TERMINAL EVALUATION REPORT
Project

SE4ALL
Sustainable Energy for All: Promoting small-scale hydropower in Bioko and other clean energy solutions for remote islands.
(PIMS #: 5143)

Executing Partner: Ministry of Environment (MPM)
GEF Agency: UNDP
GEF Focal area: Climate Change

Country: Equatorial Guinea **Region:** Africa	**Evaluation Period:** June 2019- April 2023 **Date of Evaluation Report:** May 2023 **Team Members:** International Consultant Leandro Fernandez and National Consultant Domingo Mbomio Ngomo

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Acknowledgements

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Acronyms and abbreviations

CCM	Climate change mitigation
CO2	Carbon Dioxide
CSO	Civil Society Organization
GEF	Global Environment Facility
GHG	Greenhouse Gas
INCOMA	Environment Conservation Institute
MMIE	Ministry of Mines, Industry and Energy
M&E	Monitoring and Evaluation
MPM	Ministry of Forests and Environment
NFP	National Focal Point
NCSA	National Capacity Self-Assessment
NIM	National Implementation Modality
MTR	Mid-Term Review
PIF	Project Information Form
PIMS	Project Information Management System
UNDP	United Nations Development Programme
PIR	Project Implementation Review
PMU	Project Management Unit
ProDoc	Project Document
RBA	Regional Bureau for Africa
RE	Renewable Energy
SDGs	Sustainable Development Goals
SE4ALL	Sustainable Energy for All
SEGESA	Guinea Equatorial Electric Company
TE	Terminal Evaluation
ToR	Terms of Reference
UNEG	United Nations Evaluation Group
UNFCCC	United Nations Framework Convention on Climate Change

1. Executive Summary

Project Details		Project Milestones	
Project Title	Sustainable Energy for All: Promoting small-scale hydropower in Bioko and other clean energy solutions for remote islands	PIF Approval Date:	Mar-2013
UNDP Project ID (PIMS #):	5143	CEO Endorsement Date (FSP) / Approval date (MSP):	Dec-2015
GEF Project ID:	5286	ProDoc Signature Date:	Mar-2016
UNDP Atlas Business Unit, Award ID:	N/A	Date Project Manager hired:	N/A
Country/Countries:	Equatorial Guinea	Inception Workshop Date:	Jul-2016
Region:	RBA	Mid-Term Review Completion Date:	December 2019
Focal Area:	Multi-Focal Area	TE completion date:	June 2023
GEF Operational Programme or Strategic Priorities/Objectives:	CCM-3: Promote investment in renewable energy technologies	Planned Operational Closure Date:	March 2021 Oct 2022 (revised)
Trust Fund:	GEF TF		
GEF Agency:	UNDP		
Implementing Partner (GEF Executing Entity):	Ministry of Forests and Environment (MPM)		
Other Executing Partner(s):	Ministry of Mines, Industry and Energy (MMIE) and Guinea Equatorial Electric Company (SEGESA)		
NGOs/CBOs involvement:			
Private sector involvement:			

Table N° 1a: Project Summary Table

Financial Information		
PDF/PPG	at approval (US$M)	at PDF/PPG completion(US$M)
GEF PDF/PPG grants for project preparation		
Co-financing for PP		
Project	at CEO Endorsement (US$M)	at TE (US$M)
[1] UNDP contribution:	500,000	500,000
[2] Government:	39,500,000	UA
[3] Other multi-/bi-laterals:	0	0
[4] Private Sector:	0	0
[5] NGOs:	0	0
[6] Total co-financing	40,000,000	UA
[7] Total GEF funding:	3,502,968	2,926,929
[8] Total Project Funding	43,502,968	

1.2 Brief Project Description

The project objective was to create a market for decentralized renewable energy (RE) solutions in small islands and remote territories of Equatorial Guinea, a Central African country comprising the Rio Muni mainland and 5 volcanic offshore islands. The goal addresses the weakness of the country's policy-institutional, market and technology supply frameworks and tackles the root causes of the barriers to RE utilization in the country. The project consists of the following components:

(1) Clean energy planning and policies for implementation and scaling up;

(2) Clean energy technology (hydro) demonstration;

(3) Clean energy technology (solar) demonstration;

(4) Clean energy knowledge & capacity development.

The project is expected to generate global benefits in directly avoiding greenhouse gas (GHG) emissions of almost 1,780 kilotons of CO_2 due to switching from fossil fuels for power generation to small hydro, solar PV and wind power (over the lifetime of 20 years) and an estimated 7,121 ktCO_2 as indirect emission reduction impact. The project strategy was to develop an effective public-private partnership through the support of civil society organizations. In turn, a considerable part of the project activities was oriented towards capacity building in the public sector. Moreover, it combines a bottom-up approach for RE issues.

1.3 Summary of Results, Conclusions, Recommendations and Lesson Learned

The project aimed to build a favourable legal, regulatory and market environment and institutional, administrative, and technical capacities to promote rural electrification through isolated renewable energy-based mini-grids and to provide RE-based energy solutions to the communities. The global environmental benefit of the project was the reduction in the emission of GHGs, through electricity generation using renewable energy sources. The idea of the project was to lay the foundations of a successful, post-project, rural energization initiative. The objectives of the project were to be achieved through the achievement of the following four targeted Outcomes of the project:

- Implementation of an approved clean energy enabling framework and mechanisms established for scaling up and replication of investment in on/off-grid.
- Hydro energy technology and business model demonstrated in Equatorial Guinea’s main insular and mainland Regions.
- Other clean energy (solar) technology and business model demonstrated in

the insular and remote regions.

- Information and knowledge on sustainable energy solutions widely shared; Renewable Energy technical, individual, and institutional capacity strengthened.

Overall, the project was well designed and encountered some challenges during execution, which it dealt with through an adaptive management approach. The project has made significant progress in inter-sectoral coordination to strengthen the integration of climate change measures into national policies, strategies, and planning. Stakeholders have developed tools and local-level projects demonstrating universal access to affordable and reliable energy services.

The project has created networks and a platform for collaboration between stakeholders from different sectors. SE4ALL has strengthened governance through a "learning by doing approach". The management arrangements allowed for multi-stakeholder, multi-sectoral and multi-level management with a representation of each in the steering committee. Such a complex steering committee has meant a collaborative "learning by doing" between Government institutions and partners. The project has also managed to overcome other obstacles, such as changes in Government authorities and the COVID-19 pandemic.

However, the evaluation identifies some weaknesses. The lack of a structured internal and external communication plan and delays in the formulation of the project and the first year of the project are some of the most relevant setbacks. From the beginning of the project and during several moments of its life, the Steering Committee has had problems in making timely decisions, which has affected the operational management of the project. There were conflicting visions among some partners and limitations in the implementation capacity of some of them, which forced the Project Management Unit and UNDP to assume management and conciliation tasks.

The evidence shows a satisfactory implementation, with significant progress in some outcomes. Other outcomes have more limited advances regarding the targets established in the results framework. Moreover, the project shows several intangible impacts that will influence the energy market in the coming years.

The planned project outputs for each component were available, and the amount of policy and project action observed in remote communities showed that the project stimulated concrete accelerating efforts to access sustainable energy solutions. However, a high political will be needed to sustain the project results and increase financial resources. While the key drivers and assumptions to translate project outputs to outcomes, outcomes to intermediate states to the overall project impact are mainly in place. Still, there are gaps in public and private sector

commitment, including the need for more financial investment. The project has had a relevant impact on several local communities, starting processes that will impact many people beyond the stakeholders involved. Table 1 shows the ratings against each criterion set for assessing project performance.

