



UNITED NATIONS  
DEVELOPMENT PROGRAMME

**Mid Term Review of the UNDP/GEF Project: Micronesia Public  
Sector Buildings Energy Efficiency (MPSBEE)  
(2020-2023)**

**FINAL REPORT**

**MARCH 2023**

**Report Author:**

**Raul Guerrero**

*Project financed by  
the GEF Trust Fund*



**GLOBAL ENVIRONMENT FACILITY**  
INVESTING IN OUR PLANET

## TABLE OF CONTENTS

<b>GLOSSARY</b> .....	<b>3</b>
<b>PROJECT SUMMARY</b> .....	<b>4</b>
<b>EXECUTIVE SUMMARY</b> .....	<b>5</b>
<b>1. PROJECT OVERVIEW</b> .....	<b>10</b>
1.1. Development context.....	10
1.2. Addressed problems.....	10
1.3. Timing and resources .....	11
1.4. Description and strategy .....	11
1.5. Implementation arrangements .....	14
1.6. Main Stakeholders.....	15
<b>2. REVIEW METHODOLOGY</b> .....	<b>16</b>
2.1. Arrangements and approach.....	16
2.2. Purpose and objectives .....	16
2.3. Scope and methodology.....	17
<b>3. REVIEW FINDINGS</b> .....	<b>19</b>
3.1. Project strategy .....	19
3.2. Progress towards results .....	23
3.3. Project implementation and adaptive management .....	32
3.4. Sustainability .....	40
<b>4. CONCLUSIONS AND RECOMMENDATIONS</b> .....	<b>43</b>
4.1. Conclusions.....	43
4.2. Recommendations .....	46
<b>Annex 1 – MTR Terms of Reference</b> .....	<b>51</b>
<b>Annex 2 – Review Framework</b> .....	<b>52</b>
<b>Annex 3 – Documents reviewed</b> .....	<b>57</b>
<b>Annex 4 – Interviews</b> .....	<b>58</b>
<b>Annex 5 – Progress Towards Results Matrix</b> .....	<b>59</b>
<b>Annex 6 – Status of the refitting demonstration buildings</b> .....	<b>62</b>
<b>Annex 7 – GEF Tracking Tool</b> .....	<b>65</b>
<b>Annex 8 – UNEG Code of Conduct</b> .....	<b>70</b>
<b>Annex 9 – Audit Trail</b> .....	<b>71</b>

## GLOSSARY

AC	Air Conditioning
AWP	Annual Working Plan
DRD	Department of Resources and Development
EC	Energy Conserving
EE	Energy Efficiency
EQ	Evaluation Question
ESM	Energy Savings Measures
FSM	Federated States of Micronesia
GEF	Global Environment Facility
GHG	Greenhouse Gases
HDP	Humanitarian-Development-Peace
MPSBEE	Micronesia Public Sector Buildings Energy Efficiency
O&M	Operations and Maintenance
PAB	Project Advisory Board
PIR	Project Implementation Report
ProDoc	Project Document
SESP	Social and Environmental Screening Procedure
ToR	Terms of Reference
UNDP	United Nations Development Programme
USD	United States dollars

## PROJECT SUMMARY

<b>Project Title</b>	Micronesia Public Sector Buildings Energy Efficiency (MPSBEE)		
UNDP Project ID (PIMS #):	5997	PIF Approve Date:	Aug 16, 2017
GEF Project ID (PIMS #):	9863	CEO Endorsement Date:	Aug 29, 2019
ATLAS Business Unit, Award # Proj. ID:	BU: FJI10 Award ID: 00112839 Project ID: 00111186	Project Document (ProDoc) Signature Date (date project began):	Dec 14, 2020
Country:	Micronesia	Date project manager hired:	March 2021
Region:	Asia-Pacific	Inception Workshop Date:	Feb 4, 2021
Focal Area:	Climate Change-Mitigation	Midterm Review completion date:	Ongoing
GEF Focal Area Strategic Objective:	CCM-1 Program 1 Promote innovation and technology transfer for sustainable energy breakthroughs for decentralized power with energy usage	Planned closing date:	Dec 14, 2023
Trust Fund [indicate GEF TF, LDCF, SCCF, NPIF]:	GEF TF	If revised, proposed op. closing date:	Jun 14, 2024
Executing Agency / Implementing Partner:	In FSM: Division of Energy – Department of Resources and Development		

<b>Project Financing</b>	<i>At CEO endorsement (USD)</i>	<i>At Mid Term Review (USD)</i>
[1] GEF financing:	1,776,484	1,776,484
[2] UNDP contribution	50,000	50,000
[3] Government:	3,450,000	Data not available
[4] Other partners:	-	-
[5] Total co-financing <sup>1</sup> [2+3+4]:	3,500,000	Data not available
PROJECT TOTAL COST [1+5]:	5,276,484	Data not available

<sup>1</sup> Parallel co-financing: all other co-financing that is not cash co-financing administered by UNDP.

## EXECUTIVE SUMMARY

### PROJECT OVERVIEW

- i. The medium sized Micronesia Public Sector Buildings Energy Efficiency project is being implemented in all four states since December 2020 until mid-December 2023. The total cost of the project is almost USD 5.3 million to be financed by the Global Environment Facility Trust Fund (USD 1.8 million), Government (USD 3.4 million) and UNDP (USD 50,000).
- ii. The objective of the project is to improve the application of energy conserving and energy efficiency techniques and practices in the design, retrofit and ongoing operations and maintenance of public sector buildings. By achieving this objective, the project is contributing to the improvement of the specific energy consumption and reduction of GHG emissions in the buildings sector of the country. This project contributed to the Outcome 1 of the Sub Regional Programme Document (2018-2022) in closing energy gaps. However, it remains a priority for FSM in contribution to its national development priorities and the new Multi Country Programme (2023-2027).
- iii. To achieve this objective, the project seeks to remove the various types of barriers that prevent the effective and extensive application of energy conserving and energy efficiency technologies, measures, and practices in the country. The project is organized around four components to provide support at the level of (i) policy/regulatory frameworks and institutional mechanisms; (ii) management and monitoring of public sector buildings; (iii) demonstration of EC and EE technologies; and (iv) promotion and capacity development.
- iv. The project is being managed and implemented using UNDP National Implementation Modality. The Implementing Partner is the Energy Division of the Department of Resources and Development of the national government. Overseen by UNDP, the Department of Resources and Development is responsible and accountable for managing this project, including the monitoring and evaluation of project interventions, achieving project outcomes, and for the effective use of resources.

### REVIEW METHODOLOGY

- v. Carried out by an independent consultant, this Mid-Term Review is part of the UNDP Pacific Office in Fiji's evaluation plan (2018-2022). The specific objectives of the Mid-Term Review were: (i) assess the progress towards the achievement of the project objective and outcomes as specified in the ProDoc; (ii) assess the extent of barrier removal that has been achieved as of the mid-term, and the prospects of full barrier removal by end-of-project; (iii) assess early signs of project success or

- failure and recommend corrective and adaptive measures; (iv) assess the progress towards advancing gender equality and women's empowerment; (v) identify and propose the necessary changes to set the project on-track to achieve its intended results; and (vi) review the project's strategy and its risks to sustainability.
- vi. The Mid-Term Review assessed and was organized around four key criteria: (i) strategy, (ii) progress towards results, (iii) implementation and adaptive management, and iv) sustainability. They were rated on a six-point scale and specific factors affecting performance and cross-cutting issues were addressed as appropriate.
  - vii. Data related to project progress and performance was obtained from the review of project documents, official records, and secondary sources. Interviews with key informants were the main tool for collecting primary data. Interviewees were selected in consultation with UNDP and the PMU keeping in view their level of participation during implementation and benefits received.
  - viii. The Results Framework's indicators and targets were used as the main reference to assess the achievement of the objectives and outcomes. Some quantitative data were analyzed using simple statistical methods to determine progress and trends. Nevertheless, most data were analyzed using qualitative data analysis techniques like triangulations, validations, interpretations, and abstractions.

## REVIEW FINDINGS AND RATINGS

- ix. The project was designed in consultation with key stakeholders and supported by both the national and State governments. The design is based on a barrier removal approach (policy, regulatory and institutional; information, monitoring and reporting; technical; and capacity development, financial, awareness and knowledge), a strategy employed many times by UNDP which is fully aligned with the national priorities and context as well as UNDP's mandate and strategies in the region.
- x. The risks were underestimated. Although mitigation measures were foreseen, they were not always implemented. Similarly, gender equality was identified as an important element, but it was not thoroughly reflected in the design. Overall, the project was designed and is being implemented under the assumption that both men and women will equally benefit from the activities and results.
- xi. Despite some limitations in the logic (scope of objectives and components), the project's overall strategy is highly relevant by addressing some of the main barriers. The internal coherence was mainly weakened by delays (sequence of delivery of products and activities) but complexity was not fully reflected in the design (lack of intermediate results). The Results Framework is overambitious (achieving the FSM 50% EE target by reaching all major energy-consuming public sector buildings).

- xii. The project has not achieved any of its targets yet and the work accumulates considerable delays under all components, mostly explained by the difficulties to hire suitable consultants. Other factors also had a negative effect in the implementation of activities, including restrictions due to the COVID-19 pandemics, slow communication between different levels of administration, etc. The bulk of the activities have been postponed to the last year of implementation.
- xiii. Only preparatory activities were carried out under Outcome 1 and little progress has been made towards enforcing policies and guidance on the EE and EC design, retrofit, operation and maintenance of public sector buildings. Similarly, very few activities have been implemented under Outcome 2 with very little progress towards enhancing the management and monitoring of the energy performance of public sector buildings. The activities under the flagship component of the project are considerably lagging behind with very little progress towards achieving Outcome 3, and no demo site completed yet. None of the activities under Outcome 4 has been initiated. As a results very little progress was made to remove existing barriers (if any at all). The prospects of full barrier removal by end-of-project are bleak as the remaining implementation time seems rather limited for a thorough engagement with stakeholders.
- xiv. Due to the limited implementation to date, the project shows limited progress towards its ultimate goal (electricity savings and GHG emission reductions) and objective (job creation and fossil fuel savings). Their achievement is highly dependent on the implementation of follow-up projects making use of available financing sources in the country. Among other things, this will require to strengthen the replication strategy (timeframe for the design, implementation and evaluation of replication projects), monitoring results strategy (in both demo and replication buildings) and stakeholder engagement strategy.
- xv. The National Implementation Modality has complicated the implementation with the Implementing Partners being responsible for cumbersome and time-consuming hiring processes (UNDP has provided support with the procurement of 50% of the equipment). The governance arrangements are adequate and respond to the context but not all the main stakeholders were involved/represented (i.e., State Utilities).
- xvi. The PMU has only reported on the use of the GEF resources (USD 1.8 million). Only 28% of the funds have been used and the planned parallel co-financing to be provided by the National and States governments (two thirds of the total budget almost USD 5.3 million) has not been made available as foreseen or properly tracked. Availability of and access to adequate finance/resources remains one of the main risks to achieving both the overall project objectives and sustainability.
- xvii. The following table shows the ratings for the review criteria (in line with UNDP's guidance neither the project strategy nor the overall project have been rated):

Measure	MTR Rating
---------	------------

Project Strategy	N/A
Progress Towards Results	Outcome 1: Unsatisfactory
	Outcome 2: Unsatisfactory
	Outcome 3: Unsatisfactory
	Outcome 4: Unsatisfactory
Project Implementation & Adaptive Management	Moderately Unsatisfactory
Sustainability	Moderately Unlikely

## RECOMMENDATIONS

- xviii. **Recommendation #1:** Extend the project duration by six months. The extension to allow sufficient time to (at list partly) achieve the expected results. It will allow some time for the results of the technology solutions piloted in the demos to be analyzed and ultimately replicated making use of available financing sources in FSM (mobilization of co-financing).
- xix. **Recommendation #2: Review the work plan for the remaining implementation time (including extension if approved).** It is urgent that the PMU develops (and the PAB approves) a clear roadmap that fully reflect all the activities (timeframe and cost), including those that are implemented by the project partners, i.e., subsumed baseline activities. It is recommended to frequently review the progress of project execution, including discussions with the IP/UNDP Pacific Office and NCE during the remaining implementation period (including the extension period, if approved).
- xx. **Recommendation #3: Invite the State Utilities to participate in the PAB meetings.** This would not only allow to discuss the important role they should play in the implementation but also ensure that consumer prices are not increased to compensate for the reduction of electricity consumption in public buildings.
- xxi. **Recommendation #4: Revise and further detail the implementation plan, including a stakeholder engagement strategy and plan, revised project activity monitoring/tracking plan; and an updated risk management plan.** The overall work plan should be operationalized by elaborating detailed implementation sub-plans per each Component (deliverables and methodologies), including specific stakeholder engagement strategies).
- xxii. **Recommendation #5: Speed up the identification of replication buildings and elaborate a replication strategy, including concrete commitments of co-financers.** Achieving the project's goals highly depends on strengthening the replication strategy and mobilizing available financing sources in the country. The PMU should coordinate with (and provide assistance as necessary) to co-financers (especially the State governments) to identify replication opportunities.
- xxiii. **Recommendation #6: Elaborate a concrete plan to monitor the results in both demo and replication buildings.** There are limited capacities to assess the results of public buildings retrofitting. It is necessary to outline a monitoring plan that



details the data to be collected, sources and regularity as well as the responsible entities (including for storage, i.e., database, website, etc.) The engagement of the State Utilities seems crucial to achieve it (see recommendation #3).

- xxiv. **Recommendation #7: Operationalize the gender plan by integrating the proposed activities into the revised work plan.** Gender equality was identified as an important element, but it was not thoroughly reflected in the design. The project's Gender Action Plan has not been operationalized (e.g., the proposed activities are not reflected in AWP 2023). The PMU should review the planned activities and reflect them in the revised work plan as adequate (see recommendation #2).

## 1. PROJECT OVERVIEW

### 1.1. Development context

1. The Federated States of Micronesia (FSM) is comprised of four semi-autonomous states (Chuuk, Kosrae, Pohnpei and Yap) and 607 islands (74 of which are inhabited). Each state has its own executive and legislative bodies and considerable autonomy to manage its domestic affairs, including its own development strategy. The national government provides an integrated perspective and vision for the whole of the FSM.
2. FSM has limited natural resources and needs to import most of its commodities, including petroleum products. As a result, the country FSM is exposed to global economic shocks and price spikes. Electricity generation is almost completely based on imported fossil fuels (diesel). The energy sector is therefore one of the main priorities of the Government. The country's objective is to become less dependent on imported energy by increasing the share of renewable energy (RE) as well as improving energy conservation (EC) and energy efficiency (EE).

### 1.2. Addressed problems

3. In 2018, supply-side focused Energy Master Plans were completed for each State and for the entire nation.<sup>2</sup> FSM also benefits regularly from significant donor support in the energy supply sector. The demand side has though not been accorded sufficient priority and EE opportunities are not addressed. FSM has not been able to achieve to date the target set by the National and State Energy Policy (2012) of 50% improvement in EE by 2020.<sup>3</sup> The Project Document (ProDoc) outlined the main types of barriers to achieve this target: policy, regulatory, institutional, information, technical, awareness and financial (see Graph 1).
4. In this framework, the public sector buildings have neither achieved their EE and greenhouse gases (GHG) mitigation potential<sup>4</sup> nor demonstrated results that could be replicated by private sector.<sup>5</sup> Despite several energy audits were carried out for

---

<sup>2</sup> The state energy plans are implemented by the state governments and state utilities. They are reviewed and adjusted every year with focus on the provision of 100% electricity access for all FSM inhabitants within 20 years; FSM's greater use of renewable energy; diesel use reduction; and GHG emissions reductions.

<sup>3</sup> <https://policy.asiapacificenergy.org/node/848>

<sup>4</sup> FSM's Intended Nationally-Determined Contribution (INDC) commits the country to unconditionally reduce its GHG emissions by 28% by 2025, compared to 2000. FSM also has a conditional target to reduce emissions by up to 35% in 2025, compared to 2000, subject to additional international financial, technical, and capacity building support.

