de Minas, Industrias y Energía*

⁴ *Sociedad de Electricidad de Guinea Ecuatorial*, the national electricity company

⁵ Based on GEF's [Focal Area Results Framework and LDCF/SCCF Framework](#)

- **Project Progress Summary**

The SE4ALL Equatorial Guinea project is a key project for the country and the UNDP country office, and its success and delivery is crucial for the national development agenda. It is the only project currently funded by the GEF. There are plans to launch the Small Grants Program (SGP), which can complement or contribute to the success of SE4ALL. This project will allow the Government to address the issue of climate change, given the country's dependence on fossil fuels (oil and gas). Given delays at the start of its implementation, the Equatorial Guinea SE4ALL project would strongly benefit from a project extension. The extension is necessary for the project to deliver on its expected results with existing GEF funding (no additional resources), and identified co-financing both at the CEO endorsement request and current MTR stages.

The Equatorial Guinea SE4ALL project shows moderately unsatisfactory progress, due to its slow achievement of results, implementation and sustainability challenges, but that at this MTR stage could still be addressed. The project has supported the preparation of the draft of the Energy Law, contributed to important renewable energy developments (Bikomo rehabilitation, pre-feasibility technical studies) and the sensitization of various partners on climate change mitigation. With additional time (1-2 years), cofinancing resources (US\$5-10 million) and institutional implementation re-arrangements that help clarify and strengthen roles and responsibilities, the project could manage some of the risks identified, achieve key goals and deliver on the renewable energy investments pending for project success.

For the creation of a renewable energy market, the project will need to build on the regulatory developments and initial capacities, to respond to the lack of current results. The project contributed to development of the Energy Law and the Renewable Energy Regulation, whose pending approval is relatively beyond the project's control. Studies carried out to date (e.g. Ilachi River) show that the investments required to undertake small-scale hydroelectric developments require greater resources (time, money) than initially expected. The main result achieved is associated with the rehabilitation of the Bikomo power plant, but the development of wind and solar energy remains far from materialization in the remainder of the project's life. Consequently, the project has only reached about 15% of its final direct emission reduction goal of 1,718 ktCO₂. Success in awareness-raising activities has already exceeded its objectives, with more events, campaigns and training than proposed at the end of the project. As a result of these dissemination efforts, particularly targeted to decision-makers, the final objective of indirect emissions (7,121 ktCO₂) could be reached to the extent that they inform the project's reorientation towards small-scale alternative investments (e.g. investment in solar developments throughout the country).

Current project management and implementing partner challenges are affecting the achievement of tangible results. The implementation of SE4ALL Equatorial Guinea started well, with key joint push from the Ministry of Fisheries and Environment (MPM) and the Ministry of Mines, Industry and Energy (MMIE), plus UNDP support at the start of the project. The project has evolved more slowly, with changes in the structure of the current ministries and the administration of UNDP, whose formal update in the institutional arrangements of the project is pending. The impact of the changes has been manifested in the lack of clarity in the project's national implementation modality (NIM), with a greater dependence on the support of the GEF implementing agency than expected, lack of effective involvement of current national counterparts in decision-making management (eg procurement, monitoring, personnel, consulting, and adjustments).

Lack of sufficient adaptive management to handle the impact of institutional changes has delayed key decisions to reorient the SE4ALL project to success, and the sustainability of its results will largely depend on the effective management of multiple risks. At an environmental level, the risks of impact on the protected areas around the originally planned hydroelectric developments (eg Ilachi River, 12MW) require a decision on the reorientation to other alternative developments (wind, solar). However, the initial studies on the wind regime (e.g. Annobón 5MW) and solar (lower quality of irradiation in Bioko, due to the dust of the harmattan phenomenon, than in Equatorial Guinea's continental region), have not resulted in action plans to respond to the current energy isolation of Annobón, remote areas of Bioko, Corisco and the Rio Muni region. At the socioeconomic level, the project is currently not responding to the energy exclusion of rural areas, and corresponding energy poverty and related gender issues. At the governance level, the mandates and institutional coordination are not clear (i.e. MIE, SEGESA, MAGBoMA, Ministry of Fisheries and water resources) and at the financial level, the current fiscal context of the country will require greater openness to the private sector (interested oil and gas companies included).

- **MTR Ratings & Achievement Summary Table**

Table 1. Equatorial Guinea SE4ALL Project - Progress Towards Results Matrix

Project strategy	Indicator	Baseline level	Reported PIR level	Mid-term target	Project-end target	Mid-term assessment	Achievement rating ⁶	Justification for rating
Objetivo: Crear mercado descentral. de ER para área remotas	Indicator 1: Direct CO2 ER	0	231.6 ktCO2	n/d	1,718 ktCO2	Red	U	
	Indicator 2: Indirect CO2 ER	0	n/d	n/d	7,121 ktCO2	Yellow	MS	
	Indicator 3: MW	0	3.2 MW	n/d	24.6 MW	Red	U	
Outcome 1: Implementar aprobación marco para aumentar y replicar las ER	Indicator 4: RE strategies	0	1	n/d	1	Green	MS	
	Indicator 5: RE regulation	0	1	n/d	1	Green		
	Indicator 6: RE funding	0	2	n/d	3	Yellow		
	Indicator 7: RE proposals	0	7	n/d	5	Yellow		
Outcome 2: ER Hidro Tecnología y modelo de negocio	Indicator 8: No. of hydro assessed	2	2	n/d	4	Yellow	U	
	Indicator 9: No. of hydro advanced	2	2	n/d	2	Red		
	Indicator 10: No. of RE operational	0	1	n/d	3	Yellow		
Outcome 3: Otras ER Demostración tecnologías Solar/Eólica	Indicator 11: No. of sites assessed	0	7	n/d	5	Green	MS	
	Indicator 12: No. of solar PV sites installed	0	0	n/d	1	Red		
Outcome 4: Información y conocimiento SE4ALL de soluciones sobre energías renovables	Indicator 13: No. of awareness-raising events	0	15	n/d	10	Green	HS	
	Indicator 14: No. of relevant capacity activities	0	3	n/d	2	Green		
	Indicator 15: No. of RE campaigns	0	10	n/d	1	Green		

Indicator Assessment Key

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved
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⁶ Use the 6 point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU

Table 2. Equatorial Guinea SE4ALL Project - Progress Towards Results Ratings

Ratings for Progress Towards Results: (one rating for each outcome and for the objective)		
6	Highly Satisfactory (HS)	The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as “good practice”.
5	Satisfactory (S)	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.
4	Moderately Satisfactory (MS)	The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.
3	Moderately Unsatisfactory (HU)	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.
2	Unsatisfactory (U)	The objective/outcome is expected not to achieve most of its end-of-project targets.
1	Highly Unsatisfactory (HU)	The objective/outcome has failed to achieve its midterm targets, and is not expected to achieve any of its end-of-project targets.

Tabla 3. Equatorial Guinea SE4ALL Project - Implementation & Adaptive Management Ratings

Ratings for Project Implementation & Adaptive Management: (one overall rating)		
6	Highly Satisfactory (HS)	Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as “good practice”.
5	Satisfactory (S)	Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action.
4	Moderately Satisfactory (MS)	Implementation of some of the seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.
3	Moderately Unsatisfactory (HU)	Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.
2	Unsatisfactory (U)	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.
1	Highly Unsatisfactory (HU)	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.

Tabla 4. Equatorial Guinea SE4ALL Project - Sustainability Ratings

Ratings for Sustainability: (one overall rating)		
4	Likely (L)	Negligible risks to sustainability, with key outcomes on track to be achieved by the project's closure and expected to continue into the foreseeable future
3	Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review
2	Moderately Unlikely (MU)	Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on
1	Unlikely (U)	Severe risks that project outcomes as well as key outputs will not be sustained

Indicator Assessment Key

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved
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- **Summary of conclusions**

El proyecto sigue alineado con los objetivos del país y así es visto el proyecto tanto por el MAGBOMA, el MIE, SEGESA, la sociedad civil y la academia. Si bien todos los grupos de interés subrayan la complejidad del trabajo interministerial, los resultados esperados del proyecto pueden impulsar los planes del MIE en materia de energías renovables, la agenda climática del MAGBOMA y la operación SEGESA de una red y matriz energética sin combustibles fósiles.

The project continues to be aligned with the country's objectives and that is how it is viewed by MAGBOMA, MIE, SEGESA, civil society and academia. While all stakeholders underline the complexity of interministerial work, the expected results of the project can drive MIE's plans for renewable energy, MAGBOMA's climate agenda, and SEGESA's operation of a fossil-free energy matrix and network.

However, there is energy insecurity in Equatorial Guinea given the dependence on fossil sources on the island of Bioko and the limited diversification in the rest of the national territory. Although the country has 80-90% of its energy matrix based on renewables, this source is concentrated in the continental region of the country (large-scale hydroelectric developments in Sendje and Djibloho). In the insular region, 90% of the matrix depends on the Turbo Gas Power Plant in Punta Europa (150MW), which in case of failure would not have its renewable alternative, except for the rehabilitation of small-scale hydroelectric plants (Riaba and Musola 4MW) or the potential of the Ilachi river 12MW is developed). In such cases, the installed capacity would still be below the demand of Malabo, as the capital city, without taking into account the demand of the urban districts that are sprawling around Bioko Island. The remote areas of the continental region and other island regions (Annobón, Corisco) also need diversified alternatives to face their situations of energy poverty, given the potential identified by the project for the development of distributed generation with solar thermal energy technologies and / or photovoltaic.

For the sustainability of the project at its closure, the risk must be managed considering investments and alternative financing to the limited national and international public resources. As a post-project measure that informs the country's hydroelectric developments, investment in hydrological and meteorological stations absent in the country would be necessary. In addition to GEF funds and government co-financing, there is the potential to mobilize corporate responsibility funds from the country's development partners. In particular, the hydrocarbons sector has the capital and technology to support the country in its energy transition, be it in the framework of social investment obligations under production participation contracts, or its global efforts to reduce its carbon footprint on the planet. . In addition, the successes of the project in capacity development can be strengthened with the inclusion of courses on RE in engineering and environmental careers, as well as in parallel giving energy access options to those areas where it is not possible for the network to reach in them.

- **Summary of recommendations**

The following recommendations are intended to suggest improvements in the results and execution of the SE4ALL Equatorial Guinea project:

1. Reactivate the project with its high levels in the MIE and MAGBOMA. It is necessary to reorient the project strategy so that the national counterparts have a useful and effective role. It is recommended to make a situational diagnosis of the project in order to reschedule it.
2. Update the project implementation mechanisms (organization chart, NIM). As in other UNDP-GEF projects at the global level, the project team could be installed in the office of the implementing partner (MAGBOMA) or responsible party (MIE) of the project, with the aim of strengthening the coordination and ownership of their national counterparts.
3. Strengthen the project management team in its key areas of operational deficiency. A chief technical advisor should be hired who can regularly oversee the technical deliverables, as well as strengthen the procurement area to streamline project management and processes.
4. Renew ties with the Ministry of Mines and Hydrocarbons to promote the energy transition. As the guardian ministry of private sector activities, apart from accelerating national co-financing, it has the ability to catalyze the mobilization of companies' resources, as part of their corporate social responsibility, or strategies for sustainable development, climate neutrality and social impact.