Table N° 1b: Rating of Project Performance

	Rating
M&E design at entry	Moderately Satisfactory
M&E Plan Implementation	Moderately Satisfactory
Overall Quality of M&E	Moderately Satisfactory
Quality of UNDP oversight	Satisfactory
Quality of Implementing Partner Execution	Moderately Satisfactory
Overall Quality of Implementation/Execution	Moderately Satisfactory
Relevance	Highly Satisfactory
Effectiveness	Moderately Satisfactory
Efficiency	Moderately Satisfactory
Overall Project Outcome Rating	Moderately Satisfactory
Financial Sustainability	Moderately Likely
Socio-political Sustainability	Likely
Institutional Framework and Governance Sustainability	Moderately Likely
Environmental Sustainability	Likely
Overall Likelihood of Sustainability	Moderately Likely

As a summary of the lessons learned, it is noted that, in projects of this complexity for the different stakeholders and sectors involved, it is essential that an intensive review and validation of the Project Results Framework are carried out at the beginning of the project. Support in the project development and inception phase should be reinforced to ensure a proper design and a smooth start. In addition, it underlines the importance of thorough assessments of the implementing organizations' capacity to manage the project. This type of project helps the different actors to realize the need and benefits of working collaboratively and in synergy between sectors and levels.

Table 1c. Recommendations

Rec#		Entity Responsible	Timeline
1	**Project exit plan** Develop a detailed exit plan to guide future activities and next steps towards Sustainable Energy solutions in the country. The project currently has no clear exit strategy. It is recommended that the project identifies a roadmap for the way forward, focusing on critical milestones to achieve long-term objectives. It is recommended that the Steering Committee (SC) continues to function in some way after the end of the project, continuing public-private coordination functions.	*MPM with the support of all stakeholders*	*August-December 2023*
2	**Communicating project results** Develop a public communication strategy to disseminate the results and relevance of the project. It is recommended to develop a dissemination plan for all the tools developed by the project to ensure that future initiatives are based on the project results as input. Continue to engage stakeholders and support better inter-institutional communication at the national level. Active involvement of all Government agencies and stakeholders at the local level ensures that the momentum gained is maintained. Also, to develop a process ofinternational dissemination of the results and benefits of the project. Many of the SE4ALL projects at the global and regional level have a similar approach and have developed toolkits, frameworks, legislation and training manuals and materials. Countries could benefit from these developed materials, and cross-country knowledge sharing, andsouth-south cooperation are highly recommended.	*MPM with UNDP support for public dissemination*	*August-December 2023*
3	**Resource mobilization** Develop a strategy for resource mobilization and financial sustainability. It is recommended to develop a project concept to promote sustainable energy and the mobilization of resources for implementing them in Equatorial Guinea.	*MPM and MMIE*	*August-December 2023*
4	**Gender** The role of women in sustainable energy management in Equatorial Guinea is critical. It is recommended to strengthen gender mainstreaming in the energy sector in Equatorial Guinea. Projects should go beyond collecting disaggregated data on the number of men and women in a project's events or activities and ask questions about why and how this impacts women. Reporting on the number of women does not describe the impact on gender equality that this experience can have on the individual and the surrounding community. This project offers a unique opportunity for women's voices and stories to be heard and highlighted. It is recommended in project dissemination to use the voices of women involved in the project, identifying impacts and	*MPM, MMIE and UNDP*	*Without limit of time*

	needs for the promotion of gender equality and the empowerment of women and girls.		
5	**Monitor the medium and long-term benefits of the project.** Due to the lack of field visits to the target local communities in this evaluation, it would require carrying out a post-evaluation study in the coming years to quantify and report on the medium and long-term impacts of the project and the sustainability of the achievements on the ground.	*MMIE*	*August, 2023 - July 2027*

2. Introduction: Purpose, Scope and Methodology

Under UNDP and Global Environment Facility (GEF) monitoring and evaluation policies and procedures, all GEF-funded medium and full-size projects implemented by UNDP are required to undergo a terminal evaluation (TE) at the end of the project. This report presents the outcome of the TE of the Global Environment Facility (GEF)-funded project entitled "SE4ALL "Sustainable Energy for All: Promoting small scale hydropower in Bioko and other clean energy solutions for remote islands", implemented by the Ministry of Environment (Implementing Partner) and supported by UNDP. The project started on June 1, 2016, and is in its seventh year of implementation and will be operationally closed on March 31, 2023.

The evaluation was carried out taking into account the following guidance documents:

- Guidance for Conducting Terminal Evaluations of UNDP-supported and GEF-funded Projects (2020).
- UNEG Norms and Standards (revised in 2017)
- UNEG Code of Ethics
- UNDG Guidance on Results-Based Management (2012)
- UNDP IEO evaluation guidelines (January 2019)
- OECD/DAC Better Criteria for Better Evaluation, Revised Evaluation Criteria (2019).

The Terminal Evaluation (TE) was conducted in three phases: 1) desk reviews, data collection, analysis and preparation of the initial terminal evaluation report; 2) a remote engagement phase to conduct virtual interviews with the project team, implementing partners and stakeholders 3) preparation of the terminal evaluation report. The methodology proposed for the TE was discussed in phase 1, where the final methodological approach was agreed upon between UNDP, the evaluation team, and key stakeholders.

2.1 Objectives of the Terminal Evaluation

The overall objective of the TE is to review the achievements made to deliver the specified objective and outcomes of the SE4ALL project. The TE establishes the effectiveness, efficiency, relevance, performance and success of the project, including the sustainability of results.

The TE drew lessons learned through the project and best practices about the strategies employed and implementation arrangements. The overall objectives of the evaluation are as follows:

- To assess the achievement of project results against what was expected to be achieved in relation to the results framework.
- To draw lessons that can improve the sustainability of project benefits.
- Promote accountability and transparency.
- Evaluate project implementation, processes and the extent to which project achievements have been realized.

The specific objectives of the evaluation are as follows:

- To assess expected and achieved accomplishments, examining the presumed causal chains, processes and achievement of results, as well as contextual factors that may enhance or impede the achievement of results.
- Assess how the project has strengthened the capacities of Government and other relevant stakeholders that would contribute to advancing the emissions reductions.
- Integrate human rights and gender equality into the evaluation to align with the requirements of the UN System-wide Action Plan on Gender Equality and the Empowerment of Women.
- Assess the extent to which the project has generated lessons learned and shared this information.

2.2 Scope and Methodology

Consistent with the Terms of Reference for the terminal evaluation of the SE4ALL project, the evaluation approach has been inclusive and participatory and included a high percentage of consultations with stakeholders involved in implementing the project (public and private institutions, national and local level).
The TE assessed the criteria of relevance, effectiveness, efficiency, sustainability,

and impact, as defined and explained in the ToR and the Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects. The TE report provides evidence-based information that is credible, reliable, and useful. The evaluation followed a participatory and consultative approach ensuring close engagement with the Project Team, Government counterparts, Implementing Partner, Responsible Parties, the UNDP Country Office, direct beneficiaries, and other stakeholders.

The detailed criteria matrix as per the overall design of this evaluation is presented in Annex 2. In addition, the evaluation covers the degree of convergence of the project with other UNDP priorities, including poverty alleviation and cross-cutting issues such as gender equality, women's empowerment and support for human rights. The evaluation approach to this assignment is evidence-based, participatory, and utilization-focused.

The people interviewed belong to the public institutions involved, the focal points of the ministries, the CSOs members, representatives of Government agencies, representatives of universities, and representatives of community projects. Members of the project management unit (PMU) and UNDP were also interviewed.

The interviews were carried out under explicit confidentiality and included a wide range of institutions and their representatives at different levels, which allowed for the qualification of the secondary information obtained from the revised documents. The methodology of the interviews was based on a semi-structured question guide based on Annex 2: Matrix of Criteria and Evaluation Questions. The evaluation timeline was according to Annex 5. The interviews were conducted virtually, via video calls, mostly smoothly and according to Annex 6, consistent with the Terms of Reference and the timeline agreed in the inception report.

Preliminary findings were presented and validated with the TE team. Opportunities to review evaluation progress were provided at critical points during data collection and analysis. The draft TE report was shared with stakeholders to get feedback and comments. The purpose of these interactions was to ensure the usefulness and applicability of the evaluation findings and recommendations.