<sup>5</sup> FSM electricity use is approximately as follows: 47% residential, 32% commercial, 2% industrial, and 19% others (including government). The single largest electricity use is for air conditioning, followed by lighting for buildings and security/street lighting. Some electricity is used for water heating, with only a few solar water heaters being used and no active marketing. Most buildings in FSM operate under a default general build-operate-replace approach that does not include much if any emphasis on

buildings in Pohnpei, Yap and Kosrae, a comprehensive and systematic assessment of the investments and renovations needed has not been yet conducted.<sup>6</sup>

### 1.3. Timing and resources

5. The medium sized Micronesia Public Sector Buildings Energy Efficiency (MPSBEE) project was planned to be implemented in all four FSM states over a three-year period (from October 2020 until October 2023). Nevertheless, the ProDoc was not signed until the 14/12/2020 and the end date was postponed to the 14/12/2023.
6. The total cost of the project is almost USD 5.3 million to be financed by the Global Environment Facility (GEF) Trust Fund (USD 1.8 million), Government of FSM (USD 3.4 million) and UNDP (USD 50,000). See Section 3.3 for further details on the project funding and expenses.

**Table 1 – MPSBEE Project funding**

	Year 1	Year 2	Year 3	TOTAL
GEF	170,235	1,033,400	572,849	1,776,484
UNDP	15,000	15,000	20,000	50,000
DRD	1,035,000	1,450,000	965,000	3,450,000
<b>TOTAL</b>	<b>1,220,235</b>	<b>2,498,400</b>	<b>1,557,849</b>	<b>5,276,484</b>

### 1.4. Description and strategy

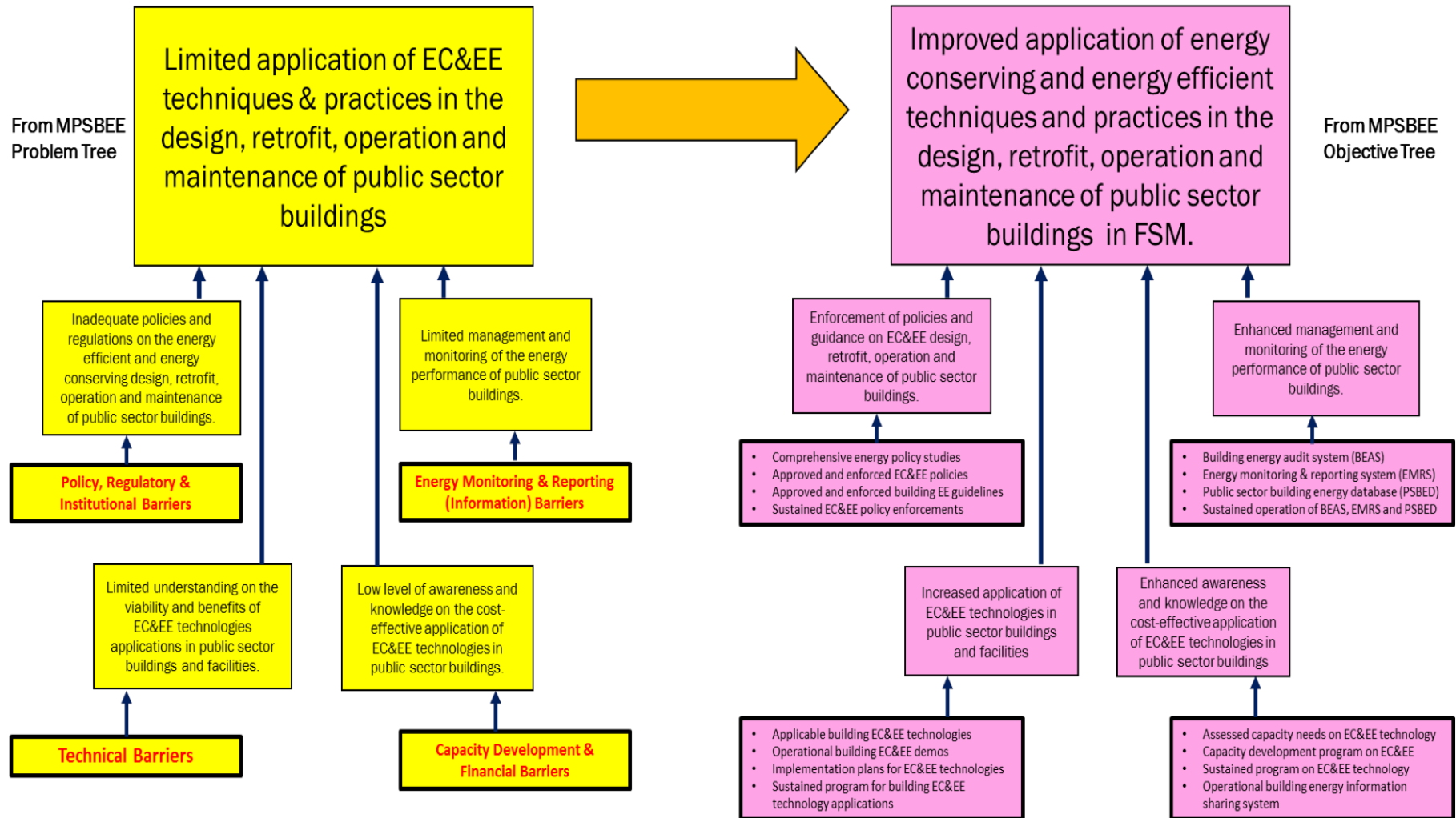
7. The objective of the MPSBEE project is to improve the application of energy conserving (EC) and EE techniques and practices in the design, retrofit and ongoing operations and maintenance (O&M) of public sector buildings. By achieving this objective, the project is contributing to the improvement of the specific energy consumption and reduction of GHG emissions in the buildings sector of the country.
8. To achieve this objective, the MPSBEE project seeks to remove the various types of barriers that prevent the effective and extensive application of EC and EE technologies, measures, and practices in FSM. The project is organized around four components to provide support at the level of (i) policy/regulatory frameworks and institutional mechanisms; (ii) management and monitoring of public sector buildings; (iii) demonstration of EC and EE technologies; and (iv) promotion and capacity development.

---

maintenance (including public sector buildings). Therefore, any EE renovations must be maintenance-free over their intended life or a maintenance component needs to be explicitly added and separately funded.

<sup>6</sup> Several energy audits were carried out for buildings in Pohnpei, Yap and Kosrae but suffered from incomplete coverage of major energy uses, lack of EE ambition, limited resources for implementation and other barriers.

Graph 1 – MPSBEE Project Theory of Change





9. As shown in Graph 1, the overarching objective will be achieved through four interrelated outcomes, each addressing a major barrier type and delivering four outputs:
  - **Outcome 1:** Enforcement of policies and guidance on the EE and EC design, retrofit, operation and maintenance of public sector buildings.
  - **Outcome 2:** Enhanced management and monitoring of the energy performance of public sector buildings.
  - **Outcome 3:** Increased application of EE and EC technologies in public sector buildings and facilities.
  - **Outcome 4:** Enhanced awareness and knowledge on the cost-effective application of EE and EC technologies in public sector buildings.
10. According to the ProDoc, the energy demand from the public sector buildings will be reduced by the project's barrier removal activities, there will be less need for diesel fired electricity generation, and GHG emissions will be reduced. The project will come up with a definitive energy audit system, as well as a system of regularly monitoring, reporting, and evaluating the energy consumption of buildings, starting with the public sector buildings (established via the FSM energy utilities).
11. The before and after energy use and environmental conditions of the demonstration buildings will be monitored and publicized. This will trigger a replication phase in which the project will reach all the major energy-consuming public sector buildings in FSM. The project will also facilitate the development and enforcement of a regulatory framework related to EE of public sector buildings. Based on the results of the EE upgrades that will be showcased as part of the project, voluntary building EC and EE guidelines will be developed/applied.

## 1.5. Implementation arrangements

12. The project is being managed and implemented using UNDP National Implementation Modality (NIM). The Implementing Partner (IP) is the Energy Division (ED) of the Department of Resources and Development (DRD) of the FSM national government. Overseen by UNDP, DRD is responsible and accountable for managing this project, including the monitoring and evaluation of project interventions, achieving project outcomes, and for the effective use of resources.
13. The Project Advisory Board (PAB) provides strategic guidance and oversee operational aspects. In addition to DRD and UNDP, it also includes representatives of each State. The Project Management Unit (PMU), established at DRD, is the core team managing the implementation of the activities. UNDP performs the quality assurance and supports the PAB and PMU by carrying out objective and independent project oversight and monitoring functions. See Section 3.3 for further details on the management and implementation arrangements.

## 1.6. Main Stakeholders

14. An analysis took place at design to identify the main potential stakeholders and to consider their potential roles and responsibilities. The ProDoc identified the National and State level Departments (in particular, Health and Education) as well as the four state utilities (CPUC, KUA, PUC and YSPAB) as key partners in the implementation of the project, responsible for coordinating and co-financing demonstration projects.
15. Other key stakeholders include the FSM Energy Group (comprised of members of key government departments),<sup>7</sup> private sector entities (especially hardware suppliers, commercial buildings, and engineering firms) and management/administration of designated pilot public sector buildings. See Section 3.3 for further details on the current engagement of stakeholders.

---

<sup>7</sup> It includes DRD, Office Environment and Emergency Management (OEEM), Office of Statistics, Budget & Economic Management, Overseas Development Assistance and Compact Management (SBOC), Department of Transportation, Communication and Infrastructure, State Representative from each State Energy Group, Representative from the Association of Micronesian Utilities (AMU), Representative from the College of Micronesia (COM-FSM), and the Government Energy Advisor(s).

## 2. REVIEW METHODOLOGY

### 2.1. Arrangements and approach

16. This Mid-Term Review (MTR) is part of the UNDP Pacific Office in Fiji's evaluation plan (2018-2022) and is facilitated by the Commissioning Unit, which is the Monitoring and Evaluation Office. The MTR was carried out by an independent consultant with experience and exposure to the implementation and evaluation of projects in other regions globally. The evaluator received support from the PMU and UNDP Country Office (CO), including access to relevant documents and updated information as well as contacts with key stakeholders to be interviewed.
17. The MTR was conducted in line with the guidance and procedures established by UNDP and GEF, as reflected in the UNDP Evaluation Guidance for Mid-term Reviews of GEF Financed Projects. The findings and judgements were based on sound evidence and analysis using both quantitative and qualitative evaluation methods to determine the project achievements against the expected results (outputs, outcomes, and impacts). The information was triangulated as far as possible and analysis leading to evaluative judgements was clearly spelled out.
18. The approach was as inclusive and transparent as possible, keeping key stakeholders informed and consulted throughout the review process. The main audience and intended users of the MTR findings are the PMU, IP, and UNDP to improve the performance and compliance of the project to the GEF standards. The MTR also reflected on lessons learnt to inform and be shared with other projects in FSM and the Pacific.

### 2.2. Purpose and objectives

19. As per the Terms of Reference (see Annex 1), the MTR assessed the project's strategy, achievement of objectives (as per the ProDoc) and risks to sustainability. It was mainly a formative assessment to analyze (i) early signs of project success or failure (likelihood of achieving the intended results), (ii) problems or challenges the project is encountering, and (iii) corrective actions required to set the project on-track to achieve its intended results. The specific objectives of the MTR were: (i) assess the progress towards the achievement of the project objective and outcomes as specified in the ProDoc; (ii) assess the extent of barrier removal that has been achieved as of the mid-term, and the prospects of full barrier removal by end-of-project; (iii) assess early signs of project success or failure and recommend corrective and adaptive measures; (iv) assess the progress towards advancing gender equality and women's empowerment; (v) identify and propose the necessary changes to set the project on-track to achieve its intended results; and (vi) review the project's strategy and its risks to sustainability.



## 2.3. Scope and methodology

20. The MTR went beyond the assessment of “what” the project performance is and provided a deeper understanding of “why” the performance is as it is providing the basis for the recommendations to support adaptive management during the final half of the project’s duration. The overall process consisted of four steps: (i) MTR categories, (ii) design, (iii) data collection and (iv) data analysis and reporting.

### Review categories

21. The MTR assessed and was organized around four key criteria: (i) strategy, (ii) progress towards results, (iii) implementation and adaptive management, and iv) sustainability.<sup>8</sup> They were rated on a six-point scale and specific factors affecting performance and cross-cutting issues were addressed as appropriate.

**Table 2 – MTR categories (key evaluation criteria)**

Category	Focus Areas/Issues
<b>Project strategy</b>	Assessment of problems addressed, underlying assumptions, relevance of the project strategy, country priorities, decision-making processes, etc. The Results Framework was thoroughly reviewed through critical analysis, including indicators/targets suitability and measurability. The Results Framework was also reviewed to assess the mainstreaming of gender aspects and availability of gender specific indicators.
<b>Progress towards results</b>	Assessment of the Results Framework indicators against progress made towards the mid-term and end-of-project targets (availability of outputs, achievement of outcomes and likelihood of impact). The progress was rated using the Progress Towards Results Matrix. Based on the current progress/trend, an effort was made to forecast whether the project will be able to achieve its results. Similarly, the MTR also identified and spelled out various implementation challenges in achieving project outcomes and provides recommendations.
<b>Implementation and adaptive management</b>	Assessment of various aspects of overall management arrangements, work planning, monitoring, evaluation and reporting, finance and co-finance, stakeholder’s engagement, and communications, etc. The MTR assessed the type and extent of changes made during implementation (in the results framework, timelines and budgets, management and implementation arrangements, work planning and stakeholder partnerships).
<b>Sustainability</b>	Assessment of the risks described in the project document and how have they will impact sustainability of results and benefits. The MTR focused on assessing the likelihood of availability of financial resources as well as socio-economic and environmental risks that may jeopardize the overall sustainability of project outcomes and benefits in the long run.

### Review design (questions and sampling)

22. The focus areas and main issues to be addressed were finetuned during the inception phase, including an initial desk review of available documents and an

<sup>8</sup> For further details see the Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects available at: [http://web.undp.org/evaluation/documents/guidance/GEF/mid-term/Guidance\\_Midterm%20Review%20 EN\\_2014.pdf](http://web.undp.org/evaluation/documents/guidance/GEF/mid-term/Guidance_Midterm%20Review%20 EN_2014.pdf)

introductory call with UNDP and the PMU.<sup>9</sup> A list of main review questions related to each of the review categories is provided in Annex 2 and were used for data collection during the interviews with stakeholders.

23. In view of the scope, timeline, and remote nature of the MTR exercise, it was not possible to reach all stakeholders. Therefore, the evaluation adopted a mix of purposive and convenience sampling strategies. The list of key informants was finalized with the help of the project team, considering their level of involvement/participation in project design, implementation and benefits received, also depending on their availability.

### Data collection

24. Data related to project progress and performance was obtained from the review of project documents, official records, and secondary sources (see Annex 3).
25. Interviews with key informants were the main tool for collecting primary data. Interviewees were selected in consultation with UNDP and the PMU keeping in view their level of participation during implementation and benefits received. A total of 15 stakeholders were interviewed (including three women). These included PMU, DRD, UNDP (CO, Pacific Office and NCE) and State representatives (see Annex 4).

### Data analysis and reporting

26. Some quantitative data were analyzed using simple statistical methods to determine progress and trends. The Results Framework's indicators and targets were used as the main reference to assess the achievement of the objectives and outcomes. Key financial aspects were assessed by analyzing project budgets and expenditures, including the extent of co-financing planned and realized. Variances between planned and actual expenditures were also assessed and explained.
27. Nevertheless, most data were analyzed using qualitative data analysis techniques like triangulations, validations, interpretations, and abstractions. Evidence from documents and interviews was validated and triangulated through different sources to identify similarities, contradictions, and patterns. Efforts were made to logically interpret stakeholder's opinions and statements, while analyzing data, keeping in view the specific perspectives of various respondents.
28. The draft evaluation report was elaborated to capture the MTR findings and recommendations on the project approach, management, and performance. An effort was made to deliver pragmatic and realistic recommendations that provide specific corrective actions and proposals for future directions.

