



**UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)
GLOBAL ENVIRONMENT FACILITY (GEF)
GOVERNMENT OF TAJIKISTAN**

INCEPTION REPORT

**of the Mid-Term Review for the Project –
“Green Energy Small & Medium Enterprises (SMEs)
Development Project in Tajikistan”**

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*The views and opinions expressed herein are those of the author(s)
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ABBREVIATIONS

ADB	Asian Development Bank
CEO	Chief Executive Office
CTA	Chief Technical Advisor
EE	Energy Efficiency
FSC	Financially Sustainable Scorecard
ESMP	Environmental and Social Management Plans
GBAO	Gorno-Badakhshan Autonomous Okrug
GDP	Gross Domestic Product
GE	Green Energy
GEF	Global Environment Facility
GHG	Greenhouse Gases
KII	Key Informant Interview
kWh	Kilowatt hour
M&E	Monitoring and Evaluation
MEWR	Ministry of Energy and Water Resources
MFI	Micro-finance Institution
METT	Management Effectiveness Tracking Tools
NCE	Nature Climate and Energy
MTR	Mid-term Review
PIF	Project Identification Form
PIMS	Project Information Management System

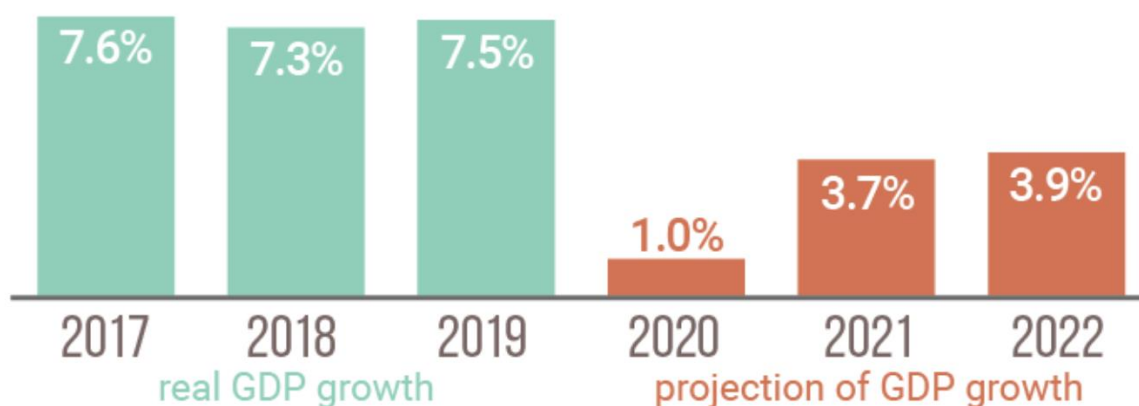
PM	Project Manager
PPG	Project Preparation Grant
RE	Renewable Energy
RESCO	Renewable Energy Service Company
RTA	Regional Technical Advisor
SES	Social and Environmental Standards
SESP	UNDP Social and Environmental and Social Screening Template
SMART	Specific Measurable Attainable Relevant Time-bound
SME	Small and medium enterprise
SWH	Solar Water Heating
TA	Technical Assistance
TOR	Terms of Reference
UNDP	United Nations Development Program
UNDP-GEF	UNDP Global Environmental Finance
UNEG	United Nation Evaluation Group

1.0 INTRODUCTION & BACKGROUND

1.1 Country Context

- As the Soviet Union transformed and the Commonwealth of Independent States began, Tajikistan started its political reality as one of the least developed former Soviet Union territories that had been dependent upon subsidies from Moscow. A lot has changed! From 2016-2019 gross domestic product (GDP) growth averaged 7.1 and by 2019 the country had reduced public debt to 44.6% of GDP¹. As can be seen in Figure 1, GDP growth is projected to slow through 2022; this is due in large part to Covid as both exports and remittances are impacted.

FIGURE 1 TAJIKISTAN'S MACRO-ECONOMIC OUTLOOK²



- Despite Tajikistan's impressive recent economic performance, major challenges still remain. It has the lowest per capita GDP in the region and 27% of the population still lives below the poverty rate. It is still heavily dependent upon foreign remittances for about 28.5% of GDP³. While almost 99.3% of the population have access to some electricity, consumption, as a whole, remains very low for the country. Per capita consumption was 1,499 kWh in 2014. Yet, in 2000, Tajikistan's per capita electricity consumption was second highest in the Central Asian countries. This aggregate statistic tells only part of the picture. This situation becomes more worrisome when the division between urban and rural consumption is considered and as well as the correlation between economic growth and per capita electricity consumption. In 2008, the last year that data is readily available, rural Tajiks consumed about one-quarter the kWh that urban Tajiks consumed. Much of the country suffers from energy poverty. "The lack of reliable energy services leads directly to severe lapses in school attendance and has caused multiple adverse and critical effects on the economy, health, and environment of the country."⁴

¹ ADB 2020. Proposed Grants and Technical Assistance Grant Republic of Tajikistan: Power Sector Development Program, Report and Recommendation of the President to the Board of Directors. Manila.

² <https://www.worldbank.org/en/news/infographic/2020/04/27/tajikistan-macro-poverty-outlook-spring-2020>

³ <https://databank.worldbank.org/reports.aspx?source=2&series=BX.TRF.PWKR.DT.GD.ZS&country=>

⁴ UNDP 2011. Energy Efficiency Master Plan for Tajikistan. Dushanbe.

1.2 Objectives of the MTR

- The MTR can be viewed as an opportunity to take stock of what has worked and what has not; whether the challenges that were present at the project's beginning remain relevant or whether new challenges have emerged. The MTR will assess the extent to which the project is meeting its goals and will likely meet those goals by end of the project. If necessary, recommendations will be made for midcourse corrections to improve the project's success and realign it if necessary. "The main output of the MTR will be specific recommendations for adaptive management to improve the project over the second half of its implementation."⁵
- This inception report presents the country context, a brief description of the project being reviewed, the Consultants' methodology for the MTR, and a timetable for conducting key informant interviews and completing the MTR.

⁵ UNDP Green Energy SME Development Project MTR Terms of Reference.

2.0 OVERVIEW OF THE GREEN ENERGY SMALL MEDIUM ENTERPRISES (SME) DEVELOPMENT PROJECT

2.1 Overview of the Project

- The “Green Energy Small and Medium Enterprises Development Project” is designed to address an important development challenge in Tajikistan: the need to provide affordable energy to rural areas. The project attempts to catalyze the process by creating the conditions for the emergence and development of energy entrepreneurs that will provide affordable energy services to rural area. Green Energy (GE) in the project context covers both energy efficiency and renewable energy. The project is particularly designed to scale up private investments in renewable energy resources, with focus on solar energy. This objective is planned to be achieved through the implementation of the following three inter-linked (Components 1,2,3) and a cross-cutting components (Component 4) dealing with **policy derisking** (1), **financial derisking** (2), **incentives** (3), and **knowledge-related gaps** (4):
 - **Component 1.** Enabling policy and regulatory framework and capacity development for GE SMEs.
 - **Component 2.** Access to finance for GE SMEs and/or service users.
 - **Component 3.** Business models for GE SMEs.
 - Sub-Component 3A: RESCO: solar energy for off-grid communities.
 - Sub-Component 3B: Facilitating investments in SWH by tourism facilities and other SMEs.
 - **Component 4.** Knowledge Management and Monitoring and Evaluation (M&E).
- **Component 1** addresses policy barriers faced by Green Energy enterprises/SMEs by supporting the development and implementation of enabling policy framework. Specifically, the project provides technical assistance to the Ministry of Energy and Water Resources and the Inter-Institutional Working Group (IIWG) consisting of relevant governmental agencies to support the operationalization of key provisions of the Law on Energy Saving and Energy Efficiency.
- Under the **Component 2**, in partnership with local and international financial institutions, the project facilitates access to GE finance at affordable terms for households, SMEs and other end-users wishing to invest in EE/RE products and/or services. Technical assistance will be provided to partner Micro-finance Institutions (MFIs) and other local finance organizations to develop and promote standard loan products. GEF investment support will be provided in the form of an interest rate subsidy.
- The **Component 3** focuses on the supply chain to develop and improve GE products and services and bring them to the market, including through the provision of targeted investment support to innovative and scalable business models for GE products/service delivery in off-grid rural areas. The component directly addresses the development of rural energy entrepreneurs by piloting a business model (RESCO) with a private sector entity. The pilot project will provide electricity through a sola PV mini grid supplying about 3KW per household to 250 households (subject to full feasibility analysis). The project provides technical assistance and helps to defray the financial costs by covering design costs and subsidizing 50% of the capital costs. The component also

provides technical assistance to help the tourism sector and other SMEs adopt solar water heaters, significantly reducing their costs.

- Under the **Component 4**, knowledge gaps are addressed on both the supply and demand side of the market. Acknowledging that lack of credible information is often a major market barrier, the project seeks to address this by collecting, analyzing, and disseminating information about GE technologies, costs and benefits.

2.2 Implementation Status

Project Launch and Inception: The “Green Energy SMEs Development Project” was officially launched in August 2018, after signing of the Project Document (prodoc) by the Ministry of Energy and Water Resources on July 18, 2018, six months after Project Approval by GEF (January 2018). The inception phase commenced immediately and concluded in December 5, 2018 with an Inception Workshop. Although, the Inception Report was submitted five months later (cleared by RTA in June 2019), it covers an update of the context and takes stock of implemented activities (progress) from August 2018 thru May 2019 (with support from ICTA). First Annual Work Plan (AWP) approved in April 2019 (signed jointly by UNDP and MoEWR).