2.3 Data collection and analysis

The evaluation used an evidence-based approach, combining a variety of quantitative and qualitative data collection tools, which helped to ensure that the limitations of one type of data were balanced by the strengths of another. The main quantitative data sources were secondary data and existing documentation, including annual reports and data sources. The evaluator generated qualitative and quantitative data through key informant interviews and online surveys. Triangulation was used to strengthen the reliability and robustness of all findings.

During the inception phase, the evaluators applied stakeholder mapping and an in-depth and structured documentary review. The document review established documentary evidence for most indicators and preliminary hypotheses to be tested during primary data collection. The review also identified data gaps and helped clarify the data collection process and related instruments. A list of the reviewed documents can be found in Annex 4.

The primary data collection process served to test preliminary assumptions, hypotheses and findings resulting from the document review and fill in the data gaps encountered during the document review. After desk review, the Evaluation Team combined different data collection approaches to ensure that different views were captured. Due to the sanitary situation, scheduled meetings were held remotely. Primary data were collected from prioritized informants. During the data collection phase, semi-structured key informant interviews (KII) and online surveys were carried out with i) project implementing partners, ii) national stakeholders (key Government interlocutors, implementing partners, and iii) development partners.

The evaluators embarked on data analysis and synthesis of evidence and findings. The evaluator applied the following methods for data analysis. Qualitative data analysis allowed to connect and structure critical thought units related to each evaluation question deriving from stakeholder interviews into clusters and identifying the themes within each cluster. These formed emergent themes from each category for further analysis.

A descriptive analysis was conducted of quantitative data collected through a document review of available monitoring data, reports and online surveys with cross-tabulation for evaluation indicators. Performance assessment was accomplished based on the results framework, accompanied by an evaluation of external factors influencing results. This type of analysis assisted in interlinking the findings of the above-outlined different types of assessment and helped lead to the definition of conclusions regarding effectiveness, relevance, and sustainability.

Data triangulation was conducted to determine when inputs were obtained from multiple sources and stakeholder categories. Observations or comments that only came from a single source were given less weight during the building of the analysis. The findings highlighted in the report are those emerging from multiple actors and across stakeholder categories. The evaluation utilized two types of triangulation, which served to highlight inconsistencies between document analysis and the feedback from key informants: i) Methods triangulation, in which qualitative and quantitative data were used to elucidate complementary aspects of the same subject, and ii) Data sources triangulation, which involves examining the consistency of different data sources within the same methods.

2.4 Limitations to the Evaluation

The assessment was conducted during the Marburg Virus Disease Outbreak, with international and in-country travel restrictions. Therefore, the TE was conducted entirely remotely. The impossibility of an in-country mission and field visits has been a major constraint for the evaluation. Not being able to closely observe project activities on the ground and interact with the beneficiary communities has greatly limited the possibility of assessing the project´s impact on the beneficiary communities. Individual key informant interviews and focus group discussions were conducted online via video calls. Online data generation reduced the evaluator's ability to observe contextual cues and obtain information. The virtual approach also affected the dynamics of the interviews, which are more difficult to manage online. Although virtual interviews are not as effective as face-to-face interviews, the evaluators were able to assess and triangulate the information obtained.

2.5 Evaluation Ethics and Adherence

The evaluation was conducted following the UNEG Ethical Guidelines for Evaluators, and the evaluator has signed the Evaluation Consultant Code of Conduct Agreement form (Annex 7). Neutrality and independence have been maintained at all stages of the evaluation process, and all views received from stakeholders applicable to any activity related to the planning, collection, processing and assessment of information have been accepted and considered. The evaluation has respected the rights of the institutions and applied the "do no harm" principle. Sources of information and specific opinions in this report are not disclosed, except where necessary.

2.6 Structure of the TE report

This evaluation report aims to provide transparent information on its sources, methodologies and approach. This TE report is structured following Annex C of the ToR as contained in Annex 1 of this report and as reflected in the Table of Contents.

3. Project Description and Background

3.1 Project Start and Duration, including milestones

The project was endorsed on 3rd December 2015 by the GEF CEO. The Project Document (ProDoc) was officially signed on 22nd August 2016, marking the official commencement of the project. The Inception Workshop was held in July 2016. The project duration was originally five years and was scheduled to close in December 2021. However, two project implementation period extensions were granted, and the project concluded after seven years of operation in December 2022.

3.2 Development Context

Over the last decade, Equatorial Guinea has developed an institutional, policy and legislative framework to protect environmental resources. In this context, the country has shown steady progress in advancing environmental issues related to the UNFCCC and SDGs. Despite this encouraging trend, and the continuous efforts made by the country's environmental authorities to further improve the development and implementation of public instruments, several factors have contributed in recent years to increase the complexity of the environmental and energy issues facing the country.

In 1996, large oil reserves were discovered in Equatorial Guinea which were subsequently exploited, leading to a significant increase in government revenue. As of 2022, Equatorial Guinea is ranked fourth in Sub-Saharan Africa and ninth in the entire continent in terms of oil production. With a population of 720,000, it is one of the richest countries per capita in Africa, and its gross domestic product (GDP) per capita ranks 69th in the world. However, the country ranks 136th in UNDP's 2011 Human Development Index. Forestry, farming, and fishing are also components of GDP. Subsistence farming predominates. Although pre-independence Equatorial Guinea counted on cocoa production for hard currency earnings, the neglect of the rural economy in the years of the oil bonanza has diminished the potential for agriculture-led growth. However, the Government has the intention to reinvest some oil revenue into agriculture.

Oil has become Equatorial Guinea's most important export since offshore oil discoveries were made in the Gulf of Guinea. Today, about 75% of export revenues

come from crude petroleum exports and 22% from liquefied hydrocarbons. The oil and gas industry accounts for 95% of the Gross Domestic Product. Due to the oil bonanza, Equatorial Guinea has the highest gross national income per capita (USD 17,608) of any other Sub-Saharan country.

As of 2013, Equatorial Guinea's proven oil reserves were estimated at 1.1 billion barrels. Oil production was estimated at 420,000 barrels per day (67,000 m3 /d) in 2005 and 316,000 barrels/d in 2012, of which crude oil accounted for over 90%.
The national oil company GEPetrol was established in 2002 under the Ministry of Mines, Industry and Energy (MMIE). Domestic oil demand was around 2,500 barrels per day (400 m3 /d) in 2012. Since the country does not have refinery capacity, all oil products are imported.

The national electricity company SEGESA, under MMIE, is the sole operator of the electricity sector of Equatorial Guinea. It operates the country's two small electricity transmission networks, which comprise approximately 80 miles of high-voltage lines. The network on the mainland serves the suburban area of Bata. The second distribution system, on Bioko, serves the capital Malabo and connects with the port of Luba (Bioko's second biggest town).
By mid-2012, the power generating capacity stood at 50 MW, of which 90% was conventional thermal. Production in 2012 was estimated at 100 GWh, while consumption was placed at 90 GWh. However, poor management and the use of ageing generation equipment have resulted in prolonged power blackouts. As a result, companies use small gasoline and diesel-powered generators as backup power sources. Installed power capacity on Bioko Island had expanded to 211 MW, mainly due to the new turbo-gas plant (154 MW), 52 MW of diesel generators and 4.2 MW of small hydropower facilities (at Bikomo, Riaba and Musola). The power demand is expected to grow at pace with a population growth of 3% p.a., power demand is unlikely to be met. Nevertheless, following a brief post-COVID recovery in 2022, Equatorial Guinea is expected to re-enter recession, with a projected annual average negative growth of 4.0 percent over 2023-2025.

3.3 Problems that the project sought to address

The country has significant renewable energy potential. Most of its total installed capacity comes from hydropower plants. The solar energy and wind energy potential remain largely unused. The power capacity has improved with the commissioning in October 2012 of the Djibloho hydroelectric plant (120 MW), and the generation capacity now stands at 385 MW. Although largely undeveloped, Equatorial Guinea is estimated to have 11-26 GW of hydropower potential, of which 50% is deemed economically recoverable.