---

<sup>9</sup> Organized on 29 November 2022 with the following participants: Vijay Prasad Kesari (UNDP Portfolio Management Specialist in Fiji), Darlynn Henry (MPSBEE Project Manager), Chiichii Vihiga (MPSBEE Project EE Specialist), Merewalesi Laveti (UNDP Monitoring, Evaluation and Country Coordination in Fiji) and Raul Guerrero (MTR International Consultant).

## 3. REVIEW FINDINGS

### 3.1. Project strategy

#### Project Design

29. This medium-sized project was conceived in 2017 and its design was based on a Logical Framework Analysis (LFA) approach. Most interviewees acknowledged that the project was designed in consultation with key stakeholders, including for example a LFA Workshop (held in January 2018) to identify the barriers/problems that hinders the application of EC and EE techniques and practices in the design, retrofit, operation and maintenance of public sector buildings in FSM. Although the minutes or the list of participants were not available (LFA Workshop), the ProDoc provides details on the analysis conducted to establish cause-effect relationships and convert problems into objectives (see problems and objectives trees in Graph 1). This analysis informed the formulation the Results Framework by identifying and organizing the project goal, objective, outcomes outputs and activities.
30. Furthermore, a Local Project Appraisal Committee (LPAC) was held on April 2020 and an Inception Workshop in February 2021. The later was though organized only a few days after the recruitment of the Project Manager (see Section 3.3) which jeopardized its effectiveness (e.g., in depth discussion of the financial and technical issues, co-financing, risk management plan, etc.)
31. The support from the FSM national and State governments to the MPSBEE project was confirmed both in the ProDoc and during the interviews. It is fully aligned with the national priorities and context. The National and State Energy Policy established the EE priorities to become less dependent on imported sources of energy by having cross-sectoral EC and EE standards in place and by improving EC and EE in all sectors of the economy and society. The project is also considered to be a crucial contribution to prepare for the end of the US Compact II funding support.<sup>10</sup>
32. The project design is based on a barrier removal approach, a strategy employed many times by UNDP. The project theory of change (see Graph 1) outlined that there are barriers (policy, regulatory, institutional, information, technical, capacity development and financial) to achieve the FSM 50% EE target. It was envisaged that these barriers will be addressed through implementation of range of incremental interventions by the MPSBEE project in combination with other initiatives. As a result, energy demand and GHG emissions from the public sector buildings will be reduced.

---

<sup>10</sup> Since 1986, the Compact has provided large external financial transfers to support the operations of the Government and has funded substantial public sector investment at the State level. Although the Compact II agreement (2003) has also contributed to establish a trust fund that will provide support after direct support ends in 2023, a significant gap is expected.

33. The project is fully aligned with UN Pacific Strategy 2018-2022 (Outcome 1: Climate Change, Disaster Resilience and Environmental Protection); UNDP Sub-Regional Programme Document 2018-2022 (Outcome 1: By year 2022, people and ecosystems in the Pacific are more resilient to the impacts of climate change, climate variability and disasters; and environmental protection is strengthened); and the Agenda 2030 (SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all; and SDG 13: Take urgent action to combat climate change and its impacts by regulating emissions and promoting developments in renewable energy). During the interviews, it was highlighted that the project is one of the very few EE initiatives in the Pacific. Similarly it is contributing to the new Multi Country Programme Document under Outcome 1 (2023-2027).
34. The ProDoc highlighted that gender equality was an important element of the project (particularly in the context of capacity development, professional enhancement, and technology applications). Based on past experiences and lessons learned from similar projects in the region, it was considered that each project component included activities that will contribute to improve gender balance and women's engagement.
35. Nevertheless, this was somehow contradicted by the fact that no significant specific gender-related issues were identified by stakeholders during the project design stage. The logical framework analysis (LFA) did not cover gender aspects (such as access to resources/services and availability of gender specific indicators) and the results framework does not include any gender-specific indicators or activities. Overall, the project was designed and is being implemented under the assumption that both men and women will equally benefit from the activities and results.
36. The ProDoc identified seven implementation risks, including three classified as medium impact and probability and four as low. There is evidence that these risks were underestimated. For example, the low probability estimated for delays in approving/enforcing policies and guidelines does not correspond to the feedback received during design about the major constraints this process was likely to face. Similarly, the impact of several risks was underestimated such as co-financing not being available, reduced support from national and/or state governments or reduced interest to carry out EC&EE in the buildings sector.
37. Specific and mostly appropriate risk mitigation measures were foreseen but not always implemented (see Section 3.3). The project team was for example expected to closely monitor and ensure the timely availability of co-financing from project partners and FSM co-financers. This should allow to reallocate budgets and modify activities/outputs in case of co-financing delays or shortfalls. It was planned that DRD held follow-up meetings with co-financing agencies and alternatively co-financers if needed.

38. The preliminary Social and Environmental Safeguard screening conducted at design rated the overall social and environmental risk of the project as moderate. It was for example considered that the project could potentially reproduce gender discriminations or result in the generation of (hazardous and non-hazardous) waste posing a risk to community health and safety. A low risk was also associated to the effects of the COVID-19 pandemics and extreme climate events.

### Project Results Framework

39. The project's Results Framework consists of one goal, one objective and four outcomes, supported by respective indicators, baselines, mid-term and end of project targets as well as means of gauging success and critical assumptions. Further details were provided separately in the monitoring plan, including a description of the indicators, data sources, collection frequency and responsible, means of verification and assumptions.
40. Overall, the project strategy and its four components are highly relevant by addressing some of the main barriers to improve EC and EE in public sector buildings. Nevertheless, there is some confusion in the wording/scope of some outcomes (e.g. the ProDoc sometimes refers to Outcome 3 as "Increased application of EE and EC technologies in public sector buildings and facilities and others as "Increased understanding of the viability and benefits of EC&EE technologies applications in public sector buildings and facilities"). The wording of Outcome 1 (enforcing policies and guidance on EE and EC in public sector buildings) could also be improved to clarify its scope. The use of the word "enforcing" does not seem appropriate as there is no policy on EE per se but just a target to meet. In addition, enforcing policies goes well beyond the capacities of the project. Some of the indicators do not really allow to assess the achievement of the outcomes (i.e. "cumulative incremental fossil fuel savings" and "number of jobs created" to measure progress on Outcome 3).
41. The project provided a coherent response to complex, multidimensional, and inter-related development challenges. This complexity is nevertheless not fully reflected in the ToC underpinning the project. The description and the graphical representation of the logic is somehow simplistic (see Graph 1). The ProDoc did not provide sufficient details on the linkages and possible synergies among the different components, including intermediate results that would explain the impact pathway towards the project's goal. The internal coherence was also weakened by delays and external factors. For example, the sequence of events (delivery of products and activities) was not always the most logical, e.g., it would have been more logical that the new/revised policies, guidelines and institutional frameworks had informed the pilot work on demonstration buildings.
42. Although no changes have been made during implementation, the unrepining ToC is overambitious and, as mentioned above, some risks were underestimated. To achieve the FSM 50% EE target, it is expected to reach all major energy-consuming

public sector buildings in FSM for which, the initial demonstration phase should be followed by a replication phase. This requires that the project must:

- Come up with a definitive energy audit system, as well as a system of regularly monitoring, reporting, and evaluating the energy consumption of buildings (established via the FSM energy utilities).
  - Publicize the results, i.e., before and after energy use and environmental conditions of the demonstration buildings.
  - Facilitate the development and enforcement of a regulatory framework related to EE of public sector buildings (voluntary building EC and EE guidelines).
43. A total of 16 outputs were included in the Multi Year Work Plan (four outputs per each outcome). These outputs are though quite broad and sometimes seem to go beyond the control of the project and UNDP.<sup>11</sup> For example, approved and enforced policies and institutional arrangements (output 1.2); approved and enforced building EE guidelines (output 1.3); and established and operational public sector buildings energy use database (output 2.3). For example, approving policies or modifying institutional arrangements goes beyond the capacities of the PMU and even DRD, requiring the participation of other institutions (and even the Parliament). Without the participation, support and cooperation of the pertinent entities that are responsible and have the authority for policymaking, implementation and enforcement (e.g., national/state governments and parliament), the implementing partner (i.e., DRD) will not be able to achieve the Component 1 outcome.
44. It seems strange that the Multi Year Work Plan did not foresee any activities/outputs in Q1 and only the ones under Output 3.1 were to start in Q2. As a result, very little work was planned under all components until the second half of the first year. In addition, most outputs run for over two years without clear milestones.
45. A set of 13 indicators was put together to measure the project achievements, including four goal/objective indicators and nine at outcome level. Nevertheless, many of them are not considered SMART and specific output level indicators, targets and means of verification are not foreseen which complicates the assessment of output delivery and estimation of the concrete contribution to outcomes (project attribution). Despite the above-mentioned risks, neither gender-specific nor sex disaggregated indicators are envisaged.
46. The project is expected to report on the indicators on annual basis through Project Implementation Reports (PIR). Nevertheless, only one has been submitted to date covering the period January 2021 to June 2022. It should be noted that the MTR was originally planned to be carried out after the submission to the GEF of the 2<sup>nd</sup>

---

<sup>11</sup> In general, outputs are understood as the products and services that result from the completion of activities within a development intervention within the control of the organization.



PIR (according to the ProDoc, the MTR report and the 3<sup>rd</sup> PIR were planned to be submitted to the GEF in the same year).

### 3.2. Progress towards results

47. The MTR reviewed the progress made by the project against the indicators and targets of Project Results Framework. The Progress Towards Results Matrix provides a summary of achievements of the project goal, objective, and outcomes as well as a color-coded assessment of the progress to date (see Annex 5). Each outcome was rated according to the level of achievement.<sup>12</sup>
48. There are 70 activities that will be carried out under the project to deliver 16 outputs (four per component). Over two thirds through the three-year implementation timeframe, the implementation of activities and achievement of most targets is significantly delayed. As a result, there is little progress towards the project objective and goal that are also dependent on the activities being replicated.

#### **Outcome 1: Enforcement of policies and guidance on the energy efficient and energy conserving design, retrofit, operation and maintenance of public sector buildings**

49. This component addresses the policy barriers to promote and support the application of cost-effective EC and EE technologies in the FSM public sector buildings (i.e., absence of suitable specific policies and guidelines and weak baseline enforcement of the limited existing energy policies and guidelines relevant to EC and EE). To achieve this outcome, the project aims to support the formulation, approval and enforcement of new policies and instruments that will regulate the application of EC and EE technologies, including monitoring. The ProDoc foresees a set of four outputs to bring about this outcome:

**Table 3 – Strategy to achieve outcome 1**

Outputs	Delivery timeframe	
	Start	End
(1.1) Completed comprehensive policy research, impact analyses and assessment of applicable policies, guidelines, and institutional frameworks to facilitate cost-effective applications of EC&EE technologies, techniques.	Year 1 Q3	Year 1 Q3
(1.2) Approved and enforced policies and institutional arrangements for the promotion and application of EC&EE technologies in the buildings sector.	Year 2 Q1	Year 3 Q4
(1.3) Approved and enforced building energy efficiency guidelines that incorporate specifications for EE features and EC&EE technology applications in the design, construction, retrofit and operation of new and existing buildings.	Year 2 Q2	Year 3 Q4

<sup>12</sup> For further details see Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects (2014): [http://web.undp.org/evaluation/documents/guidance/GEF/mid-term/Guidance\\_Midterm%20Review%20EN\\_2014.pdf](http://web.undp.org/evaluation/documents/guidance/GEF/mid-term/Guidance_Midterm%20Review%20EN_2014.pdf)

Outputs	Delivery timeframe	
	Start	End
(1.4) Completed monitoring and evaluation of enforced EC&EE policies, guidelines, and institutional frameworks; and approved follow-up plan for the enhancement of EC&EE policies, guidelines, and programs in the buildings sector.	Year 3 Q3	Year 3 Q4

50. The work under this component was considerably delayed due to difficulties to hire suitable consultants. In fact, the process to hire a Policy Specialist was still ongoing at the time of the MTR. It is important to highlight that the lockdown and travel/movement restrictions due to the COVID-19 pandemics also slowed down the implementation in general.
51. The PMU completed four out of seven activities to deliver output 1.1 between March and July 2021. They were all though preparatory activities, i.e. gathering of data/information about EC&EE policies and regulations for the buildings sector in developed countries and in small island developing states (1.1.1); evaluation of buildings sector EC&EE policies and regulations from selected countries (1.1.2); conduct of an inventory of local (i.e., state and national) EC&EE policies and regulations for the buildings sector in FSM (1.1.3); and comparative analysis of local and EC&EE policies and regulations for the buildings sector, and those public sector buildings (1.1.4).
52. The three core activities to deliver output 1.1 have not been implemented yet, i.e. formulation of recommended EC&EE policies on EC&EE practices and applications in the public sector buildings (1.1.5); conduct of a workshop on the building EC&EE policies and regulations, particularly in public sector buildings (1.1.6); and publication and dissemination of the results of the EC&EE policy research work and the proposed policies and regulations on the practice and application of EC&EE for adoption in the buildings sector (particularly public sector buildings) in FSM (1.1.7). They are expected to be implemented once the Policy Specialist is on board.
53. Similarly, none of the four activities under output 1.2 have been implemented, i.e., formulation, approval and enforcement of regulations on EC&EE in the public sector buildings (1.2.1); formulation and finalization of the buildings sector EC&EE policy implementing rules and regulations (IRRs) (1.2.2); development of suitable enforcement mechanisms for the approved building EC&EE policies and IRRs (1.2.3); and publication and dissemination of results of the suitable approval and enforcement approaches (1.2.4).
54. Despite some efforts done in May-August 2022 to assess and set public sector building EC and EE guidelines (activity 1.3.1), little progress has been done towards delivering outputs 3 and 4. As the assessment has not been completed yet and the guidelines have not been developed yet, none of the other five activities have been implemented, i.e. approval and documentation of the public sector building EC&EE guidelines (1.3.2); enforcement of public sector building EC&EE guidelines (1.3.3);



monitoring of compliance of public sector buildings to the EE policies and guidance documents (1.4.1); evaluation of the results and impacts of the buildings sector EC&EE policies (1.4.2); and development of a follow-up plan for the enhancement of EC&EE policies, guidelines and programs in the buildings sector (1.4.3).

55. It is planned to develop policies and guidelines in Q3 2023 and initiate their enforcement in Q4. At the time of the MTR, the PMU was, nevertheless, still finishing the recruitment of a Policy Specialist to elaborate on the scope of work, deliverables, and methodologies, including an engagement strategy. The remaining implementation time seems rather limited for a thorough engagement with stakeholders (e.g. authorities) and socialization to ensure ownership of the new EE policies and guidelines. In fact, the ProDoc foresaw that they would have been developed, documented, tested, disseminated and supported throughout the 3 years of the project's implementation.

### **Outcome 2: Enhanced management and monitoring of the energy performance of public sector buildings**

56. This component addresses the information barriers, i.e., dearth of data and information on EC and EE. To achieve this outcome, the project aims to undertake comprehensive energy audits, look for ambitious EE solutions and establish regular reporting and energy use feedback mechanisms. The ProDoc foresees a set of four outputs to bring about this outcome:

**Table 4 – Strategy to achieve outcome 2**

Outputs	Delivery timeframe	
	Start	End
(2.1) Established and operational public sector buildings energy audit system and completed ambitious and comprehensive energy audits of major public sector buildings in each FSM state.	Year 1 Q3	Year 3 Q4
(2.2) Established and operational public sector buildings energy monitoring and reporting system (EMRS), including completed capacity development and pilot program on EMRS implementation.	Year 1 Q4	Year 3 Q4
(2.3) Established and operational public sector buildings energy use database, including capacity development in the operation, maintenance, and use of the database.	Year 1 Q4	Year 3 Q4
(2.4) Completed evaluation of the implemented public sector building energy audit system, and EMRS pilot programs, including proposed action plan for sustainability of these buildings EC&EE systems.	Year 3 Q3	Year 3 Q4

57. This component was also delayed due to the long process to hire the Building EE Specialist that was not on board until April 2022 as well as the State EE Officers (see Section 3.3). The interviews confirmed that the slow communication between the different levels (National and State governments) has also delayed the implementation, including duplications in bureaucracy.