Project Targets’ Feasibility: The outcomes of Inception Phase established that status of barriers (as identified in the Project Document) mostly remain unchanged⁶. Inception Phase and consecutive stakeholder discussions clearly revealed that established targets are very ambitious, and established assumptions during project design would need to be revisited – i.e., the degree of interest from private sector in RESCO development, MFIs’ financing of RE projects, off-grid communities’ and SMEs’ investments in RE (solar PV and SWH). CTA suggested broad application of the adaptive management to ensure the achievement of the planned outcomes. On that end, UNDP (a) sought to intensify work with the MoEWR on policy improvements and selection of feasible pilots, (b) identified Pamir Energy company for RESCO model development despite them not considered as SME, and (c) placed efforts to extend the scope of cooperation with other GE projects not included into the initial list of potential projects.

Changes in Implementation Strategy: RESCO model development and solar PV-based power supply found to be applicable and feasible only in GBAO region (Pamir), while SWH focus applicable in other regions as well. Due to project’s financial limitations and technical feasibility the installation and development of small hydro and achievement of the related targets (0.400MW) remain to be addressed by the Project. Recommendations were to focus activities under Component 2 only on SWH technologies and for Component 3 only in GBAO (RESCO, PV-based power supply).

Project Management: Project Manager was in place from October 15, 2018, but only worked for six months until April 2019. Replacement has concluded in September 2019 (via recruitment process) with a new Project Manager, who also left the Project later in December 2020. The process for recruiting a new (third) Project Manager is underway. The International Chief

⁶ Project Inception Report, p. 17.

Technical Advisor (ICTA) was in place from April 2019 with an immediate role to complete the Inception Phase: context update, stakeholder consultations, report preparation (Inception Phase Report along with an update on project progress). To this date, the ICTA carried out three missions to Tajikistan (22-27 April 2019, 30 September – 05 October 2019, and 20-25 January 2020). The Project Board/Project Steering Committee Meetings have been carried out on three occasions – 01 February 2019, 23 January 2020, and 29 December 2020.

Implementation Progress: As per latest PIR, implementation of Components 1, 3 and 4 are considered “On Track”, but “Off Track” for Component 2. The overall ratings include: (a) Overall DO Rating – “Moderately Unsatisfactory”, (b) Overall IP Rating – “Unsatisfactory”, and (c) Overall Risk Rating – “substantial”. The nature of activities carried out during the reporting period are considered mostly preparatory (feasibility studies, policy review, cooperation framework agreements, identification of project sites and models, loan products development, etc) along with some pilot interventions on solar PV and SWH installations. Covid-19 pandemic has reportedly significantly impacted the project implementation during 2019 and prospects have not been duly assessed for the remaining period.

Component 1. Creation of enabling policy and regulatory framework and capacity development for GE SMEs:

- Comprehensive “Country Assessment on GE and SMEs development” concluded in October 2019⁷. Assessment included comprehensive review and identification of gaps in the legal and policy framework. Assessment recommendations are not yet integrated in the policy framework (by-laws) but under consultation with the MoEWR. Letter of Agreement (LoA) currently under discussion between UNDP and MoEWR is a mechanism to conclude pending policy changes;
- Establishment of the Inter-Ministerial Working Group (IMWG) on RES/EE delayed due to Covid-19 pandemic;
- A Study Tour to Kyrgyzstan organized in January 2019 for 10 representatives of the MoEWR, CEP and RES/EE practitioners/private sector and civil society active in energy sector⁸;
- An “Expert in Financing of Small-Scale GE Projects” contracted in June 2020 to develop financially feasible GE products with high performance standards. Due to Covid-19 pandemic, the work has not yet concluded.

Component 2. Access to finance for GE SMEs and/or service users:

- Analysis of MFIs active in GE microfinancing carried out in 2019 and updated in July 2020. A detailed evaluation criterion for the local MFIs interested in cooperation with the Project has been developed. Remaining follow-up steps earlier suspended due to Covid-19 pandemic, are currently being implemented i.e. – (a) Request for proposals to support development of selection criteria

⁷ Contract awarded in April 2019 with Frankfurt School of Finance and Management Consortium and NGO Peshsaf (Tajikistan). Findings of the Assessment presented and discussed during a Round Table on October 4, 2019 (with participation of ICTA and RTA).

⁸ The objective of the Study Tour was to get informed on existing practices in Kyrgyzstan and enhance capacities of national government representatives as well as practitioners from the private sector and civil society organizations.

and M&E framework for MFIs and TA on development of loan products (on-going); (b) Call for Expression of Interest (EoI) for MFIs⁹, and (b) selection of MFIs..

Component 3. Business models for GE SMEs:

Sub-Component 3A: Promoting RESCO – solar energy for off-grid communities:

- The first RESCO model identified, partner (Pamir Energy Company) and site (Murghab, GBAO) selected. Project planned allocation of \$560,000 for Alichur solar project. Modality not agreed yet. Remaining \$1.3mln (optimum scenario) from other sources which are not identified yet. Discussions with Pamir Energy Company and the World Bank has not yet concluded;
- Feasibility Study¹⁰ for “Installation of a solar generating capacity in Jamoat Alichur, Murghab region of GBAO” completed in December 2020 (with 5 months delay due to Covid-19 pandemic: travel restrictions to project model site);
- Training Programme on RESCO model has been developed;
- Bidding procedure for installation of solar power plant and mini-grid in Jamoat Alichur, based on the outcome of the FS, not launched yet.

Sub-Component 3B: Facilitating investments in SWH by tourism facilities and other SMEs.

- LLC Green Technologies (Tajikistan) was contracted in 2020 to implement a nationwide marketing and awareness raising campaign (MARC) on solar technologies and their benefits for households (especially for female-headed households) and businesses. The LLC implemented planned activities through a “Mobile Energy Vehicle”¹¹ covering about 18,000 people through MARC;
- Installation of Solar PV plants and SWH collectors at 17 project sites has taken place. These RE technologies were installed in tourist guesthouses (3 sites), schools (8 sites), and health facilities (6 sites) in rural areas across 13 districts. In total 10 sites in on-grid and 7 sites in off-grid areas. The total number of people directly benefiting from the RES installation will reach up to 1,600 people and around 11,000 people (30% women) will indirectly benefit from this subproject implementation.
- 15 solar technology technicians (including 2 women) were trained. Rural women in 10 rural communities across Tajikistan are being provided with on-job trainings (do-it-yourself) for assembling, installation, operation and maintenance of RE and EE installations;
- The installation of Solar PV plants and SWH collectors, and associated trainings, were co-financed by OFID funded project.
- A Study of SWH market in Tajikistan carried out in 2019, validating the needs and potential for SWH technologies in the country. The study includes (a) cost-benefit analysis for 4 GE products (solar PV and SWH) and (b) determined the volume of financial incentives to be provided;
- Study Tour to Zagreb, Croatia, planned in March 2020 for 10 representatives from government, NGOs and private sector, postponed due to Covid-19 pandemic (international travel restrictions).

Component 4. Knowledge Management M&E:

⁹ Based on Call for EoI, signing of Grant Agreement with up to 5 MFIs.

¹⁰ Contract signed (in February 2020) with PO Bargi Sabz (Tajikistan) for carrying out FS for construction of a 300kW solar PV-based power plant and installation of a mini-grid in Alichur Jamoat of Murghab district in GBAO region.

¹¹ Details in Chapter 3.2.1. of the Progress Report #3 by ICTA, Mr. Paata Janelidze.

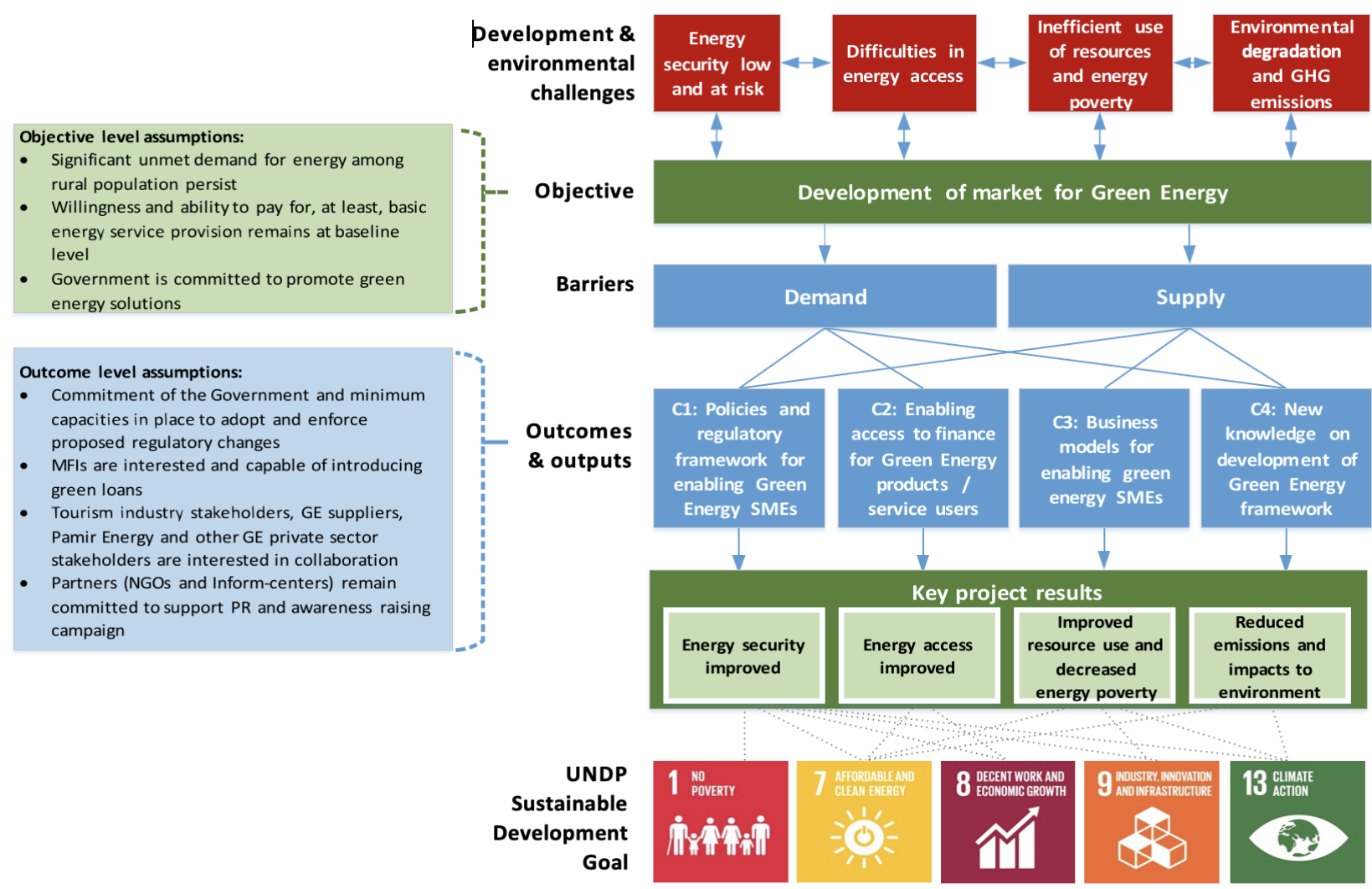
- Country Assessment on GE and SMEs, Study of SWH market, Training Programme on RESCO model as indicated above are published and disseminated amongst interested stakeholders as knowledge products;
- Workshop conducted in December 6, 2018 on “Strengthening opportunities for women in energy sector of Tajikistan”¹²;
- A documentary film produced (10 min) on “Promotion of small-scale GE technologies for rural women in 10 villages of Tajikistan” in May 2020;
- NGO “Youth Ecological Center” contracted to develop and launch a web platform for providers, financiers and users of GE technologies. The platform serves as a comprehensive information source about RES technologies available in Tajikistan, as well as support in market engagement opportunities. The platform has already been launched (www.neruisabz.tj) in 2019.