Las siguientes recomendaciones tienen como objetivo sugerir mejoras en los resultados y la ejecución del proyecto SE4ALL Guinea Ecuatorial:

1. Reactivar el proyecto con sus altas instancias en el MIE y MAGBOMA. Es necesario reorientar la estrategia del proyecto de manera que las contrapartes nacionales tengan un rol útil y efectivo. Se recomienda hacer un diagnóstico situacional del proyecto para poder reprogramarlo.
2. Actualizar los mecanismos de implementación del proyecto (organigrama, NIM). Como en otros proyectos PNUD-FMAM a nivel global, el equipo del proyecto podría estar instalado en la oficina del socio de implementación (MAGBOMA) o parte responsable (MIE) del proyecto, con el objetivo de fortalecer la coordinación y apropiación de sus contrapartes nacionales.
3. Fortalecer el equipo de gestión del proyecto en sus áreas clave de carencia operacional. Se debe contratar a un consejero técnico jefe que pueda supervisar de manera regular los entregables técnicos, así como fortalecer el área de adquisiciones para agilizar procesos y gestión del proyecto.
4. Renovar los lazos con el Ministerio de Minas e Hidrocarburos para impulsar la transición energética. Como ministerio tutor de las actividades del sector privado, aparte de acelerar el cofinanciamiento nacional, tiene la capacidad de catalizar la movilización de recursos de empresas, como parte de su responsabilidad social corporativa, o estrategias de desarrollo sostenible, neutralidad climática e impacto social.

2. INTRODUCTION

This report covers the Midterm Review (MTR) of the GEF-UNDP Equatorial Guinea SE4ALL Project: “Sustainable Energy for All: Promoting Small-Scale Hydroelectricity in Bioko and other Energy solutions in Islands and remote locations”. At its MTR stage (October 2019), the 5-year Equatorial Guinea SE4ALL project has completed its second year of actual implementation, following actual project start in September 2017. The project document was signed in March 2016, and launched in July 2016. In spite of its delayed implementation it requires an MTR in line with UNDP and GEF requirements.

- **Purpose of the MTR**

The objective of the MTR process, as proposed in the TOR, is to provide the project partners (GEF, UNDP) and the Government of Equatorial Guinea with an MTR independent of the implementation of the project. The purpose of the MTR is to assess achievements and challenges at mid-point; recommend corrective actions to achieve stated outcomes; consider sustainability issues and exit strategy.

The MTR will assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document, and assess early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results. The MTR will also review the project’s strategy, its risks to sustainability. The MTR will focus on: (a) assess the level of achievement of key indicators, (b) meet the challenges, (c) draw the lessons learnt during the implementation, (d) propose the recommendations for the rest of period of implementation. The principal responsibility for managing this MTR resided with the Commissioning Unit, the UNDP Equatorial Guinea Country Office, as follows:

- Dr. Elsie L-Chounoune, Resident Representative (elsie.chounoune@undp.org)
- Dr. Chisa Mikami, Deputy Resident Representative (chisa.mikami@undp.org)
- Mr. Kisito Domingo Bokung, Programme Officer (kdomingo.bokung@undp.org)
- Mr. Tito Gabriel Abeso Nchas, Procurement Associate (gabriel.nchaso@undp.org)
- Dr. Jose Nguema Oyana, Eq. Guinea SE4All Project Manager (jose.oyana@undp.org)

The commissioning unit contracted the MTR Team Leader and ensured the timely provision of per diems and travel arrangements for the MTR Team. The Project Team was responsible for liaising with the MTR Team to provide all relevant documents, set up stakeholder interviews, and arrange field visits. The MTR team was composed of two individual consultants independent of project implementation:

- (a) MTR Team Leader, Raul Alfaro-Pelico (r.alfaro-pelico@lancaster.ac.uk), international expert and report author, with experience and exposure to similar UNDP-GEF projects and evaluations globally (e.g. Namibia-Renewable Energy Project, Caribbean-Renewable Energy Development Programme, Barbados-Disaster Risk & Energy Access Management Project, Saint Vincent & the Grenadines-Promoting Access to Clean Energy Services);
- (b) MTR Team Member, Marcos Binohari Elako (bino9506@yahoo.com), national expert and report contributor, with in-country exposure to the energy sector (i.e. Ministry of Mines, Industry and Energy) and multilateral organizations operating locally (e.g. The World Bank).

- **Scope and Methodology of the MTR**

The MTR process was implemented in accordance with the Terms of Reference (see Annex A) and UNDP/GEF policies and procedures for monitoring and evaluation included in the “Guidance for Conducting Mid-Term Reviews of UND Supported GEF-Financed Projects”. As such, the review is based on five criteria:

- Relevance
- Effectiveness
- Efficiency
- Results
- Sustainability

The MTR provides evidence-based, credible and reliable information and follows a collaborative and participatory approach⁷ ensuring to ensure close commitment with the Project Team, government counterparts (including the GEF Focal Point), national stakeholders (including NGOs and academia), and GEF implementing agency (United Nations Development Programme). Mainly three sources of primary data and information were examined:

1. A wide variety of documents (Project Document / GEF Documents / UNDP Documents) covering project design, implementation progress, monitoring, amongst others:
 - a. PRODOC and CEO Endorsement.
 - b. UNDP Initiation Plan, UNDP Environmental & Social Safeguard Policy.
 - c. The Project Document, project reports including Annual Project Review, project budget revisions, lesson learns reports, technical reports produced during the project implementation.
 - d. National strategic and legal documents (such as Biodiversity National Strategy Report among others).
2. Face-to-face consultations with a wide range of stakeholders, using “semi-structured interviews” with a key set of questions in a conversational format. The questions asked aimed to provide answers from stakeholders vital to a successful MTR⁸, including but not limited to triangulation of results, comparing information from different sources, such as documentation and interviews, and interviews on the same subject with different stakeholders to corroborate or check the reliability of evidence.
3. Direct observations of project results and activities at a selection of field sites, with particular focus on remote locations, including but not limited to the Riaba river and hydropower plant or the Musola river and mini-hydropower plants in Bioko island, engaging key project stakeholders, as follows:

⁷ For ideas on innovative and participatory Monitoring and Evaluation strategies and techniques, see [UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results](#), 05 Nov 2013.

⁸ For more stakeholder engagement in the M&E process, see the [UNDP Handbook on Planning, Monitoring and Evaluating for Development Results](#), Chapter 3, pg. 93.

Government Counterparts

- Santiago Francisco Engonga Osono, Viceminister, MAGBOMA GEF Political Focal Point;
- Cesar Augusto Hinestrosa Gomez, Viceminister, MIE;
- Gabriel Ngua Ayecaba, Director General, MAGBOMA SE4ALL Project Director;
- Antonio Micha Ondo, Director General, INCOMA and GEF Operational Focal Point;
- Antonio Nsue Ncogo Onguene, Director General of Energy, MIE
- Honorato Toca Rubio, MAGBOMA and SE4ALL Project Coordinator
- Ruth Bengono, MIE and SE4ALL Project Coordinator

National Stakeholders

- Rómulo Ayong Obiang, Power Sector Operator Representative, SEGESA
- Jose Manuel Esara, Academic Dean, Environment, UNGE
- José Juan Ndong Tomo, Scientific Community Representative, CICTE
- Celso Moro, Civil Society Representative, MAYSER
- Consuelo Sese Site, Youth and Gender Activist

Implementing Agency

- Elsie Laurence-Chounoune, Resident Representative, UNDP;
- Chisa Mikami, Deputy Resident Representative, DRR;
- Ramon Castro Nvomo, Operations Manager, UNDP
- Kisito Domingo Bokung, Programme Officer, UNDP
- Tito Gabriel Abeso Nchaso, Procurement Associate, UNDP

Project Team

- Jose Nguema Oyana, SE4ALL Project Manager
- Carlos Alberto Rodriguez, SE4ALL Chief Technical Advisor
- Belinda Gori Elobe, SE4ALL Project Administrative Assistant
- Maria Del Mar Tamayo, SE4ALL Project Technical Consultant
- Alvaro Lorenzo Nsolo May, SE4ALL Project Technical Consultant

Private Sector

- Fidel Nvo, General Manager, KOSMOS ENERGY
- Eusebio Gonzales Fernandez, GEO Energy Consultoria

The information collected, including documentary evidence, interviews and observations, formed the basis to report on the project context, progress and findings of the following MTR steps:

I. Project documents review prior to the evaluation mission

II. Evaluation mission and on-site visits conducted along the October-December 2019 period, interviews with project management, UNDP, project partners and stakeholders, as well as with independent experts. Discussion with project management on key issues to be addressed and implemented until the end of the project period, and presentation of the preliminary findings and recommendations to Project Stakeholders and UNDP.

III. Drafting the MTR report and ad-hoc clarification of collected information/collection of additional information

IV. Circulation of the draft MTR report for comments

V. Finalizing the report, incorporation of comments

Achievements of project objectives have been rated in terms of the criteria above at a six level scale as follows:

- Highly satisfactory (HS) - the project has no shortcomings
- Satisfactory (S) - minor shortcomings
- Moderately satisfactory (MS) - moderate shortcomings
- Moderately unsatisfactory (MU) - significant shortcomings
- Unsatisfactory (U) - major shortcomings
- Highly unsatisfactory (HU) - severe shortcomings.

• **Structure of the MTR Report**

The report covers the following MTR core project aspects in line with UNDP-GEF's "Project-level Monitoring: Guidelines for Conducting Mid-Term Reviews of UNDP-Supported, GEF-Financed Projects" of 2014, structured as laid out in the ToR (see Annex A)

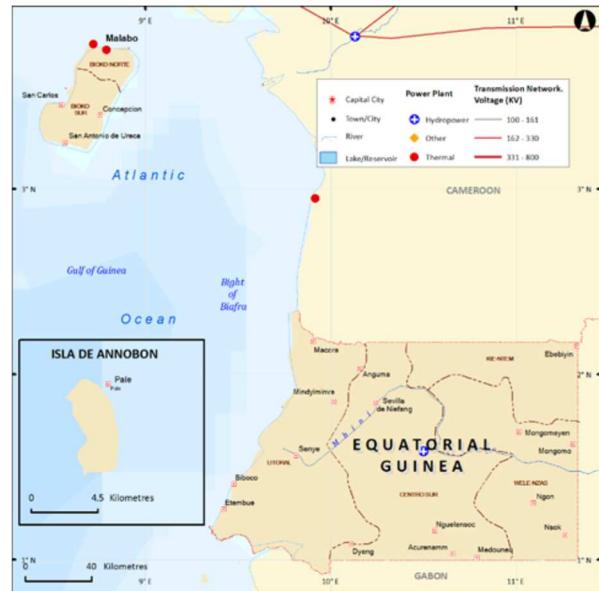
http://web.undp.org/evaluation/documents/guidance/GEF/midterm/Guidance_Midterm%20Review%20_EN_2014.pdf

- Overview of Project activities from commencement of operations to the present
- Assessment of Project strategy;
- Assessment of Project progress towards results;
- Assessment of Project implementation and adaptive management;
- Assessment of sustainability of Project outcomes; and
- • Conclusions and recommendations.

3. PROJECT DESCRIPTION AND BACKGROUND CONTEXT

- **Development context:** environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope

The Republic of Equatorial Guinea a small West-Central African country with an area of 28,000 km² and a population of around 720,000. Its insular region off the Gulf of Guinea consists of the islands of Bioko (with the nation's capital city in Malabo) and Annobón (a small volcanic island south of the equator); with its continental region, Río Muni, between Cameroon and Gabon also including small offshore islands such as Corisco. Since significant off shore oil discoveries were made in the Gulf of Guinea in the early 1990s, oil has become Equatorial Guinea's most important export (75% of revenues come from crude petroleum, 22% from liquefied hydrocarbons).



