



“Inclusive Green Tourism – Energy Efficiency Improvement in Honduran Hotel Industry”

**ID GEF: 5446
ID PNUD PIMS: 5061**

Terminal Evaluation Report

**November 17th, 2021 – January 17th, 2022
Region: Latin America and the Caribbean
Country: Honduras**

**Project Execution Agency: PNUD
Implementing Partner: MiAmbiente+
Other Project Associates: Cámara Nacional de Turismo de Honduras
(CANATURH)**

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ACRONYMS and ABBREVIATIONS

AE	Executing Agency (acronym in Spanish)
AI	Implementing Agency (acronym in Spanish)
APR	Annual Project Review
ATLAS	Institutional resource planning system used by UNDP to manage projects
AWP	Annual Work Plan
BANHPROVI	Honduran Bank for Production and Housing (acronym in Spanish)
BCH	Central Bank of Honduras (acronym in Spanish)
CANATURH	Honduran National Tourism Chamber (acronym in Spanish)
CAP	Knowledge, Aptitudes and Practices (acronym in Spanish)
CDP	Project Steering Committee (acronym in Spanish)
COODETUR	Honduran Savings and Credit Cooperative of Tourism Entrepreneurs (acronym in Spanish)
ENEE	National Electric Power Company (acronym in Spanish)
HOPEH	Small Hotel Association (acronym in Spanish)
IIE	UNAH Energy Research Institute (acronym in Spanish)
M&E	Monitoring and Evaluation
METT	Management Effectiveness Tracking Tool
NDC	Nationally Determined Contributions
NIM	National Implementation Modality
ODS	Sustainable Development Goals (acronym in Spanish)
OE	Executing Agency (acronym in Spanish)
OHN	Honduran Organization for Standardization (acronym in Spanish)
PCM	Executive Decree approved
PF	Focal Point (acronym in Spanish)
PIF	Project Identification Form
PIMS	UNDP-GEF project information management system
PIR	Project Implementation Review
PNUD	United Nations Development Program (acronym in Spanish)
PPR	Project Progress Reports
PRODOC	Project Document
PTA	Annual Work Plan (acronym in Spanish)
SARAS	Environmental and Social Risk Analysis System (acronym in Spanish)
SEFIN	Secretary of Finance (acronym in Spanish)
SEN	Secretary of Energy (acronym in Spanish)
SICA	Central American Integration System (acronym in Spanish)
SMART	Refers to indicators that are Specific, Measurable, Achievable, Realistic y Time-Bound
TE	Terminal Evaluation
TOR	Terms of Reference
TT	Tracking Tools
UCP	Project Coordination Unit (acronym in Spanish)
UNAH	National Autonomous University of Honduras (acronym in Spanish)
UNDAF	United Nations Development Assistance Framework
UTOH	Ozone Technical Unit (acronym in Spanish)

1. Executive Summary

Project Basic Information Chart

Project Details		Project Milestones	
Project Title	Inclusive Green Tourism – Energy Efficiency in Honduran Hotel Industry	PIF Approval Date:	March 31st, 2014
UNDP Project ID (PIMS #):	5061	CEO (FSP) Approval Date / Approval Date:	November 2nd, 2015
GEF Project ID	5446	ProDoc signature date:	August 24th, 2017
UNDP Atlas Business Unit, Award ID, Project ID;	00103964	Project Manager hiring date:	September 2017
Country:	Honduras	Initial workshop date:	April 16th, 2018
Region	Latin America and the Caribbean	Mid-term Evaluation completion date:	<i>Not realized</i>
Focal Area:	Sustainable Development and Resilience	Terminal Evaluation review completion date:	January 17, 2022
GEF Operational Programme or Strategic Priorities/objectives:	CCM2 To promote the transformation of the market towards energy efficiency in the industry and the construction sector. SP 1. Promotion of the Access to affordable clean energy services. SP 2. Promotion of low emission, climate resilient urban and transportation infrastructure (Program 3, CCM).	Operational closing planned date:	October 24th, 2021
Trust Fund:	<i>FMAM (GEF)</i>		
Implementing Partner (GEF Executing Entity):	“Secretaría de Estado en los Despachos de Recursos Naturales y Ambiente” (MiAmbiente+)		
NGO participation / CBO involvement:	<i>N/A</i>		
Private sector participation:	Benefited: Honduran National Tourism Chamber (CANATURH), Small Hotel Association (HOPEH), hotel/business owners of Comayagua, Gracias (Lempira) and San Pedro Sula		
Geospatial coordinates of project sites:	<i>Undetermined</i>		
Financial Information			
PDF/PPG	Approved (US\$M)		Final (US\$M)
GEF PDF / PPG grants for project preparations	0.171		0.171
Co-financing for project preparation	0		0
Proyecto	ProDoc Commitment (US\$M)		In Terminal Evaluation (US\$M)
[1] UNDP Contribution:	0.430		
[2] Government:	7.500		
[3] Others, multi-/bilaterals:			
[4] Private Sector:	0.800		
[5] NGOs:			
[6] Total Co-funding [1 + 2 + 3 + 4 + 5]:	8.730		
[7] Total GEF Funding:	1.229		0.894 (October 2021)
[8] total Project Funding [6 + 7]	9.959		

Brief Project Description

The general objective of the Project "Inclusive Green Tourism – Energy Efficiency in Honduran Hotel Industry", is to eliminate barriers (market failures) of political, financial and of information nature that impede the increase of the commercial use of more efficient electric equipment in the small and middle-sized Honduran hotel companies, in accordance with the National Sustainable Tourism Strategy (Estrategia Nacional de Turismo Sostenible).

In order to address these market failures or barriers, the present project starts on August 24, 2017, its original operational closing date was August 24, 2020. During the same period, an extension of the project was approved, modifying its operational closing date to October 24, 2021.

The project proposes to eliminate the barriers (market failures) of small and medium-sized hotel companies through three components:

- ✓ Component 1, Sustainable Tourism and Low Emission Policies. As a result of this component, it is expected that the E.E. will be enabled, that there will be a framework of applied public policy, and that the technical capacity of the Honduran hotel industry will be strengthened.
- ✓ Component 2, Sustainable Tourism and Low Emissions Financing. Based on the results of this component, the aim is to facilitate commercial investment in E.E. equipment and mobilize technologies for the hotel industry (subsidy and investment mechanisms).
- ✓ Component 3, Knowledge of Sustainable Low Emission Tourism. As a result of this component, it is expected to increase the application of E.E. technologies in the Honduran hotel industry.

With regard to climate change issues in the tourism sector in Honduras, and specifically in the hotel sector, the specific components or objectives of this project focus on both adaptation and mitigation measures.

In terms of management and governance, the project is NIM implementation modality with Support to NIM, with UNDP as the GEF implementing agency and MiAmbiente+ as part of the Board of Directors and implementing partner, an institution that delegates project management to the "Programmatic Office". The latter has experience and equipment for the implementation of environmental projects financed by the GEF, and others linked to the activities of MiAmbiente+.

The main institutional actors involved in the project as identified in the PRODOC are:

- a) Public Sector: The Ministry of the Environment, MiAmbiente+, the National System for Quality (SNC), the National Electric Power Company of Honduras, (ENEE), the National Energy Regulatory Commission (CREE), the Honduran Institute of Tourism, (IHT), the Technological University of Honduras, (UNITEC) and National Autonomous University of Honduras, (UNAH)
- b) Private Sector: Central American Development Bank (CABEI/MiPYMEs Verdes), Islas de la Bahía public energy companies, the Investment Fund for the Commercial and Industrial Sectors (FOPESIC), National Chamber of Tourism of Honduras, (CANATURH), Honduran Association of Small Hotels (HOPEH), National Center for Cleaner Production of Honduras, (CNP+LH), Red Katalysis, Banco Atlántida (Green Fund), Banco del País (Subordinated Loan) and private consulting firms related to EE.
- c) International Cooperation Agencies: the United Nations Development Program (UNDP), 4E Project (GIZ/SICA) and the Japanese International Cooperation Agency (JICA)

In addition, the recently created Energy Secretariat was invited to the board meeting in 2020.

The project was approved with a GEF budget of US\$ 1,228,538 and co-financing of US\$ 8,730,000. The geographical location of the project is the Northwest Region of Honduras. According to PRODOC, the direct beneficiaries expected were 75 people trained in accordance with the goals, including 50 hoteliers and 25 technicians, 9 hotels successfully implementing EE measures, and 24 new hotels and restaurants adopting EE plans as part of the project's goals.

The PRODOC also states that MiAmbiente+¹, through the Programmatic Office and the initiative of the National Directorate of Climate Change (DNCC), and the National Directorate of Energy (DGE), will be the government institution responsible for project implementation and is responsible for technical and operational management during project implementation and the execution of decisions taken by the Project Board.

UNDP Honduras supports MiAmbiente during project implementation under the Agreement between the Government of Honduras and UNDP for the provision of services, including identification and contracting of Project consultants, identification of training activities and assistance in carrying out procurement of goods and services, financial monitoring and reporting, processing of direct payments, supervision of implementation, monitoring and assistance in project evaluation.

The Project Board (PB) is constituted in October 2017, 3 months after the start of the project, to monitor its progress, guide its implementation and support in the achievement of outputs and outcomes. The PB is integrated by 6 members representing the following institutions: MiAmbiente+ (which leads the PB), National Directorate of Climate Change, National Directorate of Energy (Dirección Nacional de Energía, DGE), the Honduran Institute of Tourism (Instituto Hondureño de Turismo, IHT), the beneficiaries (CANATURH / HOPEH), a representative of the private sector and UNDP Honduras.

The Project Executing Unit (PEU) has a Project Manager and an Administrative Assistant, whose fees are covered by the project. The project team and the UNDP Country Office, with the support of the UNDP/GEF Regional Technical Advisor in Panama City, are responsible for monitoring and evaluation, in accordance with established UNDP procedures.

The table below summarizes the project's rating in the relevant areas of evaluation according to UN standards:

Project Evaluation Rating Table

Criteria	Rating
1. Monitoring & Evaluation (M&E): Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)	
M&E input design	6 Highly Satisfactory (HS),
Execution of the M&E plan	4 Moderately Satisfactory (MS)
Overall quality of M&E	5 Satisfactory (S)
2. Implementing Agency (IA) Implementation & Executing Agency (EA) Execution: Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)	
Management of the Implementing Agency (UNDP)	5 Satisfactory (S)
Management of the Executing Agency (MiAmbiente+)	3 Moderately Unsatisfactory (MU)
Overall quality of implementation and execution	3 Moderately Unsatisfactory (MU)
3. Assessment of Outcomes: Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)	
Relevancy	3 Moderately Unsatisfactory (MU)
Effectivity	3 Moderately Unsatisfactory (MU)
Efficiency	3 Moderately Unsatisfactory (MU)
Overall Rating of Project Results	3 Moderately Unsatisfactory (MU)
4. Sustainability: Likely (L); Moderately Likely (SL); Moderately Unlikely (SU); Unlikely (U).	
Financial Resources:	2 Moderately Unlikely (SU);
Social-Political:	3 Moderately Likely (SL)
Institutional Framework and Governance:	3 Moderately Likely (SL)
Environmental	4 Likely (L)
Overall probability of sustainability	3 Moderately Likely (SL)

Source: Terminal Evaluation

¹ See point 127, page 58, PRODOC

Concise summary of findings, conclusions and lessons learned

The problem that gives rise to the project - the existence of barriers to access to E.E. technologies for small hotel enterprises - is clearly identified, and the presence of the following market failures or barriers in the hotel market for small and medium-sized enterprises in Honduras is evident: information, appropriability, network, intangibility of assets, and agency. The project components are aimed at reducing market barriers or failures, in this sense they are consistent with the project's objective, but they are not sufficient if the aim is to eliminate market failures, since these involve governance and policy issues that exceed the level of the goals achievable by the project components.

The information, political and financial barriers were identified in the Project, but there was no measure of the goal that implied a significant achievement in that market. Consequently, there was also no dimension of the resources that would be involved in time and investment to achieve those goals. The project set achievement goals that fit its budget but not a goal of achieving an effect or impact in the market. In this retrospective analysis, it can be affirmed that if what was desired was to achieve an impact on that market, the project was definitely very ambitious since time and resources were very limited. If, on the other hand, the intention was to generate a demonstration effect, the management of the project was not adequate due to the fact that the emphasis was not placed on achieving case studies, on promoting more actively the successes achieved and especially on carrying out the financial mechanism to serve as a lever and incentive for more companies in the sector to join this EE initiative.

The overall objective of the project - to eliminate barriers - is not achievable in the timeframe proposed, even if one hundred percent of the goals of each component were to be achieved. A more realistic goal, in relation to the size and duration of the project, would be to reduce the existing barriers. On the other hand, the general objective as stated is not measurable (to eliminate barriers), since it is not defined which barriers, to what extent they will be addressed, and in how much time. However, the instruments used to reduce barriers, such as soft loans, training, and greater equity of information and knowledge for beneficiaries, are aimed at addressing these market failures.

There are two effects present at the same time in the potential market for E.E. technologies for small and medium-sized hotel enterprises. On the one hand, the absence of adequate incentives to attract private banks as potential financiers, and on the other hand, the low demand of small hotel entrepreneurs for E.E. technologies, the latter due to problems of misinformation regarding the benefits, cost savings, and/or access to financing. This situation is also influenced by the lack of networking between the public and private sectors that could have been solved with better management from the project that would have more actively involved representatives of the public and private sectors in the project activities.

In terms of management and sustainability, the government structure linked to the project underwent many changes and did not provide permanent support throughout the entire project. The concern was unstable, not providing a permanent follow-up on the most strategic or essential issues that were affecting the project, implying the delay of the financial mechanism and its knowledge management, which constituted an unforeseen risk in the risks established in the PRODOC.

The achievement of the project's components and its future sustainability depends heavily Honduras having a solid public institutional structure that will make the project feasible within the planned timeframe, and of this institutional structure being supported by a government policy on the environment and EE at the highest political level, in order to ensure the project's governance. In the absence of these conditions, it is unlikely that the barriers faced by the small and medium-sized hotel industry will be reduced, let alone eliminated. On the other hand, market barriers or failures respond to more than one variable

and must be addressed as a complex situation that requires intervention through various policies, applied simultaneously. In other words, the level of progress or achievement attained by the project are not only attributable to a financial mechanism (loans with a guarantee fund and interest rates similar to those of the market), but to a set of situations affecting the public sector and its relationship with the private sector, the result of which affects the level of efficiency that the project could have reached.

As for potential beneficiaries, in general there were no problems or resistance to incorporate the new information and initiate inquiries for the substitution of EE technologies, as well as to be part of the pilot plan. It is evident - from the interviews with hotel businessmen - which the diagnoses carried out managed to encourage the beneficiaries, and even led to investments in E.E. at an economically critical moment, such as during the pandemic crisis (Caused by COVID 19). It is also verified that in the absence of the project, the beneficiary entrepreneurs would have had low possibilities of accessing information and knowledge of E.E. technologies, and possible difficulties to diagnose and finance the technological change, which reaffirms the need for the project and its purpose.

Notwithstanding the above, the assessment of the achievement of the components as a whole yield an average of 70% in the SMART analysis, which qualifies as moderately satisfactory. However, component 2, which refers to the financing mechanism, achieves only a 55% achievement rating. This last rating is influenced by the fact that although progress was made in the design of the financial mechanism, it was not operational at the end of the project. On the other hand, the SMART analysis shows that all the components are rated as relevant (100%), and that the average of the three components in terms of sustainability is rated at 76%. The consistency results of the SMART Matrix corroborate that there are design problems in the project, particularly with respect to the goal of the general objective, the development of the component indicators, and the results obtained in relation to the defined goals.

In the institutional context described above, the results of the project (see Annex 5, SMART matrix) show that an attempt has been made to address the barriers faced by the hotel sector in terms of EE, through: training, technological diagnostics in EE, provision of information, progress in public-private coordination, and progress in the design of financing mechanisms for technological EE solutions. However, the central pillar that makes project implementation viable is the financing mechanism(s), and this was not operational at the close of this evaluation. On the other hand, the impact of the activities carried out is not clearly visible or measurable, because they cover a small part of the magnitude of the need for change required by the sector of small tourist hotels in Honduras.

In terms of progress in cross-cutting issues, a gender equality diagnosis was carried out in the hotels participating in the project, identifying that 71% of management positions were occupied by women², a very relevant figure when evaluating employment impacts. Still on gender issues, the first guide on good practices in gender equality in the hotel sector in Honduras³ was developed as part of the project's exit strategy.

The sustainability of the project rested on the good management of the "green scheme" financing model, the ability to attract commercial financing for the "Green Scheme" to continue its operations without any additional subsidy from the GEF, and the mechanisms that could be created to maintain access to financing in E.E. for medium and small hoteliers.

²In small, medium and large hotels, on average the participation of women in management positions is 55.36%. However, only in small hotels the percentage increases to 71.42%, which have been precisely the focus of the project's work. See "Analysis of the survey of Small and Medium Hotels of the Association of Small Hotels of Honduras (HOPEH)". Inclusive Green Tourism Project-Energy Efficiency in the Honduran Hotel Sector July 11, 2018.

³ Published in October 2021 by MiAmbiente+ with a message from the Secretary of State, HOPEH and CANATURH available and verified by this evaluation.

As mentioned above, none of these mechanisms were operational at the close of this evaluation.

Finally, it can be concluded that the project was developed within a framework of difficulties in the public institutional framework of Honduras (changes of authorities, long delays in the execution of the project, high turnover of professionals, bureaucracy and management problems in general), an aspect that constitutes the great challenge to be addressed in terms of policy, governance, management, financial and environmental issues. In addition to these circumstances, there were the difficulties caused by the pandemic (COVID 19), which affected the execution of the last two years of the project (2020-2021).

In future projects, it is considered necessary to address the following issues: i) support to strengthen the country's institutional structure, in order to ensure the viability of project implementation; ii) design of financing mechanisms and their management, as a necessary condition at the beginning of the project; iii) consider various financing tools that can operate in unison, for example: low-cost loans, tax incentives, partial or total subsidies, creation of groups of hoteliers that generate a collective guarantee, etc. iv) evaluate the feasibility of indebtedness of the beneficiaries, particularly in times of economic crisis such as COVID 19; and early control mechanisms to ensure compliance with the commitments of the various actors., v) be more careful when considering the assumptions since, as was observed in the project, many were really part of the barriers and should have been transformed into intermediate objectives (components or part of the components) in such a way that the project itself would seek how to overcome them.

Recommendations summary Table

	TE Recommendation	Entity Responsible	Time frame
A	Result 1: energy efficiency (EE) enables an applied public policy framework and strengthens the technical capacity of the Honduran hotel industry.		
A.1	Key Recommendation: Conduct a joint workshop between cooperation institutions and the government of Honduras to establish needs and priorities for improving and strengthening the institutional structure of the Environment and its implications for taking charge of environmental and EE programs in the country.	UNDP	July 2022
A.2	To reach a consensus with the new government and the different national public and private stakeholders that participated in the project, on a vision for the future of the country in terms of environmental policy and EE.	MiAmbiente+	April-June 2022
A.3	Promote among the new SEN authorities the importance of the Draft Bill "Promotion of the Rational and Efficient Use of Energy" to be presented and sensitized in the legislative plenary.	MiAmbiente+ Energy Secretariat (SEN)	January-June 2022
A.4	Structuring a Strategic and Operational Roadmap for Energy Efficiency in Honduras that involves the public and private sector with goals, contributions and responsibilities.	MiAmbiente+ Energy Secretariat (SEN)	July 2022
A.5	Promote the organization of meetings or workshops to raise awareness among parliamentarians and high-level public officials on the lessons learned from the project and other international experiences with instruments to promote the substitution of polluting technologies with E.E. technologies.	MiAmbiente+	March-December 2022
B	Result 2: Commercial investment in energy efficiency equipment and technologies for the hotel industry mobilized (subsidy mechanisms and investments).		
B.1	Key Recommendation: Participatory construction (public and private sector) of a package of multiple financing tools (National Plan) that can operate simultaneously in the different stages necessary to make Energy Efficiency projects viable in the Hotel Industry: Awareness raising, training, diagnosis, technical assistance, equipment replacement, technological improvements, monitoring and measurement of achievements. Each stage should have at least one tool such as: Guarantees and/or low-cost credits, tax incentives, partial or total subsidies, collective guarantee mechanisms, etc.	MiAmbiente+ Energy Efficiency Committee	July 2022

B.2	Elaborate a roadmap for the elaboration of the National Financial Plan for Energy Efficiency in the Hotel sector in Honduras that will allow progress towards it before July 2022.	MiAmbiente+	January – March 2022
B.3	Formally submit a detailed analysis of the feasibility of the guarantee financing mechanism with BANHPROVI promoted by MiAmbiente+ that explicitly shows its apprehensions regarding this proposal.	CANATURH / HOPEH	January 2022
C	Result 3: Increased application of energy efficiency technologies in the Honduran hotel industry.		
C.1	Key Recommendation: To create a scientific Working and Learning Community on Energy Efficiency (open to all economic sectors) in order to generate applied knowledge networks on these issues.	MiAmbiente+	January - December 2022
C.2	Promote the application of the Energy Efficiency Diagnosis tool in the Honduran hotel industry.	MiAmbiente+	January - December 2022
C.3	Study the feasibility of financing the Interinstitutional Cooperation Agreement between the Secretariat of Natural Resources and Environment (MiAmbiente+) and the Foundation of the National Autonomous University of Honduras (Fundación de la Universidad Nacional Autónoma de Honduras, FUNDAUNAH) with its own resources or cooperation contributions.	MiAmbiente+	March 2022
C.4	To nurture the working community with the provision of a bank of publications of work, best practices, protocols, risks and recommendations drawn from the project's experience in Energy Efficiency work that is available and open for download by all participants.	MiAmbiente+	January - December 2022

Source: TE

2. Introduction

Purpose and Objectives of the TE

The main objective of the Evaluation is: to review and document the relevance, effectiveness, efficiency and sustainability of the interventions proposed in the "Inclusive Green Tourism - Energy Efficiency in the Hotel Sector in Honduras" project. At the same time, it will analyze the progress achieved in the implementation of the project, evaluate -or assess- to what extent, how, why, and through which instruments (technological and financial) the improvement and/or substitution of technologies towards greater energy efficiency in the Hotel sector covered by the project is being achieved (or is not being achieved).

This evaluation considers it is of vital importance to assess the contribution of all the institutions participating in the project in the areas of management, facilitators of processes and agreements, institutional political support, direct and/or indirect financing, identification of unforeseen consequences (both positive and negative), and other aspects considered relevant. The evaluation also includes an investigation and documentation of lessons learned, and the elaboration of specific recommendations that can be implemented in the future. This work should provide evidence to support the accountability of UNDP programs and projects.

The period to be evaluated is from August 2017 (start of the project) to October 2021, the final closing date of the project. The main partners to be interviewed are the members of the Project Team, the direct beneficiaries of the project and the national and international institutions involved. Notwithstanding the above, if in the opinion of the counterpart it is necessary, other opinions will be considered, for example: strategic partners and local actors in the execution of the project, donors and institutions related to the environment in the country.

Scope

As described above, multiple actors interact in this project, which from the evaluation point of view implies not only a documentary review of the project, but also interviews in the most direct way possible (considering the Covid-19 pandemic) with stakeholders in their various roles, responsibilities and commitments.

Based on the framework for the evaluation and consistent with the Terms of Reference of the Project's TE, the approach to be used is essentially participatory, and it is therefore expected to integrate as much consultation as possible with all partners involved in the project in their different roles: implementation, donors, beneficiaries, and public and private institutions related to the subject matter of the project.

The interpretation of this evaluation involves addressing the following areas of work:

- a) Evaluate, according to the traditional criteria for this type of evaluations: Relevance, Effectiveness, Efficiency, Impact and Sustainability.
- b) Incorporate cross-cutting criteria to this evaluation, namely, to assess whether the practices used to carry out the operational activities effectively responded to an integrated, modern, results-oriented management, but in compliance with the principles promoted by the United Nations: Gender Mainstreaming, Capacity Building, Knowledge Management, Networking and Local Participation.
- c) Highlight the substantive experiences and best practices acquired in the work of strengthening national capacities for the implementation of the the different steps project interventions, from the design phase to the implementation of the latest activities to date.

The evaluation is carried out in an integral manner considering all aspects of the Project in an objective manner, supported by facts and determining the achievements reached towards the general objective, the specific objectives, the achievement of the expected products and results and their sustainability. Operationally this means developing instruments and evaluative activities that allow to deliver elements, verifiable facts and background for:

- Establish the extent to which the project implemented its activities, delivered concrete outputs and achieved the expected results stated in its respective PRODOC.
- Generate substantive empirical knowledge that identifies good practices and lessons learned that may be useful for other development interventions at the national level (scaling up or replication) and at the international level (replication).
- Determine the extent to which the Project has understood the institutional dynamics and contributed to addressing the needs and problems identified in the initial analysis.
- Determine the degree of impact of the Project at the national and/or local level.
- Establish the efficiency and quality of the results obtained and products delivered from the Project with respect to what was initially planned, or the subsequent official revisions evidenced in the Monitoring and Evaluation Framework.
- Determine the extent of the positive effects of the Project in the mainstreaming of its activities.
- Establish an evaluative judgment on the financial, socio-political and governance sustainability of the effects of the Project's actions, outputs and outcomes.
- Give recommendations on implementation arrangements that may be relevant for other projects and in other countries of the world.

The basis of application of the Evaluation is the assessment of the results achieved based on the scope and criteria of relevance, effectiveness, efficiency, sustainability and impact explicit in the Guidelines indicated in note No. 1 of this report.

The purpose of the evaluation is to provide systematized information based on concrete and verifiable facts that allow an objective assessment of what the project has achieved in terms of its objectives, budget and assumptions that gave it meaning.

The list of information reviewed for the project evaluation can be found in Annex 3: List of Documents Reviewed, which provided a database of basic information that could be contrasted, validated and verified with the interviews of key stakeholders related to the project. The interview guidelines were based on a semi-structured question guide found in Annex 8: "Interview guidelines used to collect information", which in turn is based on the "Matrix of Evaluation Criteria and Questions".

The vision of the sequence of activities and work schedule can be seen in Annex 4: "Schedule of Activities". The interviews and field visits were carried out in accordance with Annex 2, which shows the field mission carried out in coherence with the Terms of Reference and the concretion of the mission agenda agreed with UNDP but adapted to the context of confinement due to the pandemic caused by SARS-Cov2 (COVID19).

Finally, to ensure the quality and relevance of the findings, comments to the present document are expected to allow its improvement and adequacy, as a result of the incorporation of the observations made by all parties reviewing the document.

This report contains all the substantiated findings, conclusions, lessons and recommendations in a clear and concise manner, following the table of contents recommended in the Terms of Reference.

Methodology

The evaluation methodology considers the Logical Framework to determine the causal links between the interventions that the project supported and to see the progress in achieving the expected results at the national and local levels. A vertical and horizontal consistency analysis exercise of the logical framework was carried out, observing its structure of results and outputs, indicators and goals in order to contextualize the evaluation of the results obtained.

What this final evaluation of the project seeks to establish -responding to the criteria of relevance, effectiveness and efficiency- is the degree to which its results and products contributed decisively to achieve the expected changes and to generate the desired processes, together with an execution in accordance with what was foreseen in time and form in terms of the design of the Results Table. Taking into consideration, changes in assumptions and emergencies that occurred throughout the implementation of the Project, to explain deviations and adjustments in the achievements at the level of outputs and outcomes. The relevant questions are:

1. Whether it was done as planned and how it was done, so that Honduras can "eliminate the political, financial and information barriers (market failures) that prevent the increased commercial use of more efficient electrical equipment in small and medium hotel businesses in Honduras, consistent with the National Strategy for Sustainable Tourism" AND, with what results.
2. Whether it was done as planned and how it was done, the promotion of green tourism in Honduras, and with what results.

Based on these two main questions, applied to the three Results, we seek to establish the degree of correspondence with what was foreseen, for which purpose the Evaluation Criteria Matrix was prepared, as detailed in Annex 5, which is presented sequentially:

- Key evaluation criteria
- Key questions
- Specific sub-questions
- Data sources
- Data collection methods/tools
- Indicators of success (achievement)
- Data analysis methods

In the specific sub-questions, questions are introduced that seek to detect enabling factors⁴ and what obstacles were encountered in the process, how they were addressed, and what lessons can be learned from them.

Data Collection & Analysis

The information gathering instruments are: i) interviews with key information sources; ii) systematization of the documentation produced by the Project, which are used to answer the questions and sub-questions detailed in Annex 5 mentioned above.