2.3 Theory of Change

- The Green Energy SME project’s theory of change is illustrated in Figure 1. The project’s objective is to “facilitate the transformation of Tajikistan’s energy sector, in particular the emergence of independent energy entrepreneurs, which can offer affordable and sustainable energy products, and services to the rural population.” The underlying assumptions are:
 - o There is significant unmet demand for green energy in rural areas – estimated to be \$300 million annual potential.
 - o Willingness and ability to pay for energy in rural areas is very low.
 - o The Government is committed to promoting green energy solutions.
- This transformation would be achieved through a combination of technical assistance and capacity building through the four components discussed above. Subsidies are provided in component two in the form of buying down the commercial interest rate and component 3A the project pays for the pilot project design cost and partially subsidizes capital costs.
- The theory of change that supports the project design is based partially on UNDP’s Derisking Renewable Energy Investment (DREI) methodology. DREI was developed to address renewables disadvantages vis-à-vis fossil fuel alternatives and looks at ways of lowering cost and risk. The three main areas of intervention from DREI are: (1) policy derisking instruments, (2) financial derisking instruments, and (3) targeted financial incentives. To these three derisking areas, the project added a fourth cross-cutting component to address information barriers, knowledge management and M&E.
- These components were designed to address both demand and supply barriers to the market for rural green energy.

¹² Dedicated to 16 Days of Activism against Gender Based Violence, the International Day for the Elimination of Violence against Women (from 25 November to 10 December), Human Rights Day.

FIGURE 2 LOGICAL FRAMEWORK



2.3 Desk Review

- The team has reviewed many project documents to-date to better understand and validate the various components and/or sub-components of problem analysis, Green Energy SME design, environmental, political, and contextual factors, implementation changes, requests for grant proposals, and grant agreements. For the purposes of this design report, we are focusing the literature review on two key areas relevant to the scope of this review: project related documents cover both design and implementation and studies reviewing other rural energy services projects.

PROJECT DOCUMENTS

- Project related documents will provide the bulk of material for the desk review. These include:
 1. PIF
 2. UNDP Initiation Plan
 3. UNDP Project Document
 4. UNDP Social and Environmental Screening Procedure (SESP)
 5. Project Inception Report
 6. All Project Implementation Reports (PIR's).
 7. Quarterly progress reports and work plans of the various implementation task teams:
 8. Audit reports
 9. Finalized GEF focal area Tracking Tools/Core Indicators at CEO endorsement and midterm:
 10. Oversight mission reports
 11. All monitoring reports prepared by the project:
 12. Financial and Administration guidelines used by Project Team
 13. Project operational guidelines, manuals, and systems
 14. UNDP country/countries programme document(s)
 15. Minutes of the Board Meetings and other meetings (i.e., Project Appraisal Committee meetings).
 16. Project site location maps
 17. Consultant Reports

RURAL ENERGY SERVICES

- One of the more important areas of the MTR is the extent to which the experience or lessons from similar projects have been incorporated in the design. These are not available to any great extent in the project related documents. In addition to RESCO models and experiences, the team will also review general programs related to catalyzing and building rural renewable energy services including solar home systems as these all have some applicability to the current project design. These will be drawn from countries that are relevant to Tajikistan. These countries will be selected based on market and socio-economic criteria such as population density in rural areas, the existence of renewable energy services in urban areas, per capita GDP, and the presence of other donor projects in the area. The point being that the experience of all countries is not relevant to Tajikistan because the initial conditions are so different.

3.0 MTR METHODOLOGY

3.1 General Approach

- The approach for the mid-term review of the Green Energy SME project is guided by the Terms of Reference (TOR), the Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects and standard evaluation practice. The review will provide evidence-based information that is credible, reliable, and verifiable. The use of multiple data collection tools (desk review, KIIs, and site visits) will allow the team to triangulate and validate findings. The review is participatory and consultative in nature to ensure close engagement with government and other relevant stakeholders.

3.2 Review Areas

- The MTR focus areas come from the terms of reference and the four categories upon which project progress is measured: Project Strategy, Progress Towards Result, Project Implementation and Adaptive Management, and Sustainability. These areas were further defined in the TORs as¹³:

A. Project Strategy

Project Design:

- Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document.
- Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design?
- Review how the project addresses country priorities. Review country ownership. Was the project concept in line with the national sector development priorities and plans of the country (or of participating countries in the case of multi-country projects)?
- Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, considered during project design processes?
- Review the extent to which relevant gender issues were raised in the project design. See Annex 9 of *Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for further guidelines.
 - Were relevant gender issues (e.g., the impact of the project on gender equality in the programme country, involvement of women's groups, engaging women in project activities) raised in the Project Document?
- If there are major areas of concern, recommend areas for improvement.

¹³¹³ UNDP Green Energy SME Development Project MTR Terms of Reference.

Results Framework/Logframe:

- Undertake a critical analysis of the project's logframe indicators and targets, assess how "SMART" the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.
- Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame?
- Examine if progress so far has led to or could in the future catalyse beneficial development effects (i.e., income generation, gender equality and women's empowerment, improved governance etc...) that should be included in the project results framework and monitored on an annual basis.
- Ensure broader development and gender aspects of the project are being monitored effectively. Develop and recommend SMART 'development' indicators, including sex-disaggregated indicators and indicators that capture development benefits.

B. Progress Towards Results

- Review the logframe indicators against progress made towards the end-of-project targets; populate the Progress Towards Results Matrix, as described in the *Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*; colour code progress in a "traffic light system" based on the level of progress achieved; assign a rating on progress for the project objective and each outcome; make recommendations from the areas marked as "not on target to be achieved" (red).
- Compare and analyse the GEF Tracking Tool/Core Indicators at the Baseline with the one completed right before the Midterm Review.
- Identify remaining barriers to achieving the project objective in the remainder of the project.
- By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.

C. Project Implementation and Adaptive Management

Management Arrangements

- Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.
- Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.
- Review the quality of support provided by the GEF Partner Agency (UNDP) and recommend areas for improvement.
- Do the Executing Agency/Implementing Partner and/or UNDP and other partners have the capacity to deliver benefits to or involve women? If yes, how?
- What is the gender balance of project staff? What steps have been taken to ensure gender balance in project staff?
- What is the gender balance of the Project Board? What steps have been taken to ensure gender balance in the Project Board?

Work Planning

- Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.
 - Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?

- Examine the use of the project's results framework/ logframe as a management tool and review any changes made to it since project start.

Finance and co-finance

- Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.
- Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.
- Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?
- Informed by the co-financing monitoring table to be filled out by the Commissioning Unit and project team, provide commentary on co-financing: is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans?
- Include the separate GEF Co-Financing template (filled out by the Commissioning Unit and project team) which categorizes co-financing amounts by source as 'investment mobilized' or 'recurrent expenditures'. (This template will be annexed as a separate file.)

Project-level monitoring and evaluation systems

- Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?
- Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?
- Review the extent to which relevant gender issues were incorporated in monitoring systems. See Annex 9 of *Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for further guidelines.

Stakeholder Engagement

- Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
- Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?
- Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?
- How does the project engage women and girls? Is the project likely to have the same positive and/or negative effects on women and men, girls and boys? Identify, if possible, legal, cultural, or religious constraints on women's participation in the project. What can the project do to enhance its gender benefits?

Social and Environmental Standards (Safeguards)

- Validate the risks identified in the project's most current SESP, and those risks' ratings; are any revisions needed?
- Summarize and assess the revisions made since CEO Endorsement/Approval (if any) to:
 - The project's overall safeguards risk categorization.

- The identified types of risks¹⁴ (in the SESP).
- The individual risk ratings (in the SESP).
- Describe and assess progress made in the implementation of the project's social and environmental management measures as outlined in the SESP submitted at CEO Endorsement/Approval (and prepared during implementation, if any), including any revisions to those measures. Such management measures might include Environmental and Social Management Plans (ESMPs) or other management plans, though can also include aspects of a project's design; refer to Question 6 in the SESP template for a summary of the identified management measures.
- A given project should be assessed against the version of UNDP's safeguards policy that was in effect at the time of the project's approval.