Its fossil-fuel economy accounts for 95% of Equatorial Guinea's Gross Domestic Product. As a result, the country has enjoyed the highest gross national income per capita (USD 17,608) of any other Sub-Saharan country in recent years⁹. According to the IEA, the country's total electricity production in 2015 was 82 ktoe with 57.3 per cent generated from hydro and 41.4 per cent generated from fossil fuels, and electricity consumption 36 ktoe. The national electrification rate in 2012 was 66 per cent; 43 per cent of rural areas are electrified and 93.1 per cent of urban areas (World Bank, 2016). The electricity sector is a major focus of the national development strategy.

The Action Plan for 2020 commits to providing the country and its population with basic needs for development. The country's "Electricity for All" statement aims to establish an efficient and reliable electricity system. Fifty-five per cent of the national population uses modern fuels. When disaggregated by location, only 25 per cent of the rural population uses non-solid fuels compared to 91 per cent in urban areas (World Bank, 2015). The share of renewable energy in the total final energy consumption has been decreasing steadily since 1990 to 29.2% in 2012 (traditional solid biofuels form the biggest share of renewable sources, 29%, with hydro contributing only 0.8%).

Both ministries of Mines and Hydrocarbons, and Industry and Energy are in charge of the energy sector. The electricity sector is operated by Sociedad de Electricidad de Guinea Ecuatorial. The legal framework is provided by the country's Fundamental Law, with provisions on energy, but the main sector policy is contained in the Hydrocarbons Law. The country's Initial National Communication and its Nationally Determined Contributions to the UNFCCC Paris Agreement focus on identifying mitigation options suitable to the country, in line with global initiatives such as Sustainable Energy for All, national development and energy policy frameworks (NESDP Horizon 2020-2035, National Electrification Plan).

⁹ World Bank, "50 Things You Did Not Know about Africa" (2012); UNDP "Africa Human Development Report" (2012)

- **Problems that the project sought to address: threats and barriers targeted**

Equatorial Guinea has significant renewable energy potential. The vast majority of its total RE installed capacity comes from hydropower plants. The power capacity has improved with the commissioning in October 2012 of the Djibloho hydroelectric plant (120 MW), so generation capacity now stands at 385 MW. Although largely undeveloped, Equatorial Guinea is estimated to have 11,000 MW of hydropower potential, of which 50% is deemed economically recoverable¹⁰.

However, small-scale hydropower has received little attention. For example, in the south of Bioko island, the old 3.8 MW hydro plant in the town of Riaba has been operating at times at 2% of capacity due to lack of investment in maintenance and need of refurbishing, despite increasing economic activity from the nearby freeport in Luba. Within the framework of development plan, Horizon 2020-2035 and National Electrification Plan the country is primarily focusing on:

- Taking advantage of the large hydropower in the mainland – the Djibloho power plant represents the first of a series of long-term planned large-scale hydropower facilities along the Wele River¹¹ in continental Equatorial Guinea (Río Muni) for which various large-scale, 200-400 MW-size hydropower schemes are planned at an estimated total of 2,000 MW;
- Increase of power generation capacity on Bioko Island – by means of adding new plants based on fossil fuels, expanding and upgrading the distribution and transmission network;
- Rehabilitation of the existing small hydropower plants – on Bioko island (Riaba, Musola) and the mainland region (Bicomo), adding new small hydropower capacity, as well as development of the solar (and wind) resource (in particular on the remote island of Annobón);
- Institutional and capacity improvements – including the introduction of a new Energy Law and restructuring of the power company SEGESA¹²; and, technical capacity building of staff in the power sector by establishing a School for Electricity within the National Technological Institute ITNHGE¹³.

Currently, the insular regions continue to rely almost 100% on fossil-fuel based electricity. However, given SEGESA's problems with providing reliable power, small hydro may continue to merit attention. The project was set to support such developments, along the planned refurbishment of the Riaba (4 MW) and Bicomo (3.2 MW) plants, and of the micro hydro facilities Musola 1 and 2 (totalling 0.4 MW). The feasibility study on the development of the hydropower potential of the Ilachi River (10-15 MW) in Bioko was also part of those developments, along with a solar-diesel hybrid system (with 5 MW solar) at Annobón Island. The next stage would be to upscale grid extension and transmission to further expand electrification to remote rural areas, to link up with the power system of neighbouring countries (CAPP, Central African Power Pool) as well as ultimately a submarine power line interconnecting Bata and Malabo. Funding from the Global Environment Facility (GEF) was sought to support these activities, and to create an enabling environment for future investments in renewable energy, addressing a range of barriers exist to the use of solar, wind and small hydropower, as outlined below:

¹⁰ www.mbendi.com (2012); *El Sector Eléctrico en Guinea Ecuatorial* (Proexca, Gobierno de Canarias; 2011)

¹¹ A.k.a Rio Benito or Mbini

¹² This would imply slitting up the functions of energy service provider (the new SEGESA) and power grid operator, followed by allowing private capital. The new Electric Energy Law would be the juridical instrument that regulates activities in the power sector, including the setting of tariffs

¹³ Instituto Tecnológico Nacional de Hidrocarburos de Guinea Ecuatorial

Barrier description	Baseline situation or action	GEF-supported alternative Incremental reasoning
Regulatory and policy barrier		
<p><i>Lack of RE strategies and plans for off-grid island and hinterland remote areas:</i></p> <ul style="list-style-type: none"> Energy policy decision-making processes primarily focus on oil and gas developments, while in the power sector the focus is primarily on larger scale, grid extension and transmission concerns Subsidized petrochemical products do not reflect the actual cost of fuel-generated electricity, deeming RETs expensive 	<ul style="list-style-type: none"> Apart from the electrification plan, there is no longer-term RE or off-grid electrification section or separate plan; On-going large hydro developments, and Initial National Communication to the UNFCCC (in progress), are barely advancing the climate change mitigation agenda. 	<p><i>Legal/policy provisions accommodate for smaller scale, decentralized solutions (e.g. small hydro, solar, wind), appropriate for each location and considering sustainable development concerns (e.g. employment generation, rural women).</i></p> <p>Outputs:</p> <p>1.1 Approved policy de-risking framework integrated resource planning and RE action plan</p>
<ul style="list-style-type: none"> Lack of procurement and licensing processes for (independent) power production in Equatorial Guinea) Thus, limited scope for RET entrepreneurship and for IPP in general 	<ul style="list-style-type: none"> The monopolistic context in the power sector with no incentive for small scale electricity generation and distribution leads to a small market for RETs; Plans of restructuring of SEGESA foresee splitting its functions of grid operator and distributor; next stage would see its privatization and the establishment of an independent regulatory authority for the sector; as well as introducing a more rational power tariff system 	<p>1.2 Accepted and implemented procedures for RE projects assessment and approval</p>
Institutional / Technical / Economical:		
<p><i>Limited institutional capabilities and local skills to embrace RETs:</i></p> <ul style="list-style-type: none"> Limited hydropower, solar or wind energy expertise in Equatorial Guinea's MMIE and MFE; No or limited coverage of climate mitigation concerns within the curriculum of the National Technology Institute ITNHGE Inexistent technical capacity in the supply side (suppliers, installers, financiers) and limited hydropower maintenance capabilities (incl. administration and lack of accountability over asset integrity) 	<ul style="list-style-type: none"> Lack of local skills and practical experience with small-scale RETs continues; Lack of information on the costs and benefits of renewable energy sources and appropriate business models 	<p><i>Capacity building processes address local individual and institutional technical development needs (e.g. solar PV, hydro), awareness raised on their benefits, and integration of RE in the curricula of ITNHGE. MMIE embraces climate mitigation in the reshuffled SEGESA management.</i></p> <p>Outputs:</p> <p>4.1 Awareness raised amongst decision-makers in public and private sector</p> <p>4.2 Training programs on RET established and technicians trained</p>
Market / informational / financial:		
<p><i>Lack of awareness and information on the benefits of renewable energy sources in Equatorial Guinea</i></p> <ul style="list-style-type: none"> No knowledge of clean energy (particularly, solar and wind) resource endowments in Equatorial Guinea; High upfront costs (augmented by custom duties) remain 	<ul style="list-style-type: none"> National utility (SEGESA) is in the process of rehabilitation of the small hydropower plant at Riaba (3.8 MW) and the micro hydro Musola (2 facilities of 0.5 MW located in the south of Bioko island), but it is unclear that technical and economic feasibility and environmental considerations are met in the current 	<p><i>Government is informed by techno-economic considerations, as appropriate for smaller scale and higher maintenance hydro plants (e.g. river flow estimates, turbine type, head size), and corresponding environmental conditions of the south of Bioko island (e.g. aquatic life, riparian flora, dry season)</i></p>

Barrier description	Baseline situation or action	GEF-supported alternative Incremental reasoning
further impairing the cost of introduction of RETs in a small market (no economics of scale);	<p>rehabilitation activities or how can be translated in a feasible business plan for administration, operation and maintenance;</p> <ul style="list-style-type: none"> ● Plans for solar project on Annobón (up to 5 MW) with the American MAECI Solar 	<p>Outputs:</p> <p>2.1 Resource assessment and pre-feasibility for small hydro (Ilachi, 12 MW, and other)</p> <p>2.3 Completed pilot project demonstrations of rehabilitated (Riaba, Musola, Bicomo; 7.6 MW) and new small-scale hydropower plants</p> <p>3.1 Feasibility and business plan for solar (Annobón) and resource and pre-feasibility assessments (solar for remote/rural villages)</p> <p>3.2 Completed pilot project demonstrations of solar at Annobón (5 MW)</p> <p>4.3 Project impact assessment; dissemination of best practices and lessons learned</p> <p>4.4 Monitoring and evaluation</p>
Economic / investment decision <i>No economies of scale and scope identified to leverage RE small investments</i>	<ul style="list-style-type: none"> ● No consideration of innovative financing mechanisms for RE developments (e.g. feed-in-tariffs, carbon finance); ● General poor framework for foreign investment, impairs investments in RE 	<p><i>GEF funding of de-risked policy, business and institutional environment, leads to the promotion of on-grid and decentralized electrification (i.e., remote islands, isolated hinterlands, rooftop), and sustainable development gains (e.g. employment, local content, gender empowerment).</i></p> <p>Outputs:</p> <p>2.2 Completed business plan for Ilachi (with detailed feasibility, environmental impact analysis and detailed technical design)</p> <p>1.3 Endorsed financial de-risking measures to implement innovative public and private funding options for recommended small hydropower, solar and wind in small islands;</p> <p>4.3 Project impact assessment; dissemination of best practices and lessons learned;</p> <p>4.4 Monitoring and evaluation</p>

- **Project Description and Strategy: objective, outcomes and expected results, description of field sites**

The project is in line with Equatorial Guinea's goal of provide access to energy to its entire population, while at the same time lead to the avoidance of greenhouse gas emissions, not often the priority of Least Developed Countries. As such the project was set to promote a reduced dependence on fossil fuel-generated electricity solar and wind power). The goal was to create a market for decentralized renewable energy solutions in small-island and remote territories with:

