

# TEMPLATE FOR REPORT ON RECOMMENDATIONS AND MANAGEMENT RESPONSE UNDER EVALUATIONS OF ALL TYPES

**Note:** management responses are provided to the recommendations as formulated in Executive Summary of the final MTR report (12 recommendations in total). In Chapter 5.2 (Recommendations) 14 recommendations are presented but some of them are not precisely formulated. For example, it is not clear what Recommendation 5 is about.

<b>1.</b>				
<b>Recommendation: Extend the project by 18 months to account for the pressures of COVID-19 and poor design, if and only if, the recommendations below are followed</b>				
<b>Management response:</b> Recommendation is accepted				
Key actions:	Responsible person	Due date	Status (initiated, completed, no longer applicable)	Comments
1.1. Preparation of request for Project no-cost extension by 18 months	PM, CTA	July 2021	Initiated	
1.2. UNDP Resident Representative's approval of project extension				
1.3. Submission of Request to UNDP IRH and then to UNDP-GEF HQ for approval				
<b>2.</b>				
<b>Recommendation: Focus urgent procurement assistance to extend the ICTA contract with more in-time spent in country (consider about 100 days in country per year) and hire a new PM</b>				
<b>Management response:</b> Recommendation is accepted				
Key actions:	Responsible person	Due date	Status (initiated, completed, no longer applicable)	Comments

2.1. Amendment of the existing contract of ICTA (no-cost extension)	Procurement Unit; Team Leader / Energy, Environment and Disaster Risk Reduction	June 2021	Completed	The contract was extended until August 31, 2021; CTA will visit Tajikistan for 2 weeks in July 2021
2.2. Hire a new Project Manager	HR, Team Leader / Energy, Environment and Disaster Risk Reduction	June 2021	Completed	Ms. Muhiba Rabejanova has been hired as a PM
2.3. Extension of the existing contract of ICTA by 12 months and by adding xx days			Initiated	
2.3. Prepare ToR and announce a tender for ICTA				
2.4. Hire an ICTA				
<b>3.</b>				
<b>Recommendation: Sign the Letter of Agreement (LoA) with the Ministry of Energy and Water Resources so that Outcome 1 work can begin</b>				
<b>Management response:</b> Recommendation is accepted				
<b>Key actions:</b>	<b>Responsible person</b>	<b>Due date</b>	<b>Status (initiated, completed, no longer applicable)</b>	<b>Comments</b>
3.1. Signing of LoA including Annexes with the Ministry of Energy and Water Resources	Team Leader / Energy, Environment and Disaster Risk Reduction, PM, ICTA	July 2021	Initiated	Annex 1: List of Services Annex 2: Planned activities
3.2. Approval of ToRs for experts to be hired for performing tasks under Annex 2	PM	July 2021	Initiated	
3.3. Starting of works under Component 1 of the Green Energy SME Project	PM	July 2021	Initiated	UNDP will check that the works are begun (under the control of the Ministry)
<b>4.</b>				
<b>Recommendation: Conclude agreement with the MoEWR for the project's participation in the Pamir Energy World Bank grant for rural electrification</b>				
<b>Management response:</b>				
<b>Key actions:</b>	<b>Responsible person</b>	<b>Due date</b>	<b>Status (initiated, completed, no</b>	<b>Comments</b>