The instruments used to collect information are:

- **Key informant interviews:** Based on a series of open-ended questions asked to some key informants. The interviews are qualitative, in-depth and structured interviews. They are based on the themes and questions of the evaluation. These in-depth interviews were conducted mainly at the central level, i.e., with key representatives/members of UNDP, government institutions, strategic partners at the national and local levels, with meetings lasting from 45 minutes to approximately 2 hours depending on the relevance of each topic addressed.
- **Systematization of the documentation produced by the Project:** A process of ordering all available project information contained in its main documents such as PRODOC, monthly, quarterly and annual reports, project board minutes, financial reports, consultancy product documents, communication material, etc., will be carried out to support the evaluation findings.

The people interviewed were grouped for methodological purposes into three categories: i) directly linked to implementation: officials of the Ministry of Environment (MiAmbiente+), UNDP and the Project Coordinating Unit; ii) indirectly linked to implementation: members of other institutions linked to the project's objectives and others of national relevance relevant to the topic, which are not considered in the first category; iii) Beneficiaries: people representing business organizations, entrepreneurs, micro and small businessmen who benefited from the training, capacity building, awareness raising and other processes.

Regarding the first group of people, it is important to integrate three levels of information in the final evaluation. The first is to understand the background and development of the project in the context of institutional conditions and the changes that occurred during implementation. It is also important to assess whether these changes had an impact on the execution conditions and the results achieved. The narratives that accompanied this process and its evolution over time, and how they influenced the progress of the project, contribute to this analysis.

⁴ The degree of correspondence is understood as "the extent to which the expected results and outcomes were achieved in accordance with the planned performance indicators".

The second level of information to be investigated is clarifications and clarifications on doubts arising from the documentary review, regarding the sources and consistency of the hard data and its interpretation. It also integrates the enabling conditions and obstacles encountered during the execution of the project, linked to the factors of efficiency and effectiveness.

The third level of information to be investigated is the degree of satisfaction and assessment of the results obtained, their immediate and long-term effects, the analysis of the possible gap between what was expected and what was achieved, if any, the lessons learned from the experience and how they anticipate the post-project future.

With respect to the second and third groups - indirectly linked to project execution and beneficiaries - and depending on the level of involvement in the project and type of contribution to its execution and results, the questions focused on the third group.

In addition, for the third group, the target entrepreneurial enterprises, the positive effects on the expected changes in terms of capabilities and the degree of relevance, appropriation and usefulness of the activities and/or products generated with them will be examined in greater depth.

Focusing specifically on the characteristics of this project and considering the relevant aspects, the approach was carried out by answering the questions of the Evaluation Criteria matrix⁵:

The problems faced by the project that are particularly relevant to the evaluation and that become evaluation research questions are:

- Conduct a consistency analysis of the project objectives considering the Logical Framework and project resources. See weaknesses and inconsistencies that could be corrected to benefit the main objectives and goals of the project. Analysis of project design and strategy.
- Determine if there is a variation in the context and assumptions of the project that had a decisive impact on the objectives, results and expected goals in order to make corrections to make the project more effective and efficient (country, institutional, socioeconomic, sectoral and business context).
- Review the progress of the implementation context considering important events that could have altered the achievement of outputs and outcomes such as the Covid 19 pandemic and the passage of hurricanes or others.
- Review progress in meeting the indicators proposed for each of the Project's components.
- Establish if the project is being functional to the institutional strengthening of the institutions that cover it. Determine the actions, the generation of practices and the construction of institutionalism carried out to ensure the sustainability of this institutional strengthening.
- It is important to determine the actions carried out by the project with respect to the related institutions that are essential to ensure the sustainability of the project's effects and impact in the long term.
- Comprehensive analysis to determine whether the actions proposed and carried out to date to overcome the specific barriers detailed in PRODOC are allowing to achieve this in an efficient and effective manner. Review of the selection of cost-effective proposals in light of project experience.

⁵ See Annex 5.

- Review of the management of the project and its stakeholders. Review of the efficiency of the project given the management of its members and the originally designed management arrangements. Review of adaptive management.
- Review of project control, monitoring and evaluation systems.
- Review of project risk mitigation strategy and actions.
- Review of project finances and co-financing. Budget changes, financial and budgetary control systems. Disbursements and financial management bottleneck analysis.
- Review of the levels of participation and ownership of counterparts and stakeholders in the project.
- Review of internal and external communication of project actions.
- Analysis of financial, socioeconomic, governance, institutional and environmental sustainability at the date of the FE.
- Document the best experiences and provide elements for an exit strategy.
- Analysis of gender mainstreaming in the project.

A matrix of evaluation criteria, questions and indicators was prepared to show in detail how the consultancy intends to collect data and systematize information.

This matrix details the evaluation criteria, the questions that guided the search for information, the indicators to be observed, the sources for verifying and obtaining the information and the methodology for obtaining it. It is detailed separately for the criteria of Relevance, Effectiveness, Efficiency and sustainability of the project.

Ethics

The interviews and the handling of information were carried out according to the procedures of the UNDP-GEF TE manual. In particular, each interview or meeting began with a brief introduction by the Evaluator, introducing himself/herself and reminding the participants that the information collected will be treated anonymously and confidentially and that the interviewee may also avoid answering questions when and if he/she perceives them as possible sources of harm to his/her person or professional profile. In this way, the aim was to reinforce the transparency of the evaluation process and promote a cordial relationship between interviewees and interviewer in order to generate reliable information.

Limitations to the evaluation

The evaluation activity was conducted face-to-face in Honduras and interviews were also conducted remotely using communication technologies such as Zoom and Meets, which partially replace the dynamic of interaction between interviewees and interviewer, sometimes losing the greater perception and details that are achieved in a face-to-face interaction.

However, the use of communication technologies allowed for a greater number of individual interviews than would have been possible through field interviews.

The context of the evaluation was not the most favorable as it took place very close to the end of the year holidays and just in the week before the national elections, however the support of the project coordination and the willingness to participate on the part of the people interviewed made it possible to meet the challenge of successfully reaching all those involved.

Structure of the TE report

The structure and information contained in this report begins with the delivery of the executive summary that contains a table of information about the project and a table of ratings of the project carried out by this evaluation. This summary contains a brief description of the intervention, i.e., what the Inclusive Green Tourism project was intended to achieve, and a concise summary of findings, conclusions and lessons learned. It ends with a summary table of recommendations.

On Chapter 2, the description of the scope and objectives of this evaluation, a detailed explanation of the evaluation scope, approach and methodology, how data collection was conducted, and the ethical issues and limitations of the evaluation.

Chapter 3 describes the project, the main milestones of the project, the development context relevant to the achievement of the project objective and scope. The problems, objectives, expected results, stakeholders and finally its theory of change.

Chapter 4 presents the findings of the evaluation starting with the analysis of the project design and formulation, the analysis of the project implementation and finally an extensive detail of the results and impact of the project in the categories of relevance, effectiveness, efficiency and overall results, which are rated according to the regulations of the UNDP-GEF Final Project Evaluation Manual. Subsequently, chapter 5 presents the main findings, conclusions, recommendations and lessons learned. Finally, the annexes that provide detailed supporting information on the analysis and conclusions of the evaluation are attached.

This report structure is expected to fulfill the purposes of the evaluation and satisfy the information needs required in the terms of reference and of the users of this report.

3. Project Description.

Project start and duration

The present project starts on August 24, 2017, its original operational closing date was August 24, 2020. During the same period, an extension of the project was approved modifying its operational closure to October 24, 2021.

Problems that the project sought to address threats and barriers targeted

The project "Inclusive Green Tourism - Energy Efficiency in the Honduran Hotel Industry" seeks to eliminate the political, financial and information barriers (market failures) that prevent the increased commercial use of more efficient electrical equipment in small and medium hotel enterprises in Honduras, consistent with the National Strategy for Sustainable Tourism.

In particular, the project highlights the presence of the following market failures to be overcome as barriers:

- Information gaps that allow small and medium-sized entrepreneurs to know the quality and accessibility of the different energy efficiency (EE) options. This failure occurs due to the high costs for a private company to produce and share information on EE.

- Appropriability failure, which is observed in the difficulty that small and medium-sized enterprises have in achieving full appropriation of the benefits linked to the completion of studies and evidence on E.E. Appropriability failures are also present in the difficulties faced by small and medium-sized hotel enterprises in making use of the tax benefits granted to the tourism sector, namely, the reduction of tariffs on imports of goods to operate hotels.
- Network failures, such as the non-existence of information dissemination networks on the various options in E.E., which hinders and discourages the meeting between suppliers and demanders of green technologies. Also, the lack of coordination between private banks and the government to generate the corresponding stimuli for the encounter between the supply of green credits and the demand for E.E. technology.
- Intangibility of assets: In the absence of government endorsement, the private sector does not cover the differential costs of technology substitution (to cleaner technologies), due to its difficulty in associating to it the capacity to reduce costs, and to possible barriers generated by the cost of credits.
- Agency failures: Presence of problems in the agencies executing the programs due to insufficient resources, coordination and supervision problems, and lack of personnel in charge of the E.E. area capable of making timely decisions.

It is important to highlight that market failures -or barriers- occur in a national context where 53% of the economically active population has stable jobs, and 42% works in the informal economy where the tourism sector is their main source of employment. Therefore, the hotel sector directly affects employment and unemployment rates at the national level. All of the above occurs in a country that is ranked 61st in the list of 135 poorest countries in the world, has a high dependence on imported fossil fuels, is vulnerable to oil prices, and has low efficiency in the final use of electricity in all sectors.

Immediate and development objectives of the project

The general objective of this project is to "eliminate the political, financial and information barriers (market failures) that prevent the increased commercial use of more efficient electrical equipment in small and medium hotel enterprises in Honduras, consistent with the National Strategy for Sustainable Tourism". The materialization of this general objective is pursued through three components:

- ✓ Component 1: Sustainable Tourism and Low Emission Policies.
- ✓ Component 2: Sustainable Tourism and Low Emission Financing.
- ✓ Component 3: Knowledge of Low Emission Sustainable Tourism.

Table of benchmarking indicators established for the objective and results

General Objective: Eliminate barriers to increased commercial energy use of more efficient electrical appliances in the S&M members of the hotel industry in Honduras	
PRODOC Indicator	2017 Baseline
Energy savings and corresponding greenhouse gas emissions resulting from hotels and restaurants due to electricity end uses.	Zero
Component 1: Sustainable Tourism and Low Emission Policies	
Result 1, energy efficiency (EE) enables an applied public policy framework and strengthens the technical capacity of the Honduran hotel industry.	
PRODOC Indicator	2017 Baseline
1. Number of standards and labeling of commercial electrical equipment applied	Zero
2. Project contributions to national legislation and policies related to thematic priorities of the project.	Zero

3. Number of actors trained in EE and integrating EE of electrical equipment, promoting good practices and placement of EE investments in the hotel sector.	Zero Hoteliers
Component 2: Sustainable Tourism and Low Emission Finance	
Result 2: Commercial investment in energy efficiency equipment and technologies for the hotel industry mobilized (subsidy mechanisms and investments).	
PRODOC Indicator	2017 Baseline
1. "Green Scheme" designed, implemented and supervised.	FOPESIC currently manages a fund of approximately US\$500mil for EE investments and provides technical assistance in the commercial and industrial sectors.
1. Number of hotels and restaurants implementing energy efficiency measures and best practices, in compliance with national policies (for example, AP+L and ENCC).	4 hotels (2 in Roatán, 3 in San Pedro and 1 in Tegucigalpa have already prepared energy audits).
3. Electricity savings from investments	Zero
4. Number of decent and permanent jobs created through social responsibility are integrated into the Green Scheme, as well as the promotion of women leading entrepreneurial activities in the hospitality sector.	113 jobs maintained, at an occupancy rate of 60%, in 9 pilot hotels (9 hotels x 25 rooms x 0.5 direct and indirect jobs per room)
Component 3: Sustainable Low Emission Tourism Knowledge	
Result 3: Increased application of energy efficiency technologies in the Honduran hotel industry.	
PRODOC Indicator	2017 Baseline
Number of hotels with restaurants implementing energy efficiency measures and best practices, in accordance with national policies (e.g., AP+L and ENCC) due to: Replication	6 hotels. Existing CANATURH projects at the sub-regional level: Tegus: 1; San Pedro 3; Bay Islands: 2 (Barefoot and Coco Beach Hotels).
Lessons learned, systematized and disseminated	Zero
Number of project contributions to national and international publications and media.	Zero

Source: PRODOC

Expected Results

The main results according to PRODOC are presented in the table below.

Project Components, Outputs, and Outcome Framework Table			
GENERAL OBJECTIVE: Eliminate barriers to increased commercial energy use of more efficient appliances in the S&M members of the hotel industry in Honduras.			
Efficient electrical appliances in the S&M members of the hotel industry in Honduras.			
1	Component 1: Sustainable Tourism and Low Emission Policies	Result 1: Energy efficiency (EE) enables an applied public policy framework and strengthens the technical capacity of the Honduran hotel industry.	<p>Product 1.1. Established national EE policy and operationalized an EE scheme in the hotel sector in Honduras for compliance with minimum energy efficiency standards for electrical appliances (4 technologies: air conditioning appliances, lighting (CFL and LED), and stand-alone refrigeration units).</p> <p>Product 1.2. Capacity building for key stakeholders on electricity use, energy savings and GHG mitigation completed (75 hoteliers and financiers trained).</p>
2	Component 2: Sustainable Tourism and Low Emission Finance	Result 2: Commercial investment in energy efficiency equipment and technologies for the hotel industry mobilized (subsidy mechanisms and investments).	<p>Product 2.1: Established "Green Scheme" for energy efficiency projects in the hotel sector (US\$8.6 million fully commissioned to support EE investments to reduce emissions of 319,615 tons of CO2 over 20 years).</p> <p>Product 2.2: Portfolio of 9 pilot projects at feasibility level of financing schemes (savings guarantees, leasing, subsidized interest rates) to implement energy efficiency measures (investments to reduce emissions by 300 tCO2 in 3 years).</p>

			Product 2.3: Establish a program to monitor and evaluate energy savings, GHG emission reductions, and return on EE investments (450 MWh in 3 years, due to the implementation of 9 pilot hotels and an Environmental Trust Fund that operates, among other sectors, for EE in the tourism industry).
3	Component 3: Knowledge of Sustainable Emission Tourism.	Result 3: Increased application of energy efficiency technologies in the Honduran hotel industry.	Product 3.1: Documented and prepared case studies of 9 pilot projects at national level (9 case studies prepared, validated and disseminated). Product 3.2: Databases available through a public-private partnership and website promotion on energy efficiency, success stories and services for Honduran hotels.

Source: PRODOC

Main stakeholders: summary list

The Honduran institutions involved in the project are the Ministry of the Environment+, the Ministry of Energy, the National Chamber of Tourism of Honduras, the National Electricity Company, the Association of Small Hotels, and the Cooperatives of the tourism sector (COOHDETUR).

Theory of Change

The theory of change implicit in the project is that there are market failures that limit the internalization of the benefits of incorporating EE in the market of small hotels in the tourism sector in Honduras. These market failures can be overcome with legal, technical, economic and information support so that companies can transform their business management by appropriating the benefits of energy efficiency. If entrepreneurs manage to see in a concrete way that there is a benefit of integrating practices and incorporating efficient technology, a multiplier effect can be generated, and a significant environmental benefit will be achieved by spreading throughout the economic sector and eventually to other related sectors. The 3 main barriers are policy and regulatory, financial, and information and knowledge.

The main barriers identified for the achievement of the objective are in the political, financial and information areas.

In terms of policy, the following barriers can be identified: i) the existence of a weak institutional framework, which has presented difficulties in enforcing public policies related to the use of E. E, and to implement green incentives for small and medium-sized entrepreneurs; ii) the existence of voluntary standards whose application in the domestic retail market is extremely weak; iii) difficulties in the accreditation of qualified professionals in energy audits and pre-investment actions, and the absence of monitoring protocols to effectively guarantee the estimated energy savings; iv) the fact that the financing model to be designed: "Green Scheme", is not sufficient to guarantee the activation and long-term sustainability of the E. E. financial market in the small and medium-sized sector;; v) the lack of resources in the public sector to meet the objectives in terms of technical standards and labeling.

In financial terms, the following barriers are observed: i) difficulties in access to credit for small and medium entrepreneurs in the sector; ii) limited entrepreneurial capacity to invest in SE; iii) lack of appropriateness of the tax benefits granted to the tourism sector (which reduce tariffs on imports of goods to operate hotels) by small and medium entrepreneurs in the sector.

At the same time and in a cross-cutting manner, information barriers are observed, such as: the scarce massification of experiences and lessons learned, the low level of information of hotel owners regarding the benefits and opportunities of access to E.E. technologies.

Finally, it should be noted that the project aims to eliminate the barriers that prevent the increased commercial use of more efficient electrical equipment in small and medium hotel enterprises in Honduras, and that these market failures are of different nature and affect each other (political, financial, and information). In this regard, it is recognized that the objective points to a real problem that needs to be addressed.

4. Findings

4.1. Project design/formulation

National Priorities.

The issue of energy efficiency was explicitly conceived in the PRODOC with a focus on environmental and social responsibility, which would "contribute to the promotion of permanent and decent jobs, targeting neglected sectors and vulnerable groups within the small and medium hotel industry, such as young people and women. This approach is in turn consistent with Honduras' National Sustainable Tourism Strategy 2006-2021, which focuses on the environment as one of its main objectives and is based on a sustainable management model stating that: "... (Tourism) should use its potential to create decent employment for men, women, ethnic groups and minority groups".

In June 2010 the former SERNA presented the "National Climate Change Strategy of Honduras (ENCC), as a cross-cutting strategic component of the national agenda, especially due to the importance of the energy sector, which accounts for 27% of total CO2 emissions. Strategic Objective 16 of the ENCC states: "Reduce and limit greenhouse gas emissions, contribute voluntarily to climate change mitigation and strengthen collateral processes for socioeconomic and environmental sustainability". The ENCC establishes the promotion and adoption of renewable energy sources, as well as the adoption of the most efficient energy technologies and best practices."⁶

The design and formulation of the project were based on the national priorities of the time, which are still fully in force today. The problems generated by the pandemic critically affected the Honduran hotel sector and even more so the small and micro enterprises in the sector. However, the need to save costs gave more urgency to the businessmen in the search for the reduction of losses, making the EE viable as a short- and medium-term solution tool.

Theory of Change

Although PRODOC does not provide a theory of change formulated as such, the rationale for the project indicates that EE is a practice that allows improvements in management, cost reduction and increased benefits to companies. What is relevant is that at the same time of generating these direct benefits to the companies, it allows the reduction of CO2 and improvement of the environment. Therefore, it is a very attractive win-win proposition for the private sector and society as a whole.

As mentioned above, in order to implement these EE practices, it is necessary to overcome certain market failures that result in political, financial and information barriers so that

⁶ See PRODOC, page 12.

entrepreneurs, especially small entrepreneurs, can incorporate EE technology and practices into their businesses.⁷

The Theory of Change scheme should have been worked on graphically, explicitly and participatively in a workshop with the different stakeholders in order to help raise awareness of the importance of the project's objectives and at the same time to make even clearer the urgency of having achieved an agreed financial mechanism and to have obtained results from this experience from the first year.

Gender Equality and Women Empowerment

On page 8, PRODOC explicitly states that the substantive role of women will be integrated into the implementation of MSP activities as a cross-cutting theme, seeking to reduce inequalities and capitalize on their entrepreneurial potential in the tourism services chain, especially in small hotels, many of which are operated by women. It is also noted that no gender composition analysis was carried out as part of the design of this project. Operationally, there are no further indications in the PRODOC, except that in the hotels where the pilot experiences are carried out, the companies must assign two people to the training sessions, of which "at least one of the participants must be a woman". In fact, not only is this not only complied with, but there is a greater participation of women (18) than men (6) in the training sessions in the hotel sector.

The project did, however, develop a gender equality diagnostic in the hotels participating in the project, identifying that 71% of management positions were occupied by women, a very relevant figure when evaluating employment impacts. The project went well beyond what was indicated in PRODOC and developed, as part of the project's exit strategy, the first guide on good practices in gender equality in the hotel sector in Honduras. This guide was very well received by entrepreneurs in the sector and was a very good contribution of the project.

Environmental and Social Considerations

Analysis of the Design and Results Framework (project logic / strategy; indicators): The SMART analysis applied to the project shows the consistency in the design of the project's logical framework, for which a logical consequence analysis was performed between the different variables that make up the project's design and expected results. This analysis integrates: i) relationship of consistency between the project's objective, indicators and goals (see annex 7, table a); ii) relationship of consistency between the objective and its results (see annex 7, table b); iv) matrix of consistency between results and outputs (see annex 7, table c); v) matrix of consistency between results, indicators and goals (see annex 7, table d).

Analysis of Results Frameworks: project logic

Consistency Analysis: Objectives-Results-Indicators-Goals⁸

This Matrix shows the relationship of consistency between objective, indicators and targets. Compliance with the general objective is estimated with a maximum potential of 30%. The Objective states: "to eliminate the barriers that prevent the increase of commercial energy use", a purpose that is not achievable in its entirety within the timeframe of the project. The

⁷ See point 3.6 of this document, Theory of Change.

⁸ See calculation details in Annex 7, table a).

indicators proposed to measure the magnitude of the achievement are not specific, since it is not made explicit which barriers will be eliminated in what magnitude and in what time, therefore the estimated achievement of the general objective (given the information presented) is 30%.

It is important to note that from the point of view of project design, this objective is materialized through the three components. Therefore, it is not appropriate for the project's general objective to have an indicator, nor for it to be part of the SMART matrix, since as a general objective it only expresses the need to be addressed by the project. Thus, the SMART analysis of this general objective was carried out in this evaluation (because its indicator appears in the quarterly reports), but the SMART result of this objective will not be considered in the evaluation, but rather the result of the three components.

In component 1, the consistency between the objective, target, and indicators, measured SMART, is estimated with a maximum potential of 66%, the objective is clearly defined, and two thirds of its indicators are correctly formulated.

In component 2, the consistency between the objective, goal, and indicators, measured SMART, is estimated with a maximum potential of 50%. This is explained by the fact that although the objective is well defined, two of the four indicators with which the magnitude of achievement of the component should be measured present technical problems in their formulation, which makes their measurement difficult.

In component 3, the consistency between the objective, the goal and the indicators, measured with SMART criteria, is estimated with a maximum potential of 33%. This result corroborates the fact that, although the objective is well defined, only one third of the indicators are technically well formulated, which makes it difficult to establish a consistent relationship between the achievement of the component and the measurement of progress.

Therefore, the consistency between the objective, the target and the indicators, measured with SMART criteria of the three components (considering a homogeneous weighting among them) is 50%.

Consistency Analysis: Objective vs Results Structure⁹.

In carrying out this analysis, the following variables are crossed and analyzed: first, the set of specific results and/or products is identified for each objective.

Next, the results and/or products are rated with respect to the following criteria: relevance, satisfaction of the objective, and density. Finally, the technical criteria that give rise to this rating are made explicit and a score is awarded. Relevance is understood as the extent to which the achievement of the results is congruent with the project's objective. Satisfaction is understood as the extent to which the achievement of the results allows the complete or partial attainment of the objective. And, by density, the extent to which the results actually achieve in depth the project's objective.

The above matrix shows that the level of consistency in the three components with the project results is sufficient and high, representing 83%. In other words, the project design has a high degree of consistency between the components and their results, under the criteria of relevance, satisfaction and density of the SMART analysis.

⁹ See calculation details in Annex 7, table b).

Consistency Analysis: Expected Results vs Products Structure¹⁰

In carrying out this analysis, the following variables are crossed and analyzed: first, for each objective, the set of specific results and products expected to be obtained from the project are identified. Next, the products are qualified with respect to the following criteria: relevance, satisfaction of the objective, and density. Finally, the technical criteria that give rise to this rating are made explicit and a score is awarded. Relevance is understood as the extent to which the achievement of the results is congruent with the project's objective. Satisfaction is understood as the extent to which the achievement of the results allows the complete or partial attainment of the objective. And, by density, the extent to which the results actually achieve in depth the project's objective.

The analysis presented above is reinforced with the results of the SMART Matrix of consistency between the expected results of the project and its outputs or specific results. (See Annex 6, Matrix d).

The analysis carried out in this matrix shows that the level of consistency between the expected results of the project and its outputs is sufficient and high, reaching a consistency level of 82%. In other words, the design of the products and outputs is relatively well conceived.

Consistency Analysis: Objectives-Results-Indicators-Goals Structure¹¹.

The analysis of this matrix could not be prepared because this project's PRODOC does not present indicators by product, only at the product level.

Assumptions and Risks

As can be seen below, the PRODOC assumptions and risks matrix identifies the project assumptions but does not identify the risks associated with the framework of objectives and indicators¹². The matrix assumes that the project will have: active participation of the different public and private institutions involved; that the design of the financial incentives will be granted in a timely manner and that the mechanism will be efficient and effective; that the government will provide support to sustain the financing mechanism beyond the end of the project (green scheme); that the direct beneficiaries of the project will be committed to training, co-investment and active participation in the different stages of the project.

¹⁰ See calculation details in Annex 7, table c).

¹¹ See calculation details in Annex 7, table d).

¹² Risks were identified in global terms, among which the one that stands out is the risk of implementing the financial mechanism due to the possible "failure to achieve the participation of second-tier financial institutions". Additionally, 7 potential risks are described, which are: 1) High levels of crime and insecurity endanger the growth of tourism and its development in Honduras; 2) In an emerging market for EE equipment, lower quality and low energy efficiency technologies may displace higher quality and EE products from the market, causing unfair competition; 3) The limited institutional capacity of public sector actors could delay the implementation of the proposed activities; 4) The Green Scheme is not sufficient for the implementation of the proposed activities; 4) The Green Scheme is not sufficient to ensure the activation and long-term sustainability of the energy efficiency financial market in the hotel sector in Honduras; 5) Low levels of motivation of hotel owners to implement new energy efficiency measures and that commercial loans from FIs are not going to be readily available for the growth and consolidation of innovative financial mechanisms, after the project is completed; 6) In an emerging market for EE equipment, low quality technologies may drive high quality products out of the market, causing unfair competition; 7) Honduras' climate and position between the Atlantic and Pacific oceans makes it susceptible to weather-related natural disasters, including hurricanes, tropical storms, floods and landslides.

None of the assumptions was actually fulfilled in the form and/or on time and the project should have considered them as part of the project's challenge, as part of its theory of change and incorporate objectives, indicators and goals that would allow determining how it is progressing in achieving these intermediate goals.

Being an intermediate objective, unlike an assumption, the project incorporates in its budget and in its tasks the feasibility of its fulfillment and does not leave it as part of "what should happen", that is, an assumption. The conclusion is that at least a large part of these assumptions should have been transformed into intermediate objectives and incorporated into the project.

The PRODOC does not identify any risks to the fulfillment of the above assumptions.

Table of assumptions and risks explicitly stated in the PRODOC

Objectives/Results	Assumptions and Risks
General Objective: Eliminate barriers to increased commercial energy use of more efficient electrical appliances in the S&M members of the hotel industry in Honduras.	<ul style="list-style-type: none"> GoH and IHT are committed to providing financial incentives to S&M hotels to increase the competitiveness of the tourism industry and create new incentives for CO2 mitigation. Government support to commercially leverage and capitalize on funding sources supporting the Green Scheme detonate mechanisms after project completion to help ensure sustainability of results.
Result 1: Energy efficiency (EE) provides an applied public policy framework and strengthens the technical capacity of the Honduran hotel industry.	<ul style="list-style-type: none"> Of Political and Governance nature: MiAmbiente+ and private actors involved in EE activities agree to work together and in properly strengthened strategic alliances during project implementation. Other interested partners such as GIZ/4E, SICCS and UNITEC agree to effectively support capacity building activities.
	Sustainability: <ul style="list-style-type: none"> The government institutions under the direction of MiAmbiente+ are fully involved and continue their interventions after the end of the project.
	Technical Capabilities: <ul style="list-style-type: none"> S&M hoteliers and financiers commit to attend training sessions, free of charge, and extend their knowledge to other hoteliers and restaurants.
Result 2: Commercial investment in energy efficiency equipment and technologies for the hotel industry mobilized (subsidy and investment mechanisms).	<ul style="list-style-type: none"> CANATURH and HOPEH members understand the benefits of green business management and are fully involved in implementation, both for pre-investment activities and project financing. The hotel projects in EE meet the selection criteria in terms of cost, payback and measurable savings. The due diligence processes show that the commercial financing conditions of the "Green Scheme" are not yet adequate to the hotel S&M's ability to pay. Private developers (the S&M sized hotels) have access to Green Scheme financing because of their willingness to co-invest about 20-50% of the upfront costs from their equity resources.
Result 3: Increased application of energy efficiency technologies in the Honduran hotel industry.	<ul style="list-style-type: none"> Key stakeholders interested in effectively increasing their capabilities and using this knowledge to improve energy efficiency measures, best practices, and project financing. S&M hotels overcome the knowledge gap by selecting the most energy efficient technologies and implementing best practices. Number of hotels fully dedicated to financing EE projects will increase significantly after project completion due to the promotion and campaign of inclusive green tourism strategies.