1. *Clean energy planning and policies for implementation and scaling up* - Outcome: Implementation of an approved clean energy enabling framework and mechanisms established for scaling up and replication of investment in on/off-grid, with these results:
 - 1.1 Approved policy de-risking framework integrated resource planning and RE action plan
 - 1.2 Accepted and implemented procedures for RE projects assessment/approval (e.g. PPA, FiT)
 - 1.3 Endorsed financial de-risking measures to implement innovative public and private funding options for recommended small hydropower, solar and wind in small islands
2. *Clean energy technology (hydro) demonstration* - Outcome: Hydro energy technology and business model demonstrated in Equatorial Guinea's main insular and mainland regions, as follows:
 - 2.1 Resource assessment and pre-feasibility for small hydro (Ilachi, 12 MW, and other)
 - 2.2 Completed business plan for Ilachi (with detailed feasibility, environmental impact analysis and detailed technical design)
 - 2.3 Completed pilot project demonstrations of rehabilitated (Riaba, Musola, Bicomo; 7.6 MW) and new small-scale hydropower plants
3. *Clean energy technology (solar and wind) demonstration* - Outcome: Other clean energy (solar) technology and business model demonstrated in the insular region, as follows:
 - 3.1 Feasibility and business plan for solar (Annobón) and resource and pre-feasibility assessments (solar for remote/rural villages)
 - 3.2 Completed pilot project demonstrations of solar at Annobón (5 MW)
4. *Clean energy knowledge and capacity* - Outcome: Information and knowledge on sustainable energy solutions widely shared; and clean energy technical, individual and institutional capacity strengthened, with these results:
 - 4.1 Awareness raised amongst decision-makers in public and private sector
 - 4.2 Training programs on RET established and technicians trained
 - 4.3 Information dissemination and awareness creation of the general public
 - 4.4 Project impact assessment and lessons learned reporting
 - 4.5 Monitoring and evaluation

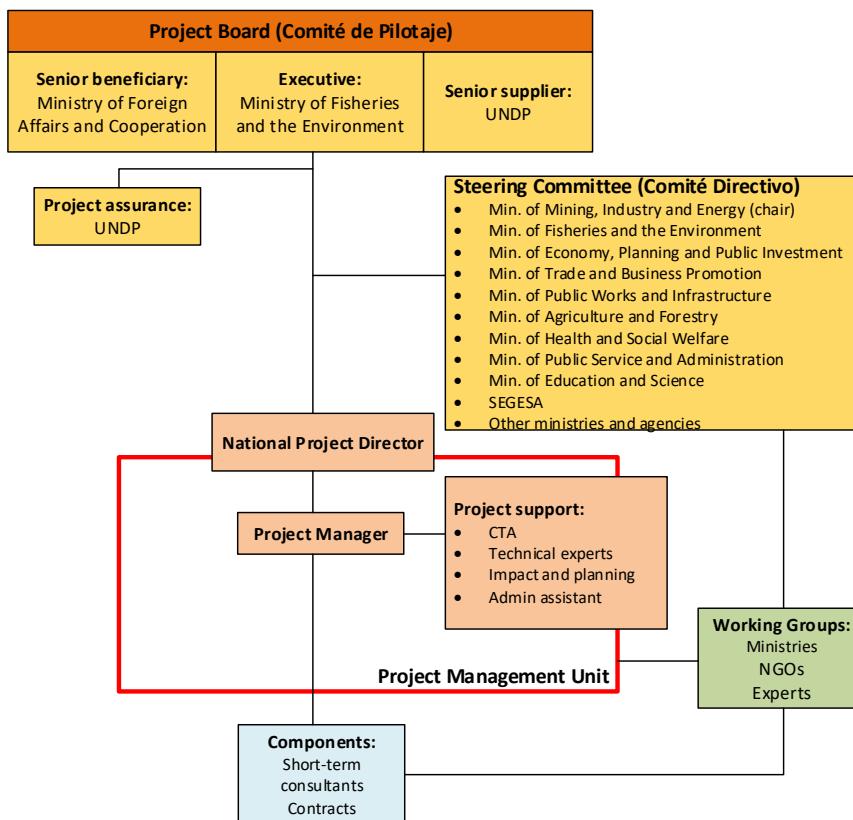
The project was set to deliver considerable global environment benefits in terms of GHG emission reduction through, fuel switching by replacing fossil fuels with renewable energy. The GEF contribution of USD 3,502,968 will result in a cumulative emission reduction of 1,781 kilotonnes of CO₂ from the pilot/demo project in Components 2 and 3:

- ✓ Rehabilitation of small hydropower plants at Riaba, Musola and Bicomo (7.6 MW) – The mini facilities Musola I and II required a complete overhaul, including repairing damaged civil works, cleaning up the intake, canal and forebay of debris and silt particles and repairing the penstock, as well as providing repair and maintenance to the electromechanical equipment (turbines, generator, transformer). This will include carrying out a set of test and trial runs, obtaining the necessary spare parts and equipment as well as identifying, selection and training of the plant operators. The activities have started with cleaning up and repairing the civil works part. Similar type of overhaul and maintenance activities are planned for Riaba and a 33 kV transformer and transmission line is needed to connect the plant to the nearby town of Riaba. The nominal capacities are 3.8 MW (Riaba) with an estimated capacity factor of about 40% and 0.5 MW (Musola) with an estimated capacity factor of 55%, if fully functioning. On the mainland region, the existing small hydropower facility at Bicomo (3.2 MW) will be made operational in order to function again at maximum capacity;
- ✓ Small Solar-diesel hybrid systems on Annobon Island (5 MW) – The population of Annobon is about 5,000; other power demand categories are public lighting (400 lighting points) and services (radio station, airstrip, clinic, and school). Demand could be supplied by a diesel-solar hybrid system, consisting of a solar PV facility (5 MW capacity), supplemented by a 10 MW diesel generator. Average daily irradiation on Annobón is 5.85-6.2 kWh/m²/yr, thus a 1 MW system could yield 4215-4515 kWh/day (capacity factor of 18%). A 5 MW solar project has been proposed by MAECI Solar (United States). At least 10 local residents will be trained so that they can maintain the installation in the future., 12 MW is assumed for the pilot project calculations here, assuming the employment of two Pelton turbine groups of 6 MW each;
- ✓ Small hydropower facility at Ilachi on Bioko Island (12 MW) – The assessment of the hydro-energy potential of Ilachi River (on South Bioko), design, feasibility and social-environmental impact assessment and subsequent procurement of equipment and installation. Part of these technical assistance cost will be covered by the GEF grant, while the remainder and cost of equipment is part of the co-financing. A first estimate of the plant's gross power production follows from $\rho \cdot Q \cdot g \cdot h = 14$ MW, based on the height (h) = 200 metres and a river flow of at least 7 m³/second. Depending on the season (rainy or dry), gross power availability could be up to 18 MW. Conservatively, 12 MW is assumed for the pilot project calculations here, assuming the employment of two Pelton turbine groups of 6 MW each.

The project investments are expected to translate into a GEF (direct emissions reductions) abatement cost of USD 2.25 per tonne of CO₂, based on its cost effectiveness analysis.

- Project Implementation Arrangements: short description of the Project Board, key implementing partner arrangements**

The project was designed to be executed by the Ministry of Fisheries and Environment, according to UNDP's National Implementation Modality, implemented by the Ministry of Mines, Industry and Energy, with SEGESA as the Responsible Party, as follows:



The Project Board was set up to include Ministry of Foreign Affairs, the Ministry of Fisheries and Environment, and UNDP to ensure the resources are committed and issues within the project are addressed, through proper coordination and communication with stakeholders. The MPM was tasked to designate a senior official as the National Project Director, responsible for overall guidance to project management, adherence to the Annual Work Plans and achievement of planned results as indicated in the Project Document. The NPD needed to ensure coordination with various ministries and agencies, provide guidance to the Project Management Unit, review reports and ensure oversight.

The Project Steering Committee was established to provide strategic direction to the project, quality assurance to project monitoring and evaluation, and accountability for performance improvement and learning. The PSC could also consider and approve quarterly plans based on AWPs, and approve any essential deviations from the original plans. The PSC was designed to include broad representation of key ministries, agencies and partners to the project. Meanwhile, a small Project Management Unit was designed to coordinate the project's day-to-day operations with all stakeholders (especially, MFE, MMIE and SEGESA), report on implementation progress and be composed of the following staff: (a) full-time Project Manager, (b) full-time Project Administrative Assistant, (c) part-time Chief Technical Advisor, and (d) part-time Technical Experts. The PM is the primary project contact person and convener, responsible for delivery of results, with UNDP tasked to provide overall guidance, as responsible for the project's M&E.

- **Project timing and milestones**

The project concept was approved in March 2013, and full document endorsed by the GEF CEO in December 2015. The ProDoc was signed-off in March 2016 with an inception workshop and launch set for July 2016. Though actual implementation was delayed to September 2017, its MTR remained set for 2019 and closure/evaluation for 2021.

Hitos del PROYECTO

- **Mar-2013:** Aprobación PIF Idea conceptual no financiada/formulada
- **Dic-2015:** Endoso del Consejo FMAM Proyecto financiado/formulado
- **Mar-2016:** Firma Documento Proyecto PNUD Inicio oficial proyecto
- **Jul-2016:** Taller de Arranque Proyecto SE4ALL Lanzamiento nacional
- **Sep-2017:** Inicio de Implementación Proyecto Comienzo retrasado
- **Oct-2019:** Revisión Medio Término Proyecto Revisión comenzada
- **Mar-2021:** Finalización y Cierre Proyecto Fecha oficial aprobada
- **Sep-2021:** Evaluación Final Proyecto Fecha para ser completada

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- **Main stakeholders: summary list**

The project stakeholders include the following government counterparts, development partners, donor and grant providers:

- MPM – Main government partner with mandate over Equatorial Guinea's environment and fisheries policy, responsibility over its implementation, and national interface with the GEF
- MMIE – Key government partner with mandate over Equatorial Guinea's oil, gas and electricity policy, amongst others (e.g. mines, quarries) and responsibility over its implementation
- SEGESA – Key project implementing partner as the single electricity provider in Equatorial Guinea, tasked to undertake the planned investments, and seek financing for new RE projects.
- Other Ministries – that would participate in the Project Steering Committee and provide guidance on linkages with small RE and their respective field of action, e.g. agriculture, tourism, infrastructure, trade, economy and finance, industry, etc.
- European Union – as potential partner through the ACP-EU Energy Facility.
- China – business relations with Equatorial Guinea that may lead to additional development finance; and may also involve the engagement of SynoHydro corporation (Chinese hydropower developer).
- Private sector – Local and international construction, hydropower and service companies expected to support planned installations, related infrastructure works and service demands.
- NGOs and academia – Friends of Nature and Development of Equatorial Guinea (ANDEGE); the Program for Protection of the Biodiversity of Bioko (BBPP), the National University of Equatorial Guinea (UNGE), and the Council of Research, Science and Technology of Equatorial Guinea (CICTE).