58. The project progress reports indicate that very few of the 20 activities foreseen to deliver the four outputs have been completed. There is little evidence of progress to implement crucial activities to deliver output 2.1, i.e. review of building energy audit practices and needs (2.1.1.1); development of a public sector Building Energy Audit System (BEAS) (2.1.1.2); building Energy Audit System (BEAS) Evaluation (2.1.1.3); development of a sustainable follow-up plan for the BEAS (2.1.1.4); development and implementation of Public Sector Building Energy Audit Program (PSBEAP) (2.1.2.1); publication and dissemination of results of the energy audit program (2.1.2.3); and enhancement of the PSBEAP (2.1.2.4).
59. After the recruitment of the Building EE Specialist and State EE Officers, significant progress was done in 2022 to conduct the (scheduled) energy audits (2.1.2.2). Although it should be noted that this activity should have been informed by the previous ones (i.e., implementation of the scheduled energy audits in selected public sector buildings as per the agreed annual energy audit program), audits were completed for 12 buildings (including some buildings for potential replication):
- In Chuuk, the audits were completed for the two buildings identified in the ProDoc (hospital and high school in Weno). The equipment was identified, including three major appliance/retrofits (AC, lightings, and water heater for the hospital). No additional buildings are identified for replication yet.
  - In Kosrae, the hospital is going to be refurbished and it was decided to eliminate it for now. Instead, audits were carried out for all the existing schools in the island (six). The equipment was identified and tendered for two. The other four are also ready for tendering (replication).
  - In Pohnpei, the audits were done for the buildings identified in Kolonia (State hospital and State administration). Based on personal observations and basic collection of data by the EE Officer, five additional buildings were identified for replication (State department of education, State safety building, tourism building and private organization NDG). The National Government is responsible for the two buildings identified in Palikir (National Capital Complex) which are planned to be renovated and no audits have been conducted yet.
  - In Yap, a site survey was done for the three initial buildings. It was realized that both the airport terminal and the fishing authority had been recently renovated (including most of the lighting at the terminal and a new ice-making machine at the authority). They were replaced by two buildings, i.e., an administration building and a radio station. No additional buildings are identified for replication yet.
60. At the time of the MTR, the PMU was analyzing data from the energy audits to design a suitable EMRS for public sector buildings (2.2.1) and develop the EMRS framework and mechanisms (2.2.2). The rest of the activities depend on the EMRS being developed and the PMU expect to implement them by the end of 2023, i.e., implementation of the EMRS, including provision of technical assistance to public sector buildings requesting assistance in the reporting process (2.2.3); preparation

of annual reports on the status and trends in the energy supply, demand, and consumption in the public sector buildings in FSM (2.2.4); and evaluation of the results and impacts of the EMRS (2.2.5).

61. The implementation of the activities under output 2.3 started at the end of 2022 with preliminary reviews, analysis, and data compilations. All three activities are ongoing and no concrete products are available yet, i.e. conduct of study on the requirements and procedures for data processing, verification, and encoding, and data updating (2.3.1); design and development of the Public Sector Buildings Energy Database (PSBED) (2.3.2); and capacity development in the use of the PSBED (2.3.3).
62. All activities under output 2.4 are planned to be implemented after the second quarter of 2023, i.e. building Energy Audit System (BEAS) Evaluation (2.4.1); development of a sustainable follow-up plan for the BEAS (2.4.2); evaluation of the results and impacts of the EMRS (2.4.3); and development of a sustainable follow-up plan for the EMRS (2.4.4).

**Outcome 3: Increased understanding of the viability and benefits of EC&EE technologies applications in public sector buildings and facilities**

63. This component addresses the technical barriers. It is the flagship component of the project accounting to almost 75% of the direct costs of outcomes (total budget except project management costs, see also Section 3.3). To achieve this outcome, the project aims to deliver technical assistance activities to increase the application of EC and EE technologies in public sector buildings. The ProDoc foresees a set of four outputs to bring about this outcome:

**Table 5 – Strategy to achieve outcome 3**

Outputs	Delivery timeframe	
	Start	End
(3.1) Completed line-up of applicable building EC&EE technologies that can be feasibly implemented in selected public sector buildings; including completed designs and implementation plans of demonstrations, including feasible and applicable EC&EE technologies/techniques and practices in public sector buildings.	Year 1 Q2	Year 1 Q3
(3.2) Successfully installed and operational systems for the implemented demonstrations of EC&EE technology applications, including documentation of the results of regular monitoring and evaluation of their operational and energy performance.	Year 1 Q4	Year 3 Q4
(3.3) Completed design and implementation plans for the replication and scale up of demonstrated EE technology application projects.	Year 2 Q3	Year 3 Q4
(3.4) Fully evaluated portfolio of follow-up EC&EE technology application projects in FSM states.	Year 3 Q3	Year 3 Q4

64. As reported during the 3<sup>rd</sup> PAB meeting in May 2022, the activities under this component were also postponed due to hiring delays (see Section 3.3). In addition, there seems to exist certain duplication with the activities under Component 2.
65. None of the demonstration activities has been completed yet. The project progress reports indicate that preliminary activities to deliver output 3.1 were completed, i.e., identification of potential demo projects (3.1.1.1); review of the feasibility assessments done in the energy audits of the potential EC&EE projects (3.1.1.2); conduct of preliminary discussions for financing of demo projects (3.1.1.3); finalization of the line-up of confirmed EC&EE demos (3.1.1.4); design of the EC&EE technology application demonstrations (3.1.2.2).
66. As a result, 10 demo sites have been confirmed in close cooperation with stakeholders. As analyzed above, the needs and potential technology solutions have been assessed for all of these buildings. A contract to purchase the equipment has been signed for four buildings, a contractor has been selected for another and the tender has been launched for four (see Annex 6). Some equipment was purchased for the Pohnpei State hospital and was being installed at the end of 2022 by a certified technician (25 out of 45 AC units we already installed).
67. The implementation of the remaining 16 activities under outputs 3.2, 3.3 and 3.4 could not start yet as it depends on the demos to be completed. An ambitious plan is foreseen to implement all these activities during the first half of 2023, i.e., implementation of the building EC&EE demonstrations (3.2.1); preparation of the demo project profiles (as case studies) (3.2.2); conduct of an overall performance evaluation of the demo projects (3.2.3); identification of potential replication projects (3.3.1); evaluation of the techno-economic feasibility of potential replication projects (3.3.2); design of the replication EC&EE technology application projects (3.3.3); finalization of the design of replication projects (3.3.4); implementation of the replication building EC&EE projects (3.3.5); preparation of the replication project profiles (as case studies) (3.3.6); evaluation of additional capacity development needs on building EC&EE technologies (3.3.7); design of the follow-up plan to promote and implement the replication of the successful EC&EE technology application projects (demos and replications) (3.3.8); promotion of the sustainable follow-up program (3.3.9); conduct of analyses of EC&EE technologies that are feasible and applicable in public sector buildings in FSM (3.4.1); review the scope for EC&EE technology applications in remaining FSM public sector buildings (3.4.2); develop a prioritized portfolio of EC&EE measures in the remaining FSM public sector buildings (3.4.3); and development of a roster/directory of EC&EE technology suppliers (3.4.4).
68. Activities under this flagship outcome of the project are lagging behind, especially considering that the results of the technology solutions applied in the demos (selected public sector buildings) was expected to serve as the main basis for the planned follow-up projects that would make use of available financing sources in FSM. The AWP 2023 foresees to identify potential replication projects by Q3.

Nevertheless, no timeframe is indicated for the rest of the activities, including design, implementation, and evaluation of replication projects.

**Outcome 4: Enhanced awareness and knowledge on the cost-effective application of EC&EE technologies in public sector buildings**

69. This component addresses the barriers related to the low level of technical capacity and awareness within the public sector buildings. To achieve this outcome, the ProDoc foresees a set of four outputs:

*Table 6 – Strategy to achieve outcome 4*

Outputs	Delivery timeframe	
	Start	End
(4.1) Completed capacity needs assessment in the areas of sustainable energy and EC&EE of the public sector buildings energy end-use sector.	Year 1 Q4	Year 1 Q4
(4.2) Completed designs of appropriate capacity development programs and associated training materials for key stakeholder groups.	Year 2 Q2	Year 2 Q2
(4.3) Conducted, evaluated (impacts and recommendations) and documented capacity development programs for the key stakeholder groups.	Year 2 Q4	Year 3 Q4
(4.4) Operational project website for the promotion and dissemination of knowledge within FSM and to other PICs/SIDS on building energy efficiency, and successful design, implementation, and cost-effectiveness of the applications of EC&EE technologies and techniques in public sector buildings.	Year 1 Q3	Year 3 Q4

70. As the rest of the project, the activities under this component were also postponed due to hiring delays (reported for example at the 3<sup>rd</sup> PAB meeting in May 2022).
71. None of the nine activities has been initiated, i.e. setting the baseline level of knowledge of the various stakeholders in the FSM buildings sector (4.1.1); conduct of capacity needs assessment (4.1.2); design of capacity development program for the FSM buildings sector (4.2.1); design and preparation of training materials (4.2.2); conduct of the planned training courses (4.3.1); post-Evaluation of the capacity development program (4.3.2); conduct of capacity and information needs assessments of the FSM buildings sector (4.4.1); development, establishment and operationalization of a MSPBEE website for buildings energy technology information sharing (4.4.2); and sustaining and strengthening the MPSBEE information sharing service (4.4.3).
72. A consultant position has been published to develop a web-based M&E system but it seems difficult to find the needed expertise. At the time of the MTR, it has not been recruited. Although the AWP 2023 outlines that the four outputs will be achieved by Q3, it is rather incomplete and somehow incoherent. Only four activities are mentioned and the timing is confusing, including when the training courses will be conducted. Furthermore, the sequence of output delivery does not seem logical,

e.g., the capacity needs assessment runs until Q2 while the design of programs and training materials is foreseen in Q1 and the courses will be conducted and evaluated during Q1 and Q2.

**Objective:** *Improved application of energy conserving and energy efficient techniques and practices in the design, retrofit, operation & maintenance of public sector buildings*

73. As mentioned in Section 3.1, the wording of the project's objective is almost identical to Component 3 and the indicators included in the Results Framework do not really allow the assessment of its achievement. The targets included (i) creation of four new jobs (in the application of EC and EE); and (ii) cumulative incremental fossil fuel savings of 5,664 toe diesel at MTR and 1,042.1 toe diesel by project end (as a result of sustainable EE and low carbon interventions implemented, toe diesel). The MTR and end-of-project targets seem to be switched.
74. Despite some progress in surveying buildings and purchasing equipment, none of the demos or replication projects have been completed yet. Therefore, no jobs have been created and no fossil fuel has been saved. It is unlikely that these targets are achieved that, in any case, will say little about the achievement of the objective.

**Goal:** *Improved specific energy consumption and reduced GHG emissions in the buildings sector of the country*

75. The project is providing technical and financial assistance to design and implement EC and EE technology application demonstrations to achieve electricity savings in AC (40-60%), lighting (50-70%) and hot water (50-75%).<sup>13</sup> The ProDoc shows that the estimated total annual energy savings is 2,324.5 MWh. The target was to reduce the specific energy buildings consumption from 150 to 140kWh/m<sup>2</sup>/yr. by the project end.
76. The direct GHG emission reductions attributable to the project are derived from the demos and replication projects. The ProDoc estimated the cumulative direct emission reductions at 3,974 tons CO<sub>2</sub> by project end and 2,160 tons CO<sub>2</sub> at MTR (the lifetime direct emission reductions were estimated at 23,842 tons CO<sub>2</sub>).
77. There is no evidence of any contribution of the project to this goal (see the Progress Towards Results Matrix in Annex 5 and the GEF Tracking Tool in Annex 7). In addition, the project does not seem to have a clear strategy about how to monitor the progress towards the targets (energy consumption and GHG emissions), let alone publicizing and replicating them.
78. The State Utilities were expected to play a crucial role but their engagement seems rather limited to date (see Section 3.3). For example, a request was made to obtain billing information after the installation of 25 AC units in the Pohnpei State Hospital. The information had not been provided yet at the time of the MTR. Under these

---

<sup>13</sup> Levels of energy savings identified for each of the four FSM state hospitals and for one building of the national government complex based on the site visits and analyses done at project design.

circumstances, it is unlikely that the project makes a significant contribution towards eliminating barriers and achieving the national target of a 50% improvement in EE.



### 3.3. Project implementation and adaptive management

#### Management arrangements

79. The project is being managed and implemented using UNDP National Implementation Modality. The Implementing Partner (IP) is the Energy Division (ED) of the Department of Resources and Development (DRD) of the FSM national government. Overseen by UNDP, DRD is responsible and accountable for managing this project, including the monitoring and evaluation of project interventions, achieving project outcomes, and for the effective use of resources.
80. The Project Management Unit (PMU), established at DRD, is the core team managing the implementation of the activities. The PMU is headed by a high-level primarily oversight focused National Project Director (part-time) and currently staffed with a National Project Manager (full-time), a Project Admin/Finance Officer, three State EE Officers (part-time)<sup>14</sup> and a Building EE Specialist (part-time).<sup>15</sup> The interviews confirmed that the PMU structure was adequate as it reflects the FSM organization. Coordination has been ensured through regular remote meetings (weekly or bi-weekly).
81. It is important to mention that the IP is responsible for the hiring processes that were cumbersome and time consuming. It takes several months to process a contract that needs to be cleared by the Department of Finance, Department of Justice and finally DRD Personnel. Therefore, it does not make sense to have short-term contracts.
82. An initial team (Project Manager and Technical Expert) was recruited at project inception but left after one month. The current Project Manager and Admin/Finance Officer and Pohnpei EE Officer joined the project in March 2021. Later, the EE Officer left and the current one did not join until September 2022. The other EE Officers started in November 2021 (Yap), May 2022 (Kosrae) and May 2022 (Chuuk). The Building EE Specialist joined in April 2022 after a six-month recruitment process (including two months of paperwork to clear the contract with different Government entities).

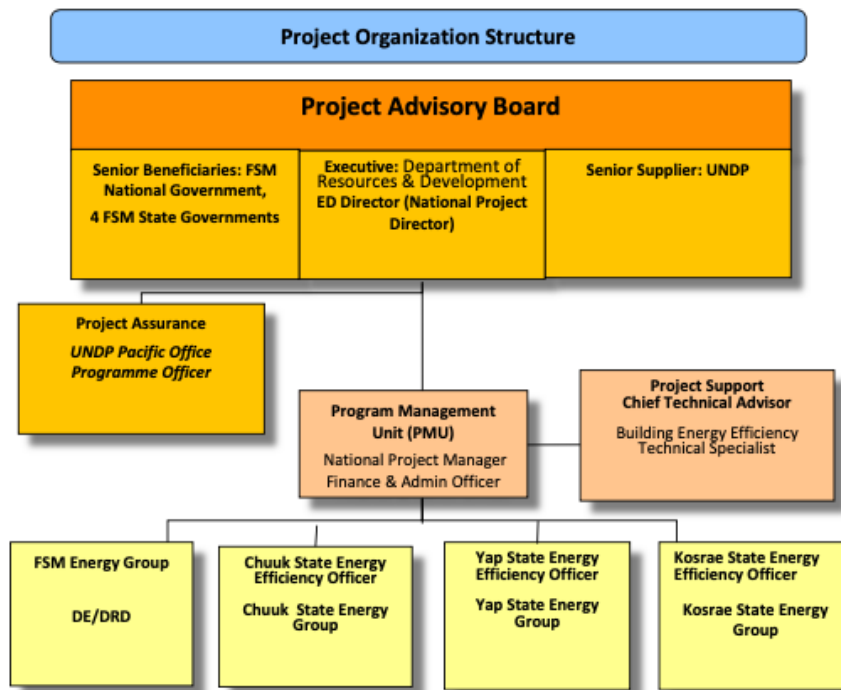
#### *Graph 2 – Project organization structure*

---

<sup>14</sup> A Pohnpei EE Officer was also recruited. Nevertheless, a replacement has not been found after the expert left.