Reporting

- Assess how adaptive management changes have been reported by the project management and shared with the Project board.
- Assess how well the Project Team and partners undertake and fulfil GEF reporting requirements (i.e., how have they addressed poorly-rated PIRs, if applicable?)
- Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.

Communications & Knowledge Management

- Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?
- Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)
- For reporting purposes, write one half-page paragraph that summarizes the project's progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.
- List knowledge activities/products developed (based on knowledge management approach approved at CEO Endorsement/Approval).

D. Sustainability

- Validate whether the risks identified in the Project Document, Annual Project Review/PIRs and the ATLAS Risk Register are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why.
- In addition, assess the following risks to sustainability:

Financial risks to sustainability:

¹⁴ Risks are to be labeled with both the UNDP SES Principles and Standards, and the GEF's "types of risks and potential impacts": Climate Change and Disaster; Disadvantaged or Vulnerable Individuals or Groups; Disability Inclusion; Adverse Gender-Related impact, including Gender-based Violence and Sexual Exploitation; Biodiversity Conservation and the Sustainable Management of Living Natural Resources; Restrictions on Land Use and Involuntary Resettlement; Indigenous Peoples; Cultural Heritage; Resource Efficiency and Pollution Prevention; Labor and Working Conditions; Community Health, Safety and Security.

- What is the likelihood of financial and economic resources not being available once the GEF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)?

Socio-economic risks to sustainability:

- Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long-term objectives of the project? Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?

Institutional Framework and Governance risks to sustainability:

- Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place.

Environmental risks to sustainability:

- Are there any environmental risks that may jeopardize sustenance of project outcomes?
- The review team has developed an evaluative matrix (Annex 1) that lists the evaluative questions, indicators, sources, and methodology that will be used in addressing these specific areas. This guided the development of the KII questionnaire (Annex 2).

3.3 Design Overview

3.3.1 DOCUMENT AND LITERATURE REVIEW

- The consultants will review all Green Energy SME documents (including but not limited to the ProDoc, Inception Report, PIRs, Operational Guidance; M&E plans; consultant reports; Board minutes and, memos and emails) prior for data collection in March in Dushanbe. Additionally, the team will conduct a literature review of other relevant projects in Tajikistan or elsewhere. The review of project documents will be considered a first iteration toward answering all the evaluative questions and allow the team to identify gaps in information that need to be filled in during fieldwork. This will result in a preliminary set of findings to be triangulated through other methods.

3.3.2 KEY INFORMANT INTERVIEWS

- The consultants will conduct key informant interviews with a range of stakeholders that can provide insight and perspective to the Green Energy SME evolution, management, and operations. The interviews will also explore critical success factors, challenges or barriers to success, and results, as well as gender and reporting considerations. The KIIs will be semi-

structured in nature, ensuring that the team is able to gather data related to the evaluation question, but allows the flexibility to add probing questions based on respondents' answers. Furthermore, the KIIs will last no longer than 90 minutes (including time required for translation) in order to respect respondents' other daily obligations; most will be less than 60 minutes. Prior to each interview, the team will identify the highest priority questions from Annex 2 to cover with that respondent to ensure that we collect the most pertinent data to answering the evaluation questions (considering data already collected). The consultants intend to hold as many KIIs as possible in-person, though will facilitate remote KIIs through video or teleconference if an in-person interview is not possible (due to unavailability of key informant, if the grantee is based in a location that the team will not visit, or if COVID restrictions prevent the full team from travelling). Annex 2 presents intended key informant interview questions for this evaluation and the schedule of interviews will be submitted to UNDP at least two weeks before the MTR mission.

TABLE 1: KEY INFORMANTS

Type of Stakeholder	Name of Stakeholder Entity	Contact Information
Government	Energy Department of the Committee on Environmental Protection (CEP)	Ms. Nilufar Nazirova Phone: (+992 37) 2364059, (+992 44) 6003541 nilufar-nazirova@mail.ru
Government	Ministry of Energy and Water Resources (MEWR)	Mr. Sorbon Kholmukhammadzoda Phone: 372353566 sorbon_89@inbox.ru
Private sector	Pamir Energy	Ms. Rayhon Jonbekova Phone: +992 (3522) 26655 rayhon.jonbekova@pamirenergy.com
Government	Ministry of Finance	Mr. Atoullo Rajabov Phone: (+992 44) 6003541 investdiv@mail.ru
Government	SUE "Scientific research institute on construction and architecture"	Will update soon (the representative changed)
UNDP	John O'Brien	John Obrien john.obrien@undp.org
Local project consultant	Mr. Shuhrat Abdulloev	Shuhrat Abdulloev shuhrat.abd77@gmail.com
NGO	Association of Energy Professionals	Mr. Jabborov Bakhtiyor Phone: +992987270090 info@rac.tj

Type of Stakeholder	Name of Stakeholder Entity	Contact Information
NGO	CESVI	Mobile: +992 904 130 077 uct.prmanager@mail.ru
NGO	GERES	Mr. Mirzo Pochoev m.pochoev@geres.eu
NGO	Youth Ecological Center	Mr. Yuriy Skochilov +992 37 2278118 yskochilov@gmail.com; ecoahmad08@gmail.com
Micro Finance Institution	Arvand	Ms. Gulnora Kosimova Gulnora.Kosimova@arvand.tj +992927772884
Bank	Eskhata	Ms. Gulnoza Mirboboeva + (992 44) 600 0 600 (808) G.Mirboboeva@eskhata.tj
Micro Finance Institution	First Micro Finance Bank-Tajikistan	Khonik Khonikov khonik.khonikov@fmfb.com.tj
Supplier	GE Technologies	Mr. Dominic Zwicky Phone: +992 93 374 30 90; +992 918 99 10 12 Dominik.Zwicky@welthungerhilfe.de
Supplier/RE services provider	Homsol	Mr. Rustam Khakimov Phone: + 992 - 908 - 003 - 006; + 992 - 908 - 826 – 002. rkh@homsol.org
Private sector	Humo	Ms.Mavzuna Mukhamadieva (+992 37) 239 19 56 Mavzuna@humo.tj
Private sector	Mehnatobod	Mr. Abdulkhaev I. mlomehnat@yandex.com
Micro Finance Institution	MLF Imon	Ms. Aziza Ganieva Phone: (+992 37) 279703 aganieva@imon.tj
Supplier	Sistemavtomatika	Mr. Mansur Qudusov Phone: +992 (44) 600-46-01; +992 (44) 600-46-05 umarkhon@mail.ru

Type of Stakeholder	Name of Stakeholder Entity	Contact Information
UNDP	Project Manager	Mr. Farrukh Kasimov farukhkasimov@gmail.com
UNDP	Project Manager	Mr. Suhrob Raupov suhrobraupov@hotmail.com
IFI	ADB	To be determined
Donor	GIZ	To be determined
IFI	WB	To be determined
Donor	USAID	To be determined

3.3.3 ANALYSIS

- The consultants will record all interviews (with consent) and/or take detailed notes so that the team can generate transcriptions and translations (if necessary), to then upload into a qualitative analysis platform for coding. The coded responses will allow us to transform qualitative data into quantitative tabulations where possible and appropriate; however, it is important to note that because the respondent sample will be small, in many cases it may not be suitable to quantify the qualitative data.
- Each question in the KII protocol will have a direct link to an evaluation question (or component of an evaluation question) and will be categorized according to those linkages during data analysis. The findings generated through these methods will be interpreted in the context of findings generated through other qualitative and quantitative methods described above and triangulated accordingly.

3.4 Challenges

- The principal challenges facing the MTR are turnover and Covid related travel restrictions. There has been personnel turnover in the Ministry in terms of personnel handling this project and two project managers (PMs) have already left the project.
- We will attempt to interview Ministry staff that were earlier working with the project. We will interview the last project manager and the Chief Technical Advisors long term presence helps to mitigate this lack of continuity in PMs in terms of access to information.
- Covid related travel restrictions may prevent the international consultant and the CTA from conducting the country visit. The purpose of this visit is to conduct the KIIs in person, to visit the project sites and to collect other information as necessary that has not been provided by the UNDP. The impact of the country visit is to postpone the KIIs to allow time for UNDP approvals and visa approvals. While it was anticipated that a visit to the GBAO region would be part of this mission, the timing would be impractical due to the condition of the roads and the weather. If travel is not approved, the plan is to move forward with video KIIs and some in person KIIs utilizing

the local consultant. The local consultant may make site visits as required. The only potential downside to this strategy is the loss of time for conducting KIIs while waiting on approvals.

3.5 Timeline and Deliverables

- The contract commenced on January 15, 2021 and the consultants held a kick-off call with the UNDP team on January 20th, 2021 to discuss the terms of reference, coordination and clarify questions. The work will end by May 15, 2021.
- During this time, the consultants will deliver an inception report (February 1st), conduct key informant interviews and possible country visit during late February and early March. By no later than March 31st, the consultants will deliver a presentation to the Commissioning Unit and Green Energy SME project management covering the initial findings and deliver the draft MTR Report. Following comments by key stakeholders, the consultants will revise the report and submit the Final MTR report no later than May 15, 2021.
- Table 2 presents the deadlines for contractual deliverables. These represent ceilings but the intent of the consultants is to push to finish these earlier than the contractual deadlines to give UNDP and the Ministry more time to adjust their program in response to the results of the MTR.