6. ANNEXES

ANNEX A: MTR Terms of Reference

Términos de referencia para la revisión de mitad de periodo: PNUD-GEF EXTENSION DE CONTRATO

Modelo de plantilla 1: Formateado para su envío como documento adjunto al [Sitio Web de Contratación y Adquisiciones del PNUD](#)

iv. INTRODUCCIÓN

Estos son los Términos de Referencia (ToR) del Examen de Mitad de Periodo (MTR) por sus siglas en inglés) de PNUD-GEF para el proyecto ordinario o de tamaño mediano denominado **Energía Sostenible para Todos: Promoviendo hidroelectricidad a pequeña escala en Bioko y otras soluciones de energías limpias para islas remotas** (Nº 5143), implementado a través de PNUD, Ministerio de Agricultura, Ganadería, Bosques y Medio Ambiente que se llevará a cabo en 2019. El proyecto se inició en septiembre 2017 y actualmente se encuentra en su segundo año de ejecución. En consonancia con la Guía para MTR de PNUD-GEF, este proceso de examen de mitad de periodo dio comienzo antes de la presentación del Segundo Informe de Ejecución del Proyecto (PIR). En los presentes ToR se fijan las expectativas para el actual MTR. El proceso del MTR debe seguir las directrices marcadas en el documento *Guía para la Realización del Examen de Mitad de Periodo en Proyectos Apoyados por el PNUD y Financiados por el GEF* ([Sitio Web de Contratación y Adquisiciones del PNUD](#)).

2. ANTECEDENTES E INFORMACIÓN DEL PROYECTO

El proyecto se diseñó para crear un mercado para soluciones de energía renovable descentralizadas en las islas pequeñas y territorios remotos. El objetivo se alcanzará abordando la debilidad de los marcos de oferta tecnológica, comerciales y político-institucionales del país, y afrontando las causas fundamentales de las barreras para la utilización de energías renovables (ER) en el país. El proyecto consta de los siguientes componentes: (1) Planificación de energías limpias y políticas para implementación y expansión; (2) demostración de tecnologías de energías limpias (hidroeléctricas); (3) demostración de tecnologías de energías limpias (solares); (4) Conocimiento y capacidad de desarrollo de energías limpias. El proyecto espera generar beneficios mundiales evitando de forma directa las emisiones de gases de efecto invernadero (GEI) de casi 1.780 kilotonnes de CO₂, debido al cambio de combustibles fósiles para la generación de energía a pequeñas hidroeléctricas, solar fotovoltaica, y eólica (durante la vida útil de 20 años) y aproximadamente 7.121 kilotonnes de CO₂ de impacto indirecto en la reducción de emisiones.

3. OBJETIVOS DEL MTR

El MTR evaluará los avances realizados en el logro de los objetivos y resultados del proyecto recogidos en el Documento del Proyecto, analizando las primeras señales de éxito o fracaso con el propósito de identificar cualquier cambio que sea necesario para retomar el rumbo del proyecto y conseguir los resultados deseados. El MTR revisará también la estrategia del proyecto y sus riesgos a la sostenibilidad.

4. ENFOQUE Y METODOLOGÍA DEL MTR

Los datos aportados por el MTR deberán estar basados en información creíble, confiable y útil. El equipo del MTR examinará todas las fuentes de información relevantes, incluidos los documentos elaborados durante la fase de preparación (p. ej. PIF, Plan de Iniciación del PNUD, Política de Protección Medioambiental y Social del PNUD, Documento del Proyecto, informes de proyecto como el Examen Anual/PIR, revisiones del presupuesto del proyecto, informes de las lecciones aprendidas, documentos legales y de estrategia nacional, y cualquier otro material que el equipo considere útil para este examen basado en datos objetivos). El equipo del MTR analizará la Herramienta de Seguimiento del área de actuación del GEF al inicio y mitad del proyecto antes de iniciarse la misión de campo del MTR.

Del equipo que lleve a cabo el MTR se espera que siga un enfoque colaborativo y participativo¹⁴ que garantice una relación estrecha con el Equipo de Proyecto, sus homólogos gubernamentales (la persona o entidad designada como responsable o Coordinador de Operaciones del GEF (*Operational Focal Point*), la(s) Oficina(s) de País del PNUD, los Asesores Técnicos Regionales (RTA) del PNUD-GEF y otras partes interesadas clave).

La implicación de las partes interesadas resulta vital para el éxito del MTR¹⁵. Dicha implicación debe incluir entrevistas con aquellos agentes que tengan responsabilidades en el proyecto, entre los que están (El Ministerio de Agricultura, Ganadería, Bosques y Medio Ambiente -MAGBOMA-, Ministerio de Industria y energía -MIE-, Ministerio de Asuntos Exteriores, Educación, el PNUD, SEGESA, La Universidad de Guinea Ecuatorial, Las comunidades locales, las ONG,s , Sector privado , Asuntos Exteriores y Educación : las agencias implementadoras, los funcionarios de mayor rango y el equipo de tareas/sus jefes, expertos de relieve y consultores en el área que ocupa el proyecto, la Junta del Proyecto, partes interesadas, representantes académicos, gobiernos locales, OSC, etc. Asimismo, está previsto que el equipo del MTR realice misiones de campo a ocho lugares: Malabo, Evinayong, Mbomo, Kogo, Bata, Belebu, Ilachi, UNGE, Malabo respectivamente, así como a las mini centrales hidroeléctricas de Riaba y Musola (región insular), Bikomo (región continental) y planta solar híbrida de Annobón.

El informe final del MTR debería contener una descripción completa del enfoque seguido y las razones de su adopción, señalando explícitamente las hipótesis utilizadas y los retos, puntos fuertes y débiles de los métodos y el enfoque seguido para el examen. El informe borrador del MTR deberá ser revisado por todas las contrapartes del proyecto, incluyendo el socio implementador (MAGBOMA) y parte responsable del gobierno (MIE), el equipo del proyecto SE4ALL, la oficina de país del PNUD, su centro regional PNUD-GEF y demás contrapartes relevantes en los arreglos institucionales del proyecto (SEGESA, UNGE, ONGs, CITGE, INDEFOR, INCOMA, ANDEGE), entre otros. El informe borrador del MTR deberá ser validado en un taller de validación al efecto, que concluya las revisiones y sus adopciones según proceda para la elaboración del informe final.

5. ÁMBITO DETALLADO DEL MTR

El equipo del MTR evaluará las siguientes cuatro categorías de progreso del proyecto. Para unas descripciones más amplias véase la *Guía para la Realización del Examen de Mitad de Periodo en Proyectos Apoyados por el PNUD y Financiados por el GEF* (Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects).

¹⁴ Para ideas sobre estrategias y técnicas innovadoras y participativas de seguimiento y evaluación, véase [UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results](#), 05 Nov 2013.

¹⁵ Para más información sobre la implicación de las partes interesadas en el proceso de Seguimiento y Evaluación, véase [UNDP Handbook on Planning, Monitoring and Evaluating for Development Results](#), Capítulo 3, pág. 93.

i. Estrategia del proyecto

Diseño del proyecto:

- Analizar el problema abordado por el proyecto y las hipótesis aplicadas. Examinar el efecto de cualquier hipótesis incorrecta o de cambios en el contexto sobre el logro de los resultados del proyecto recogidos en el Documento del Proyecto.
- Analizar la relevancia de la estrategia del proyecto y determinar si ésta ofrece el camino más eficaz para alcanzar los resultados deseados/buscados. ¿Se incorporaron adecuadamente al diseño del proyecto las lecciones aprendidas en otros proyectos relevantes?
- Analizar cómo quedan recogidas en el proyecto las prioridades del país. Comprobar la propiedad nacional del proyecto. ¿Estuvo el concepto del proyecto alineado con las prioridades de desarrollo del sector nacional y los planes para el país (o de los países participantes en el caso de proyectos multipaís)?
- Analizar los procesos de toma de decisiones. ¿Se tuvo en cuenta durante los procesos de diseño del proyecto la perspectiva de quienes se verían afectados por las decisiones relacionadas con el proyecto, de quienes podrían influir sobre sus resultados y de quienes podrían aportar información u otros recursos durante los procesos de diseño del proyecto?
- Analizar hasta qué punto se tocaron las cuestiones de género relevantes en el diseño del proyecto. Para un mayor detalle de las directrices seguidas véase *Guía para la Realización del Examen de Mitad de Periodo en Proyectos Apoyados por el PNUD y Financiados por el GEF*.
- Si existen áreas importantes que requieren atención, recomendar aspectos para su mejora.

Marco de resultados/marco lógico:

- Acometer un análisis crítico de los indicadores y metas del marco lógico del proyecto, evaluar hasta qué punto las metas de mitad y final de periodo del proyecto cumplen los criterios "SMART" (abreviatura en inglés de Específicos, Cuantificables, Conseguibles, Relevantes y Sujetos a plazos) y sugerir modificaciones/revisiones específicas de dichas metas e indicadores en la medida que sea necesario.
- ¿Son los objetivos y resultados del proyecto o sus componentes claros, prácticos y factibles de realizar durante el tiempo estipulado para su ejecución?
- Analizar si el progreso hasta el momento ha generado efectos de desarrollo beneficiosos o podría catalizarlos en el futuro (por ejemplo, en términos de generación de ingresos, igualdad de género y empoderamiento de la mujer, mejoras en la gobernabilidad, etc.) de manera que deberían incluirse en el marco de resultados del proyecto y monitorizarse de forma anual.
- Asegurar un seguimiento efectivo de los aspectos más amplios de desarrollo y de género del proyecto. Desarrollar y recomendar los indicadores de 'desarrollo' SMART, que deberán incluir indicadores desagregados en función del género y otros que capturen los beneficios de desarrollo.

ii. Progreso en el logro de resultados

Análisis del progreso en el logro de resultados:

- Revisar los indicadores del marco lógico y compararlos con el progreso realizado en el logro de las metas establecidas para fin de proyecto mediante la Matriz de progreso en el logro de resultados y en función de lo establecido en la *Guía para la Realización del Examen de Mitad de Periodo en Proyectos Apoyados por el PNUD y Financiados por el GEF*; reflejar los avances siguiendo el sistema de colores "tipo semáforo" basado en el nivel de progreso alcanzado; asignar una valoración del progreso obtenido a cada resultado; efectuar recomendaciones desde las áreas marcadas como "No lleva camino de lograrse" (rojo).

Tabla 1. Matriz de progreso logro de resultados (comparación con metas de final del proyecto)

Estrategia del proyecto	Indicador ¹⁶	Nivel inicial de referencia ¹⁷	Nivel en el 1er PIR (auto-reportado)	Meta a Mitad de Período ¹⁸	Meta a Final de Proyecto	Nivel y evaluación a Mitad de Periodo ¹⁹	Valoración de los logros conseguidos ²⁰	Justificación de la valoración
Objetivo:	Indicador (si es aplicable):							
Resultado 1:	Indicador 1:							
	Indicador 2:							
Resultado 2:	Indicador 3:							
	Etc.							

Código para la Evaluación de los Indicadores

Verde= Logrado	Amarillo= Camino de lograrse	Rojo= No lleva camino de lograrse
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Además del análisis de progreso en la consecución de resultados:

- Comparar y analizar la Herramienta de Seguimiento del GEF al nivel inicial de referencia con la completada inmediatamente antes del Examen de Mitad de Periodo.
- Identificar las restantes barreras al logro de los objetivos del proyecto en lo que resta hasta su finalización.
- Una vez examinados los aspectos del proyecto que han tenido éxito, identificar fórmulas para que el proyecto pueda ampliar los beneficios conseguidos.

iii. Ejecución del proyecto y gestión adaptativa

Mecanismos de gestión:

- Analizar la eficacia general en la gestión del proyecto tal y como se recoge en el Documento del Proyecto. ¿Se han realizado cambios? ¿Son efectivos? ¿Están claras las responsabilidades y la cadena de mando? ¿Se toman las decisiones de forma transparente y en el momento adecuado? Recomendar áreas de mejora.
- Analizar la calidad de la ejecución por parte del Organismo ejecutor/Socio(s) en la Ejecución y áreas de mejora recomendadas.
- Analizar la calidad del apoyo proporcionado por el Organismo Asociado del GEF (PNUD) y recomendar áreas de mejora.