Source: PRODOC

Lessons from other relevant projects incorporated into design

In PRODOC, two important references of lessons learned incorporated into the design are noted:

a) Regarding the application of methodologies that facilitate the incorporation of new practices to introduce EE in small hotels: the historical learning curve developed by ENEE under the GAUREE initiative, and the best practices systematized by the CNP+LH in the hotel and restaurant sectors.

b) Regarding financing: the work that CABEL/Green SMEs and FOPESIC have done at the country level in financing EE projects and from the investment perspective based on the learning curve developed by FOPESIC and the "Green Scheme.

These lessons pointed to two of the three expected results of the project, i.e., they were very important to take into account for the success of the project

Planned stakeholder involvement

The Project Board (PB) was formed to monitor the progress of the project, guide its implementation and support the project in achieving the outputs and outcomes. The PB consists of 6 members, composed of one representative from each of the following institutions: MiAmbiente+ (which chairs the PB), National Directorate of Climate Change, National Directorate of Energy (DGE), the Honduran Institute of Tourism (IHT), the beneficiaries (CANATURH / HOPEH), a representative of the private sector and UNDP Honduras.

Links between the project and other interventions within the sector

In the PRODOC design, the DGE existed as a dependent of MiAmbiente+, but now it has acquired the status of Secretary of Energy (at the same level as MiAmbiente+), which allows positioning the EE issue at a higher level in the State administration. The new Secretariat promoted the National Energy Efficiency Policy Proposal this year and must ensure that it becomes public policy by 2022, which gives full continuity and sustainability to the project's objectives.

In addition, the following international cooperation programs are closely linked to the project:

- GIZ/4E, the Renewable Energy and Energy Efficiency Program in Central America (Programa Energías Renovables y Eficiencia Energética, 4E, for its acronym in German) is implemented by the German cooperation institution GIZ. It began its first phase in 2010, in the countries of El Salvador, Honduras and Costa Rica, with the objective of improving the implementation of strategies for the dissemination of renewable energy (RE) and energy efficiency (EE) measures, in order to increase investments in this area. As of 2014, it began its second phase, to support the region in improving the framework conditions, as well as institutional and personal capacities to promote and implement renewable energy and energy efficiency projects and thus contribute to climate change mitigation. In addition to the three countries mentioned above, it is currently active in Guatemala, Nicaragua and Panama. This topic is within the framework of the policies and projects of the Central American Integration System (Sistema de la Integración Centroamericana, SICA).
- U4E. "Unidos por la Eficiencia" is working with the governments of Cuba, El Salvador and Honduras to promote policies, strategies and actions to phase out inefficient air conditioners. The emphasis is on an integrated policy approach so that the regional market can sustain a transition without continued external support or resources. This project aims to help the three countries leapfrog to superior cooling solutions. It follows a three-pronged approach: improving stakeholder capacity to pursue strategic priorities, implementing a framework for MEPS and labels for room air conditioners, and creating

greater knowledge sharing and learning for residential and public sector consumers on purchasing efficient cooling products.

- CAEP C040, funded by the NDC Partnership. It seeks to help countries achieve two overarching objectives:
 - Objective 1: Improve NDCs, including increasing their ambition levels as part of the NDC update under the Paris Agreement that will enable countries to submit their updated NDCs to the UNFCCC by 2020.
 - Objective 2: Rapid and direct implementation of NDCs by providing technical expertise and skills training in countries with a focus on mobilizing financial resources to implement climate action.

The SICA Project for the Promotion of Renewable Energies and Energy Efficiency (SICREEE) seeks to contribute to the regional promotion of the implementation of renewable and efficient energies in markets, industries and innovation. This project is coordinated with the United Nations Industrial Development Organization (UNIDO). Also, together with the Korean Cooperation, a program to support energy audits in Central America has been promoted, which seeks to promote awareness of energy savings in the region through these audits in facilities where the greatest use is made.

Management Arrangements

In terms of management and governance, the project has a NIM implementation modality with Support to NIM (COS), based on UNDP as the responsible party and part of the Board of Directors and implementing partner to MiAmbiente+, an institution that delegated project management to the "Programmatic Office".¹³ The PRODOC states that UNDP is a partner that offers advantages for the execution of the project, given its status as a neutral institution that generates trust in the country, in addition to the fact that it has a long and positive track record of cooperation.

The Project Board met 5 times during the project, in the months of October 2017, December 2018, August 2019, January 2020 and March 2021, remaining a final meeting that was scheduled for November 2021 which however has been suspended to date by instructions of MiAmbiente+. The activities of the PB were as mandated but suffered from changes in the management of MiAmbiente+, lack of adequate advice from the Programmatic Office and teething problems due to the change of Project Coordinator.

The Project Executing Unit (PIU) has a Project Coordinator and a Project Administrative Assistant, whose fees are covered by the project. The UEP, with the Project Board and the advice of the Energy Efficiency Committee, had the mission to ensure during the 3 years an adequate management and successful implementation, adequate monitoring and evaluation of progress, observance of procedures, transparency and efficient use of resources, quality of work, and participation of local and national stakeholders and beneficiary communities in the decision-making processes. The UEP is physically located at MiAmbiente+.

¹³ The design of the project was appropriate since it was based on a well-known inter-institutional working relationship with flexibility. It was supported that the Program Office also had a lot of experience in managing cooperation projects and had a degree of institutional development with capacity for execution and strategic supervision. These gave security capabilities to the sustainability project to adopt the chosen modality, however little by little the internal problems and changes in the direction and restructuring of the Programmatic Office were happening, leaving the project without that support and strategic and executive orientation. In the evaluation's view, this risk was unpredictable in the project design.

4.2. Project Implementation

Adaptive management

PRODOC's diagnosis on the experience and equipment for the implementation of environmental projects financed by the GEF, and others linked to the activities of MiAmbiente+ was correct at the design stage, however during the project implementation process the Programmatic Office had several changes in its administration and in real terms did not facilitate the project's progress nor did it help the new administrations that succeeded each other in the Secretariat of Environment (MiAmbiente+) to understand the administrative procedures for the management of UNDP-GEF projects. Some of the communication problems between MiAmbiente+ and UNDP that occurred, especially in 2021, would have been solved before they occurred if the experience of the Programmatic Office had been available to the project.

The UEP had a Coordinator between August 2017 and August 2018, when he was dismissed. Subsequently, a new coordinator was hired in January 2019. Throughout this first stage in 2017 and 2018, the level of project operation and achievements was not significant. In August 2019, an extension of the project was requested to the GEF¹⁴, which was approved in July 2020. Despite the fact that in September 2019 there was a change of minister in the Ministry of Environment, the project shows with the new coordinator an important deployment of activities that give life to the project. At the beginning of 2020 a change in the public administration takes place with the creation of the Presidential Office of Green Economy (Oficina Presidencial de Economía Verde, OPEV) from which the so-called Programmatic Office mentioned above becomes dependent. This situation generated problems that lasted almost a year regarding the hierarchical dependence of the UEP-MiAmbiente and the OPEV. These problems generated delays in decision making and the UEP did not have a clear strategic and operational orientation. In addition to the above, in March 2020 the COVID 19 pandemic began, causing a decrease in planned face-to-face activities and an increase in inter-institutional coordination problems. In May 2021 there was a change of minister in the Secretariat of the Environment and the reactivation of the project is addressed in a very executive way, with an "acceleration plan" in July that gives strength to the implementation of actions to meet all the objectives of the project.

The efforts by MiAmbiente+ to close the project with two central initiatives that address two of the most important components of the project: the financial mechanism and knowledge management, crystallized in two agreement initiatives in October 2021, just days before the project's closing date. A new extension of the project was requested to allow the use of the remaining project funds in these initiatives, but UNDP did not grant the request, based on the fact that the request was made very close to the closing date and that the project's expenditure history did not allow to ensure that these initiatives would be effectively carried out.

Actual stakeholder participation and partnership agreements.

Strictly speaking, all the public and private institutions involved in PRODOC were very interested and willing to participate; however, the aforementioned problems¹⁵ limited this participation to a limited number of tasks and activities. There is great recognition of the importance of the topic of EE and the work carried out by the project on the part of the representatives of public institutions and business leaders, who stated that the need is still very much alive and that it is very necessary to give continuity to the topic with the support

¹⁴ This was a 14-month extension, to accommodate for delays in project initiation and COVID

¹⁵ Essentially the problems of changes in the authority of MiAmbiente+, the Covid 19 effect, changes in project coordination and in the Programmatic Office.

of financial resources so that the benefit of this public-private win-win can be extended to a significant number of small hoteliers who need it even more after the Covid 19 pandemic.

As a result of the project's activities, the active involvement of the Honduran National Quality System Standardization Organization and the National Electricity Company is noteworthy, with which two of the project's greatest successes were achieved: the creation of National EE Standards and the design and application of the diagnostic instrument for energy efficiency in small hotels in Honduras.

Project Finance

The GEF resources contributed to the financing of the project amount to US\$ 1,228,538, which represents 12.33% of the total budget. The rest of the project's counterpart contributions are US\$ 8,730,000, or almost 88%. The composition of these counterpart contributions is shown in the table below. The most important of these are the contributions from MiAmbiente+, UNDP, and the private sector.

Project Financial Resources Table¹⁶

Project	ProDoc Pledge (US\$)	%
[1] UNDP Pledge:	430,000	4.32%
[2] Government:	7,500,000	75.31%
[3] Other multi-/bilaterals:		0.00%
[4] Private Sector (cash):	500,000	5.02%
[5] Private Sector (assets):	300,000	3.01%
[6] Total co-financing [1 + 2 + 3 + 4 + 5]:	8,730,000	87.66%
[7] Total Funding GEF:	1,228,538	12.34%
[8] Project's Total Funding [6 + 7]	9,958,538	100.00%

Source: PRODOC and TE calculations

There is no formal record of the counterpart contributions, however, they have been made in significant amounts during the life of the project, especially "in kind".

Table Annual GEF Resources by Project Component (PRODOC)

GEF Resources	Year 1	Year 2	Year 3	Total	%
Component 1: Enabling a policy framework applied to energy efficiency (EE) and strengthened technical capacities in the Honduran hotel industry.	87,000	127,000	127,000	341,000	27.76%
Component 2: Commercially driven investment in energy efficiency equipment and technology for the hospitality industry mobilized (grant and non-reimbursable mechanisms)	50,000	265,000	235,853	550,853	44.84%
Component 3: Increased practice and application of energy-efficient technologies in the Honduran hotel industry	25,000	67,000	77,000	169,000	13.76%
Monitoring and Evaluation	5,000	22,000	29,000	56,000	4.56%
Project Management	37,000	42,685	32,000	111,685	9.09%
Total	204,000	523,685	500,853	1,228,538	100.00%
%	16.61%	42.63%	40.77%	100.00%	

Source: PRODOC and TE calculations

¹⁶ The first column shows the type of institutions that contribute to the project, the second indicates the amounts of the resources committed in the PRODOC (that is the source) in the scheme requested by TE GEF. The third is the calculation of the percentage of the contribution of each source with respect to the total (TE GEF scheme)

As can be seen in the table above, most of the project's resources were allocated to component 2 (44.84%), which included the design and implementation of a financial mechanism to support the EE efforts of small hotels in Honduras. In second place, the financial emphasis was on component 1 for the promotion of the EE policy framework (27.76%).

Monitoring and Evaluation

PRODOC describes the components of the Monitoring and Evaluation (M&E) plan which are summarized as:

- An initial workshop (2 months after project start-up) that would review project assumptions, plan the first year, provide an understanding of the project and a discussion of roles, functions, responsibilities, communications, reporting and conflict resolution mechanisms.
- Preparation of a quarterly report to the PB by the Project Manager (Coordinator).
- Annual and project review reports by UNDP.
- Reports of field visits to project sites (project supported hotels).
- An independent evaluation three months prior to the last PB meeting.
- A final report prepared by the UEP reporting on results achieved (objectives, outcomes, outputs), lessons learned, problems encountered and areas where results have not been achieved.
- A final Audit

All of these tasks were formally completed except for the project closing PB meetup.

The project has complied with the submission of the 2019, 2020 and 2021 annual reports and the corresponding Project Implementation Review (PIR). These documents provide a detailed description of the development of the project, the circumstances encountered and how they were addressed, as well as the progress of the project. They also provide an account of the measures taken to make adjustments to the project's progress. There are also 15 quarterly reports to date: (Q4 2017, Q2, Q3 and Q4 2018; Q1 Q2, Q3 and Q4 2019; Q1, Q2, Q3 and Q4 2020; Q1, Q2 and Q3 2021). The reports for the project meetings made by the Project Coordinator and the records of the 5 meetings carried out are available.

The Start-up Workshop was supposed to have been done 2 months after the start of the project and was only held in April 2018 i.e., 9 months after the start of the project due to mismanagement by the project coordinator. PRODOC also noted in its design that the PB should have been conducted quarterly and yet they conducted one per year. The prodoc states that at least 1 board meeting per year should be realized. It is possible that 4 project meetings per year is too much for this project, but certainly with the level of inactivity that occurred at the beginning of the project and with the problems of COVID 19 and management changes at MiAmbiente+, at least 2 to 3 meetings per year should have been held to make decisions to ensure the implementation of the project. Quarterly reports were made and yet the main stakeholders MiAmbiente+ and UNDP did not act accordingly despite having sufficient information from the M&E system. In August 2019 a project extension was requested and approved in July 2020 however the project did not continue with the required speed of implementation due to the Pandemic and changes in the public administration.

Therefore, the overall quality of the M&E is rated 5, Satisfactory (S), which is derived from a good M&E input design rated 6, i.e., highly Satisfactory, and from an M&E Plan Implementation rated 4 Moderately Satisfactory (MS), as more adjustments should have

been made to mitigate implementation delays and specially to put more emphasis on moving forward the financial mechanism and strategic activities of the project.

Management and Implementation UNDP Implementation / Oversight

The project implementation monitoring mechanisms used by UNDP were those normally used for this type of project:

- Participation in Project Board meetings (5 PB meetings)
- Preparation of Annual Reports (PIR): 2019, 2020 and 2021.
- Administrative and financial management in the ATLAS system, Preparation of the Combined Delivery Report (CDR) 2017, 2018, 2019, 2020 and 2021.
- Country Office Monitoring Platforms ¹⁷

The actions of monitoring and supervision of the implementation of the project are reflected in the minutes of the meetings of the Project Board in which concern is expressed about the low level of operation and compliance with the project's objectives. Special emphasis is placed on the 2017, 2018 and 2021 PB meetings. Similarly, there is evidence in the 2019, 2020 and 2021 PIRs that the execution is evaluated as moderately satisfactory¹⁸.

There is evidence of UNDP concern in these reports and it is significant that in the 2021 PIR the UNDP Country Office rates project progress as Moderately Unsatisfactory because the project was unable to implement activities as planned due to a) hotel closures during most of 2020; b) the problems experienced by the project due to Covid 19 (since March 2020), and c) the aggravated impacts of tropical storms ETA and IOTA that prevented meetings and activities from taking place. Particularly noteworthy is "the difficult institutional situation that occurred in MiAmbiente+, given that throughout 2020 the government was evaluating changing the IP of GEF projects. Only in December did the government finally decide that the projects would remain in MiAmbiente+. This situation of a lack of clear direction, caused communication to erode and proper strategic management between the technical team of the project.

The UNDP-NCE technical advisor in the overall evaluations noted in the PIR 2020 and 2021 more directly and emphatically alerts to project execution problems by rating progress in achieving the objective as Unsatisfactory and progress in implementation as Moderately Unsatisfactory. It notes that "the project is off course, project results are not expected to be fully achieved, and significant immediate adaptive management is required to increase the achievement of results. Last year's PIR rated OD progress as "moderately unsatisfactory," highlighting the need for urgent adaptive management. Although the project made some progress during the reporting period (as discussed below), the necessary adaptive management actions were not implemented, resulting in limited achievement of objectives."

It is also relevant to cite a very critical point which is the issue of the financial mechanism, which the technical advisor points out very clearly: Last year's IRP recommendations identified the urgency of accelerating the creation of the financial mechanism, with due consideration to the new financial environment established by COVID-19 and the economically affected tourism sector (a lack of investment demand is also foreseen). These considerations were not internalized, nor was the complementary technical basis for the mechanism developed, as suggested. The PMU maintains the expectation of creating a

¹⁷ The Quality Assurance of the project was carried out and registered in its Intranet platform.

¹⁸ The detail of the valuations per year in the PIR at the global level of the project was: PIR 2019 Overall DO Rating: Moderately Satisfactory; Overall IP Rating: Moderately Unsatisfactory; PIR 2020 Overall DO Rating and Overall IP Rating: Moderately Unsatisfactory; PIR 2021 Overall DO Rating: Unsatisfactory; Overall IP Rating: Moderately Satisfactory. One of the main parameters underlying the assessment was the low level of compliance with the main activities of the project.

trust fund, but in the current timeframe of the project this does not seem realistic, especially since the technical and financial bases have not been developed, with the necessary due diligence to structure this operation.

Finally, the technical advisor justifies the PI's rating as Moderately Unsatisfactory due to the fact that "the PI has only executed 50% of the project budget 3 months from project closing, however, in 2020 it was extremely difficult to execute the project because the project's natural counterpart was severely affected by COVID19 restrictions".

The main responsibility for the execution of the project lies with MiAmbiente+, however, from the beginning of the project and with the monitoring and follow-up information, UNDP could have pushed harder for decisions and corrective measures to be taken, especially to insist on the early implementation of the financial mechanism and to test its operation during the life of the project.

As is normal in these projects, in which both UNDP and the national government have their own attributions and areas of competence, having to ensure a virtuous collaborative relationship, where there is reciprocity also to the guidance provided by the supervising agency (UNDP), the disagreements that arose in order to be able to carry out the two substantive actions of the project, the financial mechanism and the information platform, could have been more collaborative, but the discrepancies regarding the implementation strategy when there were only a few months left for the end of the project¹⁹, did not favor an adequate closing process of the project. It could be detected in the interviews that there are still important discrepancies in the closure implementation strategy between MiAmbiente+ and UNDP that should have been clarified early on as implementing partners.

At this point of coordination of the Implementation/supervision of the UNDP, it is **evaluated with a 5 (S) Satisfactory** since it is estimated that MiAmbiente+ is a strategic partner for the UNDP in this and many other projects. Multiple efforts were made to coordinate and improve inter-institutional understanding, however the interviews and the results show that there was a lack of understanding. It is absolutely true that the main responsibility was assumed by MiAmbiente+, however, the institution that at that time remained stable, should have made more efforts to inform the new authorities as many times as necessary of the way in which these projects operate and what it can and cannot be done, support them to carry out more frequent meetings of the PP to collectively address the problems among other efforts to support MiAmbiente+ and the project coordinator.²⁰

Implementing Partner execution

Annual AOPs were developed, 5 BP meetings were convened and conducted during the life of the project, and executive agreements were reached to guide action

The management problems began with the delay of the Start-up Workshop, which was supposed to take place 2 months after the start of the project and only took place in April 2018, that is, 9 months after the start of the project. The first coordinator of the project did not execute any concrete action and only carried out administrative activities, which led to

¹⁹ Although it has been mentioned before, it is important to remember that there was a change of authorities in the Ministry of the Environment at the beginning of 2021 that gave a boost to the management of the project, even creating a work plan until the end of the project that effectively allowed carry out many activities but did not reach a consensus with the UNDP on these two major substantive actions: UNDP, for its part, stated that the project was in the process of closing and that designing these activities did not make sense because they could not be implemented. For its part, MiAmbiente+ went ahead with the design of these actions with the vision that even if the project was closed, since the funds were available, they should be executed.

²⁰ Evidence was reviewed of a large number of meetings and emails that show a continuous effort to maintain constant communication between the institutions, however the efforts did not allow a better understanding. It is complex to strengthen inter-institutional relations when there are many changes in its main leaders.

his dismissal in August 2018. In January 2019 he was replaced by the technical assistant who has functioned as coordinator to date.

As noted in previous points, PRODOC expected the Project Board to meet periodically, at least 3 times a year, or more frequently as needed, however despite the problems that occurred in the project, only one annual meeting was held. The PB meeting procedure is convened by MiAmbiente+ and precisely has the role of making strategic decisions and demanding compliance with the project objectives, especially in complex times, which has been a shortcoming in the work of the project's implementing partner.

The Programmatic Office had important changes during the life of the project and did not play a relevant role in complex moments of the project and due to these internal problems, it did not contribute all the knowledge and experience assumed in PRODOC unfortunately.

The efforts presented by the project had little impact considering the process that aimed to transition ²¹ the projects from the Secretariat of Natural Resources and Environment (MiAmbiente+) to the Presidential Office of Green Economy (OPEV), which generated delays in the Project's contracting processes, decision making on the financial mechanism, follow-up and monitoring of energy audits and the operation of the web platform among the most important actions of the project.

In December 2020, the President of the Republic determined that all environmental projects should remain in the Project Coordination Office of MIAMBIENTE changing to a "regular" mode of project execution.

The project had results and achievements as will be seen below, however in terms of financial execution and progress towards the results and the objective for which it was created, are quite lower than expected and partly due to problems with the management of MiAmbiente+ and not only due to external factors resulting from COVID 19 and the 2020 tropical storms.

The Implementing Agency's management is evaluated with a 3 (MI) Moderately Unsatisfactory, taking into consideration as mitigating factors its management problems, which were affected by changes in its highest political level and by the problems generated by Covid 19.

Overall project implementation / execution

The execution of the project was developed with many internal and external difficulties, making progress in trying to overcome the barriers for which the project was created; however, the final result is not very significant and two of the two most relevant products were not achieved at the date of the evaluation: The Financial Mechanism and a knowledge information platform in EE.

In operational management, multiple activities and achievements were carried out, which are highlighted in point 4.3 Project results and impacts; however, there were problems in project design and strategic orientation that would have allowed for much more significant progress to be made.

Thus, the overall Quality of Implementation and execution is evaluated with a 3 (MI) Moderately Unsatisfactory.

²¹ The transition process lasted practically a year and this meant a delay in actions and operations of several months, depending on the management.

Coordination and operational issues

The initial operational management problems with the first coordinator were overcome when the technical assistant took over as coordinator in January 2019. It is true that the Pandemic and the creation of the OPEV affected the direction of the project, however the activities continued to be carried out driven in the operational management, facilitated by the coordinator and his assistant who joins later and with the support of UNDP for the consultancies that contributed to results 1 and 2²². Interviews with the different parties involved indicate that when the new minister took office in May 2021, there was pressure from MiAmbiente+ to promote operational management and very specific actions were outlined to try to complete the project in the best way possible, creating the "2021 Acceleration Plan" which provides a very clear roadmap for the project from June to December 2021.

It is estimated that the coordination problems within MiAmbiente+ caused changes in the implementation strategy of MiAmbiente+ that caused delays in the operation, added to the problems caused by the Covid 19 pandemic and the different interpretations of the project's action between MiAmbiente+ and UNDP, affected the project strategically, impacting in that the direct and operative action did not have those orientations to move forward in an early way with fundamental products such as the financial mechanism and the information platform. Although the project did not have a good strategic orientation, it did manage to move forward with several of the products and activities that at least show that the project is still valid, important and necessary for the country.

Risk Management

The risks identified in PRODOC are specified in point 4.1.6, of which those currently in force are as follows:

Management Risks

Recently, on November 28, presidential elections were held in Honduras, generating a change in the party that was in charge of the executive. The new government that will take office at the end of January 2022 for 4 years, which has broad support from the citizenry expressed in the votes for its presidency (51%) and its party also achieved a significant representation at the legislative level (39%), will face tough economic restrictions and large social demands simultaneously that will accompany it throughout its term of office.

There is no concrete information that the new administration will have the same working criteria as the previous one, which is in the process of leaving office. Regarding the objectives of the Project, it is very important to explain and seduce the new authorities early on about the benefits of the EE at the private, social and environmental levels, however, the project has been closed and does not have operational personnel to accompany this process.

It will therefore be a very important complementary task for UNDP to be able to show the achievements of the project, the benefits and the need to continue with this work so that the new authorities of MiAmbiente+ and the Ministry of Energy give it importance in the new administration.

There are two important tasks for which it was intended to use the unused resources at the closing date of the project:

²² Enabling the formulation of labeling standards and the substitution of refrigerant gases in the A/C units of participating hotels.

- The financial mechanism created by MiAmbiente+ and BANHPROVI, which involved the hotel businessmen, has no resources and is not operational.
- The agreement between MiAmbiente+ and the Foundation of the National Autonomous University, which implies that the latter will be in charge of monitoring activities for hotel businessmen, carrying out measurements and also developing knowledge management tasks on EE that can be socialized to the whole country through an internet platform.

There is clearly a risk that the financial mechanism will never operate and will be a frustration for the hotel sector, however, it could be an opportunity for the next government to use this experience to establish a participatory process with the hotel industry and other institutions that will allow them to design a financial mechanism formula that has economic and political viability by carrying out a Fund Raising that will also manage to capture a much more significant amount of resources and that can generate effective impact.

On the other hand, the agreement with FUNDAUNAH cannot operate both because the project funds are no longer available, and the project is in the process of closing. This agreement could really be an interesting contribution to the sustainability of the project's objectives and thanks to an effective commitment of the University, it has a low cost. It seems more than convenient to give it viability and that it could operate as soon as possible in order to avoid losing this initiative. UNDP's supportive action with the new authorities again becomes relevant to avoid this management risk.²³

Social and political risks

The strong economic contraction suffered from 2019 as a result of Covid 19, the natural phenomena of ETA and IOTA occurred in November 2020 and the slow and unstable process of overcoming the pandemic with its new variants that appear have caused that it is still not possible to overcome the great economic recession suffered by the country. Undoubtedly, this implies a great need to attend to social and health problems for several more years. The small hotel sector has suffered very severely from the crisis and only in the last months of the year 2021 has been able to partially attend to its clients, reducing losses but still far from being at the point of financial equilibrium.

The small hotel sector, which has managed to survive the economic crisis of almost three years, requires urgent financial support, but it is not clear that it can compete with all the social and economic demands of multiple other sectors.

Environmental Standards (Safeguards)

There is a risk that climate risks will increase, which is unpredictable, and nothing can be done in the short term.

Also, due to the prolonged economic crisis, hotel entrepreneurs may resort to using poor quality products that are harmful to the environment because of their lower prices. This can be partially reversed if the benefits of EE are better communicated, and the use of the diagnostic tool (Energy Audits) could be expanded. ENEE does not have its own budget for energy audits; however, it could be that they could incorporate it to some extent as their own practice with the support of SEN.

²³ The proposal is for UNDP to act by communicating the benefits of the project and, in this case, of these agreements being finalized, which does not mean that it will finance it. As noted below, if the government understands the importance of the project, it could finance them directly or seek financial leverage from a cooperation agency. In particular, the agreement with FUNDAUNAH is for only US\$40,000, which should be perfectly financeable in the framework of the interest in the objectives of promoting EE.

An irrigation management procedure was carried out for the replacement of refrigerant gases and the final disposal in a deposit that has the certificates for its storage in Honduras.

Financial Risks

As indicated in the point on administrative risks and social and political risks, there is currently no financial mechanism in operation and hoteliers are in a very conservative and deteriorated financial situation because they are fearful of possible future economic problems. There is therefore a risk that EE measures will not be implemented in the sector due to expectations of economic restrictions in the country in the coming years.

4.3. Project Results and Impacts²⁴

In carrying out this analysis, the following variables are crossed and analyzed: first, for each objective, the expected products, the indicators developed in the PRODOC, and the goal established in the PRODOC are identified. Next, the achievements, sustainability and relevance of the project are rated. A scale of 1 to 6 is used to rate the achievements: 6 Highly Satisfactory (HS), 5 Satisfactory (S), 4 Moderately Satisfactory (MS), 3 Moderately Unsatisfactory (MS), etc. For the sustainability rating, a scale of 1 to 4 is used, where the maximum is 4 (Likely), followed by 3 (Something Likely), 2 (Something Unlikely) and finally 1 (Unlikely). And, for the relevance rating, a binary scale is applied where 2 is considered relevant and 1 not relevant. The set of sub-totals (per objective) and total scores are summed and averaged. A uniform weighting is used for each project objective.