TABLE 2 DELIVERABLES

#	Deliverables (<i>as in the Terms of Reference</i>)	Due date
1	Deliverable 1: MTR Inception Report MTR team clarifies objectives and methods of the Midterm Review no later than 2 weeks before the MTR mission. To be sent to the Commissioning Unit and project management. Completion date: by early February 2021	01 February 2021
2	Deliverable 2: Presentation MTR team presents initial findings to project management and the Commissioning Unit at the end of the MTR mission. Completion date: by end of March 2021	31 March 2021
3	Deliverable 3: Draft MTR Report MTR team submits the draft full report with annexes within 3 weeks of the MTR mission. Completion date: by end of March 2021	31 March 2021
4	Deliverable 4: Final Report MTR team submits the revised report with annexed and completed Audit Trail detailing how all received comments have (and have not) been addressed in the final MTR report. To be sent to the Commissioning Unit within 1 week of receiving UNDP comments on draft. Completion date: by end of May 2021	15 May 2021

4.0 ANNEXES

4.1 Evaluative Matrix

Evaluative Questions	Indicators	Sources	Methodology
PROJECT STRATEGY:			
Are the problems and underlying assumptions addressed by the project still relevant?	<ul style="list-style-type: none"> Validity and completeness/gaps in problem analysis, barriers analysis and assumptions in ProDoc 	<ul style="list-style-type: none"> Project Documents Studies and Analyses Key Informants 	<ul style="list-style-type: none"> Desk Review Secondary Literature KII
Were lessons from other relevant projects properly incorporated into the project design?	<ul style="list-style-type: none"> Barriers analysis and assumptions in ProDoc Alignment with past similar work 	<ul style="list-style-type: none"> Project Documents Studies and Analyses Key Informants 	<ul style="list-style-type: none"> Desk Review Secondary Literature KII
Is the project concept in line with national priorities?	<ul style="list-style-type: none"> Alignment with GoT policies, strategies & plans. 	<ul style="list-style-type: none"> ProDoc GoT policies, strategies & plans 	<ul style="list-style-type: none"> Desk Review KIIs
Were key stakeholders & decision makers consulted during design and their perspectives addressed?	<ul style="list-style-type: none"> Stakeholder consultations during PPG and of actual consultations 	<ul style="list-style-type: none"> ProDoc PPG Report Key Informants 	<ul style="list-style-type: none"> Desk Review KIIs
How were relevant gender issues considered during the project design?	<ul style="list-style-type: none"> Coverage of gender issues in the project strategy Gender disaggregated indicators and baseline data in the Results Framework 	<ul style="list-style-type: none"> ProDoc PPG SESP Results Framework Budget 	<ul style="list-style-type: none"> Desk Review
Are there any major areas of concern or areas for improvement regarding the original project design?	<ul style="list-style-type: none"> Concerns raised to UNDP, Project or GoT Overall assessment of the project based on analysis of the progress towards results, project implementation and adaptive management and sustainability. 	<ul style="list-style-type: none"> Progress Reports Key Informants Minutes of meetings MTR Findings 	<ul style="list-style-type: none"> Desk Review KIIs Analysis and synthesis of all MTR findings.
Results Framework/Logframe			
Is the Project Results Framework logical comprehensive and realistic and are the indicators and targets SMART and relevant to planned outcomes with complete baselines ?	<ul style="list-style-type: none"> Completeness and coherence of Results Framework Alignment of Results Framework with Project Strategy narrative Ability to measure progress towards outcomes (i.e., quality of indicators, baselines, and targets) Systematic monitoring of indicators 	<ul style="list-style-type: none"> ProDoc Results Framework Progress Reports/PIRs SMART patrolling reports Other monitoring reports Tracking tools Other project reports Project Team 	<ul style="list-style-type: none"> Desk Review KIIs Field visits
Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame?	<ul style="list-style-type: none"> Level of progress on delivery of outcomes and objectives Implementation challenges reported progress reports and/or project partners 	<ul style="list-style-type: none"> ProDoc Progress reports/PIRs Other reports Project Team UNDP staff MEWR staff 	<ul style="list-style-type: none"> Desk Review KIIs Field visits

	Indicators	Sources	Methodology
Are there any benefits of the project, which are not reflected in the logframe or captured by the indicators and in the progress reporting?	<ul style="list-style-type: none"> • Presence of unexpected positive outcomes and impacts 	<ul style="list-style-type: none"> • Progress reports/PIRs • Project Team • UNDP staff • MEWR staff • Pamir Energy • PVT Sector • MFIs 	<ul style="list-style-type: none"> • Desk Review • KIIs • Field visits
Is project monitoring adequately capturing gender and broader development aspects?	<ul style="list-style-type: none"> • Meaningful indicators for gender and development integrated in Results Framework and effectively monitored 	<ul style="list-style-type: none"> • Results Framework • Progress Reports/PIRs • Monitoring reports • Tracking tools 	<ul style="list-style-type: none"> • Desk Review
PROGRESS TOWARDS RESULTS			
What has been the progress towards planned targets for the outcome and objective indicators in the Results Framework?	<ul style="list-style-type: none"> • Indicator achievement versus milestones and targets (mid-term and completion). 	<ul style="list-style-type: none"> • ProDoc • Results Framework • Progress Reports/PIRs • Other monitoring reports • Tracking tools 	<ul style="list-style-type: none"> • Desk review • Assessment using Progress Towards Results Matrix and following UNDP-GEF Guidance for MTRs
What changes have taken place since the start of the project in relation to the four components?	<ul style="list-style-type: none"> • Current status compared to baseline 	<ul style="list-style-type: none"> • Progress Reports/PIRs • Monitoring reports • Tracking tools 	<ul style="list-style-type: none"> • Desk review
What are the main barriers affecting the project's ability to achieve its intended results (outcomes and objectives)?	<ul style="list-style-type: none"> • Analysis of other MTR findings • Obstacles identified by key stakeholders 	<ul style="list-style-type: none"> • Progress reports/PIRs • Project Team • UNDP staff • MEWR staff • Pamir Energy 	<ul style="list-style-type: none"> • Desk review • KIIs • Field visits
What are the main successes and achievements of the project, and how can the project further expand these benefits?	<ul style="list-style-type: none"> • Results, which are on or above target • Unplanned benefits/results as reported by key stakeholders and/or in project progress reports and reasons for these 	<ul style="list-style-type: none"> • Progress reports/PIRs • Project Team • UNDP staff • MEWR staff • NGOs / Community members 	<ul style="list-style-type: none"> • Desk review • KIIs • Field visits
PROJECT IMPLEMENTATION AND ADAPTIVE MANAGEMENT			
Management Arrangements			
How effective and efficient has project management and execution been: Has the project met its annual work plan, related procurement, and expense disbursement targets?	<ul style="list-style-type: none"> • Clarity, transparency, and timeliness of decision-making and reporting processes (e.g., reporting lines, Project Board structure, TORs, frequency of meetings) • Nature and rationale for any significant changes made to project strategy and/or implementation • Realism in reporting and focus on risks and mitigation in reporting. • Level of execution of project budget 	<ul style="list-style-type: none"> • Progress reports/PIRs • Project Board meeting minutes • Other monitoring reports • Project Team • UNDP project managers • Pamir Energy 	<ul style="list-style-type: none"> • Desk review • KIIs • Field visits

	Indicators	Sources	Methodology
How effective has UNDP been at providing support and guidance to the Project Team and MEWR?	<ul style="list-style-type: none"> Nature and frequency of UNDP oversight. Types of guidance provided and clarity of guidance Responsiveness to requests from Project Team or MEWR (funds disbursement, technical support, political support to overcome challenges, etc.) 	<ul style="list-style-type: none"> Project Reports Meeting Minutes Project Staff UNDP Staff MEWR Staff 	<ul style="list-style-type: none"> Desk Review KIIs
What is the gender balance of the project staff?	<ul style="list-style-type: none"> Allocation of staff by gender. 	<ul style="list-style-type: none"> Project Reports Meeting Minutes 	<ul style="list-style-type: none"> Desk Review
What has or is being done to ensure gender balance?	<ul style="list-style-type: none"> Gender plan 	<ul style="list-style-type: none"> Project Reports Meeting Minutes Project Staff 	<ul style="list-style-type: none"> Desk Review KIIs
What is the gender balance of the project board?	<ul style="list-style-type: none"> Allocation of board by gender. 	<ul style="list-style-type: none"> Project Reports Meeting Minutes 	<ul style="list-style-type: none"> Desk Review
What has or is being done to ensure gender balance?	<ul style="list-style-type: none"> Gender plan 	<ul style="list-style-type: none"> Project Reports Meeting Minutes Board Members 	<ul style="list-style-type: none"> Desk Review KIIs
Work Planning			
Has implementation been timely?	<ul style="list-style-type: none"> Delays in start-up and implementation Reason for any delays Rate of progress towards planned targets 	<ul style="list-style-type: none"> ProDoc Annual workplans and budgets Progress reports/PIRs Project Board Meeting Minutes Project Team UNDP and MEWR staff 	<ul style="list-style-type: none"> Desk Review KIIs
Are work-planning processes results-based?	<ul style="list-style-type: none"> Annual workplans that are clearly linked to outcomes 	<ul style="list-style-type: none"> Annual workplans and budgets 	<ul style="list-style-type: none"> Desk Review
Is the project's results framework used as an effective management tool?	<ul style="list-style-type: none"> Number and nature of reviews/updates to Results Framework in response to changes in implementation context Alignment between Results Framework and Annual Workplans 	<ul style="list-style-type: none"> ProDoc Results Framework Annual workplans and budgets Project Team 	<ul style="list-style-type: none"> Desk Review KIIs
Finance and Co-finance			
Are project activities implemented in a cost-effective manner?	<ul style="list-style-type: none"> Use of implementing partners and stakeholders' own resources and capacities Strategic use of co-financing Appropriateness of budget allocations to different planned outputs 	<ul style="list-style-type: none"> Annual workplans and budgets Audit reports Progress reports/PIRs Project Board Meeting minutes Project Team UNDP and Partner staff 	<ul style="list-style-type: none"> Desk Review KIIs
Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and	<ul style="list-style-type: none"> Variance between planned and actual expenditure explained satisfactorily Budget revisions are appropriate and relevant No significant audit findings on financial management and 	<ul style="list-style-type: none"> Annual workplans and budgets Audit reports Project Team UNDP staff 	<ul style="list-style-type: none"> Desk Review KIIs