<sup>15</sup> On board since April 2022.





83. Regarding project oversight and ownership, a Project Advisory Board (PAB) provides strategic guidance and oversee operational aspects. In addition to DRD and UNDP, it also includes representatives of each State. The PAB has met three times to date (December 2021, January 2022, and May 2022) to review the project progress and approve AWP, including a special meeting in January 2022 to revisit AWP 2022. It should though be noted that, due to delayed designations of PAB members from the States, the first PAB was not held until one year after the project started.
84. The PAB meetings allowed to discuss the main implementation bottlenecks and to agree on mitigation measures. For example, the last PAB meeting held in May 2022 raised concerns about the slow pace and delays. Several measures were proposed for expediting implementation and improving delivery rates. A proposal of the PMU to launch the procurement processes of 50% of the equipment before completing the energy audits was not deemed appropriate. Instead, the PAB requested UNDP to help with procurement of 50% of the equipment (under National Implementation Modality, all procurement is supposed to be done by the IP/PMU).
85. In May 2022, it was also recommended to invite the Ministry of Finance to the PAB meetings to help mitigating the finance and payment difficulties faced by the project (see below). On the other hand, the participation of the State Utilities in the PAB meetings has not been discussed despite the important role they should play during implementation (see below). In fact, there seem to be discrepancies with the State Utilities about the activities and objectives of the project. It is for example crucial to ensure that consumer prices are not increased to compensate for the reduction of electricity consumption in public buildings (ongoing adjustments on

the supply side may compensate for the drop in their revenues, including for example split production and increased renewable energy).

86. In line with the chosen implementation modality, UNDP is performing a quality assurance role supporting the PAB and PMU by carrying out objective and independent project oversight and monitoring functions through regular meetings with the PMU. Nevertheless, the PMU was requested in January 2022 to strengthen the monitoring and evaluation of project results, i.e., to review the Results Framework to track project targets against the baselines (2<sup>nd</sup> PAB meeting).
87. In addition, UNDP has provided substantive and concrete support to implement certain activities, including procurement (see above) and planning. For example, a (remote and physical) mission was organized at the end of 2022 to provide guidance to the PMU to elaborate the AWP 2023 as well as a Gender Action Plan, Procurement Plan and Monitoring Plan.

### Work Planning

88. The ProDoc provided a Multi-Year Work outlining specific output delivery timeframes (see Section 3.2) that was the basis of the AWPs prepared by the PMU and approved by the PAB. The AWPs provided the basis for implementation of activities and utilization of project resources and transfer of funds from UNDP to the IP. Nevertheless, the first PAB was only held one year after the project started.
89. The implementation pace has been very slow. As of 31 March 2022, of the total 70 project activities, only 8 (11.4%) were implemented. In 2021, the project used approximately one third of the planned budget. At the end of 2021, the AWP 2022 was initially approved with a total of USD 500,000 budget. However, in January 2022, it was revised in line with the second year of the inception report (slightly over USD 1 million). Despite the improved implementation pace, only two fifths of the budget was used in 2022. As a result, less than 30% of the available funds have been used after two years of implementation (see below).
90. A very ambitious AWP has been approved to use all the remaining funds in 2023. It involves spending over 70% of the total budget compared with 32% foreseen in the ProDoc (see below).
91. As discussed in other parts of the report, the main reasons that explain the delays include late recruitment of consultants (PMU and others), limited local capacities, difficult logistics (to travel to the different States), unfit financial procedures and COVID-19 restrictions. For example, the project faced delays in staffing the PMU as well as procurement of consultants. The COVID-19 restriction also delayed many activities, e.g. limitations to conduct assessment or feasibility missions, offices closed, etc.. It should also be noted that refurbishing public buildings was not among the main priorities during most of the implementation timeframe due to the COVID-19 pandemics and ongoing elections at project start.

92. It should nevertheless be noted that some of these risks were anticipated in the ProDoc, including a low risk associated to COVID-19 (see below) and limited access to the States (due to very high transportation costs). Some mitigation measures were foreseen such as better planning and coordination between government departments (particularly the Maritime Department) and other UNDP supported projects in carrying out joint missions. Only one joint mission has been organized.
93. Although concrete details are provided on the amount (USD 3.5 million), type (85% in cash) and use of the parallel co-financing, it was neither included in the Multi-Year Plan nor the AWP. Although the Government's co-funding was assured prior to project launching (i.e. through a letter attached to the ProDoc), the ProDoc also recognized the risk that the committed co-financing was not (fully) available in time. To mitigate this risk, it was expected that the project team closely monitor and ensure the timely availability of co-financing from project partners and co-financers.
94. The level of co-financing has been rather limited until now (see below). In addition, little efforts have been made to track it, which has been considered a major risk. The PIR 2022 suggested measures to improve project management highlighting that particular emphasis must be given to the realization of the committed co-financing, i.e. with the assistance of the IP (DRD), the PMU must regularly discuss and coordinate with the entities (State Governments) that have committed co-financing for the demos.

### Finance and Co-finance

95. According to the ProDoc, the total cost of the project is almost USD 5.3 million to (see Table 1). Two thirds of the total budget were co-finance funds from the National Government, including USD 1.65 million to be used for project implementation. From these funds, USD 1.45 cash was earmarked to (i) support energy audits and implementation of selected energy saving opportunities; (ii) research, design, and implementation of EE monitoring, reporting and database systems and EE guidelines; (iii) promotion and application of new EE building technologies and products; (iv) documentation and dissemination activities; (v) capacity building; and (iv) demonstration project management expenses. The equivalent of USD 200,000 was in-kind support to project management, monitoring, evaluation and coordination.
96. Additionally, the State governments collectively committed a total of USD 1.8 million, including USD 1.6 in cash and USD 200,000 in-kind co-financing to (i) provide logistical support to the audits; (ii) energy end-use monitoring; (iii) reporting and database development; and (iv) purchase EE equipment for the demo hospitals.
97. As mentioned before, the parallel co-financing has neither been planned nor tracked. At the 2<sup>nd</sup> PAB meeting (January 2022), the PMU was requested to identify co-financing issues and mitigation actions. At the 3<sup>rd</sup> PAB meeting (May 2022), it was confirmed that the States' focal points will identify other infrastructure projects

to complement the MPSBEE demonstration buildings. According to the PIR 2022, the co-financing has not been made available other than housing the PMU.

98. Some evidence of co-financing was provided during the MTR interviews (e.g. retrofitting the Chuuk and Yap State hospitals) and it was confirmed that the PMU was trying to gather info about the expenses incurred (e.g. purchase of lighting equipment, renovation costs, purchase of hybrid generators, etc.) Nevertheless, nothing has been put down yet.
99. As a result, the PMU has only reported on the use of the GEF resources (USD 1.8 million). Only 35% of the planned yearly budget was used in 2021 and 41% in 2022. As a result, less than 28% of the funds have been used at the time of MTR. In line with the implementation status of each component (see Section 3.2), the expenses are particularly low under Outcome 3 (23% of the available resources) and Outcome 4 (7%). The activities under Outcome 3 account for 57% of the total expenses to date followed by those under Outcome 2 (18%), Outcome 1 (14%) and Outcome 4 (2%). Project Management has consumed approximately 9% of the funds.

*Table 7 – Project expenses (general ledger at the end of 2022)*

	Multi-Year Plan (ProDoc)			AWP 2021			AWP 2022		
	Planned	Real		Planned	Real		Planned	Real	
		USD	%		USD	%		USD	%
<b>Output 1</b>	75,000	67,939	91%	113,750	35,880	32%	54,800	32,059	59%
<b>Output 2</b>	195,000	90,298	46%	72,750	12,701	17%	106,900	77,597	73%
<b>Output 3</b>	1,200,000	280,839	23%	-	-	-	734,233	280,839	-
<b>Output 4</b>	144,985	10,792	7%	-	-	-	55,400	10,792	-
<b>Project Management</b>	161,499	45,009	28%	28,100	27,037	96%	70,250	17,972	26%
<b>TOTAL</b>	<b>1,776,484</b>	<b>494,877</b>	<b>28%</b>	<b>214,600</b>	<b>75,618</b>	<b>35%</b>	<b>1,021,583</b>	<b>419,260</b>	<b>41%</b>

100. Under the National Implementation Modality, the IP must make quarter payment requests to Treasury Department. It is necessary to spend 80% of the allocated budget per quarter to receive the next tranche (if the whole amount is not spent in six months it must be returned). This somehow conflicts with existing regulations in FSM and has resulted in further delays as the periods needed to be extended to liquidate the whole amount. For example, the national law obliges 100% of the salaries of contracts with the national government with a duration of one year or longer to be committed.
101. As a result of the delayed implementation, the AWP 2023 is very ambitious with over 70% of the total funds to be spent until September 2023 (all the activities are planned between Q1 and Q3). The AWP does not include all the activities (e.g. only four under Outcome 4) and the same types of costs are included under the Outcomes and Project Management. The description of the budget lines is rather

succinct/generic, not allowing clear understanding of what these involve (e.g., travel, contractual services, consultants, etc.)

**Table 8 – AWP 2023**

	Planned expenses
<b>Output 1</b>	22,325
<b>Output 2</b>	83,985
<b>Output 3</b>	350,520
<b>Output 4</b>	158,150
<b>Project Management</b>	64,183
<b>TOTAL</b>	<b>679,163</b>

### Project-level Monitoring, Evaluation and Reporting

102. The ProDoc includes several monitoring and evaluation measures and activities to effectively monitor and report the progress of the implementation of the project interventions and their results. The project is designed to comply with the standard UNDP and GEF requirements, including an Inception Workshop (see Section 3.1) and an M&E Plan outlining activities and functions, roles and responsibilities, indicative costs, and timelines. Both an MTR and a Terminal Evaluation are foreseen and budgeted (the MTR was commissioned two years into implementation).
103. At the 2nd PAB meeting (January 2022), it was highlighted that there was a “need to do Monitoring and evaluation to know where the project is concerning its indicators. The PMU needs to review the Results Framework to track project targets against the baselines. If activities are completed, the corresponding budget can be re-allocated to other budget lines”.
104. At the highest level, the project is monitored and overseen by the PAB (see above). The PAB meetings have allowed the provision of adequate guidance, e.g. concerns on the slow pace and delays in project implementation were discussed and mitigation measures were proposed in the last meeting (May 2022). In the same meeting, it was suggested that minutes from previous meetings were included in the next agenda for formal process to improve decision making.
105. The PMU is responsible for day-to-day monitoring of project interventions and results. Progress against indicators and targets of the Results Framework has been reported only once, i.e., 2022 Annual Project Implementation Report (PIR) that covers the period from project start to June 2022. As already mentioned, reporting on the achievement of results / progress towards the indicators has been limited, including on crucial complementary activities and parallel co-financing.
106. A Gender Action Plan was elaborated at the end of 2022, including specific activities and steps to enhance gender responsiveness of each outcome, including the impact on the project. There was an attempt to provide implementation details

such as concrete actions, measurement sources, indicators, responsible parties, and budget. Although most of the proposed actions involve mainstreaming gender into the project's original activities, it also includes several parallel gender specific activities that has not been operationalizes (e.g. these involve additional costs that have not been reflected in AWP 2023). The plan seems overambitious especially considering the problems faced during implementation, i.e. all the proposed actions are related to activities that accumulate significant delays and the achievement is still unclear (see above about the limitations of the AWP 2023).

### Stakeholders Engagement

107. In addition to DRD, the ProDoc identified five groups as the project's main stakeholders: (i) National and State Level Departments (in particular, Health, Education); (ii) State Power Utilities (CPUC, KUA, PUC and YSPAB); (iii) FSM Energy Group; (iv) Private Sector Entities (esp. hardware suppliers, commercial buildings, engineering firms); and (v) Management/Administration of designated pilot public sector buildings.
108. Partly due to the delayed implementation, the engagement of these groups has in general been more reduced than planned. The National and State Level Departments have participated in the selection of the demo sites. As owners and operators of the demo buildings (hospitals and schools), they were expected to provide assistance in the co-funding as well as implementation and management of demonstrations. In this sense, the PIR 2022 highlighted that the PMU must coordinate more closely with the pertinent project partners such as the State Governments. Close coordination work must be done with the project partners that should be implementing the co-financed project activities to ensure that the results are adequately documented and reported.
109. The State Utilities have provided support in terms of data sharing, consultations and recommendations of potential demo sites. Nevertheless, there is no evidence that their engagement has allowed them to perform the crucial tasks foreseen in the ProDoc, i.e. (i) coordinating the design and implementation of the demos, (ii) facilitating the co-funding of specific activities of the project that will be carried out in selected public sector buildings in each state, (iii) regularly monitoring the progress of the project activities under its purview, (iv) liaising with all other relevant government agencies that must be involved in specific aspects of the barrier removal activities, (v) assisting in public building energy data gathering and reporting, and (iv) providing technical support to the project in each State.
110. FSM Energy Group was expected to provide inputs and advice on the (i) evaluation of proposed policies; (ii) design and implementation demo plans; and (iii) capacity development needs. Partly due to the delayed implementation, there is no evidence of the project's direct engagement with the Group (other than the PAB members).
111. The private sector was expected to assist in the identification and analysis of barriers, (ii) provide equipment and related warranties and (iii) operate service



contracts for equipment maintenance. Its engagement to date has been limited to participation in the equipment bidding and procurement processes.

112. The management/administration of the designated pilot public sector buildings have been engaged during the identification and the audits, including some capacity development activities. They were also expected to actively participate in design and implementation of the technical assistance and capacity development activities (co-funding).
113. Other than the school competition mentioned above, there is no evidence of a thorough engagement of Civil Society Organizations and local communities. The implementation of the activities under Outcome 4 should contribute to strengthen their participation.
114. The Ministry of Finance has also played an important role during implementation and the project intends to strengthen its engagement (see above).

### **Social and Environmental Standards (Safeguards)**

115. A preliminary Social and Environmental Safeguard screening was conducted during the PIF preparation stage. Several moderate risks were identified related to the disposal/handling of materials, community health and safety, release of pollutants to the environment and waste generation. The COVID-19 pandemics and extreme climate events were considered to pose a low risk to the implementation. The social and environmental assessment has not been updated.
116. As the demos has not been completed yet, some of these risks are still valid and the mitigation measures should be implemented as planned. In this sense, there is no evidence until now that best practices on recycling or waste disposal were considered in the design of the demonstration buildings. The project must facilitate/ensure a proper disposal of any replaced equipment and materials, including assessing the existing capacities to mitigate these risks in the long run.
117. Given the small scale of demos and the fact that the equipment is installed in existing buildings, no other major environmental or social risks are anticipated, including those associated with women discrimination and interests of indigenous peoples (rated as moderate in the ProDoc).

### **Reporting**

118. As mentioned above, only one PIR has been submitted to date covering the period from project start to June 2022. In line with the project's delays and limited implementation of activities (none of the demos have been completed), very limited data has been generated to gauge the achievement of the mid-term targets. The NCE Technical Adviser rated the project's progress towards the development objective as unsatisfactory and the implementation progress as moderately unsatisfactory. The CO Programme Officer rated both criteria as moderately unsatisfactory.

119. In addition, the PMU has submitted quarterly financial reports to UNDP (sometimes even monthly). As mentioned, no information was reported on complementary activities and parallel co-financing that is crucial to achieve the project's goal and objective. Overall, interviewees considered that there was a need to improve the project documentation, e.g., achievement of results. In the case of the demos, it was thought that the PMU should ensure proper monitoring, including quantification of (attributable) energy savings and GHG emission reductions.

### Communications and Knowledge Management

120. The main communication tool for stakeholders remained the PAB meetings, where project progress, implementation issues and next steps were discussed. The PIR was also an important communication tool but only one has been prepared until now and it was only shared with UNDP.

121. The PMU also communicated regularly with the main partners at both national and State level, including shared the feasibility analyses and designs of the demos for feedback and suggestions. As mentioned above, regular meetings were also organized with UNDP to review progress and discuss implementation issues.