Summary Table Project Objective Evaluation and Scoring Matrix²⁵

Objectives	Percentage of Achievement Value	Percentage of Sustainability Value	Relevance Value
Component 1	83%	83%	78%
Component 2	46%	63%	46%
Component 3	44%	67%	44%
Total Value of all three components	58%	71%	56%

Source: Annex N°6

As can be seen from the table -summary rating of the project's objective- the percentage of achievement of the three components and their respective results is 58%, considering that each component has the same weighting. This assessment of achievement, 70%, qualifies the present evaluation as moderately unsatisfactory.

In turn, the percentage of sustainability assessment of the three components is 71%. This implies that, in general, the project is considered to be moderately likely to be sustainable, but the sustainability of its achievements and progress towards its objectives cannot be assured.

In terms of relevance, it is considered that the total number of actions carried out by the project only reaches 56% of achievement, that is, they are moderately unsatisfactory with respect to the expected impact on the achievement of the objective.

²⁴ Evidence of what is presented in this section can be found in the reports of the project activities carried out after the 2021 PIR report and also in the report for the project meeting to be held on November 24, 2021 (the project meeting did not take place because MiAmbiente+ postponed the meeting) that the project coordinator provided for the information of this evaluation.

²⁵ See calculation details in Annex 6.

This same analysis by component shows that the variation in the valuation of the achievement is greater for component 1 (83%) and component 2 (46%) and component 3 (44%). The difference in these results by component is influenced by the fact that although progress was made in the design of the financial mechanism, it was not operational at the end of the project.

The difference in the sustainability evaluation is consistent with the achievement, with component 3 obtaining the lowest evaluation. Therefore, from the point of view of both achievement and sustainability, the assessment is that component 3 presents the greatest weaknesses in the execution of the project.

Progress towards the project's objective and expected results can be seen specifically in:

Progress in enabled EE and a framework for applied public policy

- Publication in the written media of the notice for public consultation of the Technical Standards on Energy Efficiency. Preliminary evaluation of ENEE's UREE was carried out and the information was shared.
- Development and submission of the Energy Roadmap 2050²⁶ document to the energy advisory committee.
- Socialization of the draft bill for the Rational and Efficient Use of Electricity before the National Congress.
- Institutional strengthening of the SEN, ENEE, the Energy Research Institute (IIE) of the UNAH, CANATURH, and the UTOH, with the donation of Circutor AR6 portable network analyzer equipment.
- Thirty people from the technical and administrative areas of the hotel sector were trained in strengthening technical capacities in EE as a result of the implementation of hydrocarbon-based technologies in air conditioning equipment in small and medium-size hotels in Honduras.

Progress in Sustainable Tourism and Low Emission Financing

- Consultancy: Final Report of the results of the Inclusive Green Tourism Financing Mechanism Consultancy in Honduras. Delmer Argueta October 2021.
- Signing of the contract between the Ministry of Natural Resources and Environment MiAmbiente+, BANHPROVI and CANATURH, for the activation of the "Green Scheme" financial mechanism.
- Technical follow-up was carried out in the 19 participating hotels, verifying the savings achieved in their electricity bills by means of the network analyzer equipment used by the project's energy auditors.

Advancement in Sustainable Low Emission Tourism Knowledge

- Technical supervision was conducted in the hotel sector in Atlántida, Cortes, Comayagua, Lempira, and Francisco Morazán, identifying the adoption of good E.E. practices in the participating hotels.
- Reproduction of audiovisual material to present success stories through the application of good energy efficiency practices in the hotel sector.
- Signing of an inter-institutional agreement between Mi Ambiente+ and the Energy Research Institute (IIE) of the UNAH and FUNDAUNAH, for the development of a

²⁶ Document in Spanish:

<https://www.researchgate.net/publication/351780530> Política Energetica de Honduras Hoja de Ruta 2050

web platform to showcase the project's success stories and develop technical capacity-building in energy efficiency in the hotel sector.

- Advertising spots on good E.E. practices in the hotel sector were developed through the "Los Eficientes"²⁷ (The Efficient Ones) guide to be promoted in social networks and on Honduran TV.

Relevance

The diagnosis of the problem that justifies the project is still fully valid; there is a social and environmental benefit for the country and a private benefit for hotel entrepreneurs. The operational solution to this problem may allow other economic sectors to also see it as an opportunity, such as the restaurant industry and a wide variety of small business initiatives that provide jobs for a large population in the country.

Measurements in hotels show substantial changes and the initiative of several entrepreneurs who, seeing the results of the Energy Audits, put into practice, to the extent of their strength and in the midst of the pandemic, EE actions, allow us to affirm that for them it is of high relevance.²⁸ They can see that it is very necessary for them because based on a simple analysis of Cost v/s Benefit is profitable.

Therefore, the project responds to a concrete need in the country, and its results are congruent with overcoming the barriers diagnosed in PRODOC, advancing a long-term solution. The design of the Results Framework; however, presents the weakness that the results do not fully satisfy the objective.

The project is fully aligned with the country's interests and with the UNDP program framework.

The different environmental and institutional problems mentioned above weakened the possibilities of achieving results greater than the potential ones, but some qualitatively significant results were achieved in national impact and the projection of other very relevant ones.

Therefore, in terms of relevance, it is rated 3, Moderately Unsatisfactory; that is, the project management was successful, but the level of results achieved was lower than expected, especially because the financial mechanism was not operational and did not allow the entrepreneurs to make all the changes indicated in the energy diagnostics and was limited to a few entrepreneurs. It is estimated that although limited, the contribution is qualitatively relevant for the country in terms of the strengthening of relevant public institutions and the generation of instruments of national scope, and to a lesser extent in terms of the achievements of a few entrepreneurs in the hotel sector.

²⁷ See in:

<http://www.miambiente.gob.hn/static/documentos/ocp/GUIAAHORRO2.pdf>
<https://m.facebook.com/MiAmbienteHN/videos/pap%C3%A1-eficiente-y-su-consejo-de-ahorro-energ%C3%A9tico-en-el-hogar-loseficientes-miamb/252062947060788/>
<https://m.facebook.com/MiAmbienteHN/videos/ayer-por-la-ma%C3%B1ana-se-socializ%C3%B3-la-propuesta-de-normativas-de-eficiencia-energ%C3%A9t/1134121687096715/>
<https://ms-my.facebook.com/secretariadeenergiahn/videos/285761536230266/>

²⁸ This was verified in the interviews conducted with some hotels during the evaluation mission and can be seen in the document "Informe de Medición y Verificación de Ahorros por implementación de medidas de Ahorro Energético", Eng. Douglas Sandoval, October 2021.

Effectiveness

The Potential Achievement rating for all components combined averages 70% on the SMART analysis, which rates as Moderately Satisfactory. However, the achievement of the project is only 58%. The performance in component 2 is especially low, obtaining only 46% and in component 3 a 44% achievement. What is more complex for the EE issue is the low performance achieved in component 2, whose central axis is the financing mechanism that would promote the reconversion actions required by small hotel entrepreneurs. This last qualification is influenced by the fact that although progress was made in the design of the financial mechanism, at the end of the project it was not operational or validated by the acceptance of the entrepreneurs.

Specifically, to see the effectiveness, we compare the evaluation carried out in Annex 7 that gives us the expected potential with the design of the project and the results obtained in Annex 6 and explained in point 4.3, which show the achievements of the project.

The final level of effectiveness achieved is estimated as Moderately Unsatisfactory, i.e., grade 3, in that there have been significant deficiencies resulting from only partially achieving what was estimated in the project design.

Efficiency

The analysis of the efficient use of resources must take into account the complex context: effects of the pandemic, economic adjustment in the country, change of authorities, change of MiAmbiente+ competencies and a slow initial start-up of the project.

The measurement of efficiency is very relative and has to do with the moment in which it is made. If we look at the following table, in the first year of the project, the level of activity is very low with an execution rate of only 2.92% with respect to what was expected in PRODOC. The execution process has gone up year after year, and in 2019 the under-execution has started to be recovered. The Project had a very slow start-up level. Later in 2018 activities began to be carried out but there were serious administrative problems and acquisitions were not made according to the needs. In 2019, many important activities were completed, and the results of the new project coordinator began to be seen, but the Covid 19 pandemic also began. During 2020, the project stopped many of its activities again, reaching only 12.09% of execution. The new minister who took office in 2021 gave great strength to the management, however the project was in the process of closing.

Chart of Annual financial movement of GEF resources by Results (US\$)

Components	2017	2018	2019	2020	oct-21	Total	PRODOC Budget	% of execution
Component 1: Enabling a policy framework applied to Energy Efficiency (EE) and strengthened technical capacities in the Honduran hotel industry.	7.640,83	21.631,22	71.289,34	38.995,87	61.042,67	200.599,93	341.000	58,83%

Component 2: Commercially driven investment in energy efficiency equipment and technology for the hotel industry mobilized (non-reimbursable and grant mechanisms).	6.941,62	73.819,68	198.363,11	44.795,96	15.679,55	339.599,92	550.853	61,65%
Component 3²⁹: Increased practice and application of energy efficiency technologies in the Honduran hotel industry	6.816,17	35.689,06	47.789,33	51.467,36	32.141,86	173.903,78	225.000	77,29%
Project Management	14.438,44	31.278,44	16.940,30	13.220,43	37.500,82	113.378,43	111.685	101,52%
Total	35.837,06	162.418,40	334.382,08	148.479,62	146.364,90	827.482,06	1.228.538	67,36%
% of Total GEF	2,92%	13,22%	27,22%	12,09%	11,91%	67,36%		
% Accumulated	2,92%	16,14%	43,36%	55,44%	67,36%			

Source: Financial background of the Project Coordination and TE calculations

As of the date of the TE, after going through the complex environment described in the previous paragraphs, the detail of the achievements can be seen in point 4.3 and can be compared with the goals offered by the project at the result level. The facts are absolutely clear and demonstrate a really low degree of efficiency, since:

- Two of the project's three outcome targets were not met.
- Budget execution is very low (67.36%) at the end of the project.
- There are problems of interpretation and coordination between the two main project partners (MiAmbiente+ and UNDP).
- The impact is very small and does not effectively reverse the barriers that the project was intended to address.

Given the complex scenario and the levels of operation as of October 2021, the project is estimated to have a performance rated **Moderately Unsatisfactory (MU)**, i.e., grade 3, in which there have been significant deficiencies in the management and use of resources overall.

Overall outcomes

Taking into consideration the background information on Relevance, Effectiveness and Efficiency, the Overall Results are assessed as **Moderately Unsatisfactory (MU)**, i.e., grade 3, in that there have been significant deficiencies in obtaining relevant

²⁹This component also includes funds meant for Monitoring and Evaluation.

results that would effectively remove barriers or ensure a moderately significant impact in the future.

Sustainability

Financial Sustainability

To date, there are the following financial challenges that affect sustainability:

- To have a financial mechanism that generates clear incentives in the private sector, capable of granting the required support in a timely and efficient manner.
- Analyze and incorporate in the financial mechanism different incentive alternatives: interest rate reductions; tax incentives; partial or total subsidies depending on the size of the company; incentives in second financing against demonstration of pollution and cost reduction; creation of collective guarantee funds, among others.
- To have support to sustain -beyond the end of the project- the financing mechanism.
- Incorporate in the financial incentive mechanisms commitments with the direct beneficiaries for the development of training and co-investment.

Given that the financial mechanism did not materialize and there was only an agreement that it is not clear that it is effectively supported by businessmen and that it is difficult for the newly assumed government to have much financial flexibility given the high social demands it will face, **the financial sustainability of the continuity of the project's objectives is rated with a 2, i.e., Moderately Unlikely (MU).**

Socio-political sustainability

As a result of the change in the national administration, it is very likely that there will be a high turnover in senior public positions; however, environmental issues have remained during several administrations of the Honduran government. There is no guarantee that this will continue in the future, especially with the current austerity and budgetary control measures. This risk is beyond the project's control, however, as the issue continues to become increasingly relevant in Honduran society. It is important to highlight the creation of the Secretariat of Energy (SEN), which has a Directorate of Renewable Energy and Energy Efficiency, which is responsible precisely for promoting the issue of Energy Efficiency in the country.

Given that the achievements have not been substantial, nor have they had a relevant impact to ensure continuity. The new government may see this as an opportunity and take advantage of what has been developed to enhance significant achievements, but this remains to be seen in the near future. **Therefore, the socio-political risk with the probability of sustainability of the project's results in this area is estimated to be Moderately Likely (ML), i.e., it is rated 3.**

The socio-political challenges that lie ahead are:

- Strengthen networks between the public and private sectors to coordinate and implement EE projects.
- Achieve active participation of the different public and private institutions involved.

Sustainability in the Institutional Structure and Governance

The legal frameworks, policies, structures and governance processes within which the project operates have improved as a result of the project's actions. The institutions have

undergone changes in their administrations and in their competencies in relation to the EE issue; however, the Draft Bill for the Rational and Efficient Use of Energy, the Energy Roadmap for 2050 and the creation of the Energy Secretariat itself allow for future sustainability in terms of the project's objective. It is possible that in the future there will be other changes in the budgetary frameworks or that other concerns of the new governmental authorities will be prioritized, diverting human and economic resources to other needs, thus compromising the benefits of the project product. **Therefore, sustainability is estimated to be Moderately Likely (ML), with a score of 3, i.e., there are moderate risks to sustainability in this area.**

There are also many Political, Governance and Management challenges that need to be addressed in future projects or in the future coordination work promoted by the EE:

- Generate a solid institutional structure in the public sector that makes it possible to materialize environmental and EE issues in the hotel sector, ensuring sustainability over time.
- To have a permanent government policy on E.E. to address market failures or barriers that limit access to the smaller hotel sector.
- Political support and leadership from government authorities to ensure E.E. governance at the country level.
- Improve capacities in the public sector in terms of project design, implementation and follow-up.
- Encourage different public sector agencies to form networks for information dissemination and coordination regarding options (involving more than one public agency) to attract national and international public and private resources and to implement EE projects.

Environment Sustainability

The risk assessment does not show that there are any ongoing activities that could pose an environmental threat to the sustainability of the project's results, therefore **the sustainability of the results is Likely (L), i.e., a score of 4.**

However, there are many important environmental challenges to develop in the future:

- Include larger hotels in future projects, in order to increase the impact on the reduction of energy consumption and tons of CO₂.
- Improve and expand the knowledge platform, providing a wide dissemination through a database and a website with the best practices in E.E.
- Support the institutional platform of MiAmbiente+ as a strategic arm, with a programmatic approach to generate synergies between public-private actors in the field of environment and EE.
- Promote good practices in E.E. through knowledge management, through the web platform, conferences, courses and diploma courses.
- It is important that MiAmbiente+ undertakes to monitor compliance with the protocol for the final disposal of refrigerant gases so that there is no doubt that they are at least properly stored, since in Honduras at the moment there is no possibility that are safely disposed of.

Overall Sustainability

The evaluation and qualification of the project's sustainability seeks to identify the probability of the sustainability of its results as continuous benefits towards the objective after the end of its activities.

At the level of the results indicators of the evaluation matrices in Annex 6, we can observe that there are moderate risks for the sustainability of the results, with a rating of 3 in the sustainability of the results, and probable sustainability is determined at 76%.

As contributions to sustainability that give continuity to the effects of the project, we can highlight at least the following: (a) The high level of interest on the part of hotel entrepreneurs and their trade organizations representing them; b) The high level of dissemination of several of the project's activities and products, such as the advertising campaign to promote energy saving measures, the energy saving guides for the hotel sector, and even the Energy Audit instrument, which is highly valued by hotel businessmen, c) The Draft Bill for the Rational and Efficient Use of Energy, the Energy Roadmap for the year 2050 and the creation of the Energy Secretariat, which is mandated to promote the EE issue. d) The activities of the complementary projects interested in EE mentioned in point 4. 1.9: GIZ/4E, the Renewable Energy and Energy Efficiency Program in Central America, U4E. Unidos por la Eficiencia, CAEP C040 of NDC Partnership and the SICA Renewable Energy and Energy Efficiency Promotion Project (SICREEE).

The overall sustainability of the results is Moderately Likely (ML), that is, a (3).

Country ownership

There are clearly actions and achievements that demonstrate the country's involvement:

- The creation of the Energy Secretariat
- The Draft Bill for the Rational and Efficient Use of Energy,
- The Energy Roadmap to 2050, and
- A series of National Public Norms related to EE.

Gender Equality and Empowerment of Women

During the project, a gender equality diagnosis was carried out in the hotels participating in the project, identifying that 71% of management positions were occupied by women.

It is highly noteworthy that thanks to the project, the first guide on good practices in gender equality in the hotel sector in Honduras was developed. This guide has been massively distributed in digital and printed form to small and medium-sized hoteliers in Honduras.

Unfortunately, no indicators on gender issues were developed in PRODOC, nor were indicators and goals established and assumed by the project.

Cross-cutting issues

No explicit actions were carried out on cross-cutting issues other than gender, and even fewer indicators or goals were developed in this regard.

GEF Additionality

The GEF, through the promotion of the project and its objectives, managed to position the issue and demonstrate to businessmen that it was beneficial to invest in EE, and to the public sector that it was necessary to undertake public-private actions that achieve social, environmental and private benefits simultaneously. The theory of change is still in full force and with the problems of Covid 19 it became even more necessary in this economic sector.

Catalytic / Replication Effect

There is still a high potential for replication and for producing effects with significant impact because the entrepreneurs and their organizations know that it is beneficial for them to apply EE in their businesses, but without financial leverage to help them, they will hardly be able to do so with their own funds alone. Therefore, the operational financial mechanism tailored to the economic and financial situation of the target hotel sector is the great debt of the project. A greater systematization of the lessons learned and a greater communication of the benefits to the entrepreneurs themselves and to high-ranking government officials and the general public would also contribute.

Progress to Impact

The United Nations Impact rating only considers three alternatives: 3 is Significant (S), 2 is Minimal (M) and finally 1 is Negligible (N). In this case, the impact at the level of national incidence is relevant, there is a significant transformation and there are in fact important advances indicated in result 1. The objective of the project and the strategy for change are still valid, the interest of the entrepreneurs and the need for support is perhaps more important than when PRODOC was designed, so it is very important to continue advancing and seek viability to the project objectives through agreements with other institutions, the commitment of the same government institutions or through a new project that gives continuity and strength to this economic sector and others such as small restaurants and personal service businesses. Therefore, it is estimated that the overall impact of the project's actions would be 2, i.e., Minimal (M)

5. Main Findings, Conclusions, Recommendations and Lessons

Main Findings

The problem that gives rise to the project - the existence of barriers to access to E.E. technologies for small hotel enterprises - is clearly identified, and the presence of the following market failures or barriers in the hotel market for small and medium-sized enterprises in Honduras is evident: information, appropriability, network, intangibility of assets, and agency. The project components aim to reduce or eliminate these barriers or failures, in this sense they are coherent with the project's objective, but they are not sufficient if the aim is to eliminate market failures³⁰, since these involve governance and policy issues that exceed the level of the goals attainable by the project components.

In summary, the three components of the project sought to provide a public policy framework, facilitate commercial investment in EE, and increase the incorporation of EE technologies in the small and medium-sized hotel industry. As can be seen, the three components point in the right direction to address the barriers, but they are not sufficient if the aim is to eliminate market failures, as these involve governance and policy issues that go beyond the level of goals achievable by the project components.

³⁰ To eliminate these market failures, it is necessary to act on the entire market, either directly with a massive action towards most of its members with resources that effectively generate the expected mobilization or through a limited but sufficiently representative direct action that causes the "herd" effect and the rest follow it with a great communication deployment and an effective commitment of the different institutional actors involved. In the project the funds were small, the institutional actors were weak (MiAmbiente+, SEC and ENEE) and the financial mechanism and an important sensitization to promote the issue were not achieved early on. Undoubtedly, the strengthening of the institutions involved should have been incorporated in the budget so that they could respond in a better way. Only knowledge management actions were contemplated in the component, but these were not implemented either.

The information, political and financial barriers were identified in the Project, but there was no measure of the goal that implied a significant achievement in that market. Consequently, there was also no dimension of the resources that would be involved in time and investment to achieve those goals. The project set achievement goals that fit its budget but not a goal of achieving an effect or impact in the market. In this retrospective analysis, it can be affirmed that if what was desired was to achieve an impact on that market, the project was definitely very ambitious since time and resources were very limited. If, on the other hand, the intention was to generate a demonstration effect, the management of the project was not adequate due to the fact that the emphasis was not placed on achieving case studies, on promoting more actively the successes achieved and especially on carrying out the financial mechanism to serve as a lever and incentive for more companies in the sector to join this EE initiative.

The overall objective of the project -to eliminate barriers- is not achievable in the timeframe proposed, even if one hundred percent of the goals of each component were to be achieved. A more realistic goal, in relation to the size and duration of the project, would be to reduce the existing barriers. On the other hand, the general objective as stated is not measurable (to eliminate barriers), since it is not defined which barriers, to what extent they will be addressed, and in how much time. However, the instruments used to reduce barriers, such as soft loans, training, and greater equity of information and knowledge for beneficiaries, are aimed at addressing these market failures.

Therefore, from a project design point of view, there is an inconsistency between the need to be addressed (barriers) and what is achievable through the proposed components. In other words, in the hypothetical case that all the objectives were achieved, the product of these would not allow the expected result in the general objective to be achieved.

There are two effects present at the same time in the potential market for E.E. technologies for small and medium-sized hotel enterprises. On the one hand, the absence of adequate incentives to attract private banks as potential financiers, and on the other hand, the low demand of small hotel entrepreneurs for E.E. technologies, the latter due to problems of misinformation regarding the benefits, cost savings, and/or access to financing. This situation is also influenced by the lack of networking between the public and private sectors that could have been solved with better management from the project that would have more actively involved representatives of the public and private sectors in the project activities.

In terms of management and sustainability, the government structure linked to the project underwent many changes and did not provide permanent support throughout the entire project. The concern was unstable, not providing a permanent follow-up on the most strategic or essential issues that were affecting the project, implying the delay of the financial mechanism and its knowledge management, which constituted an unforeseen risk in the risks established in the PRODOC.

The achievement of the project's components and its future sustainability depends heavily Honduras having a solid public institutional structure that will make the project feasible within the planned timeframe, and of this institutional structure being supported by a government policy on the environment and EE at the highest political level, in order to ensure the project's governance. In the absence of these conditions, it is unlikely that the barriers faced by the small and medium-sized hotel industry will be reduced, let alone eliminated. On the other hand, market barriers or failures respond to more than one variable and must be addressed as a complex situation that requires intervention through various policies, applied simultaneously. In other words, the level of progress or achievement attained by the project are not only attributable to a financial mechanism (loans with a guarantee fund and interest rates similar to those of the market), but to a set of situations

affecting the public sector and its relationship with the private sector, the result of which affects the level of efficiency that the project could have reached.

As for potential beneficiaries, in general there were no problems or resistance to incorporate the new information and initiate inquiries for the substitution of EE technologies, as well as to be part of the pilot plan. It is evident - from the interviews with hotel businessmen - which the diagnoses carried out managed to encourage the beneficiaries, and even led to investments in E.E. at an economically critical moment, such as during the pandemic crisis (Caused by COVID 19). It is also verified that in the absence of the project, the beneficiary entrepreneurs would have had low possibilities of accessing information and knowledge of E.E. technologies, and possible difficulties to diagnose and finance the technological change, which reaffirms the need for the project and its purpose.

Regardless of what was mentioned regarding the general objective of the project, the rating of potential compliance of all components shows an average of 70% in the SMART analysis, which means that the design qualifies as moderately satisfactory. However, the level of compliance with the components is very low, since globally it only reaches 58%, driven only by component 1. Component 2, which refers to the financing mechanism, only has a compliance rating of 46 %. This weighting is influenced by the fact that although progress was made in the design of the financial mechanism, it was not operational at the end of the project. Component 3, for its part, only shows a performance of 44%, being unsatisfactory. On the other hand, the relevance analysis shows us that all the components reach a rating of only 56%. On the other hand, the average of the three components in terms of sustainability reaches 71%, especially given that all the entrepreneurs interviewed and their representatives from the business chambers value the economic savings of implementing EE measures and some of them have carried out actions of It improves with its own possibilities even though it has not been possible to have the long-awaited financial support mechanism.

In relation to the consistency of the project design between the objectives, the goal and the indicators, measured with SMART criteria of the three components (considering a homogeneous weighting between them), the assessment is 50%, which qualifies as insufficient. This is explained by the following reasons per component: (i) in the case of component 1, valued at 66%, the objective is clearly defined, but a third of its indicators are not correctly formulated; (ii) in component 2 it is estimated with a maximum potential of 50% consistency, since although the objective is well defined, 5% of the indicators with which the magnitude of the achievement must be measured present technical problems in their formulation; (iii) regarding component 3, it is estimated with a maximum potential of 33%, since only a third of the indicators are technically well formulated. These results show the problems in the design of the project, particularly in the formulation of the indicators.

Regarding the beneficiaries, in general, it was found that there were no problems or resistance to incorporate the new information and start consultations for the replacement of EE technologies, as well as to be part of the pilot plan. It is evident - from the interviews with hotel entrepreneurs - which the diagnoses managed to encourage the beneficiaries, and even led to investments in EE at a very critical economic moment for the sector (paralysis due to the COVID 19 pandemic crisis). It is also noted that in the absence of the project, the beneficiary entrepreneurs of the project would have had low possibilities of access to information and knowledge of EE technologies, and in any case difficulties in detecting technological change, which reaffirms the need for the project and its purpose. The need to finance the EE measures was not resolved by the project because, as has been repeatedly pointed out, the design of the financial mechanism was delivered days before the project closed and was not sufficiently validated by the businessmen.

It should be noted that the design of the project (PRODOC) considers a set of assumptions for its execution and achievement. These are: active participation of the different public and private institutions involved; that the design of the financial incentives is granted in a timely manner and that the mechanism is efficient and effective; that the government provides support to sustain the financing mechanism beyond the end of the project (green scheme); that the direct beneficiaries of the project are committed to training, co-investment and active participation in the different stages of the project. In general, all of these assumptions were partially met, which had a strong influence on the project's results.

As noted in the topic of assumptions and risks, the evaluative interpretation is that the project had to consider these issues as part of the project's challenge, as part of its theory of change and incorporate objectives, indicators and goals that would allow determining how progress is being made in achieving these intermediate objectives.

Being an intermediate objective, unlike an assumption, the project must incorporate into its budget and tasks the actions that give it viability and real possibilities of its fulfillment and not only leave them as part of "what must happen", that is, , a supposed. The conclusion is that at least a large part of these assumptions should have been transformed into intermediate objectives and incorporated into the project.

In the institutional context described above, the results of the project (see Annex 6) show that the barriers faced by the hotel sector in terms of AE were addressed through: training, technological diagnosis in AE, delivery of information, advances in private coordination , and advances in the design of financing mechanisms for technological solutions in EE. However, the central pillar that should have enabled the multiplication of EE actions and the high impact of project implementation was the mechanism(s) of financing, which, however, was never operational during the life of the project. The green financing agreement (guarantee fund) between MiAmbiente+, BANHPROVI and CANATURH was presented in October 2021, but it has not been signed by CANATURH and at least in the small sample of entrepreneurs interviewed for this evaluation, all of them had more or less doubts to a greater or lesser extent about the viability of the mechanism and to use it if it materialized.

On the other hand, the impact of the activities carried out is not clearly visible or measurable, since the actions cover only a small part of the magnitude of the need of that market.

In terms of progress in cross-cutting issues, a gender equality diagnosis was carried out in the hotels participating in the project, identifying that 71% of management positions are occupied by women, a very relevant figure when evaluating employment impacts. Still on gender issues, the first guide on good practices in gender equality in the hotel sector in Honduras was developed.

The sustainability of the project rested on the good management of the "green scheme" financing model, the ability to attract commercial financing for the "Green Scheme" to continue its operations without any additional subsidy from the GEF, and the mechanisms that could be created to maintain access to financing in E.E. for medium and small hoteliers. As mentioned above, none of these mechanisms were operational at the close of this evaluation.

Conclusions

Finally, it can be concluded that the project was developed within a framework of difficulties in the public institutional framework of Honduras (changes of authorities, long delays in the execution of the project, high turnover of professionals, bureaucracy and management problems in general), an aspect that constitutes the great challenge to be addressed in

terms of policy, governance, management, financial and environmental issues. In addition to these circumstances, there were the difficulties caused by the pandemic (COVID 19), which affected the execution of the last two years of the project (2020-2021).

In future projects, it is considered necessary to address the following issues: i) support to strengthen the country's institutional structure, in order to ensure the viability of project implementation; ii) design of financing mechanisms and their management, as a necessary condition at the beginning of the project; iii) consider various financing tools that can operate in unison, for example: low-cost loans, tax incentives, partial or total subsidies, creation of groups of hoteliers that generate a collective guarantee, etc. iv) evaluate the feasibility of indebtedness of the beneficiaries, particularly in times of economic crisis such as COVID 19; and early control mechanisms to ensure compliance with the commitments of the various actors., v) be more careful when considering the assumptions since, as was observed in the project, many were really part of the barriers and should have been transformed into intermediate objectives (components or part of the components) in such a way that the project itself would seek how to overcome them.