allow for timely flow of funds?	<ul style="list-style-type: none"> expenditures Budgets are clear and easy to understand 		
Is co-financing being used strategically to help the objectives of the project?	<ul style="list-style-type: none"> Co-financing complements/contributes to existing plans and priorities of the partners Alignment and effective use of co-financing ensured through annual work planning and budgeting processes 	<ul style="list-style-type: none"> Financial statements Annual workplans and budgets Progress reports/PIRs Project Team UNDP staff MEWR staff Cofinance Partners 	<ul style="list-style-type: none"> Desk Review KIIs Complete co-financing monitoring table with inputs from the project, MEWR and UNDP
Project-level monitoring and evaluation systems			
Is the monitoring system appropriate, effective, and participatory?	<ul style="list-style-type: none"> Nature and quality of monitoring processes Alignment of monitoring systems with good practice and national systems Project partners / staff involved in monitoring Types, quality and use of monitoring data to inform project implementation & management 	<ul style="list-style-type: none"> Monitoring processes & tracking tools Progress reports/PIRs Baseline information Project Team UNDP staff MEWR staff 	<ul style="list-style-type: none"> Desk Review KIIs
Are sufficient financial resources allocated to M&E and are these used effectively or are additional tools and resources required?	<ul style="list-style-type: none"> Adequacy of resources allocated to M&E Effectiveness of M&E tools and processes 	<ul style="list-style-type: none"> Financial statements Annual workplans and budgets Project Team UNDP staff MEWR staff 	<ul style="list-style-type: none"> Desk Review KIIs
How are Gender issues included in the monitoring systems	<ul style="list-style-type: none"> Disaggregation by gender Targets by gender Presence of gender sensitive indicators 	<ul style="list-style-type: none"> Monitoring processes & tracking tools Progress reports/PIRs Baseline information 	<ul style="list-style-type: none"> Desk Review
Stakeholder Engagement			
Has the project developed and leveraged the necessary and appropriate partnerships with direct & tangential stakeholders	<ul style="list-style-type: none"> National & local government stakeholders are actively engaging with the project and support of project objectives Number of partnerships/collaborations with RESCOs/ NGOs on relevant issues Extent of public participation and awareness about the project. 	<ul style="list-style-type: none"> Progress reports/PIRs PE Project Team UNDP staff MEWR staff ADB/GIZ UNDP CP GEF SGP EBRD ClimAdapt 	<ul style="list-style-type: none"> Desk Review KIIs
Do local and national government stakeholders support the objectives of the project and do they continue to have an active role in project decision-making that supports efficient and effective project implementation?	<ul style="list-style-type: none"> National & local government stakeholders are actively engaging with the project and support of project objectives Number of partnerships/collaborations with other NGOs on relevant issues Extent of public participation and awareness about the project 	<ul style="list-style-type: none"> Progress reports/PIRs PE Project Team UNDP staff MEWR staff ADB/GIZ UNDP CP / GEF SGP EBRD ClimAdapt 	<ul style="list-style-type: none"> Desk Review KIIs

	Indicators	Sources	Methodology
To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?	<ul style="list-style-type: none"> Stakeholder and public consultations implementation 	<ul style="list-style-type: none"> Progress reports/PIRs Project Team UNDP and MEWR staff Partners and Communities 	<ul style="list-style-type: none"> Desk Review KIIs
How does the project engage women and girls and is the project likely to have the same positive and/or negative effects on all?	<ul style="list-style-type: none"> ProDoc Gender Action plan 	<ul style="list-style-type: none"> ProDoc Minutes of meetings Key Informants 	<ul style="list-style-type: none"> Desk Review KIIs
Are there legal, cultural, or religious constraints on women's participation in the project?	<ul style="list-style-type: none"> Barriers/constraints analysis in the ProDoc 	<ul style="list-style-type: none"> Project Documents Studies and Analyses Key Informants 	<ul style="list-style-type: none"> Desk Review KIIs
Social and Environmental Standards (Safeguard)			
Are the project risks still valid or do any rating need revision?	<ul style="list-style-type: none"> Validity and completeness/gaps in risk analysis and assumptions in ProDoc 	<ul style="list-style-type: none"> Project Documents Studies and Analyses Key Informants 	<ul style="list-style-type: none"> Desk Review KIIs Field Visits
What revisions have been made since CEO Endorsement/Approval to: <ul style="list-style-type: none"> The project's overall safeguards risk categorization. The types of risks. The individual risk ratings. 	<ul style="list-style-type: none"> Changes in risk factors since CEO approval. 	<ul style="list-style-type: none"> CEO Endorsement Project Documents MTR Analysis 	<ul style="list-style-type: none"> Desk Review
What progress made in the implementation of the project's social and environmental management measures	<ul style="list-style-type: none"> Analysis of ESMP 	<ul style="list-style-type: none"> ESMP Project Documents 	<ul style="list-style-type: none"> Desk Review
Reporting			
Is project reporting sufficient, appropriate, and adding value to project delivery?	<ul style="list-style-type: none"> Adaptive management changes reported to the Project Board (major ones presented to Board for approval) Quality of PIR and Quarterly progress reporting including PIR ratings and response to PIR ratings Documentation, internalization and sharing of project lessons 	<ul style="list-style-type: none"> Progress reports/PIRs Project Board meeting minutes Project Team UNDP staff MEWR staff 	<ul style="list-style-type: none"> Desk Review KIIs
Communications and Knowledge Management			
Is there effective communication with internal and external project communication with	<ul style="list-style-type: none"> Communication strategy Frequency and clarity of communication with different stakeholder groups at national and 	<ul style="list-style-type: none"> Prodoc Progress reports/PIRs Project Board meeting minutes 	<ul style="list-style-type: none"> Desk Review KIIs Field visits

different stakeholder groups?	<ul style="list-style-type: none"> subnational levels, including within MEWR Mechanisms of external communication public outreach and awareness generation and their effectiveness 	<ul style="list-style-type: none"> Communication materials Website Project Team UNDP and MEWR staff NGOs 	
SUSTAINABILITY			
	Indicators	Sources	Methodology
Does the project have a satisfactory risk assessment and management system in place?	<ul style="list-style-type: none"> Relevance and significance of risks recorded in Project Document, UNDP Social and Environment Screening and the UNDP Risk Management Module Gaps in identified risks particularly over subsidies and financial resources. Appropriateness of risk mitigation and management measures and effectiveness of implementation. 	<ul style="list-style-type: none"> ProDoc PIRs Risk log from ATLAS Risk Management Module Project Team UNDP staff MEWR staff NGOs 	<ul style="list-style-type: none"> Desk Review KIIs Field visits
Financial Risks to Sustainability			
How will project results including systems and processes put in place by the project be sustained financially after the end of the project and scaled up and replicated?	<ul style="list-style-type: none"> Potential sources of government finance to sustain and further build on project results. 	<ul style="list-style-type: none"> Progress reports/PIRs ATLAS Risk Log Project Team UNDP staff MEWR staff Other government staff NGOs Community members 	<ul style="list-style-type: none"> Desk Review KIIs Field visits
Socio-economic Risks to Sustainability			
Are there any social or political risks that may jeopardize sustainability of project outcomes?	<ul style="list-style-type: none"> Degree of key stakeholder ownership of project objective and outcomes 	<ul style="list-style-type: none"> Progress reports/PIRs ATLAS Risk Log Project Team UNDP staff MEWR staff NGOs / Community members 	<ul style="list-style-type: none"> Desk Review KIIs Field visits
Institutional Framework and Governance Risks to Sustainability			
Do the legal frameworks, policies, governance structures and processes support post-project continuation of the results achieved, processes initiated, and systems put in place by the project?	<ul style="list-style-type: none"> Supportiveness of the legal framework Appropriateness and supportiveness of governance structures and processes Status of institutional capacity by the end of the project Potential for developing influential project champions Potential for mainstreaming PAs/project strategies into government planning processes at national and subnational levels 	<ul style="list-style-type: none"> Progress reports/PIRs ATLAS Risk Log Project Team UNDP staff MEWR staff Other government staff NGOs Community members 	<ul style="list-style-type: none"> Desk Review KIIs Field visits
Environmental Risks to Sustainability			
Are there any environmental factors that could undermine and reverse the project's outcomes and results,	<ul style="list-style-type: none"> Likelihood of natural hazards (drought, floods, earthquakes) Climate change impacts 	<ul style="list-style-type: none"> Progress reports/PIRs ATLAS Risk Log Project Team UNDP staff 	<ul style="list-style-type: none"> Desk Review KIIs Field visits

including factors that have been identified by project stakeholders?		<ul style="list-style-type: none"> • MEWR staff • NGOs • Community members 	
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4.2 Key Informant Interview Questions