In contrast, small-scale hydropower has received little attention; only three small hydropower schemes are used. For example, in the south of Bioko, the old 3.8 MW hydro plant in the town of Riaba has been operating at times as low as 2% of capacity due to a lack of investment in maintenance, despite increasing economic activity from the nearby freeport in Luba. The plant is being refurbished. Also, the hydropower plants at Musola (0.4-0.5 MW) and Bikomo on the mainland (3.2 MW) need upgrading. On Bioko Island, the hydropower potential is underutilized; a study by Électricité du France (EDF) has identified ten potential sites on Bioko Islands at the six main rivers (Cónsul; Balaopi/Tiburones; Musola; Tudela/Moaba; Ilachi; Ruma/Grande; Bao). The most promising site for a small hydropower plant would be Ilachi River, with a height difference of 200 meters and a capacity of 12 MW (in the dry season and up to 18 MW in the rainy season).

The project takes note of this diagnosis by developing an effective public-private environmental partnership, supporting an alliance of organizations, and combining a strategic approach. The approach focused on mainstreaming energy and environmental problems and developing synergies.

3.4 Project description and strategy: objective, outputs and outcomes

The project's objective is to create a market for decentralized renewable energy solutions in small-island and remote territories". The project was implemented over five years through four specific components that addressed public and private capacity-building needs at national and local levels. The project is in line with Equatorial Guinea's goal of providing access to energy to its entire population while leading to the avoidance of greenhouse gas emissions. As such, the project was set to promote a reduced dependence on fossil fuel-generated electricity and increase solar and wind power. The goal was to create a market for decentralized renewable energy solutions in small-island and remote territories. The project strategy included four components, each with associated results, as presented in Table 2.

Table N° 2: Project Outcomes and Outputs

OBJETIVE: Clean energy planning and policies for implementation and scaling up		
1	**Outcome 1.** **Clean energy planning and policies for implementation and scaling up.** Implementation of an approved clean energy enabling framework and mechanisms established for scaling up and replication of investment in on/off-grid	**Output 1.1.** Approved policy de-risking framework integrated resource planning and RE action plan
		Output 1.2. Accepted and implemented procedures for RE projects assessment/approval (e.g. PPA, FiT)
2	**Outcome 2.** **Clean energy technology (hydro) demonstration.** Hydro energy technology and business model demonstrated in Equatorial Guinea's main insular and mainland regions	**Output 2.1.** Resource assessment and pre-feasibility for small hydro (Ilachi, 12 MW, and others)
		Output 2.2. Completed business plan for Ilachi (with detailed feasibility, environmental impact analysis and detailed technical design)
		Output 2.3. Completed pilot project demonstrations of rehabilitated (Riaba, Musola, Bicomo; 7.6 MW) and new small-scale hydropower plants
3	**Outcome 3.** **Clean energy technology (solar and wind) demonstration.** Other clean energy (solar) technology and business model demonstrated in the insular region	**Output 3.1.** Feasibility and business plan for solar (Annobón) and resource and pre-feasibility assessments (solar for remote/rural villages)
		Output 3.2. Completed pilot project demonstrations of solar at Annobón (5 MW)
		Output 3.3. Knowledge platform established to collect, disseminate and share information on CC Convention issues

4	**Outcome 4.** **Clean energy knowledge and capacity.** Information and knowledge on sustainable energy solutions widely shared; and clean energy technical, individual and institutional capacity strengthened	**Output 4.1.** Awareness raised amongst decision-makers in public and private sector
		Output 4.2. Training programs on RET were established and technicians trained
		Output 4.3. Information dissemination and awareness creation of the public
		Output 4.4. Project impact assessment and lessons learned reporting
		Output 4.5. Monitoring and evaluation

The detailed project design was undertaken with the assistance of a Project Preparation Grant (PPG). Preparation activities were anchored on a comprehensive consultation process with many relevant public and private stakeholders. These activities included a series of technical contributions regarding barriers and issues, project outcomes and activities, identification of partners, project costs and financing, results framework, institutional and implementation arrangements, monitoring and evaluation procedures and indicators.

The project was set to deliver considerable global environmental benefits in terms of GHG emission reduction through fuel switching by replacing fossil fuels with renewable energy, translating to direct emissions reductions of 1,781 kilotons of CO_2 from the pilot/demo project in Components 2 and 3 (expected abatement cost of USD 2.25 per ton of CO_2 based on its cost-effectiveness analysis). The main features and activities of outcomes can be summarized as follows:

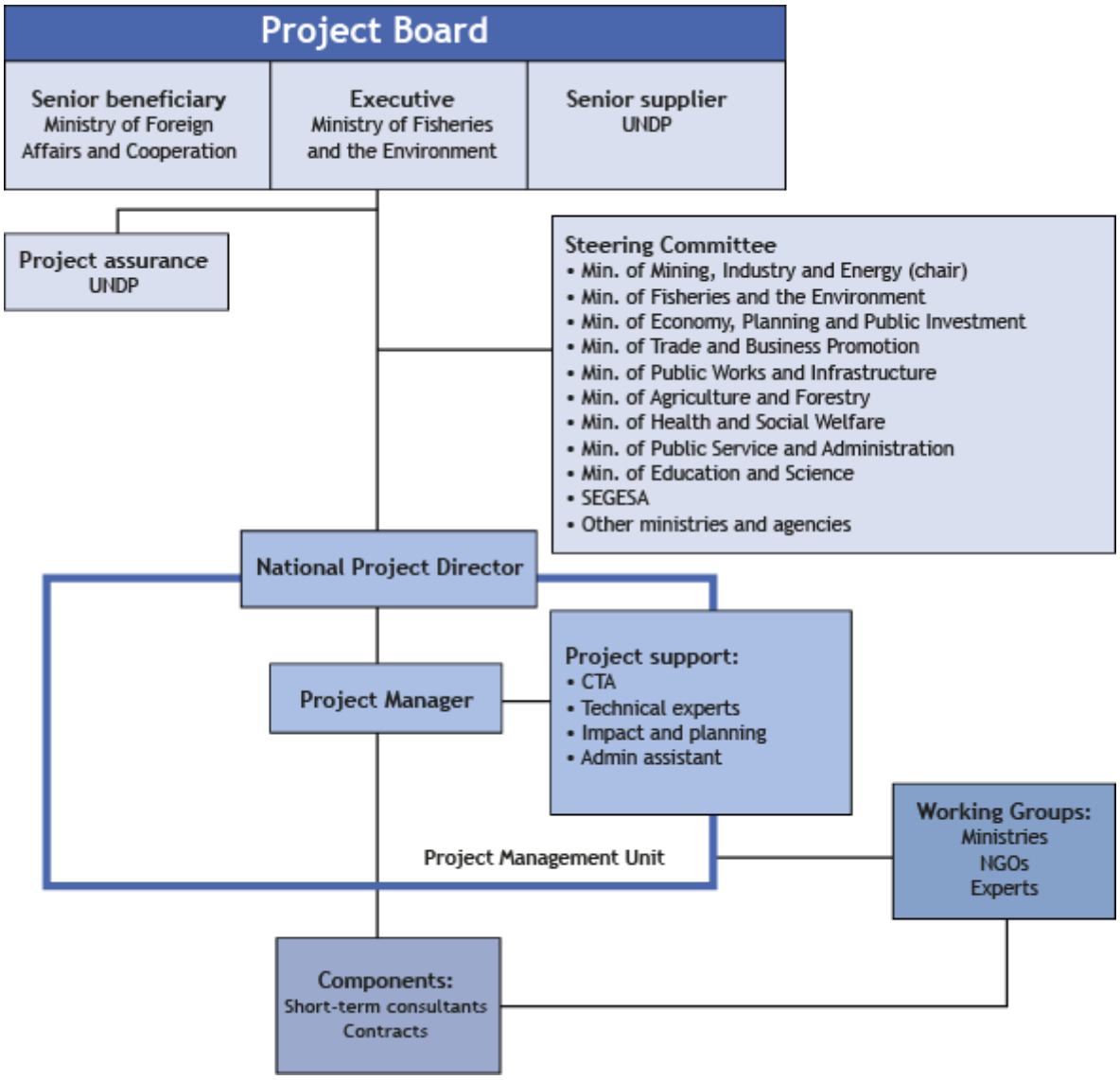
1. Rehabilitation of small hydropower plants at Riaba, Musola and Bicomo (7.6 MW)
   The mini facilities Musola I and II required a complete overhaul, including repairing damaged civil works, cleaning up the intake, canal and forebay of debris and silt particles and repairing the penstock, as well as providing repair and maintenance to the electromechanical equipment (turbines, generator, transformer). This component includes test and trial runs, obtaining spare parts and equipment, and identifying, selecting and training the plant operators. The activities have started with cleaning up and repairing the civil works part. Similar overhaul and maintenance activities are planned for Riaba, and a 33 kV transformer and transmission line is needed to connect the plant to the nearby town of Riaba. The nominal capacities are 3.8 MW (Riaba) with an estimated capacity factor of about 40% and 0.5 MW (Musola) with an estimated capacity factor of 55% if fully functioning. In the mainland region, the existing small hydropower facility at Bicomo (3.2 MW) aims to be operational again at maximum capacity.