Recommendations

Recommendations Chart

	TE Recommendation	Entity Responsible	Time frame
A	Result 1: energy efficiency (EE) enables an applied public policy framework and strengthens the technical capacity of the Honduran hotel industry.		
A.1	Key Recommendation: Conduct a joint workshop between cooperation institutions and the government of Honduras to establish needs and priorities for improving and strengthening the institutional structure of the Environment and its implications for taking charge of environmental and EE programs in the country.	UNDP	July 2022
A.2	To reach a consensus with the new government and the different national public and private stakeholders that participated in the project, on a vision for the future of the country in terms of environmental policy and EE.	MiAmbiente+	April-June 2022
A.3	Promote among the new SEN authorities the importance of the Draft Bill "Promotion of the Rational and Efficient Use of Energy" to be presented and sensitized in the legislative plenary.	MiAmbiente+ Energy Secretariat (SEN)	January-June 2022
A.4	Structuring a Strategic and Operational Roadmap for Energy Efficiency in Honduras that involves the public and private sector with goals, contributions and responsibilities.	MiAmbiente+ Energy Secretariat (SEN)	July 2022
A.5	Promote the organization of meetings or workshops to raise awareness among parliamentarians and high-level public officials on the lessons learned from the project and other international experiences with instruments to promote the substitution of polluting technologies with E.E. technologies.	MiAmbiente+	March-December 2022
B	Result 2: Commercial investment in energy efficiency equipment and technologies for the hotel industry mobilized (subsidy mechanisms and investments).		
B.1	Key Recommendation: Participatory construction (public and private sector) of a package of multiple financing tools (National Plan) that can operate simultaneously in the different stages necessary to make Energy Efficiency projects viable in the Hotel Industry: Awareness raising, training, diagnosis, technical assistance, equipment replacement, technological improvements, monitoring and measurement of achievements. Each stage should have at least one tool such as: Guarantees and/or low-cost credits, tax incentives, partial or total subsidies, collective guarantee mechanisms, etc.	MiAmbiente+ Energy Efficiency Committee	July 2022
B.2	Elaborate a roadmap for the elaboration of the National Financial Plan for Energy Efficiency in the Hotel sector in Honduras that will allow progress towards it before July 2022.	MiAmbiente+	January – March 2022
B.3	Formally submit a detailed analysis of the feasibility of the guarantee financing mechanism with BANHPROVI promoted by MiAmbiente+ that explicitly shows its apprehensions regarding this proposal.	CANATURH / HOPEH	January 2022

C	Result 3: Increased application of energy efficiency technologies in the Honduran hotel industry.		
C.1	Key Recommendation: To create a scientific Working and Learning Community on Energy Efficiency (open to all economic sectors) in order to generate applied knowledge networks on these issues.	MiAmbiente+	January - December 2022
C.2	Promote the application of the Energy Efficiency Diagnosis tool in the Honduran hotel industry.	MiAmbiente+	January - December 2022
C.3	Study the feasibility of financing the Interinstitutional Cooperation Agreement between the Secretariat of Natural Resources and Environment (MiAmbiente+) and the Foundation of the National Autonomous University of Honduras (Fundación de la Universidad Nacional Autónoma de Honduras, FUNDAUNAH) with its own resources or cooperation contributions.	MiAmbiente+	March 2022
C.4	To nurture the working community with the provision of a bank of publications of work, best practices, protocols, risks and recommendations drawn from the project's experience in Energy Efficiency work that is available and open for download by all participants.	MiAmbiente+	January - December 2022

Source: TE

Lessons Learned

Table of Best Practices and Lessons Learned at the Project Level, by Component and Result

<p>General Objective: Eliminate the political, financial and information barriers (market failures) that prevent the increased commercial use of more efficient electrical equipment in small and medium hotel enterprises in Honduras, consistent with the National Strategy for Sustainable Tourism.</p> <p>Result: The problem that gave rise to the project continues to exist and it is very necessary to carry out actions to overcome it in the short and medium term. It was possible to demonstrate in specific cases that it is profitable and attractive for the benefited businessmen, causing them to invest in EE in their companies. It was found that there is still a need for a financial support mechanism to stimulate companies, it is important to deepen the public policy framework that favors EE and to advance in the dissemination of knowledge and successful experiences of EE as a demonstration effect that encourages entrepreneurs in this sector and even in other economic sectors.</p> <p>Key lesson learned: In projects such as Sustainable Green Tourism, it is necessary to ensure the design of the PRODOC through very concrete actions prior to the beginning of the project, such as:</p> <ul style="list-style-type: none"> • Review of the explicit existence of a Project Theory of Change. If this is not the case, it is necessary to hold a workshop with the main actors involved. • Approach the problem of market barriers or failures as a complex problem, whose solution requires considering multiple variables (not only access to credit and dissemination of information) where different disciplines intervene. • Define achievable goals for reducing barriers during the project period. • Diagnose the set of variables that affect the presence of the different market failures and address them with tools that operate simultaneously. • Review and analysis of the consistency of the Objectives Framework (results, outputs, indicators and targets) in its vertical and horizontal logic. • Review of the SMART standard of the indicators of the entire Project. • Review of the incorporation of cross-cutting components (Gender, Participation, Human Rights) in the project. Ensure that they are not only considered, but also that precise objectives, indicators and targets are defined, with their corresponding budget. • Diagnosis of the strategic partners and their contributions to the operation, governance and counterpart contributions. <p>Key lesson learned: All projects need to ensure that project management does not get sidetracked by external problems or internal differences and weaknesses in the project executors and managers. This means ensuring project management by:</p>
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<p>-Always conducting the mid-term evaluation in such a way as to have the most objective analysis possible of the status of the project, to push for timely improvements and to settle internal disputes among the executors.</p> <p>- Carry out a Project Communication Plan focused on raising awareness among all stakeholders and on the theory of change, in order to ensure the sustainability of the project's products and improve its impact.</p> <p>- Build a sustainability plan and strategy to ensure the handover of project outputs and results at least 18 months prior to closure.</p> <p>- Conduct the final evaluation at least six months before the end of the project, in such a way that the evaluation allows adopting some measures before closure, especially regarding the sustainability and knowledge management of the project.</p>
<p>Component 1. Sustainable Tourism and Low Emission Policies</p> <p>Result: The E.E. is enabled, and there is a public policy framework in place, and the technical capacity of the Honduran hotel industry is strengthened.</p>
<p>Key lesson learned: it is necessary to anticipate the timing of legislative changes and the fact that these are subject to vicissitudes that are difficult to anticipate. In particular, with the existing weaknesses in the country's institutional structure and the consequences this has on the possibility of executing viable and efficient projects.</p>
<p>Good Practice: Training and direct advice to technical teams linked to ministries and members of commissions has a positive influence on results.</p>
<p>Component 2. Sustainable Tourism and Low Emissions Financing.</p> <p>Outcome: Facilitate commercial investment in E.E. equipment and mobilize technologies for the hotel industry (subsidy and investment mechanisms).</p>
<p>Key lesson learned: the financial mechanism(s) must be studied at the beginning of the project, and their implementation is part of the incentives that must be in place from the beginning of the project.</p>
<p>Good Practice: The search for agreements between the public and private sectors to generate a financing mechanism has shown that such commitments are achievable.</p>
<p>Component 3. Knowledge of Low Emission Sustainable Tourism.</p> <p>Result: Increase the application of E.E. technologies in the Honduran hotel industry.</p>
<p>Key lesson learned: The importance of the information provided on E.E. technologies and the diagnostics applied to companies regarding their technological needs is recognized. However, this information is not sufficient if it is not accompanied at the same time by a financing solution that is accessible, competitive with respect to market conditions, and viable for small Honduran hoteliers.</p>
<p>Good Practice: The dissemination of technical information is a contribution in the search to eliminate technological barriers in terms of E.E. technologies for the country's small hotel industry. The Energy Efficiency diagnostic instrument carried out with some businessmen allowed them to see concretely the benefits and costs of applying EE measures to businessmen and became an objective that all of them have been fulfilling to a greater or lesser extent.</p>

Source: TE

ANNEXES

Anexo 1: Terminal Evaluation, Terms of Reference (Original Text)

What follows is a faithful copy of the Terms of Reference published, without including its annexes:

Términos de Referencia Evaluación Final

1. INTRODUCCION

De acuerdo con las políticas y procedimientos de M&E del PNUD y el GEF, todos los proyectos financiados por el GEF apoyados por el PNUD de tamaño completo y mediano deben someterse a una Evaluación final (EF) al finalizar el proyecto. Estos Términos de Referencia (ToR) establecen las expectativas para la EF del proyecto titulado "Turismo Verde Inclusivo –Eficiencia Energética en el Sector Hotelero en Honduras (PIMS ID: 5061)" implementado a través del asociado en la implementación Secretaria de Estado en los Despachos de Recursos Naturales y Ambiente (MiAmbiente+) bajo la modalidad de implementación nacional en Honduras. El proyecto inició en julio de 2017 y se encuentra en su último año de ejecución. El proceso de EF debe seguir la orientación descrita en el documento "Guía para la Realización del Examen Final de Proyectos Apoyados por el PNUD y Financiados por el GEF".

2. ANTECEDENTES DEL PROYECTO

El objetivo de este proyecto es eliminar las barreras que impiden el aumento del uso comercial de equipos eléctricos más eficientes en las pequeñas y medianas empresas hoteleras de Honduras, en línea con la Estrategia Nacional de Turismo Sostenible. Los mercados de eficiencia energética en la industria eléctrica, en un escenario tradicional, enfrentan barreras de política, financieras y de información que necesitan ser removidas para alcanzar tres resultados mediante el desarrollo de un conjunto de actividades costo-efectivas: i) establecer un entorno normativo más favorable para la EE, ii) la creación de un mecanismo financiero innovador a largo plazo, el "Esquema Verde", y la movilización de líneas de financiamiento que operen más allá de la finalización del proyecto, a partir de una cartera de 9 inversiones piloto en hoteles con mecanismos comercialmente viables, tales como notas de garantía, renta y tasas de interés subsidiadas, y iii) la implementación de una plataforma de diseminación de la información que alcance a 400 hoteles en todo el país, para lograr 40 GWh ahorrados anualmente y la mitigación de 319,615 toneladas de CO₂, durante un período de 20 años.

El Proyecto se divide en tres componentes y tres resultados esperados de la siguiente manera:

Componente 1: Turismo Sostenible y Políticas de Emisión Bajas

Resultado 1: La eficiencia energética (EE) habilita un marco de política pública aplicada y refuerza la capacidad técnica de la industria hotelera hondureña.

Componente 2: Turismo Sostenible y Financiamiento Bajo en Emisiones

Resultado 2: La inversión comercial en equipos de eficiencia energética y las tecnologías para la industria hotelera movilizadas (mecanismos de subvención e inversiones).

Componente 3: Conocimiento de Turismo Sostenible Bajo en Emisiones

Resultado 3: Aumentada la aplicación de tecnologías de eficiencia energética en la industria hotelera hondureña.

La siguiente tabla resume la información clave del proyecto:

Título del Proyecto:	Turismo Verde Inclusivo –Eficiencia Energética en el Sector Hotelero en Honduras			
ID del Proyecto GEF:	00103964		<i>Al _____ endoso (Million US\$)</i>	<i>Al _____ finalizar (Million US\$)</i>
ID PNUD PIMS:	5061	financiamiento:	\$ 1,228,538.00	
País:	Honduras	IA/EA propio:	\$ 430,000	
Región:	Latin America & the Caribbean	Gobierno:	\$ 7,500,000	
Area Focal:	Desarrollo Sostenible y Resiliencia	Otros:	\$ 800,000	
Objetivos Area Focal, (OP/SP):	CCM2 Promover la transformación del mercado para la eficiencia energética en la industria y el sector de la construcción SP 1. Promoción del acceso a servicios energéticos limpios y asequibles SP 2. Promoción de infraestructuras urbanas y de transporte de bajas emisiones y resilientes al clima (CCM Programa 3)	Total co-financiamiento:	\$ 8,730,000	
Agencia Ejecutora:	Programa de las Naciones Unidas para el Desarrollo (PNUD)	Costo Total del Proyecto:	\$ 9,958,538	\$9,958,538
Otros Socios Involucrados:	Secretaría de Estado en los Despachos de Recursos Naturales y Ambiente (Miambiente)	Firma ProDoc (fecha de inicio del proyecto):		24-08-2017
		Fecha de cierre Operacional:	Propuesto: 24 de agosto 2020	Actual: 24 Octubre 2021

**El proyecto inició en fecha de 24 de agosto de 2017 y la fecha de cierre operacional inicial propuesto 24 de agosto de 2020, se aprobó una extensión del proyecto de 14 meses, lo cual modificó su fecha de cierre operacional al 24 de octubre de 2021. Este proyecto cuenta con un presupuesto aprobado por el GEF de \$1,228,538.00.

Como parte de los logros alcanzados por el proyecto; se elaboró la guía de ahorro energético "Los eficientes" y fue distribuida con todas las instituciones del Estado para promover prácticas de ahorro en sus instalaciones. Se finalizaron 19 auditorías energéticas en pequeños y medianos hoteles, con el apoyo de la Empresa Nacional de Energía Eléctrica, ENEE. Se están elaborando Normas Técnicas de eficiencia energética en equipos eléctricos: Aires acondicionados, refrigeradores, congeladores, motores eléctricos y edificaciones inteligentes o sostenibles, actualizadas y socializadas con el Organismo Hondureño de Normalización OHN y Taller de Socialización, en coordinación con el Organismo de Acreditación Hondureño. Asimismo, Se han realizado intervenciones en climatización de pequeños y medianos hoteles con la aplicación de refrigerantes naturales en 200 equipos de aires acondicionados para reducir su huella de carbono.

El mundo se enfrenta actualmente a la pandemia de COVID-19, que está afectando a personas en todas partes e impactando la actividad económica local y global y los sistemas de transporte, además de causar interrupciones sin precedentes en la vida diaria que socavan el tejido social de oportunidades para la interacción humana. Para garantizar el bienestar y la seguridad del personal y los contratistas del PNUD, así como para asegurar que no se haga daño a los socios, comunidades e interlocutores, la implementación de esta EF se llevará a cabo virtualmente, como se describe en el "Enfoque y método de evaluación" de este TOR. La prolongación de la emergencia del COVID-19 mantiene restricciones de movilidad, distanciamiento social y crisis económica en Honduras que afectan la gestión e implementación del proyecto durante el tiempo de la pandemia.

3. OBJETIVO DE LA EVALUACIÓN FINAL

El informe de EF evaluará el logro de los resultados del proyecto en comparación con lo que se esperaba lograr y extraerá lecciones que pueden mejorar la sostenibilidad de los beneficios de este

proyecto y ayudar en la mejora general de la programación del PNUD. El informe EF promueve la rendición de cuentas y la transparencia, y evalúa el alcance de los logros del proyecto.

4. ENFOQUE Y METODOLOGIA DE LA EVALUACIÓN FINAL

Los datos aportados de la EF deberán estar basados en información creíble, confiable y útil. El consultor³¹ de la EF examinará todas las fuentes de información relevantes, incluidos los documentos elaborados durante la fase de preparación (p. ej. PIF, Plan de Iniciación del PNUD, Política de Protección Medioambiental y Social del PNUD, Documento del Proyecto, informes de proyecto como el Examen Anual/PIR, revisiones del presupuesto del proyecto, informes de las lecciones aprendidas, documentos legales y de estrategia nacional, y cualquier otro material que el consultor considere útil para este examen basado en datos objetivos). El consultor de la EF analizará la Herramienta de Seguimiento del área de actuación del GEF al inicio del proyecto, enviada a este organismo con la aprobación del CEO, y la Herramienta de Seguimiento a mitad de ciclo, la cual debe ser completada antes de iniciarse la misión virtual de la EF, en caso de que aplique.

Del consultor que lleve a cabo la EF se espera que siga un enfoque colaborativo y participativo³² que garantice una relación estrecha con el Equipo de Proyecto, sus homólogos gubernamentales (la persona o entidad designada como responsable o Coordinador de Operaciones del GEF (Operational Focal Point), la(s) Oficina(s) de País del PNUD, los Asesores Técnicos Regionales (RTA) del PNUD-GEF y otras partes interesadas clave.

El involucramiento de las partes interesadas resulta vital para el éxito del EF³³. Dicho involucramiento debe incluir entrevistas con aquellos agentes que tengan responsabilidades en el proyecto, las agencias implementadoras, los funcionarios de mayor rango y el equipo de tareas/sus jefes, expertos de relieve y consultores en el área que ocupa el proyecto, la Junta del Proyecto, partes interesadas, representantes académicos, gobiernos locales, OSC, etc. (PNUD, Secretaría de Energía Recursos Naturales y del Ambiente, Empresa Nacional de Energía Eléctrica-ENEE, Instituto Hondureño de Turismo-ITH, Asociación de Hoteles Pequeños en Honduras, HOPEH y CANATURH). Adicionalmente, la EF debe ajustarse al contexto debido a COVID-19, por lo que el proceso debe prever desarrollarse principalmente mediante sesiones virtuales con un mínimo de presencia física y visitas de campo, incluyendo los sitios del proyecto a nivel nacional en Honduras. Estas visitas de campo deben incluir un protocolo sanitario para prevenir el contagio del COVID-19.

El 11 de marzo de 2020, la Organización Mundial de la Salud (OMS) declaró al COVID-19 una pandemia mundial a medida que el nuevo coronavirus se propagaba rápidamente a todas las regiones del mundo. El gobierno de Honduras ha implementado algunas restricciones para viajar al país dependiendo de la región y el país de donde llega. Estas restricciones deberán considerarse al momento de implementar la EF.

Debido a que el contexto puede cambiar en cualquier momento, el consultor de la EF debe desarrollar una metodología que tome la realización de la EF total o parcialmente de forma virtual y remota, incluido el uso de métodos de entrevista remota y revisiones documentales extendidas, análisis de datos, encuestas y cuestionarios de evaluación. Esto debe detallarse en el Informe inicial de la EF y acordarse con la Unidad de puesta en servicio.

³¹ Aplica a este caso un consultor internacional independiente y líder de la EF

³² Para ideas sobre estrategias y técnicas innovadoras y participativas de seguimiento y evaluación, véase UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results, 05 Nov 2013.

³³ Para más información sobre la implicación de las partes interesadas en el proceso de Seguimiento y Evaluación, véase *UNDP Handbook on Planning, Monitoring and Evaluating for Development Results*, Capítulo 3, pág. 93.

Si la totalidad o parte de la EF se va a realizar virtualmente, se debe considerar la disponibilidad, capacidad o voluntad de las partes interesadas para ser entrevistadas de forma remota. Además, su accesibilidad a Internet / computadora puede ser un problema ya que muchas contrapartes gubernamentales y nacionales pueden estar trabajando desde casa. Estas limitaciones deben reflejarse en el informe final de la EF.

Si no es posible recopilar datos o realizar una misión sobre el terreno, se pueden realizar entrevistas a distancia por teléfono o en línea (Skype, zoom, etc.) Los consultores internacionales pueden trabajar de forma remota con el apoyo de los evaluadores nacionales en el campo si es seguro para ellos operar. No se debe poner en peligro a ningún interesado, consultor o personal del PNUD y la seguridad es la prioridad clave.

El informe final debe describir el enfoque de la EF completo adoptado y la justificación del enfoque, haciendo explícitos los supuestos, desafíos, fortalezas y debilidades subyacentes sobre los métodos y el enfoque de la evaluación.

5. AMBITO DETALLADO DE LA EF

La EF evaluará el desempeño del proyecto en comparación con las expectativas establecidas en el Marco Lógico / Marco de Resultados del proyecto (ver el Anexo A de los Términos de Referencia). La EF evaluará los resultados de acuerdo con los criterios descritos en la Guía para las EF de proyectos financiados por el GEF apoyados por el PNUD.

http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf

La sección de Hallazgos del informe EF cubrirá los temas que se enumeran a continuación. En el anexo C de los términos de referencia se proporciona un esquema completo del contenido del informe de EF.

El asterisco “(*)” indica los criterios para los que se requiere una calificación.

Recomendaciones

i Diseño / Formulación de proyectos

- Prioridades nacionales e impulso del país
- Teoría del cambio
- Igualdad de género y empoderamiento de la mujer
- Estándares sociales y ambientales (salvaguardias)
- Marco de análisis de resultados: lógica y estrategia del proyecto, indicadores
- Supuestos y riesgos
- Lecciones de otros proyectos relevantes (por ejemplo, la misma área focal) incorporadas en el diseño del proyecto
- Participación planificada de las partes interesadas
- Vínculos entre el proyecto y otras intervenciones dentro del sector• Arreglos de gestión
- Arreglos de gestión

ii Implementación del proyecto

- Gestión adaptativa (cambios en el diseño del proyecto y los resultados del proyecto durante la implementación)
- Participación real de las partes interesadas y acuerdos de asociación’
- Financiamiento y cofinanciamiento de proyectos

- Monitoreo y evaluación: diseño inicial (*), implementación (*) y evaluación general del M&E (*)
- Organismo de ejecución (PNUD) (*) y organismo de ejecución (*), supervisión / ejecución y ejecución general del proyecto (*)
- Gestión de riesgos, incluidas las normas sociales y medioambientales (salvaguardias)

iii Resultados del Proyecto

- Evaluar el logro de los resultados en comparación con los indicadores informando sobre el nivel de progreso de cada objetivo e indicador de resultado en el momento del TE y anotando los logros finales.
- Relevancia (*), Efectividad (*), Eficiencia (*) y resultado general del proyecto (*)
- Sostenibilidad: financiera (*), sociopolítica (*), marco institucional y gobernanza (*), ambiental (*), probabilidad general de sostenibilidad (*)
- Propiedad del país
- Igualdad de género y empoderamiento de la mujer
- Temas transversales (alivio de la pobreza, mejor gobernanza, mitigación y adaptación al cambio climático, prevención y recuperación de desastres, derechos humanos, desarrollo de capacidades, cooperación Sur-Sur, gestión del conocimiento, voluntariado, etc., según corresponda)
- Adicionalidad del FMAM
- Papel catalítico / efecto de replicación
- Progreso para impactar

Principales hallazgos, conclusiones, recomendaciones y lecciones aprendidas:

- El consultor de EF incluirá un resumen de los principales hallazgos del informe de EF. Los hallazgos deben presentarse como declaraciones de hechos que se basan en el análisis de los datos.
- La sección de conclusiones se redactará a la luz de los hallazgos. Las conclusiones deben ser declaraciones integrales y equilibradas que estén bien fundamentadas con evidencia y conectadas lógicamente con los hallazgos de la EF. Deben resaltar las fortalezas, debilidades y resultados del proyecto, responder a preguntas clave de evaluación y proporcionar información sobre la identificación y / o soluciones a problemas importantes o cuestiones pertinentes para los beneficiarios del proyecto, el PNUD y el GEF, incluidas las cuestiones relacionadas con el género, igualdad y empoderamiento de la mujer.
- Las recomendaciones deben proporcionar recomendaciones concretas, prácticas, factibles y específicas dirigidas a los usuarios previstos de la evaluación sobre qué acciones tomar y qué decisiones tomar. Las recomendaciones deben estar respaldadas específicamente por la evidencia y vinculadas a los hallazgos y conclusiones en torno a preguntas clave abordadas por la evaluación.
- El informe de EF también debe incluir lecciones que se pueden extraer de la evaluación, incluidas las mejores prácticas para abordar cuestiones relacionadas con la relevancia, el desempeño y el éxito que pueden proporcionar el conocimiento obtenido de la circunstancia particular (métodos programáticos y de evaluación utilizados, asociaciones, apalancamiento financiero, etc.) que son aplicables a otras intervenciones del GEF y del PNUD. Cuando sea posible, el consultor de EF debe incluir ejemplos de buenas prácticas en el diseño e implementación de proyectos.
- Es importante que las conclusiones, recomendaciones y lecciones aprendidas del informe EF incorporen la igualdad de género y el empoderamiento de las mujeres.

El informe de EF incluirá una tabla de calificaciones de evaluación, como se muestra a continuación:

ToR Tabla 2: Tabla de calificaciones de evaluación para el proyecto titulado “Turismo Verde Inclusivo –Eficiencia Energética en el Sector Hotelero en Honduras (PIMS ID: 5061)”:

Monitoreo & Evaluación (M&E)	Calificación ³⁴
Diseño de M&E al inicio	
Implementación del Plan de M&E	
Calidad General de M&E	
Implementación Y Ejecución	Calificación
Calidad de la ejecución / supervisión del PNUD	
Calidad de la ejecución del socio implementador	
Calidad general de implementación / ejecución	
Evaluación de Resultados	Calificación
Relevancia	
Eficacia	
Eficiencia	
Calificación general del resultado del proyecto	
Sustentabilidad	Calificación
Recursos financieros	
Sociopolítico / económico	
Marco institucional y gobernanza	
Ambiental	
Probabilidad general de sostenibilidad	

6. PLAZO

La duración total de la EF será aproximadamente 35 días hábiles durante un período de tiempo aproximado de 8 semanas. El plazo tentativo de la EF es el siguiente:

Plazo	Actividad
(23 julio)	La aplicación se Cierra
(30 julio)	Selección del consultor de EF
(03 agosto)	Plazo de preparación para el consultor de EF (entrega de documentación)
(09 agosto) 5 días	Revisión de documentos y preparación del Informe Inicial de EF
(18 agosto) 8 días	Finalización y validación del informe inicial de EF; inicio de la misión virtual de la EF
(23 - 27 agosto) 5 días	Misión virtual de TE: reuniones de partes interesadas, entrevistas, visitas de campo, etc.
(27 agosto)	Reunión de recapitulación de la misión y presentación de los hallazgos iniciales; fin más temprano de la misión EF
(13 septiembre) 12 días	Elaboración del borrador del informe EF
(13 – 15 septiembre)	Circulación del borrador del informe EF para comentarios
(21 septiembre)	Incorporación de comentarios sobre el borrador del informe EF en Rastro de Auditoría y finalización del informe EF

³⁴ Resultados, Efectividad, Eficiencia, M&E, Implementación/Supervisión y Ejecución, Relevancia se califican en una escala de 6 puntos: 6=Altamente Satisfactorio (AS), 5=Satisfactorio (S), 4=Moderadamente Satisfactorio (MS), 3=Moderadamente Insatisfactorio (MI), 2=Insatisfactorio (I), 1=Altamente Insatisfactorio (AI). La Sostenibilidad se califica en una escala de 4-puntos: 4=Probable (P), 3=Moderadamente Probable (MP), 2=Moderadamente Improbable (MI), 1=Improbable (I)

(28 septiembre)	Preparación y emisión de la respuesta de la gerencia
(29 septiembre)	Taller final para las partes interesadas (opcional)
(01 octubre)	Fecha prevista de finalización completa de EF

Las opciones para las visitas al sitio deben proporcionarse en el Informe inicial de la EF.

7. ENTREGABLES DE LA EF

#	Entregables	Descripción	Fecha limite	Responsibilidades
1	Informe inicial de EF	El Consultor de EF aclara los objetivos, la metodología y el calendario del EF	A más tardar 2 semanas antes de la misión virtual EF: (9 de agosto)	El Consultor de EF envía el informe inicial a la unidad de puesta en servicio y la gestión del proyecto
2	Presentación	Hallazgos iniciales		El Consultor de EF se presenta a la Unidad de Puesta en Marcha y la gestión del proyecto
3	Borrador del informe EF	Informe preliminar completo (utilizando las directrices sobre el contenido del informe en el anexo C de los términos de referencia) con anexos	Fin de la misión de EF: (27 de agosto)	El Consultor de EF se somete a la Unidad de puesta en servicio; revisado por RTA, Unidad Coordinadora de Proyectos, OFP del FMAM
4	Informe final de EF * + Seguimiento de auditoría	Informe final revisado y pista de auditoría de EF en la que la EF detalla cómo se han abordado (y no) todos los comentarios recibidos en el informe final de EF (ver plantilla en el anexo H de los términos de referencia)	Dentro de las 3 semanas posteriores al final de la misión virtual de EF: 1 octubre 2021	El Consultor de EF envía ambos documentos a la Unidad de puesta en servicio. El reporte final debe presentarse en español e inglés, asegurando una excelente calidad en la redacción de ambas versiones.