Questions	PMU/CTA	UNDP Tajikistan	MoEWR	PSC	Other key partner institutions	PE/MFIs/Suppliers	Design Consultants	SME Project staff
Introduction								
What is your position?	x	x	x	x	x	x	x	x
What is your relationship to the project and for how long have you been involved?	x	x	x	x	x	x	x	x
Where you involved in the design of the project or were you consulted prior to project design? If no, skip to question? a. If yes, please describe the project conceptualization process to the best of your knowledge b. Who are the key project stakeholders/beneficiaries? Describe how stakeholders were involved in the design process. c. Were lessons from other relevant projects properly incorporated into the project design?								
1. Project strategy								
1.1 Project Design								
1.1.1 How important is the problem addressed by the project?	x	x	x	x	x	x		x
1.1.1 Have the assumptions made during project design proven relevant? Have they evolved? (How?)	x	x	x	x	x	x		
1.1.2 How effective is the selected strategy to achieve intended results? (Were lessons from previous projects integrated into project design?)	x	x	x	x	x	X		
1.1.3 To what extent is the project responding to the national priorities? Has this changed since project design?	x	x	x	x	x			
1.1.4 Are there any major areas of concern or areas for improvement regarding the original project design?								
1.1.5 In your opinion, were all people affected or concerned by the project consulted during project design?		x	x	x	x			
1.1.6 To what extent were gender issues taken into account during project design? (Were any activities undertaken to assess gender-related needs for the project during project design?)		x	x		x		x	
1.2 Results Framework/ Logframe								
1.2.1 Could you please explain in your own words the objectives of the project, its targets and their related timeframes? (for consultants: focus only on those related to their involvement in the project)	x	x	x	x	x			
1.2.1 How realistic are they?	x	x	x	x	x			
1.2.2 Are there effects on development or on the environment that are not measured by current indicators?	x	x	x	x	x			
2. Progress towards results								
2.1 To what extent have the expected outputs, outcomes and objectives of the project been achieved so far? (provide list, as needed)	x	x	x	x	x			
2.2 Briefly describe the main successes of the project and what can be done to expand or scale the benefits?								
2.2 What are the main barriers to address to achieve expected results? What are the main opportunities to leverage?	x	x	x	x	x	x		
3. Project implementation and adaptive management								

3.1 Management arrangements								
3.1.1 Are the roles and responsibilities of the PMU, UNDP, MoEWR, PSC and other partners clearly established?	x	x	x	x	x			

Questions	PMU/CTA	UNDP Tajikistan	MoEWR	PSC	Other key partner institutions	PE/MFIs/Suppliers	Design Consultants	SME Project staff
3.1.1 In your opinion, is decision-making timely and transparent? How responsive are partners to changing needs of the project?	x	x	x	x	x			
3.1.2 How would you describe the quality of management responses to project team members' inquiries and needs?	x	x	x	x	x			
3.1.2 On a scale of 1 to 5, how would you rate the quality of execution by UNDP? Why?	x		x	x				
1 2 3 4. 5								
Very Somewhat Neutral Somewhat Very								
Ineffective Ineffective Effective. Effective								
3.1.2 On a scale of 1 to 5, how would you rate the quality of execution by MOEWR? Why?	x	x		x				
1 2 3 4. 5								
Very Somewhat Neutral Somewhat Very								
Ineffective Ineffective Effective. Effective								
3.1.3 On a scale of 1 to 5, how would you rate the quality of support by UNDP? Why?	x	x	x	x				
1 2 3 4. 5								
Very Somewhat Neutral Somewhat Very								
Ineffective Ineffective Effective. Effective								
How can it be improved?								
3.1.4 Do the MoEWR and/or UNDP and other partners have the capacity to deliver benefits to or involve women? If yes, how?	x	x	x	x				
3.1.5 What is the gender balance of project staff? What steps have been taken to ensure gender balance in project staff?								
3.1.6. What is the gender balance of the Project Board? What steps have been taken to ensure gender balance in the Project Board?								
3.2 Work Planning								
3.2.1 Have there been any delays in implementation? If so, could you describe their cause and how many months of delay occurred?	x	x	x	x				
3.2.3 How often do you use the project's logframe for management and/or M&E? How do you use it?	x	x	x	x				

3.3 Finance and co-finance?								
3.3.1 Is the project being implemented in a cost-effective manner? If not, why?	x	x	x	x				
3.3.2 Have there been any variations between planned and actual expenditures? If yes, which ones and why?	x	x	x	x				
3.3.3 Are you familiar with the project's financial controls? If yes, do they allow management to make informed decisions about the budget and flow of funds? How often do you see financial reports?								
3.3.4 What (and how much) co-financing is the project leveraging? How has this evolved since project design?	x	x	x	x				x
3.4 Project-level M&E systems								
3.4.1 Is the M&E system operational and effective?	x							
3.5 Stakeholder Engagement								
3.5.1. Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?	x				x	x	x	
3.5.2 How do national and local government stakeholders support the project and how are the active in the decision-making process and implementation?	x				x		x	
3.5.2 Please comment on the overall strengths and weaknesses of the approach adopted by the project regarding stakeholder participation and implementation.	x	x	x	x	x	x		
3.5.3 How effective has stakeholder participation and public awareness contributed to achieving project objectives?	x	x	x	x	x	x		
1 2 3 4. 5								
Very Somewhat. Neutral Somewhat Very								
Ineffective Ineffective Effective. Effective								
Why do you rate it that way?								
3.5.4 How does the project engage with women and girls and is it likely to have the same effects on all persons?	x	x	x	x				
3.5.4. What barriers exist to women participating in the project and what can be done to enhance gender benefits?	x	x	x	x				
3.6 Reporting								
3.6.1 How are lessons from adaptive management processes were shared with the Project Board? How many have been shared?	x	x	x	x				
3.6.2. How has the project team addressed poorly rated PIRs?	x	x	x	x				
3.6.3 Did you receive any documentation about lessons drawn from adaptive management processes undertaken by the project?	x	x	x	x	x			
3.6.3 Could you provide examples where these lessons were used by your organization?	x	x	x	x	x			
3.7 Communication and Knowledge Management								
3.7.1 Are internal communications from the project to stakeholders regular and effective? Why do you say that?	x	x	x	x	x	x		x
3.7.1 Are all stakeholders included? If not, who is left out and why?	x	x	x	x	x			
3.7.1 How is this communication used? Was it useful?	x	x	x	x	x	x		
3.7.2 How is the project using external communications and which channels are being used?	x	x	x	x	x	x		x
3.7.4 What knowledge activities and/or products has the project developed and how are they being used?	x	x	x	x	x			
4. Sustainability								
4.1 Have the risks assessed during project design proven relevant? Have	x	x	x	x				

they evolved? (How?)								
4.2 Which activities would require continued financial support after the end of the project for project outcomes to be maintained?	x	x	x	x	x	x	x	
4.2 Which outcomes should normally be maintained without additional resources?	x	x	x	x	x	x	x	
4.3 What social and/or political conditions could affect the sustainability of project outcomes? How?	x	x	x	x	x	x	x	
4.4 What frameworks/policies/governance structures/processes could potentially affect the sustainability of project benefits? How?	x	x	x	x	x	x	x	
4.4 What frameworks/policies/governance structures/processes are lacking to ensure the sustainability of project benefits? Why?	x	x	x	x	x	x	x	
4.5 Are there any biophysical that could affect the sustainability of project outcomes? How?	x	x	x	x	x	x	x	

Questions for Consultants involved in design
Introduction
What was your position and role on the design work?
Please describe the project conceptualization process to the best of your knowledge?
Who are the key project stakeholders/beneficiaries?
To what extent is the project responding to the national priorities? Has this changed since project design?
Describe how stakeholders were involved in the design process?
Were lessons from other relevant projects properly incorporated into the project design?
How were the targets developed?
In the market research that was done, which ESCOs or RESCOs were identified?
Do you think that this strategy is the most effective to achieve the intended results? Why?
In your opinion, were all people affected or concerned by the project consulted during project design? If not all, which stakeholders were excluded and why?
To what extent were gender issues taken into account during project design? (Were any activities undertaken to assess gender-related needs for the project during project design?)
The Project is about SMEs. Why was Pamir Energy chosen since it is not an SME?
What other SMEs were considered during the design?

Questions – MFIs
Introduction
What is your position?
What is your relationship to the project and for how long have you been involved?
What products do you offer for RE/EE lending?
Were you doing RE/EE lending before GE project
Do you make many RE/EE loans in GBAO or Khalton remote areas?
What challenges do you have in trying to service RE/EE in these areas?
<p>Where you involved in the design of the project or were you consulted prior to project design? If no, skip to question 2.1?</p> <p>a. If yes, please describe the project conceptualization process to the best of your knowledge</p> <p>b. Who are the key project stakeholders/beneficiaries? Describe how stakeholders were involved in the design process.</p> <p>Were lessons from other relevant projects properly incorporated into the project design?</p>
1. Project strategy
1.1 Project Design
1.1.1 How important is the problem addressed by the project?
1.1.2 How effective is the selected strategy to achieve intended results? (Were lessons from previous projects integrated into project design?)
1.1.3 Why did you decide to work with the GE project
1.1.3 Are there any major areas of concern or areas for improvement regarding the original project design?
1.1.4 In your opinion, were all people affected or concerned by the project consulted during project design?
2. Progress towards results
2.1 What assistance are you getting from the GE Project?
2.2 Have you made any loans as a result of GE project?
2.3 What products has the GE project helped you develop?
2.4 What kind of results have you seen from these products?
2.5 What they think of suggested interest rates and identified costs of RE/EE solar products?

2.6 What were the main challenges in slow implementation of the related component by UNDP				
2.7 How effective has the assistance to your MFI been from the GE project been?				
1	2	3	4.	5
Very	Somewhat.	Neutral	Somewhat	Very
Ineffective	Ineffective		Effective.	Effective
Why do you rate it that way?				
For all MFIs				
2.8. What are the main barriers to expanding lending in RE/EE in rural areas?				
2.9 What are the areas where a donor project like GE should be working to increase RE/EE investment in rural areas?				
For IMON and ARVAND ONLY				
Why was there was there so little interest in RE loans under the ADB Access to finance project?				
Was it loan conditions or the cost of RE or something else?				
What could have been done to increase RE loan demand?				
For Bank Eskhata, Humo MFI, IMON International, Arvand and First Microfinance Bank				
Why was there was there so little interest in RE loans under the EBRD Climadapt?				
Was it loan conditions or the cost of RE or something else?				
What could have been done to increase RE loan demand?				
For All MFIs				
Is the market more ready for EE lending than RE and why?				
What can the GE project do to increase the uptake of RE/EE?				
What RE technologies are you seeing the most demand for in loans?				
4. Sustainability				
For only those MFIs working with the GE project				
4.1 Which activities would require continued financial support after the end of the project for project outcomes to be maintained?				
4.2 What social and/or political conditions could affect the sustainability of project outcomes? How?				
4.3 What frameworks/policies/governance structures/processes are lacking to ensure the sustainability of project benefits? Why?				