2. Small Solar-diesel hybrid systems on Annobon Island (5 MW) - The population of Annobon is about 5,000; other power demand categories are public lighting (400 lighting points) and services (radio station, airstrip, clinic, and school). Demand could be supplied by a diesel-solar hybrid system of a solar PV facility (5 MW capacity) supplemented by a 10 MW diesel generator. The average daily irradiation on Annobón is 5.85-6.2 kWh/m^2/yr. Thus, a 1 MW system could yield 4,215-4,515 kWh/day (capacity factor of 18%). A 5 MW solar project has been proposed by MAECI Solar (United States). At least ten residents are trained.

3. Small hydropower facility at Ilachi on Bioko Island (12 MW) – The assessment of the hydro-energy potential of Ilachi River (on South Bioko), design, feasibility and social-environmental impact assessment and subsequent procurement of equipment and installation. Part of this technical assistance is covered by the GEF grant, while the remainder and cost of equipment is part of the co-financing. A first estimate of the plant's gross power production follows from rho*Q*g*h = 14 MW, based on the height (h) = 200 meters and a river flow of at least 7 m^3/second. Depending on the season (rainy or dry), gross power availability could be up to 18 MW. Conservatively, 12 MW is assumed for the pilot project calculations, considering the employment of two Pelton turbine groups of 6 MW each.

3.5. Implementation Arrangements

The project was implemented under UNDP's National Implementation Modality (NIM), according to the standard basic assistance agreement between UNDP and the GoEG. It was executed by the Ministry of Forests and Environment as the Implementing Partner. The Implementing Partner was primarily responsible for the overall planning and management of project activities, reporting, accounting, monitoring and evaluation, supervision of other implementing parties and auditing the use of project resources, as follows:



The Project Board included the Ministry of Foreign Affairs, the Ministry of Forests and Environment, and UNDP to ensure the resources are committed, and issues within the project are addressed through proper coordination and communication with stakeholders. The Ministry of Forests and Environment (MPM) designated a senior official as the National Project Director and chairs the Steering Committee responsible for overall guidance to project management, adherence to the Annual Work Plans and achievement of planned results as indicated in the Project Document. The National Project Director (NPD) needed to coordinate with various ministries and agencies, guide the Project Management Unit, review reports and ensure oversight. The Project Steering Committee was established to provide strategic direction to the project, quality assurance for project monitoring and evaluation, and accountability for performance improvement and learning. The PSC

could also consider and approve quarterly plans based on AWPs, as well as approve any essential deviations from the original plans.

Meanwhile, a small Project Management Unit was designed to coordinate the project's day-to-day operations with all stakeholders (especially MFE, MMIE and SEGESA), report on implementation progress and be composed of the following staff:
(a) full-time Project Manager,
(b) full-time Project Administrative Assistant,
(c) part-time Chief Technical Advisor, and
(d) part-time Technical Experts.

The Project Manager (PM) is the primary project contact person and convener, responsible for delivery of results, with UNDP tasked to provide oversight and quality assurance and be responsible for the project's M&E.

3.6 Expected results

Component 1: Clean energy planning and policies for implementation and scaling up.
The component addresses the barrier of the lack of a clean energy framework for projects by third parties (other than SEGESA) and attracting investment that would provide investors with predictable long-term prices for renewable energy options and the consequent revenue, profit and value-added streams. The activities help formulate a renewable energy policy that boosts RE-based power generation and an RE Strategy and Action plan, clarifying targets, budgets and roles and responsibilities. The policy includes a 'pro-poor off-grid' dimension for achieving reliable and affordable electricity access. Further, the activities of this Component support the formulation of a framework of rules and regulations that enables legislators and regulators and brings confidence to investors.

Component 2: Clean energy technology (hydro) demonstration
The Component is intended to address the lack of resource data on sites along rivers for the development of small-scale run-of-the-river hydropower systems and the lack of properly maintained and functioning small hydropower plants, first by supporting the ongoing refurbishment of existing facilities at Riaba and Musola (Bioko Island) and Bicomo (mainland). Then by supporting the feasibility assessment, planning, and design of new small hydropower facilities (on river Ilachi on Bioko Island) and the assessment of other potential sites (on Bioko Island and the mainland region on the rivers Bolo and Wele).

Component 3: Clean energy technology (solar and wind) demonstration

The component is intended to address the lack of experience with other renewable sources of energy, in particular solar and wind, where attractive wind speeds would be available at Annobón. The project supports the feasibility analysis planning, design and installation and commissioning of at least one solar-diesel-based mini-grid system on the remote island of Annobón.

Component 4: Clean energy knowledge and capacity

The planning capacity of staff of the Government entities involved in electricity (Ministry; SEGESA) has to be aligned with the supportive regulations and operational rules for RE projects. In addition, the project trained a critical mass of private investors, technicians and service providers that can develop, install and maintain future RE projects through training workshops and technical courses, workshops and awareness creation events (seminars, industrial conferences, matchmaking) for non-technical staff and decision-makers in private and public sector entities.

3.7 Project Stakeholders

The project stakeholders identified in the ProDoc are:

- Ministry of Forests and Environment (MPM):
- Ministry of Mines, Industry and Energy (MMIE)
- SEGESA
- Ministry of Planning, Economic Development and Public Investment
- Ministry of Economy, Commerce and Business Promotion
- Ministry of Finance
- Local communities
- Private sector
- Donors (European Union and China)

3.8 Theory of Change

The Project Document did not include the Theory of Change as the basis for the project design. Therefore, in this evaluation, we attempted to reconstruct one based on the information provided in the project documentation and through stakeholder consultations. The figure below showcases the reconstructed theory of change.

4. Findings

This section presents the review of the overall performance of the SE4All project from different perspectives: relevance, effectiveness, impact and sustainability of project results, coherence, and efficiency. The evidence collected and presented as key findings in this report derive from a thorough review of documents obtained from UNDP, secondary data sources gathered by the evaluation team and interviews and online surveys with key informants. Quantitative and qualitative data were analyzed, and findings were triangulated to ensure a balanced and evidence-based review of the project's performance and catalytic potential.

4.1 Project Design

4.1.1. Analysis of Results Framework: project logic and strategy, indicators

The project involves a variety of stakeholders and sectors with different visions and practices. This diversity, therefore, creates a complexity of management that requires innovation and a "learning-by-doing" approach. The overall design was straightforward, and the general strategy was to mainstream sustainable energy solutions into the energy sector by strengthening the national policy and institutional frameworks and demonstrating sustainable energy pilots. The project strategy, as outlined in the project document, was logical. The framework described is consistent. However, deficiencies were found in the practicality and feasibility of some components.

The project indicators are well-defined and indicate what the project realistically sought to achieve under each outcome within its limited timeframe and funds, with clearly defined results and strategies. The flexibility to achieve commitments around policy change is well expressed, and the baselines and targets were found coherent and complete.