*La calidad de todos los informes finales de EF será evaluada por la Oficina de Evaluación Independiente del PNUD (OEI). Los detalles de la evaluación de la calidad de la OEI de las evaluaciones descentralizadas se pueden encontrar en la Sección 6 de las Directrices de evaluación del PNUD.³⁵

1. MECANISMOS DE LA EF

La principal responsabilidad de la gestión de EF corresponde a la Unidad Adjudicadora. La Unidad Adjudicadora encargada de este servicio para llevar a cabo la EF de este proyecto es la Oficina de país del PNUD en Honduras.

La Unidad de Adquisiciones de la Oficina de país contratará al evaluador/a y asegurará la provisión oportuna de viáticos y arreglos de viaje dentro del país para el consultor de EF. El equipo del proyecto será responsable de comunicarse con el consultor de EF para proporcionar todos los documentos relevantes, organizar entrevistas con las partes interesadas y organizar visitas de campo.

2. COMPOSICIÓN DEL EQUIPO EF

Para la EF se requiere contratar un consultor independiente – una persona líder de la EF con experiencia internacional en proyectos similares, preferiblemente en la región, y exposición a proyectos y evaluaciones del GEF). El consultor no podrá haber participado en la preparación,

³⁵ Accede a: <http://web.undp.org/evaluation/guideline/section-6.shtml>

formulación y/o ejecución del proyecto (incluyendo la redacción del Documento del Proyecto), no podrá haber conducido la revisión de medio periodo de este proyecto y no debería tener un conflicto de intereses con las actividades relacionadas con el mismo.

La persona será responsable de los resultados que genere el proceso de la EF, esto incluye el diseño general de la EF, definición del proceso metodológico y de conducción y redacción del informe final de la EF, etc.), considerando la inclusión de la perspectiva de género en todo el proceso de la EF.

Educación

Profesional con grado universitario mínimo de licenciatura en gestión o ciencias ambientales, biología, economía, desarrollo, economía ambiental, geografía, gestión de recursos naturales o carreras afines.

Deseable, Grado de Máster en sector energético u otro campo estrechamente relacionado.

Experiencia

- Experiencia reciente con metodologías de evaluación de la gestión basada en resultados;
- Experiencia en la aplicación de indicadores SMART y la reconstrucción o validación de escenarios iniciales;
- Competencia de gestión adaptativa aplicada en sectores relacionados con Cambio Climático y/o Eficiencia Energética;
- Experiencia de trabajo con el GEF o con evaluaciones realizadas con este organismo.
- Experiencia trabajando en la región o proyectos de similar naturaleza (Latinoamérica, Centroamérica y Honduras);
- Experiencia en áreas técnicas relevantes durante al menos 10 años relacionadas al Cambio Climático y/o Eficiencia Energética, buenas prácticas, en el sector turismo (preferiblemente);
- Comprensión demostrada de las cuestiones relacionadas con el género y cambio climático y/o sector energía o relacionado; experiencia en evaluación y análisis sensibles al género.
- Excelentes habilidades de comunicación;
- Habilidades analíticas demostrables;
- Se valora la experiencia de evaluación/visión de proyectos dentro del Sistema de las Naciones Unidas se considerarán una ventaja.
- *Se valorará la Experiencia en la realización de evaluaciones y/o procesos de consulta de manera remota.*

Lenguaje

- Requisito indispensable: excelentes destrezas en redacción en inglés.

3. ETICA DEL EVALUADOR

El consultor de la EF se mantendrá con los más altos estándares éticos y debe firmar un código de conducta al aceptar la asignación. Esta EF se llevará a cabo de acuerdo con los principios descritos en las "Directrices éticas para la evaluación" del Grupo de Evaluación de las Naciones Unidas (UNEG por sus siglas en inglés). El consultor de EF debe salvaguardar los derechos y la confidencialidad de los proveedores de información, los entrevistados y las partes interesadas a través de medidas para garantizar el cumplimiento de los códigos legales y otros códigos relevantes que rigen la recopilación de datos y la presentación de informes sobre datos. El consultor de EF también debe garantizar la seguridad de la información recopilada antes y después de la EF y los protocolos para garantizar el anonimato y la confidencialidad de las fuentes de información cuando se espere. La información, el conocimiento y los datos recopilados en el proceso de EF también deben usarse únicamente para la EF y no para otros usos sin la autorización expresa del PNUD y sus socios.

4. MODALIDADES DE PAGO

- Pago del 20% tras la entrega satisfactoria del Informe inicial de EF final y su respectiva aprobación (comité supervisor).
- Pago del 40% tras la entrega satisfactoria del borrador del informe EF y su respectiva aprobación (comité supervisor).
- Pago del 40% tras la entrega satisfactoria del informe final de EF y su aprobación (comité supervisor) y RTA (mediante firmas en el Formulario de Autorización del Informe de EF), y se presenta **en español e inglés**.

Criterios para emitir el pago final de 40%³⁶:

- El informe final de la EF incluye todos los requisitos descritos en los términos de referencia de esta EF y está de acuerdo con la guía de EF.
- El informe final de la EF está claramente escrito, organizado de manera lógica y es específico para este proyecto (es decir, el texto no ha sido cortado y pegado de otros informes EF), y se presenta **en español e inglés**.
- El rastro de auditoría incluye respuestas y justificación para cada comentario enumerado.

De acuerdo con las regulaciones financieras del PNUD, cuando la Unidad de ejecutora y/o el consultor determinen que un entregable o servicio no se puede completar satisfactoriamente debido al impacto de COVID-19 y las limitaciones a la EF, ese entregable o servicio no se pagará.

Debido a la situación actual de COVID-19 y sus implicaciones, se puede considerar un pago parcial si el consultor invirtió tiempo en el entregable pero no pudo completarlo por circunstancias fuera de su control.

Nota: Es absolutamente responsabilidad del suscrito/a la tributación y pago de otros gravámenes sobre todo las rentas procedentes del PNUD. El PNUD no efectuará ninguna retención de pagos para efectos de Impuesto sobre la Renta; sin embargo, el consultor contratado deberá de presentar un recibo con número CAI.

5. PROCESO DE POSTULACIÓN³⁷

Presentación recomendada de la propuesta:

- a. Carta de Confirmación de Interés y Disponibilidad mediante la plantilla proporcionada por el PNUD;
- b. CV y formulario P11 de Historia Personal;
- c. Breve descripción del enfoque del trabajo/propuesta técnica de por qué el postulante cree que es la persona más adecuada para el proyecto, y una metodología propuesta sobre cómo piensa enfocar y completar el trabajo (máximo 1 página);
- d. Propuesta financiera que indique el precio total e inclusivo del contrato y todos los costos relacionados (boleto de avión, viáticos o dietas, etc.), apoyada en un desglose detallado de los gastos, utilizando la plantilla adjunta al modelo de Carta de Confirmación de Interés. Si un postulante es contratado por una organización/compañía/institución y tiene previsto que su

³⁶ The Commissioning Unit is obligated to issue payments to the TE team as soon as the terms under the ToR are fulfilled. If there is an ongoing discussion regarding the quality and completeness of the final deliverables that cannot be resolved between the Commissioning Unit and the TE team, the Regional M&E Advisor and Vertical Fund Directorate will be consulted. If needed, the Commissioning Unit's senior management, Procurement Services Unit and Legal Support Office will be notified as well so that a decision can be made about whether or not to withhold payment of any amounts that may be due to the evaluator(s), suspend or terminate the contract and/or remove the individual contractor from any applicable rosters. See the UNDP Individual Contract Policy for further details:

https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Individual%20Contract_Individual%20Contract%20Policy.docx&action=default

³⁷ Engagement of evaluators should be done in line with guidelines for hiring consultants in the POPP
<https://popp.undp.org/SitePages/POPPRoot.aspx>

empleador cargue una tasa de gestión por su cesión al PNUD en concepto de Acuerdo de Préstamo Reembolsable (RLA), el solicitante debe indicarlo en este momento y asegurarse de que esos costos estén debidamente incluidos en la propuesta financiera que se envíe al PNUD.

Todos los materiales de la solicitud deberían remitirse a la dirección: Programa de las Naciones Unidas para el Desarrollo, Edificio Las Naciones Unidas, Colonia San Carlos, Avenida República de México 2816, Tegucigalpa, MDC, Honduras, en un sobre sellado en el que se indicará la referencia siguiente: "Turismo Verde Inclusivo –Eficiencia Energética en el Sector Hotelero en Honduras (PIMS ID: 5061)" o por email a la siguiente dirección EXCLUSIVAMENTE: adquisicionespnudhn@undp.org antes xxx 2021 a las 10:00 a.m. Las solicitudes incompletas quedarán excluidas del proceso.

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

Debido al alto volumen de aplicaciones, solamente se contactará a las personas calificadas en el proceso.

El PNUD está comprometido en lograr la diversidad laboral al interior de su oficina en términos de género, nacionalidad y cultura

Criterios de Evaluación		Puntuación máxima
Evaluación Curricular (máx. 50 puntos)		
a	Profesional con grado universitario mínimo de licenciatura en gestión o ciencias ambientales, biología, economía, desarrollo, economía ambiental, geografía, gestión de recursos naturales o carreras afines.	Cumple / No Cumple
b	Excelentes destrezas en redacción en inglés (presentan en oferta técnica referencias verificables de al menos 2 documentos de su preparación en inglés)	Cumple / No Cumple
c	Deseable, Grado de Máster en sector energético u otro campo estrechamente relacionado	3
d	Experiencia con metodologías de evaluación de la gestión basada en resultados;	5
	De 1 a 3 experiencias	3
	Más de 3 experiencias	5
e	Experiencia en la aplicación de indicadores SMART y la reconstrucción o validación de escenarios iniciales.	5
	Dos experiencias	3
	Mas de 2 experiencias	5
f	Competencia de gestión adaptativa aplicada en sectores en sectores relacionados con Cambio Climático y/o Eficiencia Energética o campo relacionado;	5
	De 1 a 3 experiencias	3
	Mas de 3 experiencias	5
g	Experiencia de trabajo con el GEF o con evaluaciones realizadas con estos organismos	7
	De 1 - 2 experiencias	3
	De 3 – 5 experiencias	5
	Mas de 5 experiencias	7
h		7

Criterios de Evaluación		Puntuación máxima
	Experiencia profesional en las áreas técnicas relacionadas al desarrollo, Cambio Climático y/o Eficiencia Energética, buenas prácticas, en el sector turismo (preferiblemente);	
	De 6 – 8 años	4
	Mas de 8 años	7
i	Experiencia trabajando en temas relacionados con cambio climático y eficiencia energética y/o sector relacionado, en Latinoamérica, Centro América y/o Honduras	5
	Al menos cumple 1 de ellas	2
	Cumple 2 - 3 de ellas	5
j	Conocimientos demostrados de las cuestiones relacionadas con el género y cambio climático y/o sector energía o relacionado; experiencia en evaluación y análisis sensibles al género	5
	De 1 - 2 experiencias	3
	Mas de 2 experiencias	5
k	Excelentes capacidades de comunicación y analíticas;	5
	De 1 a 2 documentos técnicos y/o publicaciones vinculadas a las temáticas de gestión de cambio climático, adaptación, desarrollo sostenible	3
	Más de 2 documentos técnicos y/o publicaciones vinculadas a las temáticas de gestión de cambio climático, adaptación, desarrollo sostenible	5
l	Experiencia de evaluación / revisión de proyectos dentro del Sistema de las Naciones Unidas	1.5
m	Experiencia en la realización de evaluaciones y/o procesos de consulta de manera remota	1.5
Sub-Total Evaluación Curricular (Máx.50 puntos)		50.00
Evaluación Propuesta Técnica (máx. 20 puntos)		
Criterios de Evaluación		Puntuación máxima
m	Grado en que la propuesta responde a los Términos de Referencia de la Consultoría	8.00
	Excelente 8 / Bueno 6 / Regular 4 / Deficiente 0	
n	Calidad de la metodología en cuanto a detalle de esta	8.00
	Excelente 8 / Bueno 6 / Regular 4 / Deficiente 0	
o	Incluye un cronograma de trabajo de las actividades indicadas en los TDR y en la Propuesta Metodológica, de acuerdo al plazo de la consultoría	4.00
	Excelente 4 / Bueno 3 / Regular 2 / Deficiente 0	
Sub-Total Evaluación Propuesta Técnica (Máx. 20 puntos)		20.00
Sub-Total Evaluación Curricular + Propuesta Técnica (Máx. 30 puntos)		70.00
p	Propuesta financiera	30.00
q	Total	100.00

6. ANEXOS TOR

- Anexo A de los Términos de Referencia: Marco lógico / de resultados del proyecto
- Anexo B de los Términos de Referencia: Paquete de información del proyecto que será revisado por el consultor de EF
- Anexo C de los Términos de Referencia: Contenido del informe EF
- Anexo D de los Términos de referencia: plantilla de la matriz de criterios de evaluación
- Anexo E de los Términos de Referencia: Código de Conducta para Evaluadores del UNEG
- Anexo F de los Términos de Referencia: Escalas de calificación EF
- Anexo G de los Términos de Referencia: Formulario de autorización del informe EF
- Anexo H de los Términos de Referencia: EF Rastro Auditoría Audit Trail

Annex 2: Mission to Honduras

Mission date: November 21st to 27th, 2021

Objective: To collect direct information and conduct field interviews with stakeholders of the Inclusive Green Tourism Project according to the schedule and methodology approved in the Inception Report of the Final Evaluation of the Project.

Methodology: The interviews were done based on a semi-structured questionnaire and the collection of evidence and information was carried out in Honduras, specifically in the cities of Tegucigalpa, Comayagua and Gracias (Lempira). Part of the interviews were face-to-face, and part was on-line.

Mission Development

The actual dates of interviews and visits to the project's operation sites in Honduras were from Monday 22nd to even Saturday 27th. The mission was carried out with the corresponding security permits both during the stay in Tegucigalpa and when traveling to the cities of Comayagua and Gracia.

This mission was successfully carried out thanks to the support of UNDP provided by Carmen Padilla in the administrative tasks and Astrid Mejía in the technical accompaniment. Also, indispensable was the search work, the establishment of contacts and field accompaniment by the Project coordinator, Mr. Walter Valladares.

After overcoming the initial problems of mistrust with the Final Evaluation Mission by MiAmbiente+ and problems due to the electoral context, the results are very positive for the purposes of the evaluation due to the fact that 20 meetings/interviews could be carried out.

During the mission it was possible to obtain photographic and documentary evidence of the changes made in the companies and direct testimonies of the evaluation of the results and perspectives of the topic of Energy Efficiency and the actions of the Project in Honduras by the related governmental institutions, the executing institution, UNDP and the businessmen, which were considered sufficient for the evaluation report.

List of Interviews and Meetings Held in “Honduras Green Tourism Mission”

	Name	Company or Institution
1	Astrid Mejía	UNDP
2	Karla Suazo	Organismo Hondureño de Normalización (OHN)
3	Edgar Zuniga	Coordinator of the Ozone Technical Unit of Honduras MIAMBIENTE+
4	Walter Valladares José Paz	Sustainable Green Tourism Project
5	Diana Solís Paz	Chairwoman of Renewable Energy and Energy Efficiency, SECRETARIA DE ENERGÍA (SEN)
6	David Eduardo Ordoñez	Ministry Advisor for MIAMBIENTE+
7	Ing. Damián Suazo Ing. Julio Padilla	Unidad Gestión de la Medida ENEE
8	Carlos Pineda Fasquelle	Vice Minister of Environment, MIAMBIENTE+
9	Walter Valladares José Paz	Sustainable Green Tourism Project

10	Marco Flores	Director of the Energy Research Institute, Instituto de Investigación en Energía (IIE), UNAH
11	Astrid Mejía	UNDP Honduras Programme Official
12	Karla de Hernández	Hotel La Posada de Mi Viejo (Comayagua)
13	Carlos Donaldo	Hotel Termas del Rio (Gracias Lempira)
14	Will Vasquez	Ecoturismo Monte de Horeb (Gracias Lempira)
15	Cinia Molina	Hotel Guancascos (Gracias, Lempira)
16	Irma Hernández	Hotel La Posada de Don Juan (Gracias, Lempira)
17	Mirna del Carmen	Hotel Plaza María, Departamento Olancho Catacamas.
18	Denis Godoy	Small Hotels Association, Asociación de Pequeños Hoteles HOPEH
19	Katherine Nolasco Gisselle Santos	CANATURH
20	Donaldo Suazo	Hotel Casa del Árbol, San Pedro Sula

Annex 3: List of persons interviewed

The list of stakeholders interviewed was agreed upon by the evaluation team, MiAmbiente+, the project team and UNDP, considering the stakeholders identified in PRODOC and those that were added during the life of the project.

	Name	Institution or Company	Date of Interview
1	Astrid Mejía	UNDP Honduras Programme Official	Wednesday 09/29/2021
2	Astrid Mejía	UNDP Honduras Programme Official	Wednesday 10/06/2021
3	Astrid Mejía Ricardo Elvir Carmen Padilla	UNDP Honduras Programme Official Programme Assistant UNDP Honduras Administrative Assistant UNDP Honduras	Wednesday 11/17/2021
4	Walter Valladares José Paz	Green Tourism Project Coordinator Green Tourism Project Assistant	Monday 11/18/2021
5	Astrid Mejía	UNDP Honduras Programme Official	Monday 11/22/2021
6	Karla Suazo	Organismo Hondureño de Normalización (OHN)	Monday 11/22/2021
7	Edgar Zuniga	Honduras Ozone Tech Unit Coordinator, MIAMBIENTE+	Monday 11/22/2021
8	Walter Valladares José Paz	Green Tourism Project Coordinator Green Tourism Project Assistant	Monday 11/22/2021
9	Diana Solís Paz	EE and Renewable Energy Chairwoman, SECRETARIA DE ENERGÍA (SEN)	Monday 11/22/2021
10	David Eduardo Ordóñez	Ministry Advisor MIAMBIENTE+	Tuesday 11/23/2021
11	Ing. Damián Suazo Ing. Julio Padilla	Measure Management Unit ENEE Measure Management Unit ENEE	Tuesday 11/23/2021
12	Carlos Pineda F.	Environment Vice Minister, MIAMBIENTE+	Wednesday 11/24/2021
13	Walter Valladares José Paz	Green Tourism Project Coordinator Green Tourism Project Assistant	Wednesday 11/24/2021
14	Marco Flores	Director Instituto de Investigación en Energía (IIE) de la UNAH	Wednesday 11/24/2021
15	Astrid Mejía	UNDP Honduras Programme Official	Wednesday 11/24/2021
16	Karla de Hernández	Hotel La Posada de Mi Viejo (Comayagua)	Thursday 11/25/2021
17	Carlos Donaldo	Hotel Termas del Rio (Gracias Lempira)	Thursday 11/25/2021
18	Will Vasquez	Ecoturismo Monte de Horeb (Gracias Lempira)	Thursday 11/25/2021
19	Cinia Molina	Hotel Guancascos (Gracias, Lempira)	Friday 11/26/2021
20	Irma Hernández	Hotel La Posada de Don Juan (Gracias, Lempira)	Friday 11/26/2021
21	Mirna del Carmen	Hotel Plaza María, Departamento Olancho Catcamas.	Friday 11/26/2021
22	Denis Godoy	Small Hotel Association, Asociación de Pequeños Hoteles HOPEH	Friday 11/26/2021
23	Katherine Nolasco Gisselle Santos	CANATURH CANATURH	Friday 11/26/2021
24	Donaldo Suazo	Hotel Casa del Árbol, San Pedro Sula	Saturday 11/27/2021
25	Rose Diegues Astrid Mejía	Resident Representant UNDP Honduras UNDP Honduras Programme Official	Tuesday 11 /30/2021
26	Rose Diegues Astrid Mejía	Resident Representant UNDP Honduras UNDP Honduras Programme Official	Thursday 12/02/2021
26	Liliam Rivera Hipp	Environment Minister MIAMBIENTE+	Tuesday 12/14/2021

Annex 4: List of Reviewed Documents

- BANHPROVI (2021) Notification of execution of trust agreement and request for signature to MiAmbiente+ (Signed by BANHPROVI)
- CANATURH (2015) Co-financing Letter
- La Gaceta (2002) D_194_2002- Financial Balance and Social Protection Law
- La Gaceta (2012) PCM-10-2012 Strategic Plan for the Management and Saving of Fuel and Electric Energy
- La Gaceta (2014) Decreto 404-2014 General Law of the Honduran Electricity Industry
- La Gaceta (2014) PCM-34-2014 Decree Article 1: Reduction of 10% of the Budgetary Allocation for payment of Electric Energy, Article 2: Public Institutions to design an Energy Efficiency and Saving Plan, Article 3: Limitations to the use of Air Conditioning in public buildings and a national campaign to raise awareness on the rational use of energy. La Gaceta (2017) Decreto 68-2017 Ley de Fomento al Turismo
- La Gaceta (2017) PCM-048-2017 Creation of the Energy Secretariat (SEN)
- La Gaceta (2020) PCM-065-2019, Creation of the Presidential Office of Green Economy (OPEV)
- La Gaceta (2021) Technical Standard for the Operation of Public Trusts
- MiAmbiente+ (2018) Energy Saving Guide ("Los eficientes", "The Efficient Ones")
- MiAmbiente+ (2019) Draft Bill for the Rational and Efficient Use of Energy in Honduras
- MiAmbiente+ (2021) Delivery of Portable Network Analyzer Equipment to SEN, CANATURH, UNAH's IIE, ENEE and UTOH.
- MiAmbiente+ (2021) Inter-institutional cooperation agreement between MI AMBIENTE+ and FUNDAUNAH. October 20, 2021
- MiAmbiente+ (2021) Good Practices Guide on Gender Equality for the Hotel Sector in Honduras
- MiAmbiente+ (2021) Energy Saving Guide for Hotels
- MiAmbiente+ (2021) Methodological Guide of Good Practices. To ensure the protection, safety and preventive maintenance of equipment converted with natural refrigerants (hydrocarbons). Instrument for hoteliers in future maintenance.
- MiAmbiente+ (2021) Safety procedures manual for the development of preventive and corrective maintenance in equipment operating with hydrocarbons, based on good practices.
- MiAmbiente+ (2021) Memo OCP 247-2021 BANHPROVI's technical financial proposal. Guarantee Fund Administration Trust
- MiAmbiente+ (2021) Series of 3 EE Promotional Video Spots ("Los Eficientes")
- OHN (2021) Notice of Public Consultation Draft Honduran Energy Efficiency Standards (BHN 11, 12, 13, 14, 15, 16, 45, 46 and 47) September 2021.
- OHN (2021) Proposal OHN ISO 52000-1 ("EE Edificaciones")
- OHN, Various Working Papers (Comments to Drafts, Proposals for change, revisions) to OHN Standards 11, 12, 13, 14, 15, 16 on EE in Refrigeration Equipment (Labeling, Test Methods, Consumption Limits, Testing, etc.)
- OPEV (2020) Letter 081-2020, decrees that the OCP becomes an integral part of the OPV.

- OPEV (2020) Presentation of the Presidential Green Economy Office
- Proyecto EEHH (2017) PRODOC
- Proyecto EEHH (2018) Public Notice Call for Hotel Selection
- Proyecto EEHH (2018) Call for the Selection of Hotels for the Energy Efficiency Project in the Hotel Sector in Honduras.
- Proyecto EEHH (2018) Evaluation Criteria for Hotel Selection
- Proyecto EEHH (2018) Hotel Survey and Analysis of Hotel Survey
- Proyecto EEHH (2018) Implementation Strategy
- Proyecto EEHH (2018), ToR Consultancy for Design of Financial Mechanism for EE Projects
- Proyecto EEHH (2019) Energy Audits of Mac Arthur Hotels, Plaza Maria, Posada de Don Juan, Posada de Mi Viejo. October 2019.
- Proyecto EEHH (2019) Design of an Inclusive Green Tourism Financial Mechanism for Small and Medium Hoteliers in Honduras. Consultant Eng. Hernán Medina, September 2019.
- Proyecto EEHH (2019) ToR Provision of Six (06) Network Analyzers
- Proyecto EEHH (2020 -2021) OPEV-MiAmbiente+ and UNDP letters on transfer of OCPs
- Proyecto EEHH (2020) Playa Bonita Hotel Energy Audit. May 2020
- Proyecto EEHH (2020) Request for Extension of the OPEV to UNDP of the Inclusive Green Tourism project until August 31, 2021.
- Proyecto EEHH (2020) Project Extension Request from UNDP to GEF
- Proyecto EEHH (2020) ToR Review and Update of Standards and Labeling of Electrical Equipment in Honduras.
- Proyecto EEHH (2021) Report of the socialization event of the "Proposal of the Honduran Technical Standards on Energy Efficiency".
- Proyecto EEHH (2021) Draft of BANHPROVI's Trust Agreement
- Proyecto EEHH (2021) Consultancy: Report on Measurement and Verification of Savings from the Implementation of Energy Saving Measures. Consultant Eng. Douglas Sandoval, October 2021
- Proyecto EEHH (2021) Consultancy: Final Report of the results of the Inclusive Green Tourism Financing Mechanism Consultancy in Honduras. Delmer Argueta October 2021.
- Proyecto EEHH (2021) EEHH Project Energy Audits Results Table. Excel file with specific follow-up data for 5 hotels in terms of energy consumed, CO2 emissions and costs in Lempiras, before and after improvements.
- Proyecto EEHH (2021) Deliverable 2, Consultancy: "Analysis of the impact of the application of energy efficiency measures proposed by the "Inclusive Green Tourism-Energy Efficiency in the Hotel sector in Honduras", program through energy audits. Juan Carlos López, October 2021.
- Proyecto EEHH (2021) Deliverable 3, Consultancy: Report on the results and impacts of the implementation of the Best Practices in Energy Efficiency, indicating and evidencing the overall energy savings and carbon footprint reduction in the P&M hotels. Consulting Agency "Construcciones Técnicas SRL de CV". August 2021.
- Proyecto EEHH (2021) Roadmap Financial Mechanism Energy Efficiency Project Roadmap, July 2021
- Proyecto EEHH (2021) Roadmap and BANHPROVI Trust.

- Proyecto EEHH (2021) Report of event, "Presentation of Results of the Inclusive Green Tourism-Energy Efficiency Project in the Hotel Sector of Honduras. October 20, 2021.
- Proyecto EEHH (2021) Final Proposal Report on Energy Efficiency Technical Standards and labeling updated and accepted by OHN. Martin Eduardo Rosales, September 2021.
- Proyecto EEHH (2021) Technical Closure and Sustainability Presentation
- Proyecto EEHH (2021) Project Closing Meeting Presentation (planned for November 2021)
- Proyecto EEHH (2021) CODETURH Project and Board Meeting
- Proyecto EEHH (2021) ToR Financial specialist to provide advice on energy efficiency investments in the Honduran hotel sector
- Proyecto EEHH (2021) Video Event socialization of "Proposal of the Honduran Technical Standards on Energy Efficiency".
- Proyecto EEHH Project Board Records: October 2017, December 2018, August 2019, January 2020 and March 2021.
- Proyecto EEHH Reports to the Project Board: October 2017, December 2018, August 2019, January 2020, March 2021 and November 2021.
- Proyecto EEHH, Anual Work Plan 2020
- Proyecto EEHH, Quarterly Reports Q4 2017, Q2, Q3 and Q4 2018; Q1 Q2, Q3 and Q4 2019; Q1, Q2, Q3 and Q4 2020; Q1, Q2 and Q3 2021.
- SEN (2015) Presentation on Energy Efficiency in Honduras (International Seminar in Mexico)
- SEN (2021) National Energy Efficiency Policy Proposal
- UNDP – GEF, Honduras Project Brief
- UNDP (2015) Co-financing Letter
- UNDP (2020) Guía para la realización de evaluaciones finales de proyectos apoyados por el PNUD y financiados por el FMAM
- UNDP (2020) Vertical Fund COVID Survey April 2020
- UNDP Combined Delivery Report (CDR) 2017, 2018, 2019, 2020 y 2021
- UNDP Project Implementation Review (PIR) 2019, 2020 y 2021

Annex 5: Evaluation Question Matrix

A matrix of evaluation criteria, questions and indicators was prepared to show in detail how the consultancy intended to collect data and systematize information. This matrix details the evaluation criteria, the questions that guide the search for information, the indicators to be observed, the sources of verification and collection of information, and the methodology for obtaining the information. It is detailed separately for the criteria of Relevance, Effectiveness, Efficiency and sustainability of the project.