Planificación del trabajo:

- Analizar cualquier demora en la puesta en marcha e implementación del proyecto, identificar sus causas y examinar si ya se han resuelto.
- ¿Están los procesos de planificación del trabajo basados en los resultados? Si no es así, ¿se pueden sugerir maneras de reorientar la planificación del trabajo para enfocarse en los resultados?
- Examinar el uso del marco de resultados/marco lógico del proyecto como herramienta de gestión y revisar cualquier cambio producido desde el inicio del proyecto.

Financiación y cofinanciación:

- Evaluar la gestión financiera del proyecto, con especial referencia a la rentabilidad de las intervenciones.

¹⁶Completar con datos del marco lógico y los cuadros de mando

¹⁷ Completar con datos del Documento del Proyecto

¹⁸ Si está disponible

¹⁹ Colorear sólo esta columna

²⁰ Usar la escala de valoración del progreso en el logro de resultados con sus 6 puntos: AS, S, MS, MI, I, AI

- Analizar los cambios producidos en las asignaciones de fondos como resultado de revisiones presupuestarias y determinar si dichas revisiones han sido apropiadas y relevantes.
- ¿Cuenta el proyecto con controles financieros adecuados, incluyendo una apropiada información y planificación, que permitan a la Dirección tomar decisiones informadas relativas al presupuesto y que faciliten un flujo de fondos en tiempo y plazos adecuados?
- A partir de la información contenida en la tabla de seguimiento de la cofinanciación que hay que llenar, ofrecer comentarios sobre la cofinanciación. ¿Se utiliza la cofinanciación estratégicamente para ayudar a los objetivos del proyecto? ¿Se reúne el Equipo del Proyecto regularmente con todos los socios en la cofinanciación a fin de alinear las prioridades financieras y los planes de trabajo anuales?

Sistemas de seguimiento y evaluación a nivel de proyecto:

- Analizar las herramientas de seguimiento usadas actualmente. ¿Ofrecen la información necesaria? ¿Involucran a socios clave? ¿Están alineadas con los sistemas nacionales o incorporadas a ellos? ¿Usan la información existente? ¿Son eficientes? ¿Son rentables? ¿Se requieren herramientas adicionales? ¿Cómo pueden hacerse más participativas e inclusivas?
- Analizar la gestión financiera del presupuesto para el seguimiento y evaluación del proyecto. ¿Se asignan recursos suficientes para el seguimiento y evaluación? ¿Se usan estos recursos con eficacia?

Implicación de las partes interesadas:

- Gestión del proyecto: ¿Ha desarrollado y forjado el proyecto las alianzas adecuadas, tanto con las partes interesadas directas como con otros agentes tangenciales?
- Participación y procesos impulsados desde el país: ¿Apoyan los gobiernos locales y nacionales los objetivos del proyecto? ¿Siguen teniendo un papel activo en la toma de decisiones del proyecto que contribuya a una ejecución eficiente y efectiva del mismo?
- Participación y sensibilización pública: ¿Hasta qué punto ha contribuido la implicación y la sensibilización pública en el progreso realizado hacia el logro de los objetivos del proyecto?

Información:

- Analizar los mecanismos empleados por la Dirección del proyecto para informar de los cambios en la gestión adaptativa y comunicarlos a la Junta del Proyecto.
- Evaluar hasta qué punto el Equipo de Proyecto y sus socios llevan a cabo y cumplen con todos los requisitos de información del GEF (p. e: ¿qué medidas se han tomado para abordar los PIR con valoraciones bajas, cuando sea aplicable)?
- Evaluar cómo se han documentado y compartido las lecciones derivadas del proceso de gestión adaptativa con los socios clave y cómo han sido internalizadas por éstos.

Comunicación:

- Examinar la comunicación interna del proyecto con las partes interesadas: ¿Existe una comunicación regular y efectiva? ¿Hay partes interesadas importantes que se quedan fuera de los canales de comunicación? ¿Existen mecanismos de retroalimentación cuando se recibe la comunicación? ¿Contribuye la comunicación con las partes interesadas a que estas últimas tengan una mayor concienciación respecto a los resultados y actividades del proyecto, y a un mayor compromiso en la sostenibilidad a largo plazo de los resultados del mismo?
- Examinar la comunicación externa del proyecto: ¿Se han establecido canales de comunicación adecuados –o se están estableciendo– para expresar el progreso del proyecto y el impacto público deseado (por ejemplo, ¿hay presencia en la Web?)? ¿Llevó a cabo el proyecto campañas de comunicación y sensibilización pública adecuadas?.
- A efectos informativos, redactar un párrafo de media página que resuma el progreso del proyecto hacia los resultados en términos de su contribución a la generación de beneficios relacionados con el desarrollo sostenible y el medio ambiente global.

iv. Sostenibilidad

- Validar si los riesgos identificados en el Documento del Proyecto, el Examen Anual del Proyecto/PIR y el Módulo de Gestión de Riesgos de ATLAS son los más importantes y si las valoraciones de riesgo aplicadas son adecuadas y están actualizadas. En caso contrario, explicar por qué.
- Asimismo, evaluar los siguientes riesgos a la sostenibilidad:

Riesgos financieros para la sostenibilidad:

- ¿Cuál es la probabilidad de que se reduzca o cese la disponibilidad de recursos económicos una vez concluya la ayuda del GEF (teniendo en cuenta que los recursos potenciales pueden provenir de múltiples fuentes, como los sectores público y privado, actividades generadoras de ingresos y otros recursos que serán adecuados para sostener los resultados del proyecto)?

Riesgos financieros para la sostenibilidad:

- ¿Existen riesgos sociales o políticos que puedan poner en peligro la sostenibilidad de los resultados del proyecto? ¿Cuál es el riesgo de que el nivel de propiedad e implicación de las partes interesadas (incluyendo el de los gobiernos y otras partes interesadas) sea insuficiente para sostener los resultados/beneficios del proyecto? ¿Son conscientes las diversas partes interesadas clave de que les interesa que los beneficios del proyecto sigan fluyendo? ¿Tienen el público y/o las partes interesadas un nivel de concienciación suficiente para apoyar los objetivos a largo plazo del proyecto? ¿Documenta el Equipo del Proyecto las lecciones aprendidas de manera continuada? ¿Se comparten/transfieren a los agentes adecuados que estén en posición de aplicarlas y, potencialmente, reproducirlas y/o expandirlas en el futuro?

Riesgos para la sostenibilidad relacionados con el marco institucional y la gobernabilidad:

- ¿Presentan los marcos legales, las políticas, las estructuras y los procesos de gobernabilidad riesgos que puedan poner en peligro la continuidad de los beneficios del proyecto? Al evaluar este parámetro, es preciso tener en cuenta también si están instalados los sistemas/mecanismos requeridos para la rendición de cuentas, la transparencia y los conocimientos técnicos.

Riesgos medioambientales a la sostenibilidad:

- ¿Hay algún riesgo medioambiental que pueda poner en peligro la continuidad de los resultados del proyecto?

Conclusiones y Recomendaciones

El equipo del MTR incluirá una sección en el informe donde se recojan las conclusiones obtenidas a partir de todos los datos recabados y pruebas realizadas²¹. Las recomendaciones deberían ser sugerencias sueltas para intervenciones críticas que deberán ser específicas, cuantificables, consegibles y relevantes. Se debería incluir una tabla de recomendaciones dentro del informe ejecutivo del informe. Para más información sobre la tabla de recomendaciones, véase la *Guía para la Realización del Examen de Mitad de Periodo en Proyectos Apoyados por el PNUD y Financiados por el GEF*. Las recomendaciones del consultor/equipo del MTR deberían limitarse a 15 como máximo.

Valoración

El equipo del MTR incluirá sus valoraciones de los resultados del proyecto y breves descripciones de los logros asociados en una *Tabla resumen de valoraciones y logros* en el Resumen Ejecutivo del informe del MTR. Véase el Anexo E para comprobar las escalas de valoración. No es necesario hacer una valoración de la Estrategia del Proyecto ni una valoración general del mismo.

²¹ Otra posibilidad es integrar las conclusiones del MTR en el cuerpo del informe.

Tabla. Resumen de valoraciones y logros del MTR
Energía Sostenible para Todos

Parámetro	Valoración MTR	Descripción del logro
Estrategia del proyecto	N/A	
Progreso en el logro de resultados	Valoración del grado de logro del objetivo. Valoración del logro: (Calificar según escala de 6 pt.)	
	Valoración del grado de logro del resultado 1: (Calificar según escala de 6 pt.)	
	Valoración del grado de logro del resultado 2: (Calificar según escala de 6 pt.)	
	Valoración del grado de logro del resultado 3: (Calificar según escala de 6 pt.)	
	Etc.	
Ejecución del proyecto y gestión adaptativa	(Calificar según escala de 6 pt.)	
Sostenibilidad	(Calificar según escala de 4 pt.)	

7. CRONOGRAMA DE EJECUCIÓN

La duración total del proceso MTR será 01/10/2019 a 31/12/2019 requiriendo un total de (48 días) de consultoría durante, aproximadamente durante (8 semanas), comenzando el (14/10/2019), y no superará los seis meses a partir del momento de la contratación. El cronograma provisional del MTR es el siguiente:

PERIODO DE EJECUCIÓN	ACTIVIDAD
22 de agosto, 2019	Cierre de solicitudes
26 de agosto, 2019):	Selección del equipo del MTR
02 de septiembre, 2019	Preparación del equipo del MTR (entrega de los Documentos del Proyecto)
03 a 30 de septiembre, 2019	Revisión de los Documentos y elaboración del Informe de Iniciación del MTR.
01 a 13 de octubre, 2019	Finalización y validación del Informe de Iniciación del MTR: fecha más tardía para el inicio de la misión del MTR.
14 de octubre al 24 de octubre, 2019	Primera Misión del MTR: reuniones con las partes interesadas, entrevistas, visitas de campo (Malabo, Riaba, Musola)
25 de octubre , 2019	Reunión para el cierre de la primera misión y presentación de las primeras conclusiones del MTR
26 de octubre a 15 de noviembre, 2019	Elaboración del borrador del informe
18 a 29 de noviembre, 2019	Incorporación del rastro de auditoría a partir de los datos ofrecidos en el borrador del informe
02 de diciembre al 10 de diciembre, 2019	Segunda Misión del MTR: reuniones con las partes interesadas, entrevistas, visitas de campo (Bata, Bicomo, Annobon)
11 de diciembre, 2019	Taller de Validación con las partes interesadas
12 de diciembre, 2019	Fecha prevista para la finalización definitiva del MTR
13 de diciembre, 2019	Preparación y comunicación de la respuesta de la Dirección

8. PRODUCTOS DEL EXAMEN DE MITAD DE PERIODO

#	Producto	Descripción	Plazo	Responsabilidades
1	Informe de Iniciación del MTR (10%)	El equipo del MTR clarifica los objetivos y métodos del Examen de Mitad de Periodo	Como mínimo 2 semanas antes de iniciarse la misión del MTR: 01/10/2019	El equipo del MTR lo presenta a la Unidad Adjudicadora y a la Dirección del proyecto
2	Presentación (30%)	Conclusiones iniciales	Final de la misión del MTR: 25/10/019	El equipo del MTR las presenta ante la Dirección del proyecto y la Unidad Adjudicadora
3	Informe Borrador (30%)	Informe completo (usar las directrices sobre su contenido recogidas en el Anexo B) con anexos	Antes de transcurridas 3 semanas desde la misión del MTR: 15/11/2019	Enviado a la Unidad Adjudicadora, el RTA, Unidad de Coordinación de Proyectos, OFP del GEF
4	Informe Final (30%) *	Informe revisado con prueba de auditoría donde se detalla cómo se han abordado (o no) en el informe final del MTR todos los comentarios recibidos	Antes de transcurrida 1 semana desde la recepción de los comentarios del PNUD sobre el borrador: 13/12/2019	Enviado a la Unidad Adjudicadora

*El informe final del MTR debe estar en inglés. Siempre que sea aplicable la Unidad Adjudicadora podrá decidir traducir el informe a un idioma de mayor uso entre los agentes nacionales. Si el equipo del MTR tiene la posibilidad de traducir el informe al español, se le compensara por el servicio adicional.