The targets at the end of the project, as formulated during design, are, in general, SMART, except for the GHG Emission Reduction indicators, which are over-ambitious and do not meet the SMART criteria. As per the project document, the targeted direct GHG emission reduction for the project is 1,718 $ktCO_2$ over the lifetime of the RE systems. The projected emission reduction due to pilots established post-project present issues relating to measurability, time-bound, and relevance. For relevance, it is essential to consider that as per GEF definitions, direct GHG emission reductions are those attributable to the investments made during the project's supervised implementation period, totalled over the respective lifetime. The mini-grids established post-project cannot be considered direct GHG emission reductions. For the facilities created post-project, it will not be possible for the project to monitor the achievements. Thus, there are issues relating to measurability and time-bound. Finally, the problem addressed represents a medium to long-term objective, which exceeds the possibilities of a 5-year project.

4.1.2 Assumptions and Risks

The project conducted an environmental and social safeguards screening process following the UNDP Social and Environmental Standards (SES). Nevertheless, the

social risks were not assessed at this stage. The project required further social and environmental assessment to identify and assess risks related to working in isolated local communities. The SES Programming Principles were not fully applied. Measures to strengthen human rights and gender equality were not incorporated.

Potential risks were examined at the project formulation stage and recorded in the Project Document, along with mitigation strategies and assumptions. Four low and four medium risks were set out in the ProDoc. These risks were mainly related to economic and political risks. Since the project was focused on national stakeholders' capacity building and partnership with the Government, none of the identified risks materialized during project implementation. The UNDP has been working collaboratively with national stakeholders, resulting in effective management of political and economic risks identified during the design phase. Nevertheless, some unforeseen risks have emerged during the implementation, such as disease outbreaks (e.g. COVID). The COVID-19 outbreak has required refocusing and adapting project interventions to support response and maintain a pace of implementation despite pandemic-related constraints.

4.1.3 Lessons from other relevant projects incorporated into project design

The project's design benefited from past experiences in sustainable energy. It was built on past experiences, including projects supported by critical development partners from the same sector. It also includes past GEF-funded projects implemented by UNDP, such as the GEF-funded project "GEF Strategic Program for West Africa: Energy Component". In addition, the MPM incorporated the lessons learned by Equatorial Guinea's National Adaptation Plan of Action (NAPA), elaborated with UNDP-GEF support. Other relevant initiatives that informed the formulation of this project were the White Paper on energy access mainstreaming, renewable energy and energy efficiency for CEMAC (Central African Economic and Monetary Community) and ECCAS (Economic Community of Central Africa), including Equatorial Guinea and the exchange of know-how with regional knowledge centers, such as ARPEDAC and the Regional Centre for Small Hydropower in Africa.

4.1.4 Planned stakeholder participation

The project document does not contain a comprehensive stakeholder assessment. National stakeholders and their roles were identified for each outcome and output. Nevertheless, local communities where activities were implemented were not identified and described, and the private sector planned participation was not comprehensively analysed.

4.1.5 Linkages between project and other interventions within the sector

Project activities are linked to ongoing and planned RE and EE-related activities. The project also works with other UNDP projects. However, in the ProDoc, only general linkages between the project and other interventions within the sector have been mentioned, and in the inception workshop, no interlinkages have been identified.

4.2 Project Implementation

4.2.1 Adaptive Management

As described above, the design and formulation have weaknesses in governance and coherence. The project team overcame these challenges through planning and organizational analysis. The project has used adaptive management to ensure results. Adaptive approaches have successfully coped with changing environments and unforeseen situations. For example, changes in Government authorities and the outbreak of the COVID-19 pandemic affected the implementation of project activities. Delays related to the COVID-19 pandemic and political changes occurred at various levels. These challenges required the team to learn and adapt to these new situations. Nevertheless, the project provided great flexibility in rescheduling budgets, ensuring the effective implementation of critical activities on schedule, and bringing project problems to the attention of the project steering committee.

4.2.2 Actual stakeholder participation and partnership arrangements

The project has managed to involve a large number and diversity of partners and stakeholders, including those listed in the ProDoc. In particular, the role and participation of the following institutions and actors is highlighted:

- MPM – Main Government partner with a mandate over Equatorial Guinea's environment and Forests policy, responsibility over its implementation, and national interface with the GEF.
- MMIE – Key Government partner with a mandate over Equatorial Guinea's oil, gas and electricity policy, amongst others (e.g. mines, quarries) and responsibility over its implementation.

- SEGESA – Key project implementing partner as the single electricity provider in Equatorial Guinea, tasked to undertake the planned investments and seek financing for new RE projects.
- Other Ministries – would participate in the Project Steering Committee and guide linkages with small RE and their respective field of action, e.g. agriculture, tourism, infrastructure, trade, economy and finance, industry, etc.
- European Union – as a potential partner through the ACP-EU Energy Facility.
- China – business relations with Equatorial Guinea that may lead to additional development finance; and may also involve the engagement of Syno-Hydro corporation (Chinese hydropower developer).
- Private sector – Local and international construction, hydropower and service companies expected to support planned installations, related infrastructure works and service demands.
- NGOs and academia – Friends of Nature and Development of Equatorial Guinea (ANDEGE); the Program for Protection of the Biodiversity of Bioko (BBPP), the National University of Equatorial Guinea (UNGE), and the Council of Scientific and Technological Research of Equatorial Guinea (CICTE).

The companies in the renewable energy sector working in the country have been involved in the process from the beginning of the project's implementation, including MELFOGE, GEO-ENGENIRING, COSINERMA (national), TTA and SARAIVA. Attempts have been made to involve international companies, but given the country's peculiarities, many have not shown their availability, even in cases where these companies have won tenders.

All the companies have participated in awareness campaigns for decision-makers on renewable energy to generate greater interest from those responsible for the need to implement renewable energy in the country and the favourable expectations that open this new market for the private sector. In general, these companies have conducted assessments of the potential of solar, hydro and wind resources in the sampling points. They have also advised the project in the selection of resource evaluation areas.

NGOs have been involved in the project from the beginning and participated in the structures that govern the project. Among the most relevant are: ANDGE, ADELO, MAYSSER and REFAC. On the other hand, the local communities have also participated in the debates corresponding to the implementation of renewable energies, in raising awareness of the importance of renewable energies, in providing information in group interviews; focus groups; in the exploratory phase

concerning the evaluation of the potential of renewable energy sources in each explored community and in the surveys for the preparation of an awareness program.

4.2.3. Project Finance and Co-finance

The estimated sources of funding and co-financing in ProDoc are presented inTable 3:

Table N° 3: (US$)

Sources	Cash US$	In-kind US$	TOTAL US$
GEF	3,500,000	----------	3,500,000
UNDP	500,000	---------	500,000
National Government MPM	----------	600,000	600,000
National Government MMIE -SEGESA	34,254,762	4,645,238	39,500,000
TOTAL	38, 254,762	5,245,238	43,502,968

The GEF contributes 8% of the total budget. The co-financing is mainly from the public sector and represents 93.5% of the cash contribution to the project, as shown in the table above. Co-financing commitments at the start of the project amounted to USD 39,500,000 from the GoEG and other implementing partners as a cash and in-kind contribution.