Evaluation Criteria Matrix Chart

Key evaluation criteria	Key Questions	Specific sub-questions	Data sources	Data collection methods/tools	Event indicators	Data analysis methods
Relevance How does the project relate to the objectives of the project's area of interest and to local, regional and national development priorities?	The project is in line with Honduras' Global Development Strategy and with economic and social policies aimed at boosting the country's trade.	<ul style="list-style-type: none"> To what extent has the formulation and implementation of the Project been aligned with national policies and priorities and the needs of the main beneficiary? How does the Project correspond to UNDP's global priorities and policies? How does the hypothesis implicit in the Project's Logical Framework pose with solidity and realism the assumptions and projections to solve fundamental problems of EE Development in the Country, through its actions, resources and methodologies? To what extent and with what scope has the project empowered the country's key stakeholders for the implementation of the project in Honduras? What facts and data can be observed that show such empowerment? How have these effects been institutionalized to ensure their continuity over time? Do the sequence of objectives, indicators and goals at the different levels of the Project meet the criteria of realism, clarity and internal coherence? 	<ul style="list-style-type: none"> Documents, verifiable evidence and testimonies of political and technical representatives. 	<ul style="list-style-type: none"> Interviews with key stakeholders Documentary analysis 	<ul style="list-style-type: none"> Consistency of National Policies and Priorities and the needs of the main beneficiary Consistency between Global Priorities and Country Policies and Priorities of the Project's Prodoc. Expected project results, barriers and problems identified in the project. Decisions taken with effects on laws and public policies. New practices adopted on a regular basis in public institutions that promote the project's objectives. Logic of the chaining of the results. 	<ul style="list-style-type: none"> Triangulation of information Consistency analysis of the Logical Framework and analysis of the results chain, in terms of the causal relationship between inputs, activities, products, results and expected impacts. Analysis of the execution approach and methodology.
Effectiveness To what extent	Honduras has and implements an Energy Efficiency promotion policy	<ul style="list-style-type: none"> To what extent were the results achieved and how do they contribute to the achievement of the project objectives? To what extent do the products achieved contribute to the expected results? 	<ul style="list-style-type: none"> Documents, verifiable evidence and testimonies of 	<ul style="list-style-type: none"> Interviews with key parties Systematization of documents 	<ul style="list-style-type: none"> Results achieved, expected or unanticipated. Timing and logical sequence of achievement and quality. 	<ul style="list-style-type: none"> Determination and analysis of the results achieved - in

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<p>have the expected results and objectives of the project been achieved?</p>	<p>consistent with national development objectives.</p>	<ul style="list-style-type: none"> • What is the degree of consolidation and development of the EE issue in the hotel sector in Honduras? • What is the degree of consolidation of the Ministry of Environment to manage cooperation programs and others that allowed it to strengthen its institutional capacity in the medium and long term in the area of EE? 	<p>political and technical representatives.</p> <ul style="list-style-type: none"> • Project files and reports • -Political and technical representatives of beneficiaries and strategic stakeholders. • Verification of achievements 		<ul style="list-style-type: none"> • User expectations for greater acceptance and dissemination of the results. • Findings of adoption in the Ministry of new management practices and internal arrangements. 	<p>terms of quantity, quality and timeliness - expected and unexpected.</p> <ul style="list-style-type: none"> • Consistency analysis of the results obtained. • Triangulation of information
	<p>Improved capacities for evidence-based policy formulation in the EE, including the use of evidence-based policymaking tools, are in place.</p>	<ul style="list-style-type: none"> • Is there a policy for the development of EE? • What actions have been taken that have improved the legislation and regulatory framework related to the promotion of EE in the private sector? • What administrative measures have entered into force? • In what aspects and to what extent are there improvements compared to the previous state? • There is an improvement in EE statistical data and analytical studies on green tourism, competitiveness and energy efficiency, etc. 	<ul style="list-style-type: none"> • Documents, verifiable evidence and testimonies of political and technical representatives. • Project files and reports • Political and technical representatives of beneficiaries and strategic stakeholders. • Verification of achievements 	<ul style="list-style-type: none"> • Interviews with key parties • Systematization of documents 	<ul style="list-style-type: none"> • Instruments generated. • Procedures in place. • History of improvements in the regulatory framework. • Importance of the administrative measures of the various public agencies in trade and for the private sector. • Review of expected or unexpected results. 	<ul style="list-style-type: none"> • Determination and analysis of the results achieved - in terms of quantity, quality and timeliness - expected and unexpected. • Consistency analysis of the results obtained.
	<p>Have the coordination mechanisms for Energy Efficiency policies been strengthened?</p>	<ul style="list-style-type: none"> • Is there operational and technical coordination on EE among related public institutions? • Is there a medium-term plan for the development of validated EE? 	<ul style="list-style-type: none"> • Documents, verifiable evidence and testimonies of political and technical representatives. • Project files and reports • Political and technical representatives 	<ul style="list-style-type: none"> • interviews with key parties • Systematization of documents 	<ul style="list-style-type: none"> • Background of the plan, its validation and derived actions that can be verified. • Background of the project's management and impact actions. 	<ul style="list-style-type: none"> • Determination and analysis of the results achieved - in terms of quantity, quality and timeliness - expected and unexpected. • Consistency analysis of the results obtained.

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			of beneficiaries and strategic stakeholders.			
	Are there strengthened technical capacities in the public and private sector for the promotion of EE?	<ul style="list-style-type: none"> • What training, analysis and information dissemination activities were carried out on EE-related issues? • To whom were they directed and what were the benefits for the participants? • Were there any actions that allowed the generation of consensus or concerted public-private public policy on EE? • Was the creation of networks or the formalization of instances of public-private dialogue and participation in these issues achieved? 	<ul style="list-style-type: none"> • Documents, verifiable evidence and testimonies of political and technical representatives. • Project files and reports • Political and technical representatives of beneficiaries and strategic stakeholders. • Verification of achievements 	<ul style="list-style-type: none"> • Interviews with key stakeholders • Systematization of documents 	<ul style="list-style-type: none"> • Formulation, validation and implementation of a training plan by the project. • Number of entrepreneurs participating in awareness-raising and training activities on EE issues. • Type, frequency and characteristics of information activities available to the private sector on EE issues. 	<ul style="list-style-type: none"> • Determination and analysis of the results achieved - in terms of quantity, quality and timeliness - expected and unexpected. • Consistency analysis of the results obtained.
	Improved capacity to mobilize technical and financial resources for EE development in the private sector	<ul style="list-style-type: none"> • How much is the technical and financial contribution of the Secretariat of Environment and the Secretariat of Energy that have been implemented to support direct or indirect EE actions in the hotel sector and other economic sectors? • How much is the amount of the national budget and public investment plan disbursed for projects generated in EE? 	<ul style="list-style-type: none"> • Documents, verifiable evidence and testimonies of political and technical representatives. • Project files and reports • Annual national budget • Annual public investment plan 	<ul style="list-style-type: none"> • Interviews with key stakeholders • Systematization of documents 	<ul style="list-style-type: none"> • Technicians and personnel from the public administration and private sector are trained in project formulation and management and develop EE-based projects. • Short- and medium-term EE programs/projects in the country • Percentage of national budget and public investment plan singled out for EE projects 	<ul style="list-style-type: none"> • Determination and analysis of the results achieved - in terms of quantity, quality and timeliness - expected and unexpected. • Consistency analysis of the results obtained.
Efficiency Was the project implemented efficiently in accordance with national and	Was the Budget Execution carried out in a timely manner?	<ul style="list-style-type: none"> • Was the budget implemented as planned, budgeted and forecasted? • Were the actions carried out timely and effectively as planned? 	<ul style="list-style-type: none"> • Project files and reports • Political and technical representatives of the Project 	<ul style="list-style-type: none"> • Interviews with key stakeholders • Systematization of documents 	<ul style="list-style-type: none"> • Course of the exercise of resources • Evidence of adherence to procedures • Comparison of the amount spent vs. the amount budgeted 	<ul style="list-style-type: none"> • Determination and analysis of the results achieved - in terms of quantity, quality and timeliness - expected and unexpected.

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international norms and standards?			<ul style="list-style-type: none"> • Beneficiaries and strategic stakeholders • Verification of activities 		<ul style="list-style-type: none"> • Actions foreseen in the annual plans executed on time and on budget. 	<ul style="list-style-type: none"> • Consistency analysis of the results obtained.
	Was the cash flow in line with the needs of the operation and the objectives of the project?	<ul style="list-style-type: none"> • Were sufficient resources available and on time to carry out the operation and actions required by the project objectives? 	<ul style="list-style-type: none"> • Project files and reports • Political and technical representatives of the Project • Beneficiaries and strategic stakeholders • Verification of activities 	<ul style="list-style-type: none"> • Interviews with key stakeholders • Systematization of documents 	<ul style="list-style-type: none"> • Existence or non-existence of financial bottlenecks in the execution of the project's operation 	<ul style="list-style-type: none"> • Determination and analysis of the results achieved - in terms of quantity, quality and timeliness - expected and unexpected. • Consistency analysis of the results obtained.
	Was it possible to optimize the use and application of resources?	<ul style="list-style-type: none"> • Were significant savings achieved and/or was it possible to do more than planned with the resources allocated? 	<ul style="list-style-type: none"> • Project files and reports • Political and technical representatives of the Project • Beneficiaries and strategic stakeholders • Verification of activities 	<ul style="list-style-type: none"> • Interviews with key stakeholders • Systematization of documents 	<ul style="list-style-type: none"> • Resource leverage • Resource savings 	<ul style="list-style-type: none"> • D Determination and analysis of the results achieved - in terms of quantity, quality and timeliness - expected and unexpected. • Consistency analysis of the results obtained.
Sustainability To what extent are there financial, institutional, socioeconomic or environmental risks to sustaining project results	Are there Financial Risks that diminish the effects and impacts of the Project?	<ul style="list-style-type: none"> • According to the current status and trends of financial resources allocated to EE-related instances and actions, how feasible is it to have the necessary resources for it in the short, medium and long term? • Has it been possible to implement a sustainable financial mechanism in the short and medium term to support the EE efforts of hotel tourism entrepreneurs? 	<ul style="list-style-type: none"> • Documents, verifiable evidence and testimonies of political and technical representatives. • Project files and reports • Political and technical representatives of beneficiaries 	<ul style="list-style-type: none"> • Interviews with key stakeholders • Systematization of documents 	<ul style="list-style-type: none"> • Strategic and budgetary support to institutions • Incorporation of permanent budget items of the institutions involved. • Degree of integration of the project's actions in the institutional structure of the participants. 	<ul style="list-style-type: none"> • Determination and analysis of the results achieved - in terms of quantity, quality and timeliness - expected and unexpected. • Consistency analysis of the results obtained.

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over the long term?			and strategic stakeholders. • Verification of achievements			
	Are there Institutional Risks that diminish the effects and impacts of the Project?	<ul style="list-style-type: none"> • According to the current status and trends of the institutions related to the EE issue in Honduras, how feasible is it to maintain or improve the technical and operational capacities of the public institutions related to the issue? 	<ul style="list-style-type: none"> • Documents, verifiable evidence and testimonies of political and technical representatives. • Project files and reports • Political and technical representatives of beneficiaries and strategic stakeholders. • Verification of achievements 	<ul style="list-style-type: none"> • Interviews with key stakeholders • Systematization of documents 	<ul style="list-style-type: none"> • Knowledge of key actors of the results of the projects. • Perspective of key actors for the institutionalization of the EE theme by incorporating practices and actions to promote it in their strategic processes. 	<ul style="list-style-type: none"> • Determination and analysis of the results achieved - in terms of quantity, quality and timeliness - expected and unexpected. • Consistency analysis of the results obtained.
	Are there any socioeconomic risks that diminish the effects and impacts of the Project?	<ul style="list-style-type: none"> • What is the current state and trends of pressures on the hotel tourism sector in Honduras, and how likely is it that the progress achieved will be reversed? • What are the risks of the community ignoring the importance of developing EE in Honduras? • What are the chances that the importance of strengthening the Ministry of Environment will be politically unknown? • What are the risks that businessmen will not continue to be involved or participate in EE issues at the individual and union level? 	<ul style="list-style-type: none"> • Documents, verifiable evidence and testimonies of political and technical representatives. • Project files and reports • Political and technical representatives of beneficiaries and strategic stakeholders. • Verification of achievements 	<ul style="list-style-type: none"> • Interviews with key stakeholders • Systematization of documents 	<ul style="list-style-type: none"> • Compatibility of the project's action designs with the needs, culture, traditions, skills and knowledge existing in Honduras. • Qualify the reception to the calls for activities and the dissemination of the products and results of the project. 	<ul style="list-style-type: none"> • Determination and analysis of the results achieved - in terms of quantity, quality and timeliness - expected and unexpected. • Consistency analysis of the results obtained.

Annex 6: Project achievement rating

Evaluation and qualification matrix of the Project's Objective

Component 1: Sustainable Tourism and Low Emission Policies					
Result 1, energy efficiency (EE) enables an applied public policy framework and strengthens the technical capacity of the strengthens the technical capacity of the Honduran hotel industry.					
PRODOC Indicator	PRODOC Goal	Cumulative PIR Report 2021	Achievement assessment by TE ³⁸	Sustainability ³⁹	Relevance ⁴⁰
1.1. Number of standards and labeling of commercial electrical equipment applied	4 fully implemented standards, conformity assessments and labeling for the marketing of air conditioners, lighting (CFL and LED), and refrigeration units.	Adoption of 5 proposed standards integrating the Standards and Labeling of Electrical Equipment in Honduras. Electrical equipment standards, (Air conditioners, commercial refrigerators and freezers, electrometric refrigerators and freezers, electric motors), a standard on sustainable buildings has been adopted. The aforementioned standards were presented to the technical committee on energy efficiency that coordinates the Honduran Standards Organization and are currently undergoing public consultation for officialization.	<p>Satisfactory (5)</p> <p>In conjunction with the Honduran Standards Organization (OHN), the stage was reached of the publication process for updating three families of voluntary energy efficiency standards: Refrigeration and freezer appliances, commercial refrigeration and window-type air conditioners. Each family involves a specific standard for Energy Efficiency Limits, for labeling and for Test Methods.</p> <p>In addition, progress has been made in adapting the ISO 52001 Standard for Energy Efficiency in Buildings for the country. This standard addresses all installed equipment and the construction work being related to Energy Efficiency.</p> <p>The generation of voluntary standards is a significant achievement for the country that interprets PRODOC's goal, since it formalizes a system that ensures a quality standard for commercialized equipment. Although ISO 52001 has not yet been finalized, it is still in the process of being</p>	<p>Likely (4)</p> <p>The effect of the voluntary standards lasts for several years and the implementation of the ISO standard operates in such a way that implies its updating every 4 to 6 years, which gives sustainability to the goal. These standards are integrated into the standards base and the institutional work of the OHN.</p>	<p>Highly Satisfactory (6)</p> <p>This elaboration of standards is very relevant for the subsequent construction of a regulation that makes them mandatory and for the preliminary draft of the Law for the Rational and Efficient Use of Energy.</p>

³⁸ Ratings assigned with the 6-point scale of assessment of progress in achieving results: 6 Highly Satisfactory (HS), 5 Satisfactory (S), 4 Moderately Satisfactory (MS), 3 Moderately Unsatisfactory (MU), 2 Unsatisfactory (U), 1 Highly Unsatisfactory (HI).

³⁹ Scale from 1 to 4 where the maximum is 4 (Likely), then comes 3 (Moderately likely), 2 (Moderately Unlikely) and finally 1 (Unlikely).

⁴⁰ The rating is the same as the assessment of progress in achieving the results between 1 and 6.

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			achieved and the OHN has its procedure in place to complete it regardless of the fact that the project is no longer in operation. Standard 52001 has a scope far beyond that of the EE standards as it ensures that efficient equipment operates in a location that allows it to be efficient.		
1.2. Contributions of the project to national legislation and policies related to the thematic priorities of the project	1 proposed EE law submitted to the National Congress and if approved, its Regulations prepared during the implementation of the MSP (2016-2018).	In coordination with the Secretariat of Energy (SEN), the draft bill for the Rational and Efficient Use of Electric Energy (UREE) was reviewed and socialized before the energy commission of the National Congress. According to SEN, approval of the draft bill is scheduled for November 2021; however, such approval is outside the scope of the project. We supported the consultation process of the draft bill with the different stakeholders and sectors and also the Roadmap of the National Energy Policy 2050, integrating one of the fourteen thematic roundtables participating in the high-level advisory committee until validating and publishing the roadmap of the national energy policy.	<p>4= Moderately Satisfactory (MS) The following are noteworthy</p> <ul style="list-style-type: none"> • Support for the development and submission of the Energy Roadmap 2050 document to the energy advisory committee. • The achievement of the EE standards indicated in point 1.1 and the progress in standard 52001, since they are a significant basis for the construction of the regulation, when they become mandatory. The construction of the regulation is, in turn, the operative tool for the preliminary draft of the Law for the Rational and Efficient Use of Electric Energy. • Socialization of the draft bill for the Rational and Efficient Use of Electric Energy before the National Congress, where it is currently under analysis of the fiscal impact in the Finance Secretariat. <p>Strictly speaking, the goal was not achieved even though it is the responsibility of the SEN and not of MiAmbiente+. Significant progress was made but, in these cases, if it does not become law, all the effort may not be taken into consideration by legislators in the future.</p>	<p>3=Moderately Likely (ML) It was possible to give concrete form to a proposal and progress was made in generating support for it to have operational force through voluntary norms that are part of a constitution of a regulation; however, since there will be a change of government and parliamentary composition only in December 2021, there is no certainty that the preliminary draft will be presented and discussed.</p>	<p>4=Moderately Satisfactory (MS) The steps taken are considered very relevant, however everything may not be considered in the coming years except for the voluntary standards.</p>
1.3 Number of actors trained in EE and integrating EE of electrical equipment,	75 hoteliers: <ul style="list-style-type: none"> • 30 hoteliers trained in energy management 	24 hotels have been trained and strengthened with technical capacities in energy efficiency as a product of the implementation of hydrocarbon-based	<p>6=Highly Satisfactory (HS) Training in energy management and energy efficiency was carried out jointly with hoteliers, reaching the target of over 90%,</p>	<p>3=Moderately Likely (ML) The topic of EE requires depth and</p>	<p>4=Moderately Satisfactory (MS) The achievements satisfy the</p>

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<p>promoting good practices and placement of EE investments in the hotel sector.</p>	<ul style="list-style-type: none"> 20 hoteliers trained with best practices in EE 25 S&M me hotel technicians trained in energy audits and related topics. con EE <p>4 hotels won the Green Award</p>	<p>technologies in air conditioning equipment in small and medium-sized hotels in Honduras.</p> <p>25 technicians have been trained in energy audits and EE best practices.</p>	<p>which is considered to have been met by the evaluation. Entrepreneurs were also provided with energy efficiency guides, and the application of the energy audits was a learning and training process for participating hoteliers. It is very positive that training was also coordinated with CANATURH and HOPEH, promoting the topic at the trade union level.</p> <p>In addition, 150 students from the engineering faculty of the Universidad Nacional Autónoma de Honduras' Mechanical and Electrical Engineering programs were trained in good housekeeping practices.</p> <p>It is also important to note that institutional strengthening was provided to the SEN, ENEE, and the Energy Research Institute (IIE) of the UNAH, CANATURH and the UTOH, with the donation of Circutor AR6 portable network analyzer equipment.</p> <p>The goal was almost fully met and the training of engineering students exceeded expectations, which is considered highly satisfactory,</p>	<p>continual updating and it is therefore necessary to continually train and retrain hoteliers, their staff and technicians.</p> <p>It is therefore estimated that the sustainability of these achievements is precariously maintained.</p>	<p>indicator; however, the number of trained entrepreneurs is small with respect to all small hotel entrepreneurs in Honduras.</p>
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Result 2: Commercial investment in energy efficiency equipment and technologies for the hotel industry mobilized (subsidy mechanisms and investments).					
PRODOC Indicator	PRODOC Goal	Cumulative PIR Report 2021	Achievement assessment by TE ⁴¹	Sustainability ⁴²	Relevance ⁴³
2.1 "Green Scheme" designed, implemented and supervised.	1 fully operational financial scheme to support investments in EE for S&M hotels, including FOPESIC investment funds and a climate change mitigation fund capable of complementing FOPESIC, of at least US\$8.6 million.	- A financial specialist was hired to implement the financial mechanism for the hotel sector. -A contract was signed between the Ministry of Natural Resources and Environment MiAmbiente+, BANHPROVI and CANATURH, for the activation of the "Green Scheme" financial mechanism to stimulate investments in energy efficiency equipment technologies in the hotel sector.	1=Highly Unsatisfactory (HU) The financial scheme was not implemented and support for investments in EE was not provided to the hotels. At the end of the project, an agreement was signed by MiAmbiente and BANHPROVI to provide financial guarantees to hoteliers. The Chamber of Entrepreneurs did not sign the agreement although it participated in the event because it had doubts that they would really be given conditions that were really attractive for their associates. This financial scheme was essential and strategic for the objectives of the project and it was hoped that it would be tested and that it would allow to promote the changes in EE in the hotels.	2=Moderately Unlikely (MU) CANATURH is interested in promoting a financial mechanism that will be beneficial for its affiliated companies and is trying to create a financial institution that will support all types of needs, including investments in EE for its affiliates. However, it must overcome some legal issues, develop experience and have adequate capital, which will take several more years to materialize. According to interviews with hoteliers, a small percentage of them are currently using BANHPROVI's financial tools.	1=Highly Unsatisfactory (HU) A sector that has been so hard hit by the pandemic and without incentives to adopt EE can hardly make substantive changes, so the failure to implement this mechanism seriously limits the changes expected by the project and it is not possible to count on having a demonstration effect that will multiply these changes in the future.

⁴¹ Ratings assigned with the 6-point scale of assessment of progress in achieving results: 6 Highly Satisfactory (HS), 5 Satisfactory (S), 4 Moderately Satisfactory (MS), 3 Moderately Unsatisfactory (MU), 2 Unsatisfactory (U), 1 Highly Unsatisfactory (HI).

⁴² Scale from 1 to 4 where the maximum is 4 (Likely), then comes 3 (Something Likely), 2 (Something Unlikely) and finally 1 (Unlikely).

⁴³ The rating is the same as the assessment of progress in achieving the results between 1 and 6.

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2.2 Number of hotels and restaurants implementing energy efficiency measures and best practices in compliance with national policies (e.g., PA+L and ENCC).	- 9 new successful MSP interventions completed	The new interventions adopted by the hotels in Energy Efficiency measures have been in the department of Comayagua (1), Lempira (4) and the other participating hotels have shown interest in participating in the financial scheme.	4=Moderately Satisfactory (MS) Nineteen energy audits were conducted, which is a major EE promotion tool developed by the project. As a product of these audits, some hotels implemented EE measures in lighting, air conditioning and refrigeration with their own means ⁴⁴ . Despite not achieving the goal of 9 successful interventions (with a low SMART indicator), it can be pointed out that the energy audits did cause at least those 19 hoteliers to see as a cost saving opportunity to invest in EE in many areas. There are experiences of partial successes that are visible in some hotels but only one can demonstrate a more comprehensive intervention in EE but by its own initiative and resources.	3=Moderately Likely (ML) Entrepreneurs who have conducted their energy audits will try to make investments in EE but they are in a complex economic environment which makes them more conservative with their financial resources and their most important need is to sustain themselves until the pandemic passes and the local economy and tourism recovers.	4=Moderately Satisfactory (MS) The energy audits instrument is considered to be the most remarkable since the businessmen directly see the costs and benefits of implementing EE in their hotels. However, there are very few hotels and although the achievements are evident, they do not see it in a comprehensive manner.
2.3 Electricity savings from investments	- 149,849 kWh saved for year 2 and 299,698 kWh cumulative by end of MSP	Energy savings of 84,402.814 KWh/year with a reduction in emissions of 252.57 tons of CO2 released into the atmosphere directly, there are also gains in Global Warming Potential (GWP) for the intervention carried out in 9 of the 19 hotels that received energy audits.	4=Moderately Satisfactory (MS) According to report III of the consulting firm Construcciones Técnicas SRL in the measurement of 8 hotels, an energy saving of 84,402,814 kWh/year is estimated, with an average of 27% savings for the hotels. This saving is highly significant because although it is true that it does not meet the expected goal, it represents 56% of it achieved only in 8 hotels and without the support of a financial mechanism but thanks to the motivation caused by the Energy Audits. According to interviews with a hotel that did not carry out the measurement but had energy audits, small improvements were made and there is motivation to move forward with them.	3=Moderately Likely (ML) In the hotels that underwent Energy Audits, there is a high interest in continuing to make changes since they saw that there was a concrete and permanent benefit for them.	3=Moderately unsatisfactory (MU) The topic is relevant, it was shown that it is possible and necessary, but the group of companies benefited only with the energy audits is very small and more could have been achieved for them and also more companies could have been reached to make it significant at the union level and at the country level.
2.4. Number of decent and quality jobs	•113 direct and quality jobs	According to the Association of Small Hotels (HOPEH), as of June 2021, the	2=Unsatisfactory (U)	2=Moderately Unlikely (MU)	3=Moderately Unsatisfactory (MU)

⁴⁴ 8 representatives of small hotels were interviewed and in 6 of which visits to their hotels were made for the evaluation. In the 6 visits without exception, there was evidence of improvements and changes made in lighting, in air conditioning systems in 3 of the 6, in changes in refrigerators or washing machines in 1 case each and the incorporation of solar panels in 2 of the six visited hotels.

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permanent jobs created through social responsibility are integrated into the Green Scheme, as well as the promotion of women leading entrepreneurial activities in the hospitality sector.	maintained at the end of the MSP thanks to an increase in the rate of 63%, reinforcing social corporate responsibility, as well as the promotion of entrepreneurial activities undertaken by women.	average occupancy rate of the sector is 34.56%, due to an increase of 5.15% compared to May. Approximately 67% of the hotels registered an improvement in their income and of this segment, the cities that manage to exceed 45% of occupancy, integrating for each hotel 7 employees with intentions of hiring 13.57% of the labor demand in areas such as Restaurant, Waiter, Waitress, Kitchen Manager, Reception, Waiter and Waitress. Head of kitchen, Reception, Waitress, Security and Cleaning.	The impact of Covid 19 on the sector is very profound and the effects of the project are not very significant, since it is only partially measurable in terms of job retention, which in a scenario in which there is a new pandemic outbreak at the international and national level, the probability of retention is unpredictable. This goal has undoubtedly not been met and even if the financial mechanism had been in place, it could not have been met because of the pandemic. A success would have been to measure the retention of jobs as a product of the project. The diagnosis of gender equality in the hotels participating in the project, identifying that 71% of management positions are occupied by women and 29% by men, is an achievement, as is the preparation and dissemination of the first guide on good practices in gender equality in the country's hotel sector. It is rated as unsatisfactory, but it is considered that this indicator should have been modified during 2020 or at the beginning of 2021.	The Guide of Good Practices in Gender Equality has been well received by the hotel businessmen and it is estimated that it will allow to keep in mind and continue promoting the gender issue in the sector, which gives some sustainability to the actions promoted by the project. There are no major actions that allow giving sustainability to the project's objectives; therefore, it is rated as it is.	It is rated Moderately Unsatisfactory because the goal was not met and should have been modified. The progress made in the gender issue with the Good Practices Guide is considered important, so its rating rises to 3 (MU).
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Component 3: Knowledge of Low Emission Sustainable Tourism

Result 3: Increased application of energy efficiency technologies in the Honduran hotel industry.

PRODOC Indicators	PRODOC Goal	Cumulative PIR Report 2021	Achievement assessment by TE ⁴⁵	Sustainability ⁴⁶	Relevance ⁴⁷
3.1. Number of hotels with restaurants implementing energy efficiency measures and best practices, in accordance with	- 24 new hotels and restaurants have adopted and implemented EE plans.	19 hotels and 6 with restaurants benefited from the energy audit studies, where a hotel in Comayagua has implemented the energy efficiency recommendations, achieving considerable savings in electricity bills.	3=Moderately Unsatisfactory (MU) The goal was not reached either in quantity (79%) or in depth because some measures recommended in each audit were implemented, according to the possibilities of each hotel. The EE measures that were	3=Moderately Likely (ML) Entrepreneurs are interested and see the benefits but are fundamentally held back	3=Moderately Unsatisfactory (MU) It is estimated that although it is true that interest was awakened, the achievements are far

⁴⁵ Ratings assigned with the 6-point scale of assessment of progress in achieving results: 6 Highly Satisfactory (HS), 5 Satisfactory (S), 4 Moderately Satisfactory (MS), 3 Moderately Unsatisfactory (MU), 2 Unsatisfactory (U), 1 Highly Unsatisfactory (HI).

⁴⁶ Scale from 1 to 4 where the maximum is 4 (Likely), then comes 3 (Something Likely), 2 (Something Unlikely) and finally 1 (Unlikely).

⁴⁷ The rating is the same as the assessment of progress in achieving the results between 1 and 6.