9. MECANISMOS DEL MTR

La responsabilidad principal en la gestión de este MTR corresponde a la Unidad Adjudicadora. La Unidad Adjudicadora para el MTR de este proyecto es *la Oficina de País (PNUD)*.

La Unidad Adjudicadora contratará a los consultores y se asegurará del pago puntual de los viáticos o dietas y gastos de viaje dentro del país correspondientes al equipo del MTR. El Equipo del Proyecto tendrá la responsabilidad de comunicarse con el equipo del MTR para proporcionarle todos los documentos pertinentes, fijar entrevistas con las partes interesadas y organizar visitas de campo.

10. COMPOSICIÓN DEL EQUIPO

El equipo del MTR estará formado por dos consultores independientes – un jefe de equipo (con experiencia y exposición a proyectos y evaluaciones en otras regiones a nivel mundial) y un experto de equipo, normalmente del país del proyecto.

11. MODALIDADES Y ESPECIFICACIONES DE PAGO

10% del pago a la iniciación del proceso y envio documentos del MTR

30% a la presentación de las primeras conclusiones del MTR

30% a la preparación del informe borrador del MTR

30% a la conclusión del informe final del MTR

FIRMAS		
NOMBRE	FIRMA	FECHA
TITULAR		
GERENTE DEL PROYECTO, SUPERVISOR		
DIRECTOR DEL PROYECTO, COORDINADOR		

12. PROCESO DE POSTULACIÓN²²

Presentación recomendada de la propuesta:

- a) **Carta de Confirmación de Interés y Disponibilidad** mediante la [plantilla](#)²³ proporcionada por el PNUD;
- b) **CV o el [Formulario P11 de Historia Personal](#)**²⁴
- c) **Breve descripción del enfoque del trabajo/propuesta técnica** de por qué el postulante cree que es la persona más adecuada para el proyecto, y una metodología propuesta sobre cómo piensa enfocar y completar el trabajo (máximo 1 página);
- d) **Propuesta financiera** que indique el precio total e inclusivo del contrato y todos los costos relacionados (boleto de avión, viáticos o dietas, etc.), apoyada en un desglose detallado de los gastos, utilizando la plantilla adjunta al modelo de Carta de Confirmación de Interés. Si un postulante es contratado por una organización/compañía/institución y tiene previsto que su empleador cargue una tasa de gestión por su cesión al PNUD en concepto de Acuerdo de Préstamo Reembolsable (RLA), el solicitante debe indicarlo en este momento y asegurarse de que esos costos estén debidamente incluidos en la propuesta financiera que se envíe al PNUD.

Todos los materiales de la solicitud deberían remitirse a la dirección (introducir la dirección) en un sobre sellado en el que se indicará la referencia siguiente: “*Consultant for (nombre del proyecto) Midterm Review*” o por email a la siguiente dirección EXCLUSIVAMENTE: (introducir dirección) antes de (**día y fecha**). Las solicitudes incompletas quedarán excluidas del proceso.

²²La contratación de los consultores deberá realizarse conforme a las directrices de contratación recogidas en los POPPs: <https://info.undp.org/global/popp/P%C3%A1ginas/default.aspx>

²³<https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirm%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx>

²⁴http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

Criterios para la evaluación de la propuesta: Sólo se evaluarán aquellas solicitudes que cumplan con todos los requisitos. Las ofertas se evaluarán conforme al método de Puntuación Combinada (*Combined Scoring*) según el cual la formación académica y la experiencia en proyectos similares tendrán un peso del 70%, mientras que la propuesta económica representará el 30% de la valoración. El postulante que reciba la Puntuación Combinada más Alta y que acepte los Términos y Condiciones Generales del PNUD será el que reciba el contrato.

ANNEX B: MTR Evaluative Matrix

Evaluative Questions	Indicators	Sources	Methodology
Project Strategy:			
• Does the project still support Eq. Guinea's development objectives?	<ul style="list-style-type: none"> • Level coherence between project design and national policies • Degree to which the project supports the identified country priorities • Evidence that the project strategy has taken into account the national realities, both in terms of institutional capacity 	<ul style="list-style-type: none"> • National Economic and Social Developemnt Plan 2020-2035 Horizon • National Electrification Plan, Equatorial Guinea First National Communication to the UNFCCC • Nationally Determined Contributions to the Paris Agreement 	Desk review, document analysis, interviews
• Has cabinet reshuffles impacted any project achievements/objectives?	<ul style="list-style-type: none"> • Level of counterpart support, MMIE/MFE officials' involvement • Level of MAGBOMA, MIE/SEGESA ownership in Implementation 	<ul style="list-style-type: none"> • Project staff • Ministry officials • Meeting minutes 	Document review, interviews
• Are beneficiary and/or stakeholder views accounted in decisions?	<ul style="list-style-type: none"> • Level of interaction with rural/remote people, women, UNGE, NGOs 	<ul style="list-style-type: none"> • Project beneficiaries • Stakeholders 	Interviews
• Are there any lessons from other projects worth considering at mid-term?	<ul style="list-style-type: none"> • Actions and best practices from projects (e.g. SPAN, NAPA) 	<ul style="list-style-type: none"> • Project progress reports and documents 	Desk review
Progress Towards Results:			
• Is the project on track to achieve its target results	RE projects, MW production, CO ₂ emissions	<ul style="list-style-type: none"> PIR, tracking tools, progress reports, MIE, SEGES, MAGBOMA 	Desk review, document analysis, interviews
• Are project results / indicators still relevant?	Indicator SMART analysis	<ul style="list-style-type: none"> • Project beneficiaries • Stakeholders 	Desk review, project interviews
• Which ratings has the project achieve in terms of implementation progress	Indicators in project document results framework and log frame (planned vs. expected outputs, outcomes, impacts)	<ul style="list-style-type: none"> PIR, tracking tools, progress reports, MIE, SEGES, MAGBOMA 	Desk review, document analysis, interviews
• Are there any barriers remaining to meet them?	Level of risk, quality of mitigation measures	<ul style="list-style-type: none"> • Project beneficiaries • Stakeholders 	Desk review, project interviews
Project Implementation and Adaptive Management:			
• Has the project met its annual work plan, related procurement and expense disbursement targets?	<ul style="list-style-type: none"> • Level of execution of project budget • Project deliverables 	<ul style="list-style-type: none"> PIR, tracking tools, progress reports, MIE, SEGES, MAGBOMA 	Desk review, document analysis, interviews
How appropriate and effective are the project management structure and staffing profile in realizing a relevant, effective and efficient project?	<ul style="list-style-type: none"> • Evidence of clear roles/responsibilities • Degree of fulfillment of goals according to results framework 	<ul style="list-style-type: none"> • Implementing partners (MAGBOMA, UNDP) • Responsible party (MIE) • Project beneficiaries • Stakeholders 	Desk review, project interviews

• What changes, if any, are needed to the project organizational structure and staffing profile to carry out its mandate?	• Evidence of bottlenecks / barriers to decision making • Knowledge/capability of project team	• Project staff • Ministry officials • Meeting minutes	Desk review, document analysis, interviews
• Has the project team changed implementation arrangements or reacted to the market/context?	• Evidence of adaptive /interactive decision-making	• Project staff • Ministry officials • Meeting minutes	Desk review, document analysis, interviews
• Have project activities been implemented in a cost-effective basis relative to the outputs and results achieved and their leveraged effect on planned investments on targeted sectors?	• Percentage of budget for operations vs. other activities • Leveraging effect on investments per sector / country / region	PIR, tracking tools, progress reports, MIE, SEGESA, MAGBOMA	Desk review, document analysis, interviews
Sustainability:			
• Is the project promoting RE market approaches for the supply of electricity? • Are RE investments being planned after the project life? • Does the type/amount of RE resources allow for the implementation of profitable RE generation projects?	Leveraging effect of project RE investments in the sector / country / region	• Data collected throughout the MTR mission • Interviews with project team and key stakeholders • Project progress reports	Desk review, document analysis, interviews
• Which are the key challenges and risks that the project is facing to ensure the sustainability of the results?	Evidence of financial, institutional, socio-economic, and/or environmental constraints to long-term project results?	• Data collected throughout the MTR mission • Interviews with project team and key stakeholders • Project progress reports	Desk review, document analysis, interviews
• Which actions has the project put in place to guarantee the sustainability of the results?	Decisions of financial, institutional, socio-economic, and/or environmental nature made to ensure long-term project results?	• Data collected throughout the MTR mission • Interviews with project team and key stakeholders • Project progress reports	Desk review, document analysis, interviews

ANNEX C: Example Questionnaire or Interview Guide used for data collection

Evaluative Questions	Indicators	Sources	Methodology
Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?			
(include evaluative question(s))	(i.e. relationships established, level of coherence between project design and implementation approach, specific activities conducted, quality of risk mitigation strategies, etc.)	(i.e. project documents, national policies or strategies, websites, project staff, project partners, data collected throughout the MTR mission, etc.)	(i.e. document analysis, data analysis, interviews with project staff, interviews with stakeholders, etc.)
Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far?			
Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?			
Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?			

ANNEX D: Ratings Scales

Ratings for Progress Towards Results: (one rating for each outcome and for the objective)		
6	Highly Satisfactory (HS)	The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as “good practice”.
5	Satisfactory (S)	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.
4	Moderately Satisfactory (MS)	The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.
3	Moderately Unsatisfactory (HU)	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.
2	Unsatisfactory (U)	The objective/outcome is expected not to achieve most of its end-of-project targets.
1	Highly Unsatisfactory (HU)	The objective/outcome has failed to achieve its midterm targets, and is not expected to achieve any of its end-of-project targets.

Ratings for Project Implementation & Adaptive Management: (one overall rating)		
6	Highly Satisfactory (HS)	Implementation of all four components – <u>management arrangements</u> , <u>work planning</u> , finance and co-finance, project-level monitoring and evaluation systems, <u>stakeholder engagement</u> , reporting, and communications – is leading to <u>efficient and effective</u> project implementation and <u>adaptive management</u> . The project can be presented as “good practice”.
5	Satisfactory (S)	Implementation of most of the four components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action.
4	Moderately Satisfactory (MS)	Implementation of some of the four components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.
3	Moderately Unsatisfactory (MU)	Implementation of some of the four components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.
2	Unsatisfactory (U)	Implementation of most of the four components is not leading to efficient and effective project implementation and adaptive management.
1	Highly Unsatisfactory (HU)	Implementation of none of the four components is leading to efficient and effective project implementation and adaptive management.