4.3 MISSION AGENDA

Location and period: Tajikistan, 03 March 2021 – 13 March 2021 (TBC with air-tickets)

Time	Description	Venue/info	Status
DAY I – Wednesday, 3.03.2021			
03:35	Arrival, Dushanbe airport, Hotel Tajikistan		
8:30-9:30	Meeting with the Project Team and National Consultant for the MTR.	Lotus, UNDP, Lohuti 5/1	Confirmed In-person
10:00-11:30	Discussion/Briefing on project activities with UNDP Senior Management: -Mr. Christophoros Politis, Deputy Resident Representative, UNDP Tajikistan -Ms. Nargizakhon Usmanova, UNDP Team Leader/Energy, Environment and Disaster Risk Reduction, UNDP Tajikistan	UNDP CO, Ayni 39	Confirmed In-person
11:40-12:40	Lunch		
13:30-14:30 (trip time: 40 min)	Meeting with the Ministry of Energy and Water Resources: -Mr. Daler Shofakir, Minister of Energy and Water Resources (MEWR) -Mr. Jamshed Shoimzoda, Deputy Minister, MEWR -Mr. Sorbon Kholmuhamadzoda, Head of Electroenergy Department, MEWR	Shamsi 5/1 NV 29+37	TBC In-person
15:00-16:00 (trip time: same building)	Meeting with the Committee of Environmental Protection (CoEP): -Ms. Nilufar Nazirova, Chief specialist, Department of international relations, CoEP -Mr. Turakul Murodov, Head of the Project Implementation Unit of the CoEP	Shamsi 5/1 NV 29+37	Confirmed In-person
16:30-17:30 (trip time: 20 min)	Meeting with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH (Ref.: “World Comfort Project”)	GIZ Office Tajikistan N. Huvaydulloev Street 2/1	Confirmed In-person
DAY II – Thursday, 4.03.2021			
09:00-10:00 (trip time: 20 min)	Meeting with the Ministry of Finance: -Mr. Atouлло Rajabov (instead of Mr. Fayzidin Roziev, Deputy Head of Public Investment Management Department, General	Academics Rajabov street 3 NV 29+37	Confirmed In-person

	Department for the Public Debt and Public Investment Attraction, Ministry of Finance		
11:00-12:00 (trip time: 15 min)	Meeting with the Pamir Energy: -Ms. Sahar Ibrahim and her team: Feasibility study and installation of PV systems in Murgab district -Mr. Javlon Hamdamov, Programme Director of Aga Khan Foundation -Mr. Kishwar Abdulalishoev, CEO Tajikistan Rural Electrification Project, Pamir Energy	Serena Hotel, Rudaki Avenue 14	Confirmed In-person
12:15-13:15	Lunch		
14:00-15:00 (trip time: 20 min)	Meeting with representatives of Asian Development Bank (ADB). Representatives tbc	Sovetskaya Street, Dushanbe	Confirmed In-person
16:00-17:00	Meeting with LLC Green Technologies: Mr. Dominik Zwicky, Lead Expert Rural Energy & Disaster Risk Reduction	UNDP, Lohuti 5+Zoom	Confirmed Zoom
DAY III – Friday, 5.03.2021			
09:00-10:00	Meeting with the representatives of MFIs Bank Arvand, MDO Imon International and specialists of microfinancing sector: -Ms. Sadykova Shoirs Muzaffarovna, Bank Arvand, Chairman of the bank -Mr. Akbarov Bahodur Saidghanievich, MDO Imon International, General Director -Mr. Shuhrat Abdullaev, Local UNDP project financial expert, Promotion of Green Evaluation via financial institutions	Blended UNDP, Lohuti 5 (small conference room) + Zoom	Confirmed Zoom
10:30-11:30	Meeting with the representatives of Bank Eskhata OJSC, Acting Chairman of the Management Board, Mr. Rainer Müller-Hanke	UNDP, Lohuti 5	TBC Zoom
11:40-12:40	Lunch		
13:30-14:30 (trip time: 40 min)	Meeting with the representatives of CJSC MDO “Humo”: Ms. Vaisova Mavsuda Saryevna, General Director	N. Karabaev Str. 148/1 (Korvon), Dushanbe	Confirmed In-person
15:00-16:00 (trip time: 40 min)	Meeting with the representatives of CJSC “The First Microfinance Bank” (FMFB)	Pushkina Street 10, Dushanbe	Confirmed In-person
DAY IV – Saturday, 6.03.2021			
8:00-17:00	Field trip: Shahrinav, House of hunters in Kuran, Shahrinav district.	Shahrinav, accompanied by:	Confirmed In-person

	Contract 154-2019-RFQ-UNDP-EEP Lot-1 LLC GreenTech and 154-2019-RFQ-UNDP-EEP Lot-2 LLC ABIR (off-grid)	Mr. Mansur Kudusov Phone: +992904210001 m.kudusov@systemavto.tj	
DAY V – Saturday, 6.03.2021			
8:00-17:00	Field trip: Jilikul district – Medical center, School. Restaurant Contract 42-2019-RFP-UNDP-EEP, “Promotion of small-scale Green Energy Technologies for rural Women in 10 villages of Tajikistan”	Shahrinav, accompanied by: Mr. Mansur Kudusov Phone: +992904210001 m.kudusov@systemavto.tj	Confirmed In-person
DAY VI – Monday, 8.03.2021			
11:00-12:00	Meeting with the previous Project Managers of the Green Energy SME Development project -Mr. Suhrob Raupov	5 Lohuti Str., Dushanbe	Confirmed In-person
DAY VII – Tuesday, 9.03.2021			
9:00-10:00	Meeting with the management and team of the World Bank	World Bank office in Dushanbe. Business Center "Sozidanie", 48 Ainy Str., Dushanbe	Confirmed In-person
11:00-12:00	Meeting with Public Organization “Bargi Sabz” involved in promotion of PV systems and solar pumps: Mr. Hokim Gayurzod, Director of PO “Bargi Sabz”	5 Lohuti Str., UNDP office	Confirmed In-person
12:30-13:30	Lunch		
14:00-15:00 (trip time: 15 min)	Meeting with the representative of the Committee of Architecture and Construction under the GoRT	Husseyinzoda Str. (near Opera and Balet), Dushanbe	Confirmed In-person
16:00-17:00 (trip time: 5 min)	Meeting with the representatives of EBRD CO in Dushanbe.	EBRD office in Dushanbe (34 Rudaki Str., Dushanbe, TCell building. 12 th floor)	TBC In-person

DAY VIII – Wednesday, 10.03.2021			
9:00-10:00	Meeting with AGA-KHAN Foundation representatives; participants tbc.	Abdullo 8, Str. Samad Ghani, Dushanbe	Confirmed In-person
10:30-11:30	Meeting with the Youth Ecological Center (YEC) - Promotion of RES technologies and RES web portal: Mr. Yuriy Skochilov, Director of YEC	13 Shedrina Str., Dushanbe (near Atlas hotel or CARITAS Germany)	Confirmed In-person
12:00-13:00	Lunch		
13:30-14:30	Meeting with the OJSC Systemavtomatika (available RES technologies): -Mr. Umarkhon Madvaliev, General Director -Mansur Kudusov, Deputy General Director	D. Narodov Str. 62	Confirmed In-person
15:00-16:00	Association of Energy Professionals -Ms. Rafika Musaeva	205 Karamova Str., 3rd floor, Dushanbe	Confirmed In-person
16:30-17:30	Meeting with the previous Project Managers of the Green Energy SME Development project -Mr. Farukh Kasimov	5 Lohuti Str., Dushanbe	Confirmed In-person
DAY IX – Thursday, 11.03.2021			
11:00-12:00	Meeting with the representative of CESVI	5 Lohuti Str., Dushanbe	TBC In-person
12:00-13:00	Lunch		
14:00-15:00	Meeting with the representative of LLC Homsol, Mr. Rustam Khakimov, Director	Bukhara Str., house 50 a, Dushanbe	TBC In-person
15:00-16:00	Meeting with the representative of GERES, Mr. Mirzo Pochoev	5 Lohuti Str., Dushanbe	MTR team will meet with Quentin Moreau (Confirmed) In-person
16:00-17:00	Office working hours		
DAY X – Friday, 12.03.2021			
8:30-9:30	Meeting with the Green Economy Financing Facility (GEFF) project team funded by EBRD: -Mr. Kairat Shalabay, Team Leader, Frankfurt School of Finance & Management gGmbH	Zoom (5 Lohuti Str., UNDP office)	Confirmed Zoom

	-Ms. Sheryl Loh, Project Manager, Frankfurt School of Finance & Management gGmbH		
10:30-12:00	De-briefing in UNDP CO -Mr. Christophoros Politis, Deputy Resident Representative, UNDP Tajikistan -Ms. Nargizakhon Usmanova, UNDP Team Leader/Energy, Environment and Disaster Risk Reduction , UNDP Tajikistan	UNDP CO, Ayni 39	Confirmed In-person
12:00-13:00	Lunch		
14:00-16:00	Wrap-up meeting with project team and CTA	UNDP, Lohuti 5	Confirmed In-person
DAY XI – Saturday, 13.03.2021			
	Departure		