The evaluator confirmed that the GoEG provided many in-kind resources. For example, the SC meetings, workshops, utility costs of the PMU, Government staff time dedicated to project activities, travel of Government staff to monitor and support project activities, and the logistics involved in organizing meetings and other project-related events are clear evidence of their in-kind contribution. Similarly, the in-kind contribution of the project's partners exceeded expectations but is more difficult to assess in full. Actual co-financing reached an estimated 83.24% of the amounts pledged at the start of the project, but actual non-tracked co-financing is likely to be higher. Overall, project co-financing was according to expectations according to the table presented in Annex 10. The available documentation does not provide additional data or reports on co-financing expenditures. Some sources of co-financing have not been fully accounted for, and the actual co-financing received is likely to be much higher than reported. For example, no co-financing is reported for in-kind contributions from CSOs and Governments participating in local projects. Furthermore, the project has not

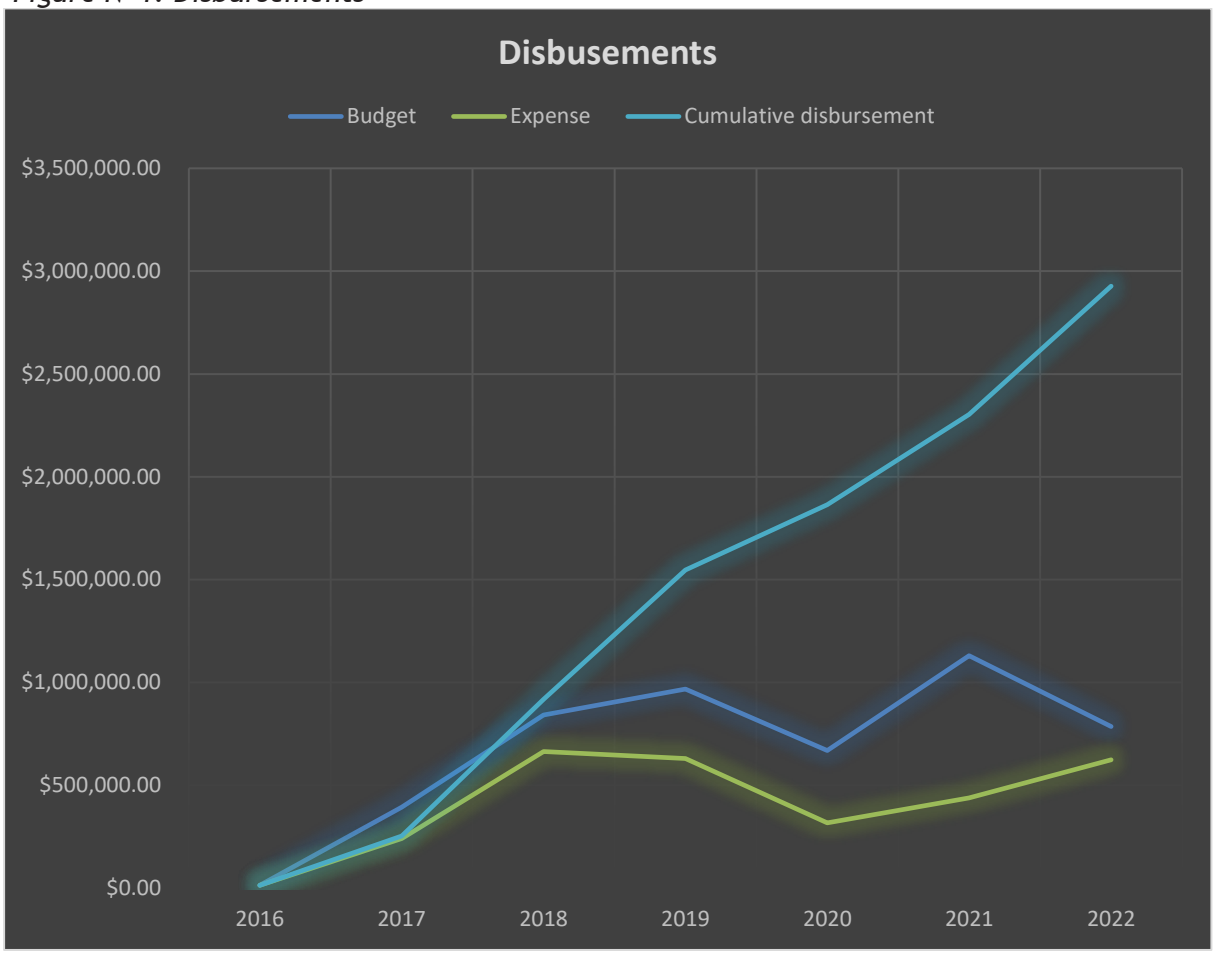
officially credited any co-financing contribution in cash. It is worth noting that approximately half of the funds have been allocated to support projects at the local level. The evaluation has identified the differences between actual and budgeted expenditure, leveraged funding and co-financing, which provides an overview of the project budget. As of December 2022, USD 2,926,929 (83.6%) of the total project budget has been disbursed. Also, as shown in Table 5 and Graph n°1, after a slow start in disbursements, the pace of implementation achieved acceptable levels in 2019, managing to recover the initial under-execution levels.

Table N° 5: Annual expenditure of GEF resources (US$)

Year	Budget	Expense	Cumulative disbursement	Budget disbursement %
2016	$ 13.402,00	$ 13.401,00	$ 13.401,00	99%
2017	$ 392.700,00	$ 240.221,00	$ 253.622,00	61%
2018	$ 842.255,00	$ 663.877,00	$ 917.499,00	79%
2019	$ 968.214,00	$ 629.800,00	$ 1.547.299,00	65%
2020	$ 669.639,00	$ 317.387,00	$ 1.864.686,00	47%
2021	$ 1.130.000,00	$ 438.159,00	$ 2.302.845,00	39%
2022	$ 785.852,00	$ 624.084,00	$ 2.926.929,00	79%
Total	**$ 3.500.000,00**	**$ 2.926.929,00**		**83%**

Source: UNDP data and evaluation calculations

Figure N°1. Disbursements



4.2.4. Monitoring and Evaluation (M&E): Design and Implementation

The project has followed an adequate monitoring and evaluation system and UNDP and GEF monitoring modalities. The project management team has supervised implementation and has regularly monitored and reported on its activities. Monitoring and evaluation activities have been performed with due diligence, and UNDP's role as project guarantor has been effectively managed. The project monitoring and evaluation plan follows the UNDP evaluation guidelines to monitor results and track project implementation. The monitoring and evaluation mechanisms are consistent with those used by UNDP, including quarterly meetings of the Steering Committee, annual reports (PIR), risk register, administrative and financial management in the ATLAS system, and annual and final reports. However, the indicators used had design weaknesses, especially in detecting obstacles and defining project objectives. The design problems did not allow for more efficient management of risks and adaptation. Therefore, the rating of the monitoring and evaluation plan is moderately satisfactory.

Table 6. Monitoring and Evaluation Rating

Monitoring and Evaluation Plan	Rating
M&E Design at Entry	Moderately Satisfactory
M&E Plan Implementation	Moderately Satisfactory
The Overall Quality of M&E	Moderately Satisfactory

4.2.5. Project Implementation and Oversight

The UNDP country office has been very active in preparing annual project progress reports, preparing, discussing and finalizing annual work plans following UNDP and GEF guidelines, monitoring payments and financial transactions, and providing crucial support to mobilize project implementation. The UNDP Country Office has assisted the Project Management Unit in contracting under the rules and regulations established by UNDP. The financial resource arrangements have been aligned with project rules and timelines. UNDP has supported monitoring activities, including project progress reports and participation in SC meetings, and has provided the necessary review and support to prepare annual project work plans.

The MPM, as implementing partner, assumed responsibility for the day-to-day supervision and operation of the project. The MPM has acted as National Project Director (NPD) with support from the MPM-based Project Management Unit (PMU). The project followed the NIM modality, implemented by the PMU to support a group of consultants and contracts, with UNDP supervision. The PMU oversaw the day-to-day running of the project on behalf of the NPD, involving day-to-day management and decision-making. In addition, a project finance officer was responsible for administration, management and administrative support.

The MPM took on a coordinating role in the Steering Committee, leaving it to the SC to take decisions by consensus. Many meetings and the high attendance of members at SC meetings are noteworthy. The MPM has also provided the necessary co-financing to the project and has contributed significantly to support the project activities. The MPM senior management has backed the project and has continuously monitored its progress. Therefore, the rating of the project implementation and execution is rated as satisfactory (See table 7).