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national policies (e.g. AP+L and ENCC) due to: Replication.		Hotels in the cities of Gracias Lempira, Siguatepeque and Comayagua have also been monitored, identifying the adoption of some good practices.	implemented are important but are only part of the potential that each hotel can work on EE.	by the investment needed to implement them in times that remain unstable and complex to predict economically for the sector.	from being significant at the sector and country level, nor have they been sufficient to cause a replication effect.
3.2. Lessons learned, systematized and disseminated	- 9 case studies prepared, validated by MSP stakeholders and widely disseminated through promotional campaigns targeting inclusive green tourism.	The lessons learned in the small hotels lie in the adoption of energy efficiency measures, where learning stories and lessons learned have been developed, which are expected to be disseminated through a virtual platform that is being coordinated for this purpose with the Energy Research Institute of the National Autonomous University of Honduras.	2=Unsatisfactory (U) Some success stories have been achieved but have not been systematized. An inter-institutional agreement was signed in October 2021 between Mi Ambiente+, the Energy Research Institute (IIE) of the UNAH and FUNDAUNAH, for the development of a web platform to showcase the project's success stories in the application of best practices in energy efficiency and to develop technical capacity building in energy efficiency within the hotel sector. This agreement entailed the use of project resources; however, the project was already at the closing stage. Therefore, the achievements are rated as unsatisfactory; the agreement could have made a difference, but it came too late. It could be revitalized with its own resources if indeed MiAmbiente+ is interested since the cost is only US\$ 40,000.	2=Moderately Unlikely (MU) The "Los eficientes" Guide is a good awareness-raising initiative, but the idea of the case studies was to allow hoteliers to see the costs and benefits in depth and motivate them to learn more about and replicate at least some of these good practices. The sustainability of this experience and of the project's objectives has a minor contribution with these activities carried out.	2=Unsatisfactory (U) What has been done is too little to generate significant effects in the industry and in the country.
3.3 Number of project contributions to national and international publications and media.	- 12 press releases and formal and informal publications in the national and international media on energy efficiency measures and the opportunities and	A communication campaign is underway as a project strategy to reveal the good practices adopted by the small hotels through press releases, publications, and media where the actions and activities of the project will be revealed, generating an inclusive green tourism impact through energy saving opportunities and raising awareness in the small hotel sector through video messages on social networks, to generate a culture	3=Moderately Unsatisfactory (MU) Advertising spots on good EE practices were effectively developed for all types of audiences, including hoteliers, to be promoted on social networks and Honduran TV. This material is very didactic but was also developed towards the end of the project unfortunately. It is also missed that they make more references to the achievements made in the hotel sector and are directed more towards the sector.	3=Moderately Likely (ML) The material produced is available for use and can be used on various platforms. It will be up to MiAmbiente+ and the Ministry of Energy to use it.	3=Moderately Unsatisfactory (MU) The direct beneficiaries of the project are the small and medium-sized hotels in Honduras and although the dissemination mentions them, awareness-raising is carried out on a massive scale, which is also positive for the country,

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	achievements in the S&M size hotel business, during the life of the MSP	of sustainable and efficient use of energy resources, which will be disseminated through the Web platform.	On the other hand, the campaign has had the virtue of reaching a more massive audience of households, promoting savings and energy care, which is fundamentally positive, although it was not within the project's objectives. Reproduction of audiovisual material to present success stories through the application of good practices in energy efficiency in the hotel sector. It is estimated that they have not taken full advantage of this developed material.		but it could have focused more on the hotel industry, including the involvement of their associations.
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Summary table of the valuation of the Matrix and qualification of the Objective

Objectives	Achievement Value Percentage	Sustainability Value Percentage	Relevance Value
Component 1	83%	83%	78%
Component 2	46%	63%	46%
Component 3	44%	67%	44%
Total Value of all components	58%	71%	56%

As can be seen from the table -summary rating of the project's objective- the percentage of achievement of the three components and their respective results is 58%, considering that each component has the same weighting. This assessment of achievement, 70%, qualifies the present evaluation as moderately unsatisfactory.

In turn, the percentage of appreciation of the sustainability of the three components is 71%. This implies that, in general, the project is considered to be moderately likely to be sustainable, but the sustainability of its achievements and progress towards its objectives cannot be assured.

In terms of relevance, it is considered that the total of the actions carried out by the project only reach 56% of achievement, i.e. they are moderately unsatisfactory with respect to the expected impact on the achievement of the objective.

When performing this same analysis by component, it can be seen that the variation in the valuation of achievement is greater for component 1 (83%) and component 2 and 3, which reached only 5%. The difference in these results by component is influenced by the fact that although progress was made in the design of the financial mechanism, it was not operational at the end of the project.

The difference in the sustainability evaluation is consistent with the achievement, with component 3 obtaining the lowest evaluation. Therefore, from the point of view of both achievement and sustainability, the assessment is that component 3 presents the greatest weaknesses in the execution of the project.

Annex 7: SMART assessment and Project Logical Framework Consistency

Table a) Objective SMART Evaluation Matrix

Objective - Indicators - PPP Goals				SMART Rating: Relationship of Indicators and Goals to the Expected Objective					
Overall Objective	PRODOC Indicator	PRODOC Goal	PIR Revised Goal	Specific	Measurable	Achievable	Realist	Timely	Technical Results
Eliminate barriers to increased commercial energy use of more efficient electrical appliances in the S&M members of the hotel industry in Honduras.	Energy savings and corresponding greenhouse gas emissions resulting from hotels and restaurants due to electricity end uses.	Energy savings: 299,698 kWh, as a result of 9 pilot projects at the end of the project: Direct (20 years) GHG emissions (9 hotels): 1,978 tons of CO2.	2021	It is not made explicit which barriers to remove and in what percentage during the project beyond the 9 hotels.	Only the energy savings of the pilot projects are measurable, using the target as a parameter. The relationship between the objective and the indicator is unbalanced, the objective refers to barriers (technical, financial and cultural), in this regard, there is no order of magnitude or progress during the project.	It is achievable in the long term, not within the project timeframe.	The objective is not realistic during the project. The barriers are technical, financial and cultural, and can only be achieved in the long term.	It is not in the time frame of the project	Compliance with the general objective is achieved through the progress of the specific objectives (in this case components). As the indicator is formulated, it is not measurable because it does not specify which barriers are to be eliminated, and at what level of progress the barrier is considered to have been eliminated. The indicator expresses a desire of the project that must be met through the components, and whose result is achievable in times beyond the present project.
Potential Achievement %				30%	30%	30%	30%	30%	Average 30%

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Objective - Indicators - PPP Goals				SMART Assessment: Relation of Indicators and Goals to the Expected Objective					
Component	PRODOC Indicator	PRODOC Goal	PIR Revised Goal	Specific	Measurable	Achievable	Realist	Timely	Technical Results
Component 1: Sustainable Tourism and Low Emission Policies	1. Number of standards and labeling of commercial electrical equipment applied	4 standards, conformity assessment and labeling implemented for the commercialization of equipment, and 1 technical standard on sustainable buildings.	2021	Medium, the magnitude of is not specified: "Number of actors trained in EE and integrating EE of electrical equipment, promoting good practices and placement of EE investments in the hotel sector."	Indicators 1 and 2 are measurable. Indicator 3 is not measurable due to lack of parameter	Indicators 1 and 2 are achievable. Indicator 3 cannot be evaluated as to whether it is achievable due to a lack of parameters.	Indicators 1 and 2 are realistic. The third cannot be evaluated.	The first two indicators are within the project timeline.	The first two indicators are technically well formulated. Indicator 3 is not measurable due to lack of parameters.
	2. Contributions to national legislation and policies related to the project's thematic priorities.	Creation of parameters for the development of the "Green Award" to develop the 2021 award. At least one (1) bill submitted to the National Congress of the Republic.							
	3. Number of actors trained in EE and integrating EE of electrical equipment, promoting good practices and placement of EE investments in the hotel sector.								
Potential Achievement %				66%	66%	66%	66%	66%	Average 66%

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Objective - Indicators - PPP Goals				SMART Assessment: Relation of Indicators and Goals to the Expected Objective					
Component	PRODOC Indicator	PRODOC Goal	PIR Revised Goal	Specific	Measurable	Achievable	Realist	Timely	Technical Results
Component 2: Sustainable Tourism and Low Emission Financing	2 1- "Green Scheme" designed, implemented and monitored.	A signed financial mechanism or "Green Scheme".	2021	Moderately specific. Indicator 1 is specific and presents a measurable parameter. Indicator 3 is moderately specific since it does not specify which and how many investments will generate the savings indicated in the target. Indicators 2 and 4 are not measurable since the number of hotels to be monitored and the number of jobs to be created as a product of the project are not specified.	Two of the four indicators are measurable. Indicator 1 is measurable, indicator 3 is moderately measurable in relation to the target. Indicators 2 and 4 are not measurable because the number of hotels to be monitored and the number of jobs to be created as a product of the project are not specified.	Indicator 1 is achievable, as it is specific and measurable. Indicator 3 may be achievable if the number of investments is specified. For indicators 2 and 4, it is not possible to measure whether they are achievable due to lack of parameters.	Indicator 1 is realistic.	Indicator 1 is realistic, indicator 3 can be realistic if the parameter is specified. Indicators 2 and 4, it is not possible to evaluate whether they are realistic.	Two of the four indicators present technical problems in their formulation. In the indicators that present technical formulation errors, it is not possible to see the magnitude of progress between the stated objective, the targets and the indicators.
	2 2- Number of hotels and restaurants implementing energy efficiency measures and best practices, in compliance with national policies (e.g.: AP+L and ENCC).	A technical follow-up of the savings obtained in the hotel sector. A follow-up process to evaluate energy savings and greenhouse gas emission reductions.							
	2.3- Electricity savings from the investments	Energy savings of more than 51,600 kWh							
	2.4. Number of decent and permanent jobs created through social responsibility are integrated into the Green Scheme.	Through the financial mechanism it is expected that the economic reactivation in the sector that has been affected by the pandemic will be stimulated and the number of employees in the hotel sector will improve.							
Potential Achievement %				50%	50%	50%	50%	50%	Average 50%

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Objective - Indicators - PPP Goals				SMART Assessment: Relation of Indicators and Goals to the Expected Objective					
Component	PRODOC Indicator	PRODOC Goal	PIR Revised Goal	Specific	Measurable	Achievable	Realist	Timely	Technical Result
Component 3: Knowledge of Sustainable Low Emission Tourism.	Number of hotels with restaurants implementing energy efficiency measures and best practices, in accordance with national policies (e.g. AP+L and ENCC) due to: Replicator.	Complement the energy efficiency web page.		Indicators 1 and 2 are unspecific, since the order of magnitude that establishes the measurement parameter is not defined, namely: how many hotels and how many lessons learned.	Indicators 1 and 2 are not measurable since there are no explicit parameters. Indicator 3 is moderately measurable, but the goal to be achieved in the project with respect to lessons learned is not explicit.	Measurable indicators are achievable. Non-measurable indicators cannot be evaluated as to whether they are achievable.	Indicator 3 is realistic; the other two indicators cannot be assessed due to lack of parameters.	Indicator 3 is achievable within the timeframe of the project; the other two indicators cannot be assessed due to lack of parameters.	Two of the three indicators present technical problems in their formulation, making it impossible to assess the extent of progress, timing and level of realism.
	3.2. Lessons learned, systematized and disseminated	Further promote awareness of energy savings.							
	3.3 Number of project contributions to national and international publications and media.	Promotion of success stories in the hotel sector through the Energy Efficiency Web Platform. Dissemination of success stories with hoteliers in different media.							
Potential Achievement %				33%	33%	33%	33%	33%	Average 33%

The above Matrix shows the consistency relationship between objective, indicators and targets. Compliance with the general objective is estimated with a maximum potential of 30%. The Objective states: "to eliminate the barriers that prevent the increase of commercial energy use", a purpose that is not achievable in its entirety within the timeframe of the project. The indicators proposed to measure the magnitude of the achievement are not specific, since it is not made explicit which barriers will be eliminated in what magnitude and in what time, therefore the estimated achievement of the general objective (given the information presented) is 30%. It is important to note that from the point of view of project design, this objective is materialized through the three components. Therefore, it is not appropriate for the general objective of the project to have an indicator, nor for it to be part of the SMART matrix, since as a general objective it only expresses the need to be covered by the project. Thus, the SMART analysis of this general objective was carried out in this evaluation (because its indicator appears in the quarterly reports), but the SMART result of this objective will not be considered in the evaluation, but rather the result of the three components.

In component 1, the consistency between the objective, target, and indicators, measured by SMART criteria, is estimated with a maximum potential of 66%, the objective is clearly defined, and two thirds of its indicators are correctly formulated.

In component 2, the consistency between the objective, goal, and indicators, measured SMART, is estimated with a maximum potential of 50%. This is explained by the fact that although the objective is well defined, two of the four indicators with which the magnitude of achievement of the component should be measured present technical problems in their formulation, which makes their measurement difficult.

In component 3, the consistency between the objective, the goal and the indicators, measured with SMART criteria, is estimated with a maximum potential of 33%. This result corroborates the fact that, although the objective is well defined, only one third of the indicators are technically well formulated, which makes it difficult to establish a consistent relationship between the achievement of the component and the measurement of progress.

Therefore, the consistency between the objective, the goal, and the indicators, measured with SMART criteria of the three components (considering a homogeneous weighting among them) is 50%.

Table b) Matrix of Consistency between the Objective and its Results

Consistency Evaluation: Objective - Results					
Objective	Results/Products	Relevance⁴⁸	Objective Satisfaction⁴⁹	Density⁵⁰	Technical Analysis
Component 1: Sustainable Tourism and Low Emission Policies	Result 1. Energy efficiency (EE) enables an applied public policy framework and strengthens the technical capacity of the Honduran hotel industry.	The result proposed for the fulfillment of component 1 is fully relevant and indispensable for the implementation of an E.E. policy. In the absence of a public policy and the establishment of technical capacities in the hotel industry, it is not possible to consider the current project. This result is therefore a pillar of the project.	The achievement of this result satisfies an unavoidable condition for the materialization of the project's objective. However, its level of compliance to date is partially satisfactory, as the public consultation process on the drafts of the Honduran Technical Standards on E.E. remains to be completed at the close of the project.	The elaboration, socialization, public consultation and approval of technical standards in E.E. is essential in this project.	The planned result is fully consistent with the objective.
		1 point.	0.8 points	1 point	2.8 points
Component 2: Sustainable Tourism and Low Emission Financing	Result 2: Commercial investment in energy efficiency equipment and technologies for the hotel industry mobilized (subsidy mechanisms and investments).	The result points to an unavoidable condition for the materialization of the project and component's objective. However, the mechanism(s) designed to substitute technologies should be able to last beyond the duration of the project. The latter does not appear as an	The achievement of this result is a condition for meeting the project's component and overall objective. In this regard, significant progress was made in the design of the financing mechanism; however, at the close of the project the financing instrument is not operational.	In order to have sustainable density over time, a solid design of the financing mechanism is required, along with ensuring its permanence over time until the market failures that limit access to the substitution of E.E.	The result is coherent with the component aiming at its achievement. However, the result should include an explicit requirement for its sustainability over time.

⁴⁸ **Relevance:** Refers to the extent to which the achievement of the results is congruent with the objective of the GEF ABS Project.

⁴⁹ **Satisfaction:** Refers to the extent to which compliance with the results allows the complete or partial achievement of the objective.

⁵⁰ **Density:** Refers to the extent to which the results actually achieve the project's Objective in depth.

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		explicit condition of the result. 0.8 points	0.7 points	technologies are eradicated. 0.7 point	2.2 Points
Component 3: Knowledge of Sustainable Low Emission Tourism.	Result 3: Increased application of energy efficiency technologies in the Honduran hotel industry.	The achievement of this result is relevant to the component. For this purpose, case studies and a web page in E.E. were developed as a means of dissemination. 0.9 points	Achievement of this result is a condition for meeting component 3 and the overall project objective. 0.9 points	As with the other results analyzed, it is necessary to ensure continuity over time (beyond the project) of this objective and result. This aspect is not explicitly expressed in the result. 0.8 points	The result is coherent with the component aiming at its achievement. However, the result should include an explicit requirement for its sustainability over time. 2.6 points
		2.7	2.4	2.5	
Objective-Results Consistency %		90 %	80 %	83 %	Objective-Results Consistency 84%

The above matrix shows that the level of consistency in the three components with the results of the project is sufficient and high, representing 84%. In other words, the project design has a high degree of consistency between the components and their results, under the criteria of relevance, satisfaction and density of the SMART analysis.

Table c) Consistency Matrix between Results and their Specific Results or Products.

Results	Products	Consistency Evaluation Results and their Specific Results			
		Relevancy ⁵¹	Objective Satisfaction ⁵²	Density ⁵³	Technical Analysis
Component 1: Sustainable Tourism and Low Emission Policies					
Result 1. Energy efficiency (EE) enables an applied public policy framework and strengthens the technical capacity of the Honduran hotel industry.	Product 1.1. Established national EE policy and operationalized an EE scheme in the hotel sector in Honduras for compliance with minimum energy efficiency standards for electrical appliances (4 technologies: air conditioners, lighting (CFLs and LEDs), and stand-alone refrigeration units).	The products proposed are congruent with the result.	The achievement of both products allows responding to the expected results.	The products are precise and measurable, density is observed in their formulation.	The two products related to the fulfillment of result 1 are technically well formulated.
	Product 1.2. Completed capacity building for key stakeholders on electricity use, energy savings and GHG mitigation (75 hoteliers and financiers trained).	Score 1	Score 1	Score 1	Score 1
Result 2: Commercial investment in energy efficiency equipment and technologies for the hotel industry mobilized (subsidy mechanisms and investments).	Product 2.1: Established "Green Scheme" for energy efficiency projects in the hotel sector (US\$8.6 million fully commissioned to support EE investments to reduce emissions of 319,615 tons of CO2 over 20 years).	The set of products proposed are congruent with the result. However, a product that ensures the continuity of the financing mechanism in the long term (beyond the end of the project) is missing, in order to provide sustainability to the result.	Compliance with the products allows the achievement of the result but does not ensure its sustainability beyond the end of the project.	The level of depth of the products is partial, as the sustainability of the financing mechanism in the medium and long term is not assured.	All of the proposed products are congruent with the expected result. However, their fulfillment partially satisfies the success of the result due to the absence of an instrument that provides certainty in the continuity of the financing mechanism in the medium and long term.
	Product 2.2: Portfolio of 9 pilot projects at the feasibility level of financing schemes (savings guarantees, leasing, subsidized interest rates) to implement energy efficiency measures (investments to reduce emissions by 300 tCO2 in 3 years).	Score 0.8	Score 0.7	Score 0.7	Score 2.2

⁵¹ **Relevance:** Refers to the extent to which the achievement of the results is congruent with the objective of the GEF ABS Project.

⁵² **Satisfaction:** Refers to the extent to which compliance with the results allows the complete or partial achievement of the objective.

⁵³ **Density:** Refers to the extent to which the results actually achieve the project's Objective in depth.

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	Product 2.3: Establish a program to monitor and evaluate energy savings, GHG emission reductions, and return on EE investments (450 MWh in 3 years, due to the implementation of 9 pilot hotels and an Environmental Trust Fund that operates, among other sectors, for EE in the tourism industry).				
Results	Products	Consistency Evaluation Results and their Specific Results			
		Relevancy	Objective Satisfaction	Density	Technical Analysis
Component 3: Sustainable Low Emission Tourism Knowledge					
Result 3: Increased application of energy efficiency technologies in the Honduran hotel industry.	Product 3.1: Documented and studied cases prepared from 9 pilot projects at the national level (9 case studies prepared, validated and disseminated)	Both products are relevant. However, this component must be sustained over time in order to produce the expected change in technology. As in component 2, it would be necessary to propose a product that ensures the continuity of the campaign to promote sustainable and low-emission tourism.	The products proposed are aimed at the objective, and partially satisfy it. A product that provides continuity to the delivery of knowledge is missing.	The level of depth of the products is partial, as it does not ensure continuity in the delivery of knowledge in the medium and long term.	The proposed products are relevant to the expected result. However, they partially satisfy the success of the result if a product that ensures the delivery of knowledge in the medium and long term is not added.
	Product 3.2: Databases available through a public-private partnership and website promotion on energy efficiency, success stories and services for Honduran hotels.				
		Score 0.8	Score 0.7	Score 0.7	Score 2.2
Consistency between Results and Products		Score 2.6	Score 2.4	Score 2.4	82% consistency

The above matrix shows that the level of consistency between the expected results of the project and its products is sufficient and high, reaching a consistency level of 82%. In other words, the design of the results and products is relatively well conceived.

SMART Evaluation Matrix of Results or Products - Indicators and Targets.

The table d) could not be prepared because this project's PRODOC does not present indicators by output, only at the results level.

Anexo 8: Interview template

The following questions, according to the group of people to be interviewed, constituted a guide for the interviews, in accordance with the semi-structured interview methodology, in order to adapt to the particular characteristics of the interviewees. Therefore, the questions were formulated in the appropriate terms and words in each case. This list shows the intention and purpose of each question, and the sequence of questions asked in the interviews.

a) Directly involved in the execution of the project

- What is the degree of correspondence⁵⁴ of the actions carried out with what was planned?
- What is the degree of correspondence between the specific results expected and those achieved?
- What is the degree of correspondence between the specific products expected and those generated?
- What enabling factors⁵⁵ stand out during the process and how were they used?
- What obstacles were encountered in the process and how were they addressed?
- What lessons are drawn from the way in which the expected results were achieved?
- What lessons are drawn from not achieving all the expected results?
- What lessons are drawn from the way in which the enabling conditions were exploited?
- What lessons are drawn from the way in which obstacles were addressed?
- How feasible do you see the project's achievements being sustained over time? What might make it possible? What might prevent it?
- How did the project incorporate gender equity criteria by incorporating the participation of different stakeholders? Criteria, specific practices, which ones? Results of that care?
- What has worked particularly well and can be considered as "best practice"?
- What specific experiences can be shown as examples of achievements and successful project management?

In addition, and in a different way, depending on the case:

- General information about the project, its scope and contribution to the results of the project. To what extent, scope and results the project contributed to the three results of the project in question, and if this had not happened as expected to what it is attributed and how it was corrected.
- The degree of coincidence between the participating institutions and alignment with the purposes and tasks inherent to the expected results of the Project, during the execution process and at present.

b) Indirectly involved in the execution of the project

- In your opinion, what are the results obtained in the project?
- What was expected to be achieved and was not achieved?
- What enabling factors stand out during the process and how were they used?

⁵⁴ By degree of correspondence we mean "the extent to which the expected results and outcomes were achieved in accordance with the expected performance indicators".

⁵⁵ Enabling factors are understood to be all circumstances that directly or indirectly contributed to the realization of the project. These are conditions that, as antecedents or as a result of specific actions, allow, support or catalyze the implementation of a project.

- What obstacles were encountered in the process and how were they addressed?
- What lessons are drawn from the way in which the expected results were achieved?
- What lessons are drawn from not achieving all the expected results?
- What lessons are drawn from the way in which the enabling conditions were exploited?
- What lessons are drawn from the way in which obstacles were addressed?
- How feasible do you see the project's achievements being sustained over time? What might make it possible? What might prevent it?

c) Addressees / Beneficiaries

- What aspects of the project are you aware of?
- How did the project contribute to improving the conditions of your company in the immediate term and for the future?
- How satisfied are you with it and why?
- Is there anything you expected from the project that was not fulfilled?
- What would you recommend for the future to continue with the goals of improving Energy Efficiency in companies like yours?

In addition, the positive effects on the expected changes in terms of capabilities and the degree of relevance, appropriation and usefulness of the products generated were studied in depth.

Annex 9: Terminal Evaluation Ratings Scale

Ratings Scale		
Results ratings: relevance, effectiveness, efficiency, M&E and A&E implementation	Sustainability Ratings:	Impact Ratings:
<p>6: Highly satisfactory (HS): the project did not present deficiencies in the achievement of its objectives in terms of relevance, effectiveness or efficiency.</p> <p>5: Satisfactory (S): there were only minor deficiencies.</p> <p>4: Moderately satisfactory (MS): there were moderate deficiencies.</p> <p>3: Moderately unsatisfactory (MU): the project had significant deficiencies.</p> <p>2: Unsatisfactory (I): there were significant deficiencies in the achievement of the project objectives in terms of relevance, effectiveness or efficiency.</p> <p>1: Highly unsatisfactory (HU): the project had serious deficiencies.</p>	<p>4. Likely (L): Negligible risk to sustainability.</p> <p>3. Moderately likely (ML): Moderate risks.</p> <p>2. Moderately Unlikely (MU): Significant risks.</p> <p>1. Unlikely (U): Serious risks.</p>	<p>3. Significant (S)</p> <p>2. Minimal (M)</p> <p>1. Negligible (I)</p>
Additional ratings where applicable:	<p>Not applicable (N/A)</p> <p>Cannot be valued (N/V)</p>	

Annex 10: Evaluation Consultant's Code of Conduct Agreement Form

Evaluators/Consultants:

:

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

International Evaluation Consultant Agreement Form:

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

Name of Evaluator: Hernan Arturo Reyes Gonzalez

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at Tegucigalpa, Honduras on December 21, 2021.

Signature:



Annex 11: UNEG Code of Conduct form



ETHICAL GUIDELINES FOR EVALUATION

PLEDGE OF ETHICAL CONDUCT IN EVALUATION



By signing this pledge, I hereby commit to discussing and applying the UNEG Ethical Guidelines for Evaluation and to adopting the associated ethical behaviours.



INTEGRITY

I will actively adhere to the moral values and professional standards of evaluation practice as outlined in the UNEG Ethical Guidelines for Evaluation and following the values of the United Nations. Specifically, I will be:

- **Honest and truthful** in my communication and actions.
- **Professional**, engaging in credible and trustworthy behaviour, alongside competence, commitment and ongoing reflective practice.
- **Independent, impartial and incorruptible.**



ACCOUNTABILITY

I will be answerable for all decisions made and actions taken and responsible for honouring commitments, without qualification or exception; I will report potential or actual harms observed. Specifically, I will be:

- **Transparent** regarding evaluation purpose and actions taken, establishing trust and increasing accountability for performance to the public, particularly those populations affected by the evaluation.
- **Responsive** as questions or events arise, adapting plans as required and referring to appropriate channels where corruption, fraud, sexual exploitation or abuse or other misconduct or waste of resources is identified.
- **Responsible** for meeting the evaluation purpose and for actions taken and for ensuring redress and recognition as needed.



RESPECT

I will engage with all stakeholders of an evaluation in a way that honours their dignity, well-being, personal agency and characteristics. Specifically, I will ensure:

- **Access** to the evaluation process and products by all relevant stakeholders – whether powerful or powerless – with due attention to factors that could impede access such as sex, gender, race, language, country of origin, LGBTQ status, age, background, religion, ethnicity and ability.
- **Meaningful participation and equitable treatment** of all relevant stakeholders in the evaluation processes, from design to dissemination. This includes engaging various stakeholders, particularly affected people, so they can actively inform the evaluation approach and products rather than being solely a subject of data collection.
- **Fair representation** of different voices and perspectives in evaluation products (reports, webinars, etc.).

 **BENEFICENCE**

I will strive to do good for people and planet while minimizing harm arising from evaluation as an intervention. Specifically, I will ensure:

- **Explicit and ongoing consideration of risks and benefits** from evaluation processes.
- **Maximum benefits** at systemic (including environmental), organizational and programmatic levels.
- **No harm.** I will not proceed where harm cannot be mitigated.
- **Evaluation makes an overall positive contribution** to human and natural systems and the mission of the United Nations.

I commit to playing my part in ensuring that evaluations are conducted according to the Charter of the United Nations and the ethical requirements laid down above and contained within the UNEG Ethical Guidelines for Evaluation. When this is not possible, I will report the situation to my supervisor, designated focal points or channels and will actively seek an appropriate response.

Hernán Arturo Reyes González

Hernán Reyes

Firmado digitalmente por Hernán Reyes
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Reyes, H.
correo electronico y nombre de la empresa: hernan@reys.es
es, s.r.l.
Fecha: 2023.03.08 20:29:12 -07'00'

____ (Signature and Date)

Annex 12: TE Report Clearance Form

Terminal Evaluation Report for "Inclusive Green Tourism – Energy Efficiency Improvement in Honduran Hotel Industry", ID PNUD PIMS: 5061 Reviewed and Cleared By:

Commissioning Unit (M&E Focal Point)

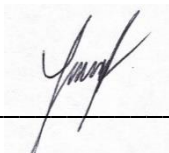
Name: Jenny Berganza

Signature:  _____

Date: March 25, 2022

Regional Technical Advisor (Nature, Climate and Energy)

Name: Lucía Cortina Correa

Signature:  _____
2022 _____

Date: March 25,