			<b>longer applicable)</b>	
4.1. To agree with the MoEWR the scope of cooperation under the WB-funded Tajikistan Rural Electrification Programme (TREP)	Team Leader / Energy, Environment and Disaster Risk Reduction, PM, ICTA	July 2021	Initiated	Technical aspects will be discussed with the WB and Pamir Energy company
4.2. Signing of Agreement with the MoEWR on providing grants to the ministry for implementation of green energy projects under the TREP programme	DRR, Team Leader / Energy, Environment and Disaster Risk Reduction, PM, ICTA	July 2021	Initiated	The UNDP grant will be channeled to finance works related to: screening potential projects, conducting pre-feasibility and feasibility studies, preparation of tender documents, construction supervision
<b>5.</b>				
<b>Recommendation: Change the project structure with a strengthened project team (and greater involvement of the ICTA to make it more effective</b>				
Extracts from MTR report:				
<p>The ICTA needs to have a more direct role in the management and supervision of the project recognizing the labour force characteristics, the current salary and the urgent needs of the project. Several problems have occurred because the PM did not follow technical guidance of the ICTA. Moreover, an ICTA will generally have more in-depth management and technical experience than the PM. The ICTA contract modality should accommodate more frequent involvement in-country, with focused deliverables (beyond only consulting and advising) as opposed to current contract terms. The ICTA needs to have more time in country (normally 3 weeks for each trip). <i>Note that this may require a change in the contractual relationship of the ICTA. We use this as a term to denote someone of the current ICTA's experience and education which is much greater than that required for the PM. This term is not meant to imply any form of contractual relationship. The determination of the contractual vehicle is beyond the scope of the MTR</i></p> <p>In addition to this change, the project needs to routinely access local technical talent to support the ICTA and PM. There is a budget for local technical expertise but so far, the PM did not take advantage of this. The revised organisation structure also includes a Knowledge Management team recognizing the importance of this team in achieving the overall project objective and in successfully replicating demonstrations in Outcomes 2 and 3.</p>				
<b>Management response:</b> Recommendation is accepted				
<b>Key actions:</b>	<b>Responsible person</b>	<b>Due date</b>	<b>Status (initiated, completed, no longer applicable)</b>	<b>Comments</b>

5.1. Development of a ToR (will consider more presence of ICTA in the country) and signing of a new contract with the ICTA (as per Action 2.3. above)	PM	September 2021		Given that the duration of recently amended contract with ICTA is until August 31, 2021.
5.2. Development of a ToR and selection of a Technical Assistant (with energy engineering background)	PM, ICTA	September 2021		
<b>6.</b>				
<b>Recommendation: Develop better work planning tools including detailed life of project and annual work plans, and a strategy for how to meet the project targets. Revise and use the indicator monitoring plan as a management tool</b>				
<b>Management response:</b> Recommendation is accepted				
<b>Key actions:</b>	<b>Responsible person</b>	<b>Due date</b>	<b>Status (initiated, completed, no longer applicable)</b>	<b>Comments</b>
6.1. Training of a newly appointed PM in work planning tools	DRR, Team Leader / Energy, Environment and Disaster Risk Reduction	July 2021	Initiated	
6.2. Revision of AWP for 2021 by using work planning tools	PM, ICTA	August 2021	Initiated	
<b>7.</b>				
<b>Recommendation: Develop a communications strategy and plan – demonstrate, document, and disseminate project results</b>				
<b>Management response:</b> Recommendation is accepted				
<b>Key actions:</b>	<b>Responsible person</b>	<b>Due date</b>	<b>Status (initiated, completed, no longer applicable)</b>	<b>Comments</b>
7.1. Development of communication strategy and plan	PM, ICTA	August 2021	Initiated	
7.2. Implementation of communication plan	PM	Continuously	Initiated	
<b>8.</b>				
<b>Recommendation: Drop the focus on SME RESCOs and pilots</b>				
<b>Management response:</b> Recommendation is accepted				