Ratings for Sustainability: (one overall rating)		
4	Likely (L)	Negligible risks to sustainability, with key outcomes on track to be achieved by the project’s closure and expected to continue into the foreseeable future
3	Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review
2	Moderately Unlikely (MU)	Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on
1	Unlikely (U)	Severe risks that project outcomes as well as key outputs will not be sustained

ANNEX E: MTR mission itinerary

The MTR process took place during the last quarter of 2019 (1st October-31st December), as follows, including 15 days of field visits carried out by a team of two individual consultants:

- (a) MTR Team Leader, Raul Alfaro-Pelico (r.alfaro-pelico@lancaster.ac.uk), international expert and report author, with experience and exposure to similar UNDP-GEF projects and evaluations globally (e.g. Namibia-Renewable Energy Project, Caribbean-Renewable Energy Development Programme, Barbados-Disaster Risk & Energy Access Management Project, Saint Vincent & the Grenadines-Promoting Access to Clean Energy Services);
- (b) MTR Team Member, Marcos Binohari Elako (bino9506@yahoo.com), national expert and report contributor, with in-country exposure to the energy sector (i.e. Ministry of Mines, Industry and Energy) and multilateral organizations operating locally (e.g. The World Bank).

TIMEFRAME	ACTIVITY
03-30 September 2019	Preparation of MTR process, handover and preliminary review of project documentation available at inception
01-13 October 2019	Final review and validation of project documentation at inception and preparation of initial MTR field mission
14-24 October 2019	<p>Initial MTR field mission to Malabo, Riaba and Musola, including:</p> <ul style="list-style-type: none"> • Kick-off meeting with SE4ALL Project Team in Malabo • Inception meeting with UNDP Country Office in Malabo • Stakeholder meetings with SE4ALL implementing partner (MAGBOMA), responsible partner (MIE) and national counterparts (SEGES, UNGE, INCOMA) in Malabo • Project site visits to SEGESA locations and interviews in Malabo (headquarters, transmission sites), Riaba (hydropower sites) and Musola (hydropower sites I and II) • Debriefing meeting with SE4ALL Project Team in Malabo
25 October 2019	Presentation of preliminary MTR findings and closing meeting of initial MTR field mission in Malabo
26 October-15 November 2019	Drafting of preliminary MTR report
18-29 November 2019	Incorporation of audit trail and data received after the MTR preliminary findings, and preparation of final field mission
02-10 December 2019	<p>Final MTR field mission to Malabo, including:</p> <ul style="list-style-type: none"> • High-level meetings with UNDP (Dr. Elsie Laurence-Chonoune), MAGBOMA (Viceminister H.E. Santiago Engonga) and MIE (Viceminister H.E. Cesar Hinestrosa) • Review of updated project information with implementation progress in additional project sites (Bicomio hydropower plant rehabilitation, Annobon hybrid solar plant)
11-12 December 2019	Stakeholder validation of final MTR findings and mission close
13 December 2019	Presentation of final MTR mission findings and closure
17-31 December 2019	Finalization of MTR report and management response

ANNEX F: List of persons interviewed

NOMBRE Y APELLIDOS	INSTITUCION	CARGO
ELSIE LAURENCE CHOUNOUNE	PNUD	REPRESENTATNE RESIDENTE(RR)
CHISA MIKAMI	PNUD	REPRESENTANTE RESIDENTE ADJUNTA(RRA)
RAMON CASTRO NVOMO	PNUD	ANALISTA DE OPERACIONES
KISITO DOMINGO BOKUNG	PNUD	OFICIAL DE PROGRAMAS
JOSE NGUEMA OYANA	PNUD	GERENTE DEL PROYECTO
TITO GABRIEL ABESO NCHASO	PNUD	ADQUISICIONES
BELINDA GORI ELOBE	PNUD	ASISTENTE ADMINISTRATIVO
MARIA DEL MAR TAMAYO	PNUD	FACILITACION Y DEMANDA
CARLOS ALBERTO RODRIGUEZ	PNUD	CONSEJERO TECNICO JEFE
ALVARO LORENZO NSOLO MAYE	PNUD	APOYO TECNICO
CESAR INESTROSA GOMEZ	MIE	VICEMINISTRO
ANTONIO NSUE NCOGO	MIE	DIRECTOR GENERAL DE ENERGIA
RUTH BENGONO ABIA	MIE	CORDINADORA DEL PROYECTO SE4ALL
SAECUNDINO NDONG	MIE	CORDINADOR ADJUNTO DEL PROYECTO SE4ALL
SANTIAGO FRANCISCO ENGONGA OSONO	MAGBMA	VICEMINISTRO MINISTERIO AGRICULTURA, GANADERIA, BOSQUE Y MEDIO AMBIENTE(MAGBMA)
HONORATO TOCA RUBIO	MAGBMA	COORDINADOR DEL PROYECTO SE4ALL
SATURNINO MANGA MENGA	MAGBMA	CORDINADOR ADJUNTO DEL PROYECTO SE4ALL
EUSEBIO GONZALES FERNANDEZ	EMPRESA GEO ENERGY	CONSULTORIA
CELSO MORO	MAYSER	MAYSER, SOCIEDAD CIVIL
JOSE MANUEL ESARA ECHUBE	UNGE	DECANO DE LA FACULTAD MEDIO AMBIENTE
RAUL ALFARO PELICO	CONSULTOR INTERNACIONAL	LIDER DEL EQUIPO MTR
MARCOS BINOHARI ELAKO	CONSULTOR LOCAL	CONTRIBUIDOR DEL EQUIPO MTR
OTROS VARIOS GRUPOS	CIUDADANOS	

ANNEX G: List of documents reviewed

1	PIF	Revisado
2	Plan de Iniciación del PNUD	Revisado
3	Documentos finales del proyecto de PNUD y los aprobados por la GEF(Que han sido pedidos para el endoso del CEO, Etc)	Revisados
4	Resultados de escaneo del medio social y ambiente	No tuvimos acceso
5	Informes de progreso(Cuatrimestrales, semi-anuales y anuales con los planes de trabajo asociados del proyecto	Revisados
6	Informe de comienzo de proyecto	Revisados
7	Todos los informes de implementación del proyecto(PIR)	Revisados
8	Informes de progreso cuatrimestrales y varios planes de implementación de líderes	Revisados
9	Informes de auditoría (Copias electrónicas si posible)	Revisados
10	Copias electrónicas finalizadas de instrumentos de seguimiento y validación del GEF con aprobación del CEO	Revisados
11	Minutas del proyecto del comité de supervisión	No tuvimos acceso
12	Mapas de los lugares como sea necesario	Revisados
13	Otros documentos de los administradores(informes adaptativos de los administradores)	No tuvimos acceso
14	Copias electrónicas de los resultados del proyecto(Periódicos, panfletos, manuales, informes técnicos, artículos, etc)	Revisados
15	Resumen de lista de las reuniones, talleres, etc., que ha habido con fechas, donde tuvieron lugar, tema del que se habló y número de participantes	Revisada
16	Cualquiera información relevante disponible en el monitoreo de los datos ambientales(Indicadores de especie, etc) por más allá de lo que hay disponible en los indicadores de largo plazo en los PIR	Revisada
17	Cualquiera información de monitoreo de datos socioeconómicos relevantes, tales como ingresos medios/empleo de los individuos de la zona objetivo, cambio en los ingresos relacionado con las actividades del proyecto	Revisados
18	Gastos actuales debidos a resultados del proyecto, incluyendo coste de los gestores e incluyendo documentación significante de la revisión de presupuestos	Revisados
19	Lista de contratos de las adquisiciones que estén por encima de \$5000 US(es decir, organizaciones o compañías contratadas para poder obtener resultados del proyecto, excepto que sea información confidencial	Revisada
20	Tabla de cofinanciación esperada y totales actuales desglosados en dinero dado en especie, en fuente, si estuviera disponible	Revisada
21	Lista de proyectos relacionados/Iniciativas que contribuyen a los objetivos del proyecto aprobado/ empezado después de la aprobación de GEF	Revisada
22	Datos en proyectos relevantes de la actividad de una Pagina Web; ejemplo número de visitantes por mes, numero de visores de la página, etc, en un periodo relevante, si estuviera disponible	Revisada página en línea
23	Confirmación en las listas de los nombres y los títulos de los participantes con los que se ha encontrado en la misión de terreno del periodo del término medio(incluyendo después del periodo del término medio)	Revisados
24	Documentos de programa del País o los países del UNDP	Revisados

ANNEX H: Co-financing table

Source of Cofinancing	Name of Cofinancier	Type of Co-financing	Planned Cofinancing Amount at CEO ER (\$)	Estimated Cofinancing Amount at MTR (\$)	Estimated Cofinancing Share at MTR (%)
National government	MMIE - SEGESA	In-kind	4,645,238	2,300,000	49
National government	MMIE - SEGESA	Cash	34,254,762	11,975,000	35
National government	MPM	In-kind	600,000	275,000	46
GEF agency	UNDP	Cash	500,000	175,000	35
Total Co-financing			40,000,000	14,725,000	37

Note: cash co-financing estimates linked to: (a) progress in the rehabilitation of three existing small hydropower plants at the central Riaba river (4 MW), central Musola river (0.4 MW) and Bicomo (3.2 MW), estimated to cost USD 19 million as well as the construction of a solar-diesel hybrid facility (with 5 MW solar) at Annobón Island (expected to cost USD 15 million); and, (b) GL delivery rates reported in last PIR.

ANNEX I: • Signed UNEG Code of Conduct form

Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

MTR Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

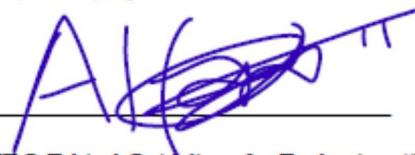
Name of Consultant: Raúl ALFARO-PELICO

Name of Consultancy Organization: r.alfaro-pelico@lancaster.ac.uk

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation (www.undp.org/unegcodeofconduct). *

Signed in Leganés (Madrid), Spain on October 1, 2019

Signature: _____



* In line with UNEG Ethical Guidelines for Evaluation, "Ethical Principles in Evaluation" section, "Obligations of Evaluators" sub-section, the MTR consultant disclosed to the UNDP country office its past experience with the design of the UNDP-GEF Equatorial Guinea "SE4ALL" Project at the PIF stage, with measures proposed to safeguard the integrity of the mid-term review process in place, such as the engagement of a local consultant from the very small pool of MTR experts in-country with similar national/international comparable experience, and the review/clearance of the final MTR report by the UNDP-GEF regional/headquarters team, in order to ensure the independence, impartiality and credibility of the process. Per UNDP-GEF guidance for conducting Terminal Evaluations MTRs are mandatory for GEF-funded full size (above US\$2 million) projects, but do not constitute an evaluation, and instead a monitoring tool to assess project status/challenges and identify actions pursuant to the achievement of their objectives. With these disclosures the MTR was carried out accordingly.

ANNEX J: MTR Report Clearance Form

Midterm Review Report Reviewed and Cleared By:

Commissioning Unit

Name: _____

Signature: _____ Date: _____

UNDP-GEF Regional Technical Advisor

Name: _____

Signature: _____ Date: _____