122. An awareness campaign on the advantages of EE technologies was undertaken, whereby high school students were invited to participate in an essay and poster contest (a total of 41 essays and nine posters were received and assessed by DRD and PMU). The project also helped to create and distribute pamphlets for EE and EC in various public sector locations such as libraries, offices, etc. The PMU intends to roll out this activity to all States.

123. Nevertheless, the ProDoc included a rather ambitious Knowledge Management Plan that recognized the project role in generating and disseminating knowledge. Nevertheless, the Plan has not been operationalized. In this sense, the project is expected to generate several policy and technical knowledge products (including replication plans) that will require an effective communication/dissemination strategy. The recruitment of a Policy Specialist should facilitate the development of an engagement and dissemination strategy (see Section 3.2). In addition, the project intends to carry out workshops with public sector building staff members on EC and EE best practices and types of equipment and fixtures. It is crucial to develop capacity development programs and training materials that are adapted to the different stakeholder groups.

### 3.4. Sustainability

124. The sustainability of the project results and continuous benefits will depend on (i) availability of financial resources, (ii) strengthened ownership, (iii) demonstrated economic viability, (iv) coherent policies and institutional framework in place and (v) proven environmental viability.



### Financial risks to sustainability

125. Availability of and access to adequate finances remains one of the main risks to sustainability. As mentioned above, it is a major risk to even achieve the overall project objective and goal as co-financing has not been provided as planned to replicate and scale up of EC and EE interventions. The demos were envisaged as improvements of the demo hosts own budgeted EE projects. Nevertheless, their respective share of the cost has not been assured yet (neither the baseline demos nor for the incremental features).
126. In view of the limited resources and capacities at both National and State level, maintaining and sustaining the operations (including the demos) will remain a challenge and may require external financial support in the near future. Although the PMU attempted to sign Memoranda of Understanding with the States before launching the tenders, the MTR has found little commitment to share the costs.

### Socio-economic risks to sustainability

127. A social and environmental screening exercise was conducted at the time of design of the project but it has not been updated (see above). There do not seem to exist significant social risks that may jeopardize sustainability of project outcomes. Overall, EC and EE interventions are found acceptable and beneficial from citizen's point of view. The project focuses on public buildings and environmental benefits that one can assume benefit the community as a whole. Nevertheless, there was little effort to unearth any possible differences between men and women (e.g., users of hospitals or schools).
128. On the other hand, the economic sustainability needs to be demonstrated. Several interviewees expressed concerns about the State Utilities' interest in the project benefits continuing to flow (a reduced energy consumption will translate into a reduced income for these companies). In this sense, the State Utilities have not been engaged as planned and ownership remains limited.

### Institutional Framework and Governance risks to sustainability

129. The main risk is related to the project delays and failure to achieve its objectives. The project will work on improving the policy, regulatory and institutional frameworks, and mechanisms. Once completed, these will help improve the overall sustainability and replication of EC and EE interventions. Nevertheless, there is no evidence that the relevant Government agencies have made any progress to approve and enforce policies and regulations. There is also little evidence yet of the project concrete contribution to facilitate this process, e.g., assessing which aspects of the policy and regulatory framework must be adjusted/communicated to meet the public building requirements.

130. Although the demos could also play an important role, they will be completed with very limited time remaining for carrying out advocacy activities, e.g. to gain adequate support from the parliament on the adoption of the formulated policies and regulations.

### **Environmental risks to sustainability**

131. The project advocates and promotes EC and EE interventions that are considered environmentally friendly and greatly help in improving environmental sustainability in the long run (the main objective is to reduce GHG emissions from fossil fuel utilization in the electricity sector).
132. On the other hand, the ProDoc highlighted a few environmental risks of moderate impact associated with the project, including generation of waste (both hazardous and non-hazardous). These risks are still valid and, despite the small scale of the demos, measures should be implemented to mitigate them (see above).

## 4. CONCLUSIONS AND RECOMMENDATIONS

### 4.1. Conclusions

#### Project Strategy

133. The project was designed in consultation with key stakeholders and supported by both the FSM national and State governments. The design is based on a barrier removal approach (policy, regulatory and institutional; information, monitoring and reporting; technical; and capacity development, financial, awareness and knowledge), a strategy employed many times by UNDP which is fully aligned with the national priorities and context as well as UNDP's mandate and strategies in the region.
134. The risks were underestimated. Although mitigation measures were foreseen, they were not always implemented. Similarly, gender equality was identified as an important element, but it was not thoroughly reflected in the design. Overall, the project was designed and is being implemented under the assumption that both men and women will equally benefit from the activities and results.
135. Despite some limitations in the logic (scope of objectives and components), the project's overall strategy is highly relevant by addressing some of the main barriers to improve EC and EE in public sector buildings. The internal coherence was mainly weakened by delays (sequence of delivery of products and activities) but complexity was not fully reflected in the ToC underpinning the project (lack of intermediate results). The Results Framework is overambitious (achieving the FSM 50% EE target by reaching all major energy-consuming public sector buildings in FSM).

#### Progress Towards Results

136. The project has not achieved any of its targets. The work under all components accumulates considerable delays, mostly explained by the difficulties to hire suitable consultants. Other factors also had a negative effect in the implementation of activities, including restrictions due to the COVID-19 pandemics, slow communication between different levels of administration, etc.
137. Only preparatory activities were carried out under Outcome 1 and little progress has been made towards enforcing policies and guidance on the EE and EC design, retrofit, operation and maintenance of public sector buildings. Therefore, no progress was made to remove existing policy, regulatory and institutional barriers at the time of the MTR. The prospects of full barrier removal by end-of-project are bleak as the remaining implementation time seems rather limited for a thorough engagement with stakeholders.

138. Similarly, very few activities have been implemented under Outcome 2 with very little progress towards enhancing the management and monitoring of the energy performance of public sector buildings. The main achievement is the completion of energy audits for 12 buildings (including some for potential replication). Therefore, little progress was made to remove information barriers at the time of the MTR. The project could plausibly contribute to significantly remove existing barriers but the engagement of stakeholders needs to be strengthened.
139. The activities under the flagship component of the project are considerably lagging behind with very little progress towards achieving Outcome 3, i.e., increased understanding of the viability and benefits of EC and EE technologies applications in public sector buildings and facilities. Although 10 demo sites have been confirmed in close cooperation with stakeholders, none has been completed yet. The equipment has started to be installed in one of them, been purchased/contracted for four and tendered for five. Therefore, very little progress was made to remove technical barriers at the time of the MTR. The prospects of full barrier removal by end-of-project are bleak as there are no concrete plans on the replication projects.
140. None of the activities under Outcome 4 has been initiated, i.e., enhanced awareness and knowledge on the cost-effective application of EC and EE technologies in public sector buildings. Therefore, the progress made to remove capacity development and financial has been rather anecdotal at the time of the MTR (some raised awareness and knowledge in the pilot sites). The prospects of full barrier removal by end-of-project are bleak.
141. Due to the limited implementation to date, the project shows limited progress towards its ultimate goal (electricity savings and GHG emission reductions) and objective (job creation and fossil fuel savings). Their achievement is highly dependent on the implementation of follow-up projects making use of available financing sources in FSM. Among other things, this will require to strengthen the replication strategy (timeframe for the design, implementation and evaluation of replication projects), monitoring results strategy (in both demo and replication buildings) and stakeholder engagement strategy (State Utilities).

### **Project Implementation and Adaptive Management**

142. The project's implementation and governance arrangement are adequate and respond to the context with the main stakeholders represented in both the PMU and PAB (except the State Utilities). Overall, the PAB meetings allowed to discuss the main implementation bottlenecks and to agree on mitigation measures. The National Implementation Modality has complicated the implementation with the IP being responsible for cumbersome and time-consuming hiring processes. In addition, UNDP has provided support with the procurement of 50% of the equipment.

143. The Multi-Year Work and AWP (prepared by the PMU and approved by the PAB) provided the basis for implementation of activities, utilization of resources and transfer of funds. Nevertheless, the first PAB was only held one year after the project started and the bulk of the activities have been postponed to the last year of implementation.
144. The PMU has only reported on the use of the GEF resources (USD 1.8 million). Only 35% of the planned yearly budget was used in 2021 and 41% in 2022. As a result, less than 28% of the funds have been used at the time of MTR. The planned parallel co-financing to be provided by the National and States governments (two thirds of the total budget almost USD 5.3 million) has not been made available as foreseen or properly tracked.

### Sustainability

145. Availability of and access to adequate finance/resources remains one of the main risks to achieving both the overall project objectives and sustainability. In view of the limited resources and capacities at both National and State level, maintaining and sustaining the operations (including the demos) will remain a challenge and may require external financial support in the near future. The economic sustainability also needs to be demonstrated. It is crucial that the State Utilities are further engaged in the implementation.
146. The following table summarizes the main conclusions of the MTR, including ratings for the review criteria (in line with UNDP's guidance neither the project strategy nor the overall project have been rated).

**Table 9 – MTR ratings and achievement summary for MPSBEE project**

Measure	MTR Rating	Achievement Description
Project Strategy	N/A	The project was designed in consultation with key stakeholders and supported by both the FSM national and State governments. Despite some limitations in the logic and the overambitious Results Framework, the project's overall strategy is highly relevant by addressing some of the main barriers to improve EC and EE in public sector buildings. Nevertheless, the internal coherence was weakened by delays during implementation. Complexity was not fully reflected in the ToC underpinning the project (lack of intermediate results) and gender was not mainstreamed in the design.
Progress Towards Results	Outcome 1: Unsatisfactory	Only preparatory activities were carried out under this outcome and little progress has been made towards enforcing policies and guidance on the EE and EC design, retrofit, operation and maintenance of public sector buildings. The remaining implementation time seems rather limited for a thorough engagement with stakeholders.
	Outcome 2: Unsatisfactory	Very few activities have been implemented with very little progress towards enhancing the management and monitoring of the energy performance of public sector buildings. The main achievement is the completion of energy audits for 12 buildings (including some for potential replication).

	Outcome 3: Unsatisfactory	The activities under the flagship component of the project are considerably lagging behind with very little progress towards increasing the understanding of the viability and benefits of EC and EE technologies applications in public sector buildings and facilities. Although 10 demo sites have been confirmed in close cooperation with stakeholders, none has been completed yet. The equipment has started to be installed in one of them, been purchased/contracted for four and tendered for five.
	Outcome 4: Unsatisfactory	None of the activities has been initiated under this outcome, i.e., enhanced awareness and knowledge on the cost-effective application of EC and EE technologies in public sector buildings.
Project Implementation & Adaptive Management	Moderately Unsatisfactory	The implementation and governance arrangements are adequate and respond to the context. Nevertheless, limited capacities and external factors have jeopardized the efficiency of the project. In addition, the planned parallel co-financing has not been made available by the National and States governments as planned (two thirds of the total budget). The PMU has only reported on the use of the GEF resources (USD 1.8 million). Only 35% of the planned yearly budget was used in 2021 and 41% in 2022. As a result, less than 28% of the funds have been used at the time of MTR.
Sustainability	Moderately Unlikely	Availability of and access to adequate finance/resources remains one of the main risks to achieving both the overall project objectives and sustainability. In view of the limited resources and capacities at both National and State level, maintaining and sustaining the operations (including the demos) will remain a challenge and may require external financial support. The economic sustainability also needs to be demonstrated for which it is crucial that the State Utilities are further engaged in the implementation.

## 4.2. Recommendations

147. Based on the findings and conclusions, the MTR recommends:

<b>Recommendation #1:</b>	<b>Extend the project duration by six months.</b>
<b>Context/comment:</b>	The extension to allow sufficient time to (at least partly) achieve the expected results. It will allow some time for the results of the technology solutions piloted in the demos to be analyzed and ultimately replicated making use of available financing sources in FSM (mobilization of co-financing) creating the enabling conditions to achieve the full barrier removal after project completion.
<b>Priority Level <sup>16</sup>:</b>	Critical

<sup>16</sup> Select priority level from these three categories:

*Critical recommendation: address significant and/or pervasive deficiencies in governance, risk management or internal control processes, such that reasonable assurance cannot be provided regarding the achievement of programme objectives.*

<b>Responsibility:</b>	PAB
<b>Proposed implementation time-frame:</b>	By April 2023

Cross-reference(s) to rationale and supporting discussions:

Section 3.2 and Section 3.4

<b>Recommendation #2:</b>	<b>Review the work plan for the remaining implementation time (including extension if approved).</b>
<b>Context/comment:</b>	The project accumulates significant delays that have weakened its internal coherence and jeopardized the achievement of the objectives. It is urgent that the PMU develops (and the PAB approves) a clear roadmap that fully reflect all the activities (timeframe and cost), including those that are implemented by the project partners, i.e., subsumed baseline activities. It is recommended to frequently review the progress of project execution, including discussions with the IP/UNDP Pacific Office and NCE during the remaining implementation period (including the extension period, if approved).
<b>Priority Level:</b>	Critical
<b>Responsibility:</b>	PMU and PAB
<b>Proposed implementation timeframe:</b>	By June 2023 (approved by PAB)

Cross-reference(s) to rationale and supporting discussions:

Section 3.2 and Section 3.3

<b>Recommendation #3:</b>	<b>Invite the State Utilities to participate in the PAB meetings.</b>
<b>Context/comment:</b>	This would not only allow to discuss the important role they should play in the implementation but also ensure that consumer prices are not increased to compensate for the reduction of electricity consumption in public buildings. This will create the enabling conditions to achieve the full barrier removal after project completion. The SUs should have a

***Important recommendation:** address reportable deficiencies or weaknesses in governance, risk management or internal control processes, such that reasonable assurance might be at risk regarding the achievement of programme objectives. Important recommendations are followed up on an annual basis.*

***Opportunity for improvement:** comprise suggestions that do not meet the criteria of either critical or important recommendations and are only followed up as appropriate during subsequent oversight activities.*

	presence and “direct” representation in the PB (not through the governments). They could be full members of the PB, key implementing partners, observers or any other status that is deemed appropriate. I would recommend one that fully recognizes the important role they are supposed to play (not observers for example).
<b>Priority Level:</b>	Critical
<b>Responsibility:</b>	PMU and PAB
<b>Proposed implementation timeframe:</b>	By June 2023 (to participate in the PAB meeting to approve the revised work plan – see recommendation #2)

Cross-reference(s) to rationale and supporting discussions:

Section 3.1, Section 3.2, Section 3.3, and Section 3.4

<b>Recommendation #4:</b>	<b>Revise and further detail the implementation plan, including a stakeholder engagement strategy and plan, revised project activity monitoring/tracking plan; and an updated risk management plan.</b>
<b>Context/comment:</b>	<p>To contribute to create the enabling conditions to achieve the full barrier removal after project completion, the overall work plan should be operationalized by elaborating detailed implementation sub-plans per each Component (deliverables and methodologies), including specific stakeholder engagement strategies). The initial tasks to elaborate them should include:</p> <p><u>Outcome 1:</u> The recruitment of the Policies/Regulation Expert must be speed up to clarify the scope of the ProDoc activities. This involves assessing (in collaboration with key institutions) which policy aspects and regulatory measures must be revised, adjusted, communicated, negotiated (e.g., to address limitations at the level of public building managers/administrators, advocacy activities to gain adequate support from the parliament on the adoption of any formulated policies and regulations, etc.)</p> <p><u>Outcome 2:</u> The Building EE Officer (in coordination with the relevant national authorities) must review/define the breath of the planned outputs (energy audit system, energy monitoring and reporting system, database, and action plan for sustainability).</p> <p><u>Outcome 3:</u> See Recommendations #5 and #6.</p> <p><u>Outcome 4:</u> The PMU should streamline the awareness rising activities and elaborate a concrete communication/dissemination plan, including</p>



	publicizing the results in the demonstration buildings (establishing objectives and identification of target groups). Similarly, a concrete plan to implement the capacity development activities must follow the identification of participants, best practices, etc. It is crucial to develop capacity development programs and training materials adapted to the different stakeholder groups.
<b>Priority Level:</b>	Critical
<b>Responsibility:</b>	PMU
<b>Proposed implementation timeframe:</b>	By June 2023