Key actions:	Responsible person	Due date	Status (initiated, completed, no longer applicable)	Comments
8.1. Excluding RESCO-related activities from the revised AWP and revised budget	PM	July 2021	Initiated	
<b>9.</b>				
<b>Recommendation: Make changes in Outcome 2:</b> (1) hold a roundtable among MFIs, GE suppliers, and Project staff to fully understand the market conditions and where they need assistance to achieve project objectives; (2) conduct a rapid market assessment; (3) develop financial products based on 1 and 2; (4) reducing the number of participating MFIs to three; (5), opening up activities to all Green Energy products that are financially feasible, and, (6) developing a market assessment before implementing				
<b>Management response:</b> Recommendation is accepted				
Key actions:	Responsible person	Due date	Status (initiated, completed, no longer applicable)	Comments
9.1. Signing a contract with Frankfurt School of Finance & management gGmbH Provision of consulting services for selected microfinance institutions for development, promotion and supervision of green financial products	PM	July 2021	Initiated	Evaluation of RFP is completed, contract terms are being negotiated with Frankfurt School of Finance & management
9.2. Conduct meetings with MFIs and GE suppliers	PM, ICTA	July 2021	Initiated	During the mission of ICTA to Tajikistan (1-13 July 2021)
9.3. Identification of financially feasible GE products for different customer classes for different GE products (at a given interest rate, a given loan tenor, and a given cost of GE product and price of electricity), and given energy demand of customer	PM, ICTA	August 2021	Initiated	This action is in line with Deliverable 5 to be supplied by the ICTA
9.4. Launching of marketing campaign on developed GE financial products by the selected MFIs	PM, ICTA, MFIs	September 2021	Initiated	
<b>10.</b>				

**Recommendation: ICTA to consider revising the design of the financial support mechanism, revise and adjust some of the project logframe indicators and aggregate a few targets**

**Management response:** Recommendation is accepted

<b>Key actions:</b>	<b>Responsible person</b>	<b>Due date</b>	<b>Status (initiated, completed, no longer applicable)</b>	<b>Comments</b>
10.1. Development of a financing scheme for solar technologies based on the findings of the market assessment	ICTA	August 2021	Initiated	This action is in line with Deliverable 5 to be supplied by the ICTA
10.2. Adjustment of indicators and targets in the Project Results Framework as needed	PM, ICTA	August 2021	Initiated	

**11.**

**Recommendation: Consider command and control measures including demand side management in project activities since the price of electricity is so far below actual cost. Working with MoEWR and PE, focus policy and regulations to require some EE measures or to mandate SWH under specific conditions**

**Management response:** Recommendation is partially accepted – considering the tight timeframe, as well as there are no targets established for energy savings due to the implementation of EE measures, the Green Energy SMEs project will not focus on demand-side EE measures (thermal insulation of walls, EE windows and doors, etc.)

<b>Key actions:</b>	<b>Responsible person</b>	<b>Due date</b>	<b>Status (initiated, completed, no longer applicable)</b>	<b>Comments</b>
11.1. Study of cost-effectiveness of SWH for tourist SMEs	ICTA, Frankfurt School	August 2021	Initiated	According to the current legislation tourist SMEs shall pay for electricity tariff for industrial consumers (which is higher than the tariff for residents)
11.2. development of draft legal act on enforcement of the implementation of electricity tariffs for industrial consumers	ICTA, MoEWR	August 2021	Initiated	This action can be implemented as a part of activities under the LoA (see

				above Actions 3.1, 3.2 and 3.3)
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12.

**Recommendation: Consider teaming with OSCE on a limited mini-grid effort to expand the number of people and communities reach through RESCOs and increase the MW served by the project while establishing a model for community-based electricity supply**

Extract from MTR report:

OSCE has explored several communities in Khatlon that will not be connected to the grid in the next five years. Each of these communities has some form of existing, albeit degraded, power system. A community based minigrid as OSCE envision would be one form of RESCO and each community has different capabilities and resources to contribute.

Once the project has successfully concluded its agreement on the PE/World Bank Activity, it will have reached many of its main targets and have resources left over. The project might consider programming some of those into the OSCE mini-grid concept. The project would not normally consider these projects because they are high per unit cost of person served and given the project's limited budget, efforts here would not be cost effective unless the project had already reached its targets. The only model that stands a chance of working an being sustainable is the community-based model

**Management response:**

<b>Key actions:</b>	<b>Responsible person</b>	<b>Due date</b>	<b>Status (initiated, completed, no longer applicable)</b>	<b>Comments</b>
12.1. Discussion with OSCE its plans regarding the implementation of community based mini grids in Khatlon Region	ICTA	July 2021	Initiated	
12.2. Subject to OSCE plans, development of a scope of cooperation	PM, ICTA	August 2021	Initiated	