Cross-reference(s) to rationale and supporting discussions:

Section 3.2 and Section 3.3

<b>Recommendation #5:</b>	<b>Speed up the identification of replication buildings and elaborate a replication strategy, including concrete commitments of co-financers.</b>
<b>Context/comment:</b>	The project shows limited progress towards its ultimate goal (electricity savings and GHG emission reductions) and objective (job creation and fossil fuel savings). Their achievement is highly dependent on the implementation of follow-up projects making use of available financing sources in FSM. This will require to strengthen the replication strategy (timeframe for the design, implementation, and evaluation). Its operationalization plan must include responsibilities and sources of funding. To contribute to create the enabling conditions to achieve the full barrier removal after project completion, the PMU should coordinate with (and provide assistance as necessary) to co-financers (especially the State governments) to identify replication opportunities.
<b>Priority Level:</b>	Critical
<b>Responsibility:</b>	PMU
<b>Proposed implementation timeframe:</b>	By June 2023

Cross-reference(s) to rationale and supporting discussions:

Section 3.2, Section 3.3, and Section 3.4

<b>Recommendation #6:</b>	<b>Elaborate a concrete plan to monitor the results in both demo and replication buildings.</b>
<b>Context/comment:</b>	There are limited capacities to assess the results of public buildings retrofitting. It is necessary to outline a monitoring plan that details the data to be collected, sources and regularity as well as the responsible entities (including for storage, i.e., database, website, etc.) To contribute to create the enabling conditions to achieve the full barrier removal after project completion, the engagement of the State Utilities seems crucial to achieve it (see recommendation #3).
<b>Priority Level:</b>	Critical
<b>Responsibility:</b>	PMU
<b>Proposed implementation timeframe:</b>	By September 2023

Cross-reference(s) to rationale and supporting discussions:

Section 3.2 and Section 3.4

<b>Recommendation #7:</b>	<b>Operationalize the gender plan by integrating the proposed activities into the revised work plan</b>
<b>Context/comment:</b>	Gender equality was identified as an important element, but it was not thoroughly reflected in the design. The project's Gender Action Plan has not been operationalized (e.g., the proposed activities are not reflected in AWP 2023). The PMU should review the planned activities and reflect them in the revised work plan as adequate (see recommendation #2).
<b>Priority Level:</b>	Important
<b>Responsibility:</b>	PMU
<b>Proposed implementation timeframe:</b>	By May 2023

Cross-reference(s) to rationale and supporting discussions:

Section 3.1, Section 3.2, and Section 3.3

# Annex 1 – MTR Terms of Reference

## Annex 2 – Review Framework

Category	Focus Areas/Issues
<p><b>Project Strategy</b></p>	<p><i>Project Design:</i></p> <ul style="list-style-type: none"> <li>• Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the ProDoc.</li> <li>• Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design?</li> <li>• Review how the project addresses country priorities. Review country ownership. Was the project concept in line with the national sector development priorities and plans of the country?</li> <li>• Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes?</li> <li>• Review the extent to which relevant gender issues were raised in the project design. Were relevant gender issues raised in the ProDoc? (e.g., the impact of the project on gender equality in the country, involvement of women’s groups, engaging women in project activities).</li> </ul> <p><i>Results Framework/Log frame:</i></p> <ul style="list-style-type: none"> <li>• Undertake a critical analysis of the project’s log frame indicators and targets, assess how “SMART” the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.</li> <li>• Are the project’s objectives and outcomes or components clear, practical, and feasible within its time frame?</li> <li>• Examine if progress so far has led to or could in the future catalyze beneficial development effects (i.e., income generation, gender equality and women’s empowerment, improved governance etc...) that should be included in the project results framework and monitored on an annual basis.</li> <li>• Ensure broader development and gender aspects of the project are being monitored effectively. Develop and recommend SMART ‘development’ indicators, including sex-disaggregated indicators and indicators that capture development benefits.</li> </ul>
<p><b>Progress Towards Results</b></p>	<ul style="list-style-type: none"> <li>• Review the log frame indicators against progress made towards the end-of-project targets using the Progress Towards Results Matrix<sup>17</sup>; color code progress in a “traffic light system” based on the level of progress achieved; assign a rating on progress for the project objective and each outcome; make recommendations from the areas marked as “not on target to be achieved” (red).</li> </ul>

<sup>17</sup> As described in the *Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*.

Category	Focus Areas/Issues
	<ul style="list-style-type: none"> <li>• Compare and analyze the GEF Tracking Tool/Core Indicators at the Baseline with the one completed right before the MTR.</li> <li>• Estimate the extent of barrier removal (if any) in each project component as of the mid-term; identify remaining barriers to achieving the project objective in the remainder of the project; and comment on the projected degree/extent of barrier removal by end-of-project if the MTR recommendations will be strictly implemented.</li> <li>• By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.</li> <li>• Due to the delays in the implementation of planned activities during the first half of the project, evaluate the possibility of requesting for an extension of (and for how long) the project implementation period beyond the original planned project closure date.</li> </ul>
<p style="text-align: center;"><b>Project Implementation and Adaptive Management</b></p>	<p><i>Management Arrangements:</i></p> <ul style="list-style-type: none"> <li>• Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.</li> <li>• Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.</li> <li>• Review the quality of support provided by the GEF Partner Agency (UNDP) and recommend areas for improvement.</li> <li>• Do the Executing Agency/Implementing Partner and/or UNDP and other partners have the capacity to deliver benefits to or involve women? If yes, how?</li> <li>• What is the gender balance of project staff? What steps have been taken to ensure gender balance in project staff?</li> <li>• What is the gender balance of the Project Board? What steps have been taken to ensure gender balance in the Project Board</li> </ul> <p><i>Work Planning:</i></p> <ul style="list-style-type: none"> <li>• Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.</li> <li>• Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?</li> <li>• Examine the use of the project's results framework/ log frame as a management tool and review any changes made to it since project start.</li> </ul> <p><i>Finance and co-finance:</i></p> <ul style="list-style-type: none"> <li>• Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.</li> <li>• Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.</li> <li>• Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?</li> </ul>

Category	Focus Areas/Issues
	<ul style="list-style-type: none"> <li>• Informed by the co-financing monitoring table to be filled out by the Commissioning Unit and project team, provide commentary on co-financing: is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans? Please make sure that evidentiary documents of the actual co-financing that was realized are available, including report on the results of co-financed activities that were carried out by the co-financers or project partners.</li> <li>• Include the separate GEF Co-Financing template (filled out by the Commissioning Unit and project team) which categorizes each co-financing amount as ‘investment mobilized’ or ‘recurrent expenditures’. (This template will be annexed as a separate file.)</li> </ul> <p><i>Project-level Monitoring and Evaluation Systems:</i></p> <ul style="list-style-type: none"> <li>• Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive? Make sure that evidentiary documents about the reported results of the co-financed and subsumed baseline activities as well as of the incremental activities are available for the review.</li> <li>• Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?</li> <li>• Review the extent to which relevant gender issues were incorporated in monitoring systems. See Annex 9 of Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects for further guidelines.</li> <li>• Are the results of the activities (i.e., co-financed and subsumed baseline) implemented by the project partners regularly reported to the PMU?</li> <li>• Are the activities (i.e., co-financed and subsumed baseline) implemented by the project partners monitored by the PMU?</li> </ul> <p><i>Stakeholder Engagement:</i></p> <ul style="list-style-type: none"> <li>• Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?</li> <li>• Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?</li> <li>• Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?</li> <li>• How does the project engage women and girls? Is the project likely to have the same positive and/or negative effects on women and men, girls, and boys? Identify, if possible, legal, cultural, or religious constraints on women’s participation in the project. What can the project do to enhance its gender benefits?</li> </ul>

Category	Focus Areas/Issues
	<ul style="list-style-type: none"> <li>• Do the project partners implementing the co-financed and subsumed baseline activities of the project coordinate and cooperate with the PMU in the implementation and reporting of the results of such activities?</li> </ul> <p><i>Social and Environmental Standards (Safeguards):</i></p> <ul style="list-style-type: none"> <li>• Validate the risks identified in the project’s most current SESP, and those risks’ ratings; are any revisions needed?</li> <li>• Summarize and assess the revisions made since CEO Endorsement/Approval (if any) to: <ul style="list-style-type: none"> <li>○ The project’s overall safeguards risk categorization.</li> <li>○ The identified types of risks (in the SESP).</li> <li>○ The individual risk ratings (in the SESP).</li> </ul> </li> <li>• Describe and assess progress made in the implementation of the project’s social and environmental management measures as outlined in the SESP submitted at CEO Endorsement/Approval (and prepared during implementation, if any), including any revisions to those measures. Such management measures might include Environmental and Social Management Plans (ESMPs) or other management plans, though can also include aspects of a project’s design; refer to Question 6 in the SESP template for a summary of the identified management measures.</li> <li>• A given project should be assessed against the version of UNDP’s safeguards policy that was in effect at the time of the project’s approval.</li> </ul> <p><i>Reporting:</i></p> <ul style="list-style-type: none"> <li>• Assess how adaptive management changes have been reported by the project management and shared with the Project Board.</li> <li>• Assess how well the Project Team and partners undertake and fulfil GEF reporting requirements (i.e., how have they addressed poorly-rated PIRs, if applicable?)</li> <li>• Assess how lessons derived from the adaptive management process have been documented, shared with key partners, and internalized by partners.</li> </ul> <p><i>Communications &amp; Knowledge Management:</i></p> <ul style="list-style-type: none"> <li>• Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?</li> <li>• Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)</li> <li>• For reporting purposes, write one half-page paragraph that summarizes the project’s progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.</li> <li>• List knowledge activities/products developed (based on knowledge management approach approved at CEO Endorsement/Approval).</li> </ul>

Category	Focus Areas/Issues
Sustainability	<ul style="list-style-type: none"> <li>• Validate whether the risks identified in the Project Document, Annual Project Review/PIRs and the ATLAS Risk Register are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why.</li> </ul> <p><i>Financial risks to sustainability:</i></p> <ul style="list-style-type: none"> <li>• What is the likelihood of financial and economic resources not being available once the GEF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)?</li> </ul> <p><i>Socio-economic risks to sustainability:</i></p> <ul style="list-style-type: none"> <li>• Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long-term objectives of the project? Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?</li> </ul> <p><i>Institutional Framework and Governance risks to sustainability:</i></p> <ul style="list-style-type: none"> <li>• Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place.</li> </ul> <p><i>Environmental risks to sustainability:</i></p> <ul style="list-style-type: none"> <li>• Are there any environmental risks that may jeopardize sustenance of project outcomes?</li> </ul>



## Annex 3 – Documents reviewed

- Project Information Form (PIF)
- Project Document (ProDoc)
- 2022 Project Implementation Report (PIR)
- Minutes of the 1<sup>st</sup> Project Advisory Board (PAB) meeting
- Minutes of the 2<sup>nd</sup> Project Advisory Board (PAB) meeting
- Minutes of the 3<sup>rd</sup> Project Advisory Board (PAB) meeting
- Annex D - MPSBEE Tracking Tool
- Back to office report (BTOR) of December 2022
- Environmental and Social Impact Assessment
  - Social and Environmental Screening Procedure for the MPSBEE project
  - Guidelines for screening, assessing, and managing potential impacts
  - Recommendations to mitigate risks
  - Cost savings updated profile and costs of mitigation options
  - Gender action plan
- Demo sites preliminary energy audit reports
  - Chuuk State Hospital
  - Chuuk State High School
  - Kosrae High School and Tafunsak Elementary School
  - Pohnpei State Administrative Building
  - Pohnpei State Hospital
- FSM Building policies and Regulations
- UNDP Social and Environmental Screening Procedure (SESP)
- Guidance for conducting MTR of UNDP-supported, GEF-financed projects

## Annex 4 – Interviews

Name	Position	Organization/Department
Darlynn Henry	Project Manager	DRD/MPSBEE
Vihiga Chii-chii	Building EE Specialist	DRD/MPSBEE
Renee Aliksa	Project Admin/Finance Officer	DRD/MPSBEE
Julius Tun	Yap EE Officer	DRD/MPSBEE
Boone Rain	Chuuk EE Officer	DRD/MPSBEE
Livingston James	Kosrae EE Officer	DRD/MPSBEE
Faustino Yarofaisug	Assistant Secretary	DRD/ED
Hubert Yamada	PAB Member	Pohnpei State representative
Kevin Petrini	Deputy Resident Representative & Country Manager	UNDP/Sub-Office FSM
Vijay Prasad Kesari	Portfolio Management Specialist in Fiji	UNDP/Pacific Office in Fiji
Arthi Kumar	Programme Associate, RSD Unit	UNDP/Pacific Office in Fiji
Andrew Yatilman	Director/GEF Operational Focal Point	Office of Environment & Emergency Management
Kesday Ray Ladore	Pohnpei EE Officer	DRD/MPSBEE
Manuel Soriano	Regional Technical Advisor	UNDP NCE
Krit Manator	PA	UNDP NCE
Jonathan F. Fathal	Acting Director / Office of Planning and Budget (OPB)	Yap State representative

## Annex 5 – Progress Towards Results Matrix

Indicator Assessment Key: Green= Achieved Yellow= On target to be achieved Red= Not on target to be achieved

Project Strategy	Indicator	Baseline	Reported PIR 2022	Mid-term target 2022	End-of-project target 2023	MTR level & assessment 2023	Achievement Rating (HS, S, MS, MU, U, HU)	Justification for Rating
<b>Goal:</b> Improved specific energy consumption and reduced GHG emissions in the buildings sector of the country	Specific energy consumption in the buildings sector, kWh/m2/yr.	150	0	145	140	0	U	Due to the limited implementation to date, the project shows limited progress towards its ultimate goal. Its achievement is highly dependent on the implementation of follow-up projects making use of available financing sources in FSM.
	Cumulative incremental GHG emission reduction from the buildings sector, tons CO2e	0	0	2,160	3,974	0		
<b>Objective:</b> Improved application of energy conserving and energy efficient techniques and practices in the design, retrofit, operation & maintenance of public sector buildings	Cumulative incremental fossil fuel savings due to sustainable energy efficiency and low carbon interventions implemented, toe diesel	0	0	5,664	1,042.1	0	U	Due to the limited implementation to date, the project shows limited progress towards its objective. Its achievement is highly dependent on the implementation of follow-up projects making use of available financing sources in FSM.
	No. of new jobs created in the application of EC&EE technologies and techniques in the country's building sector	0	0	4	4	0		
<b>Outcome 1:</b> Enforcement of	No. of approved and followed building EC&EE policies, and	0	0	3	3	0	U	Only preparatory activities were carried out under Outcome 1 and

Project Strategy	Indicator	Baseline	Reported PIR 2022	Mid-term target 2022	End-of-project target 2023	MTR level & assessment 2023	Achievement Rating (HS, S, MS, MU, U, HU)	Justification for Rating
policies and guidance on the energy efficient and energy conserving design, retrofit, operation and maintenance of public sector buildings	associated guidance and implementing rules and regulations							little progress has been made towards enforcing policies and guidance on the EE and EC design, retrofit, operation and maintenance of public sector buildings. The remaining implementation time seems rather limited for a thorough engagement with stakeholders.
	No. of public sector buildings that are compliant to energy standards stipulated in building EC&EE policies, and associated guidance and implementing rules and regulations	0	0	4	14	0		
<b>Outcome 2:</b> Enhanced management and monitoring of the energy performance of public sector buildings	No. of buildings reviewed under established and operational energy audit system for comprehensive best commercially available EE equipment EE demos and replication renovations	0	0	12	30	0	U	Very few activities have been implemented under Outcome 2 with very little progress towards enhancing the management and monitoring of the energy performance of public sector buildings. The main achievement is the completion of energy audits for 12 buildings (including some for potential replication).
	No. of state/national level quarterly reports on public sector buildings energy use from state power utilities and consumption reports as per the EMRS	0	0	4	4	0		
	No. of building/sectoral level ISO50001 style annual reports submitted to the FSM Energy Group	0	0	8	14	0		
<b>Outcome 3:</b> Increased understanding of the viability and	No. of public sector building EE technology application projects designed and financed for implementation as demonstrations	0	0	8	14	9	MU	The activities under the flagship component of the project are lagging behind considerably with very little progress towards

Project Strategy	Indicator	Baseline	Reported PIR 2022	Mid-term target 2022	End-of-project target 2023	MTR level & assessment 2023	Achievement Rating (HS, S, MS, MU, U, HU)	Justification for Rating
benefits of EC&EE technologies applications in public sector buildings and facilities	No. of EC&EE projects implemented in public sector buildings influenced by the results and outcomes of the implemented technology application demonstrations	0	0	4	16	0		achieving Outcome 3. Although 10 demo sites have been confirmed in close cooperation with stakeholders, none has been completed yet. The equipment has started to be installed in one of them, been purchased/contracted for four and tendered for five.
<b>Outcome 4:</b> Enhanced awareness and knowledge on the cost-effective application of EC&EE technologies in public sector buildings	No. of trained public sector building personnel that can ably manage the design, implement, and evaluate of building EC&EE application projects	0	0	6	10	0	U	None of the activities under Outcome 4 has been initiated. Activities planned for AWP 2023.
	No. of public sector buildings with established energy management programs with implemented EC&EE projects	0	0	8	32	0		

### Annex 6 – Status of the refitting demonstration buildings

Originally planned in the ProDoc	State	Location	Building	EC & EE Technology Application	Annual energy savings (MWh)	Implementation of status (select the most appropriate)	Installation completion date (expected or achieved)	Annual energy use as per audit conducted (baseline) (MWh)	Annual energy savings as per audit conducted (MWh)	Investment needs as per audit conducted (USD)	Total lifetime GHG emissions avoided (Tons CO2eq)	Total lifetime energy savings (Million Joules)	Total lifetime RE production (MWh)	Energy savings paybacks and improvements in environmental conditions	M&E plan developed (document, and publicize reductions in public buildings' use of electricity)	Comments (reasons for cancellation, delays, etc.)
Y	Chuuk	Weno	State Hospital	High efficiency (SEER) AC; LED lighting; solar water heating	400	Tender for equipment launched	28/05/2023	937.1	374.8	124,500	370	13.5	131	Lower GHG emission	Energy use/RE production in buildings and training on EE/EC	Source:Energy audit, GEF-EE-Methodology-v1.0.pdf
Y	Chuuk	Weno	High School	Hybrid solar High efficiency (SEER) AC; LED lighting	82.2	Tender for equipment launched	10/05/2023	41.8	31.4	109,552	29	1.1	3152.5	Lower GHG emissions	Energy use/RE production in buildings and training on EE/EC	Source:Energy audit, GEF-EE-Methodology-v1.0.pdf
Y	Kosrae	Tofol	State Hospital	High efficiency (SEER) AC; LED lighting; solar water heating	100											
Y	Kosrae	Tafunsak	Tafunsak Elementary School	Hybrid solar High efficiency (SEER) AC; LED lighting	9.2	Tender for equipment launched	05/06/2023	12.3	9.2	24,100	7.2	0.3312	919.5	Lower GHG emissions	Energy use/RE production in buildings and training on EE/EC	Source:Energy audit, GEF-EE-Methodology-v1.0.pdf
Y	Kosrae	Tofol	High School	Hybrid solar High efficiency (SEER) AC; LED lighting	22.4	Tender for equipment launched	10/06/2023	29.8	22.4	37,916	20	0.8064	1576.5	Lower GHG emissions	Energy use/RE production in buildings and	Source:Energy audit, GEF-EE-Methodology-v1.0.pdf

Originally planned in the ProDoc	State	Location	Building	EC & EE Technology Application	Annual energy savings (MWh)	Implementation of status (select the most appropriate)	Installation completion date (expected or achieved)	Annual energy use as per audit conducted (baseline) (MWh)	Annual energy savings as per audit conducted (MWh)	Investment needs as per audit conducted (USD)	Total lifetime GHG emissions avoided (Tons CO2eq)	Total lifetime energy savings (Million Joules)	Total lifetime RE production (MWh)	Energy savings paybacks and improvements in environmental conditions	M&E plan developed (document, and publicize reductions in public buildings' use of electricity)	Comments (reasons for cancellation, delays, etc.)
															training on EE/EC	
Y	Pohnpei	Kolonia	State Hospital	High efficiency (SEER) AC; central AC system optimization; LED lighting; solar water heating	400	Contract signed	12/03/2023	1087.2	434.9	159,500	425	15.7	175	Lower GHG emissions	Energy use/RE production in buildings and training on EE/EC	Source:Energy audit, GEF-EE-Methodology-v1.0.pdf
Y	Pohnpei	Kolonia	State Administration	Hybrid solar High efficiency (SEER) AC; AC space optimization	90	Contract signed	03/03/2023	139	97	87,551.00	95	3.5	5254	Lower GHG emissions	Energy use/RE production in buildings and training on EE/EC	Source:Energy audit, GEF-EE-Methodology-v1.0.pdf
Y	Pohnpei	Palikir	National Capital Complex	High efficiency (SEER) AC; LED lighting system	70											
Y	Pohnpei	Palikir	National Capital Complex	High efficiency (SEER) AC; EE lighting systems	750											
Y	Yap	Colonia	State Hospital	High efficiency (SEER) AC; central AC system optimization; LED lighting;	300	Contractor selected	18/03/2023	560.5	196.2	210,000	204	7.1	87	Lower GHG emission	Energy use/RE production in buildings and training on EE/EC	Source:Energy audit, GEF-EE-Methodology-v1.0.pdf



Originally planned in the ProDoc	State	Location	Building	EC & EE Technology Application	Annual energy savings (MWh)	Implementation of status (select the most appropriate)	Installation completion date (expected or achieved)	Annual energy use as per audit conducted (baseline) (MWh)	Annual energy savings as per audit conducted (MWh)	Investment needs as per audit conducted (USD)	Total lifetime GHG emissions avoided (Tons CO2eq)	Total lifetime energy savings (Million Joules)	Total lifetime RE production (MWh)	Energy savings paybacks and improvements in environmental conditions	M&E plan developed (document, and publicize reductions in public buildings' use of electricity)	Comments (reasons for cancellation, delays, etc.)
				solar water heating												
Y	Yap	Colonia	International Airport Terminal	High efficiency (SEER) AC; LED lighting; lighting load optimization	70.4											
Y	Yap	Colonia	Fishing Authority Ice Plant & Storage	High efficiency ice making machines; improved insulation materials	74.3											
N	Yap	Colonia	State Administrative	Hybrid solar High efficiency AC; LED lighting	35.1	Contract signed	3/24/2023	50.2	35.1	127,300.00	33	1.3	3153	Lower GHG emissions	Energy use/RE production in buildings	Source:Energy audit, GEF-EE-Methodology-v1.0.pdf
N	Yap	Colonia	Radio Station	Hihg efficiency AC; LED lighting	6	Contract signed	3/30/2023	12	6	34,769.00	4	0.22	N/A	Lower GHG emission	Energy use/RE production in buildings	Source:Energy audit, GEF-EE-Methodology-v1.0.pdf

## Annex 7 – GEF Tracking Tool

### PIMS 5997: MPSBEE Project

#### GEF 7 Core Indicator Worksheet

#### Annex B

<b>Core Indicator 1</b>		<b>Terrestrial protected areas created or under improved management for conservation and sustainable use</b>				<i>(Hectares)</i>			
		<i>Hectares (1.1+1.2)</i>							
		<i>Expected</i>			<i>Achieved</i>				
		PIF stage	Endorsement	MTR	TE				
Indicator 1.1		Terrestrial protected areas newly created							
Name of Protected Area	WDPA ID	IUCN category	Hectares						
			<i>Expected</i>		<i>Achieved</i>				
			PIF stage	Endorsement	MTR	TE			
		(select)							
		(select)							
		Sum							
Indicator 1.2		Terrestrial protected areas under improved management effectiveness							
Name of Protected Area	WDPA ID	IUCN category	Hectares	METT Score					
				<i>Baseline</i>		<i>Achieved</i>			
				Endorsement	MTR	TE			
		(select)							
		(select)							
		Sum							
<b>Core Indicator 2</b>		<b>Marine protected areas created or under improved management for conservation and sustainable use</b>				<i>(Hectares)</i>			
		<i>Hectares (2.1+2.2)</i>							
		<i>Expected</i>			<i>Achieved</i>				
		PIF stage	Endorsement	MTR	TE				
Indicator 2.1		Marine protected areas newly created							
Name of Protected Area	WDPA ID	IUCN category	Hectares						
			<i>Expected</i>		<i>Achieved</i>				
			PIF stage	Endorsement	MTR	TE			
		(select)							
		(select)							
		Sum							
Indicator 2.2		Marine protected areas under improved management effectiveness							
Name of Protected Area	WDPA ID	IUCN category	Hectares	METT Score					
				<i>Baseline</i>		<i>Achieved</i>			
				Endorsement	MTR	TE			
		(select)							
		(select)							
		Sum							
<b>Core Indicator 3</b>		<b>Area of land restored</b>				<i>(Hectares)</i>			
		<i>Hectares (3.1+3.2+3.3+3.4)</i>							
		<i>Expected</i>			<i>Achieved</i>				
		PIF stage	Endorsement	MTR	TE				
Indicator 3.1		Area of degraded agricultural land restored							
			Hectares						
			<i>Expected</i>		<i>Achieved</i>				
			PIF stage	Endorsement	MTR	TE			

Indicator 3.2	Area of forest and forest land restored					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 3.3	Area of natural grass and shrublands restored					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 3.4	Area of wetlands (including estuaries, mangroves) restored					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
<b>Core Indicator 4</b>	<b>Area of landscapes under improved practices (hectares; excluding protected areas)</b>					<i>(Hectares)</i>
			Hectares (4.1+4.2+4.3+4.4)			
			Expected		Expected	
			PIF stage	Endorsement	MTR	TE
Indicator 4.1	Area of landscapes under improved management to benefit biodiversity					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 4.2	Area of landscapes that meet national or international third-party certification that incorporates biodiversity considerations					
	Third party certification(s):		Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 4.3	Area of landscapes under sustainable land management in production systems					
			Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 4.4	Area of High Conservation Value Forest (HCVF) loss avoided					
	Include documentation that justifies HCVF		Hectares			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
<b>Core Indicator 5</b>	<b>Area of marine habitat under improved practices to benefit biodiversity</b>					<i>(Hectares)</i>
Indicator 5.1	Number of fisheries that meet national or international third-party certification that incorporates biodiversity considerations					
	Third party certification(s):		Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE

Indicator 5.2		Number of large marine ecosystems (LMEs) with reduced pollution and hypoxial				
		Number				
		Expected		Achieved		
		PIF stage	Endorsement	MTR	TE	
Indicator 5.3		Amount of Marine Litter Avoided				
		Metric Tons				
		Expected		Achieved		
		PIF stage	Endorsement	MTR	TE	
Core Indicator 6		Greenhouse gas emission mitigated				(Metric tons of CO <sub>2</sub> e)
		Expected metric tons of CO <sub>2</sub> e (6.1+6.2)				
		PIF stage	Endorsement	MTR	TE	
		Expected CO <sub>2</sub> e (direct)	78,080	95,370	0	
		Expected CO <sub>2</sub> e (indirect)	222,220	286,109	0	
Indicator 6.1		Carbon sequestered or emissions avoided in the AFOLU sector				
		Expected metric tons of CO <sub>2</sub> e				
		PIF stage	Endorsement	MTR	TE	
		Expected CO <sub>2</sub> e (direct)	0	0	0	
		Expected CO <sub>2</sub> e (indirect)	0	0	0	
		Anticipated start year of accounting	NA	NA	NA	
		Duration of accounting				
Indicator 6.2		Emissions avoided Outside AFOLU				
		Expected metric tons of CO <sub>2</sub> e				
		Expected		Achieved		
		PIF stage	Endorsement	MTR	TE	
		Expected CO <sub>2</sub> e (direct)	78,080	95,370	0	
		Expected CO <sub>2</sub> e (indirect)	222,220	286,109	0	
		Anticipated start year of accounting	2030	2032	NA	
		Duration of accounting				
Indicator 6.3		Energy saved				
		MJ				
		Expected		Achieved		
		PIF stage	Endorsement	MTR	TE	
		330,278	403,415	0		
		939,991	1,210,241	0		
Indicator 6.4		Increase in installed renewable energy capacity per technology				
		Technology	Capacity (MW)			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
		Solar Thermal		0.05	0.05	
		(select)				
Core Indicator 7		Number of shared water ecosystems (fresh or marine) under new or improved cooperative management				(Number)
Indicator 7.1		Level of Transboundary Diagnostic Analysis and Strategic Action Program (TDA/SAP) formulation and implementation				
		Shared water ecosystem	Rating (scale 1-4)			
			PIF stage	Endorsement	MTR	TE
Indicator 7.2		Level of Regional Legal Agreements and Regional Management Institutions to support its implementation				

		Shared water ecosystem	Rating (scale 1-4)			
			PIF stage	Endorsement	MTR	TE
Indicator 7.3	Level of National/Local reforms and active participation of Inter-Ministerial Committees					
		Shared water ecosystem	Rating (scale 1-4)			
			PIF stage	Endorsement	MTR	TE
Indicator 7.4	Level of engagement in IWLEARN through participation and delivery of key products					
		Shared water ecosystem	Rating (scale 1-4)			
			Rating		Rating	
			PIF stage	Endorsement	MTR	TE
<b>Core Indicator 8</b>	<b>Globally over-exploited fisheries Moved to more sustainable levels</b>					<i>(Metric Tons)</i>
Fishery Details			Metric Tons			
			PIF stage	Endorsement	MTR	TE
<b>Core Indicator 9</b>	<b>Reduction, disposal/destruction, phase out, elimination and avoidance of chemicals of global concern and their waste in the environment and in processes, materials and products</b>					<i>(Metric Tons)</i>
			Metric Tons (9.1+9.2+9.3)			
			Expected		Achieved	
			PIF stage	PIF stage	MTR	TE
Indicator 9.1	Solid and liquid Persistent Organic Pollutants (POPs) removed or disposed (POPs type)					
POPs type			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
	(select)	(select)	(select)			
	(select)	(select)	(select)			
	(select)	(select)	(select)			
Indicator 9.2	Quantity of mercury reduced					
			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 9.3	Hydrochlorofluorocarbons (HCFC) Reduced/Phased out					
			Metric Tons			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 9.4	Number of countries with legislation and policy implemented to control chemicals and waste					
			Number of Countries			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 9.5	Number of low-chemical/non-chemical systems implemented particularly in food production, manufacturing and cities					
		Technology	Number			
			Expected		Achieved	
			PIF stage	Endorsement	MTR	TE
Indicator 9.6	Quantity of POPs/Mercury containing materials and products directly avoided					
			Metric Tons			

			Expected		Achieved		
			PIF stage	Endorsement	PIF stage	Endorsement	
<b>Core Indicator 10</b>	<b>Reduction, avoidance of emissions of POPs to air from point and non-point sources</b>					<i>(grams of toxic equivalent gTEQ)</i>	
Indicator 10.1	Number of countries with legislation and policy implemented to control emissions of POPs to air						
			Number of Countries				
			Expected		Achieved		
			PIF stage	Endorsement	MTR	TE	
Indicator 10.2	Number of emission control technologies/practices implemented						
			Number				
			Expected		Achieved		
			PIF stage	Endorsement	MTR	TE	
<b>Core Indicator 11</b>	<b>Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment</b>					<i>(Number)</i>	
			Number				
			Expected		Achieved		
			PIF stage	Endorsement	MTR	TE	
		Female		1,300	0		
		Male		1,200	0		
		<i>Total</i>		<i>2,500</i>	<i>0</i>		

## Annex 8 – UNEG Code of Conduct

### Evaluators/Consultants:

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

### MTR Consultant Agreement Form


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

Name of Consultant: Raul Guerrero

Name of Consultancy Organization (where relevant): \_\_\_\_\_

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

Signed at 30/12/2022 (Date) on Madrid (Spain) (Place)

Signature: 

## Annex 9 – Audit Trail (INTERNAL)