Table 7. Rating of Implementation and Oversight

Implementation and Oversight	Rating
Quality of implementation/Oversight of UNDP	Satisfactory
Quality of Implementing Partner Execution	Moderately Satisfactory
The Overall Quality of Implementing/Oversight and Execution	Moderately Satisfactory

4.2.6. Risk Management

Potential risks were examined at the project formulation stage and recorded in the document, along with mitigation strategies and scenarios. Regarding environmental and social risks, when assessed against the various parameters of social and environmental standards at the time of project design, the project was classified as "low risk". Therefore, no additional assessments were necessary. Project management did not identify any risks during implementation, and stakeholders have not raised any concerns regarding the social and environmental aspects of the project. Nevertheless, the project required further social and environmental assessment to identify and assess risks related to working in isolated local communities. The SES Programming Principles were not fully applied. Measures to strengthen human rights and gender equality were not incorporated.

4.3 Project Results and Impacts

4.3.1 Progress towards project results

The summary of the attainment of the results and project objectives is presented in this section of the report. The achievement of results against the outcomes of the projects is presented first, followed by the presentation of the achievement of the project goals and objectives.

The project management encountered many complex governance and implementation problems during the first years of project implementation, which required a lot of struggle and commitment to overcome. The PMU and the Steering Committee made adjustments and coordination efforts to move the project forward. From this learning, the project has achieved valuable results and lessons learned. It is noteworthy to highlight that despite the problems, the members of the SC have met permanently on average every three months, and additional members have joined the Steering Committee to facilitate the decision-making and mediation. The PMU has demonstrated flexibility, dedication and a sense of foresight. The adjustments made have provided valuable learning, indicating that

the partnership approach proposed in this project may be helpful for future experiences in Equatorial Guinea and other countries.

The project goals and the objectives have been assessed in terms of the indicators (for project goals and objectives as given in the results framework) and in terms of the achievement of results for different Outcomes. As per the requirements, the evaluation regarding the attainment of the results has been assessed for the four individual outcomes of the project. Each output attainment has been performed in terms of the indicators provided in the results framework. Wherever relevant, the reasons for non-attainment of the target values of each indicator have also been provided. A summary of the assessment of the achievement of objectives and results is presented in Table 8. The progress assessment is based on observations, findings and data collected during the TE, from interviews, data provided in the quarterly and annual reports and technical information. According to the data obtained by the evaluation, the overall achievement of the project objectives and results is moderately satisfactory.

4.3.2 Evaluation Matrix

Table N° 8: Rating of outputs - Progress Towards Results Matrix

Project strategy	Indicator	Project-end target	TE Assessment	TE Rating[6]	Justificationfor rating
Objective: To create a market for decentralized renewable energy solutions in small islands and remote territories	Indicator 1: Direct CO2 ER	1,718 ktCO2		UA	As per the review, the GHG Emission Reduction indicators of the project fail to meet the SMART criteria. The targets are established for the lifetime of the RE systems, which is beyond the project's supervised implementation period. Furthermore, there are issues with measurability and time-bound because it is impossible to monitor the achievements of facilities commissioning post-project. (See section 4.1.1.)
	Indicator 2: Indirect CO2 ER	7,121 ktCO2			
	Indicator 3: MW	24.6 MW			
Outcome 1: Implementation of an approved clean energy enabling framework and mechanisms established for scaling up and replication of investment in on/off-grid	Indicator 4: RE strategies	1		S	Guinea Equatorial has formulated an Action Plan for RE Development, which includes studies, strategies, and regulations that have been developed and advocated by the project. Alternative sources of financing and RE proposals were identified.
	Indicator 5: RE regulation	1			
	Indicator 6: RE funding	3			
	Indicator 7: RE proposals	5			
Outcome 2: ER Hydro energy technology and business model demonstrated in Equatorial Guinea's main insular and mainland regions.	Indicator 8: hydro assessed	4		MS	Only one (Bicomo) plant has been rehabilitated, among the three foreseen in the project document (Bicomo in Bata, Riaba and Musolal and II in Malabo).
	Indicator 9: No. of hydro advanced	2			
	Indicator 10: No. of RE operational	3			
Outcome 3: Other clean energy (solar) technology and business model demonstrated in the insular and remote regions	Indicator 11: No. of sites assessed	5		MS	The following sites have been assessed: The Mbomo solar project, the Midjob Amvom solar project, the Kuma solar project, the Mebonde Elon solar project, the Annobón solar project, and the Corisco.
	Indicator 12: No. of solar PV sites installed	1			
Outcome 4: Information and knowledge on sustainable energy solutions widely shared; Clean energy technical, individual and institutional capacity strengthened	Indicator 13: No. of awareness-raising events	10		S	More than ten capacity-building workshops and awareness events with over 200 participants
	Indicator 14: No. of relevant capacity activities	2			
	Indicator 15: No. of RE campaigns	1			

4.3.3 Relevance

The project is relevant to the priorities identified in the country's National Development Strategy and is consistent with UNDP priorities agreed with the Government. The project concept is relevant to Equatorial Guinea's national circumstances and main environmental problems. It is also fully aligned with the priorities outlined both at the regional level with the 2063 Agenda of the African Union and at the national level, with the National Economic and Social Development Plan (PNDES) "Equatorial Guinea Horizon 2020". The project is consistent with the vision of the Government to provide energy for all (as stated by the President in 2011), the National Development Plan "Horizonte 2020", and the country's National Electricity Plan.

The proposed project is line with the 2013-2017 UNDAF and 2019-2023 UNDAF for Equatorial Guinea, contributing directly to its Outcome 4.5 “National capacity regarding sustainable management of natural resources and the environment has been strengthened in the areas of water, soils, Forests and waste management” and Output 4.5.5 “Sustainable energy technologies and local management capacities have been strengthened in 4 pilot areas”. The project will have a direct impact on SDG 7, to “Ensure access to affordable, reliable, sustainable and modern energy for all” by 2030. The project is also in line with UNDP's main strategic lines of action, particularly about strengthening environmental sustainability and the implementation of the 2030 Agenda.

The project was designed and implemented according to the United Nations 2030 Agenda for Sustainable Development and the United Nations Strategic Framework for Development Cooperation in Equatorial Guinea 2016-2020 (UNSDF). It addresses objective 1.1. "The country has strengthened its capacities and institutions to ensure the conservation and sustainable use of natural resources including water, ecosystem services, pollution prevention and sustainable energy generation and use, promoting local development and the promotion of sustainable livelihoods". The project has made a highly relevant contribution to the expected output of this strategy.

The project is aligned with the National Communications to the UNFCCC, the National Climate Change Plan, and the Action Plan for the Development of Renewable Energies in Equatorial Guinea 2018 – 2025 (PAER). The project contributes to the proposed target in the Equatorial Guinea NDC, which targets a 20% reduction in emissions by 2030 compared to 2010 levels, and a 50% reduction by 2050.

Furthermore, the project strategy is consistent with the GEF-5 Climate Change

Focal Area Objective 3 (CCM-3), aiming at promoting investments in renewable energy technologies. It presents a program that supports renewable energy technologies in insular Equatorial Guinea through a policy framework and institutional capacity.

The project can also contribute by providing lessons learned for the coordinated and articulated SDG implementation. The choice of the project interventions, namely the pilot projects and the institutional strengthening of the project agencies as a mechanism to promote sustainable development, were appropriate and relevant to the needs and circumstances of the project stakeholders, both in Government and in local communities. All evidence demonstrates that the project is highly relevant to Equatorial Guinea and the stakeholders. Furthermore, it addressed the needs of the beneficiaries and the specific needs expressed by the communities. The project represents a qualitatively relevant contribution to the country by strengthening relevant public institutions and generating instruments of national scope, leading to locally driven achievements.

The project is rated as highly relevant, based on the relevance of the project design, including compliance and linkage to UNDP's strategic areas and SDGs, the choice of project interventions, and the selection of project sites and partnership arrangements.

4.3.4 Effectiveness and Efficiency

4.3.4.1 Effectiveness

The evaluation identified the following observations related to the effectiveness of the project:

- The project has made tangible progress towards achieving its objectives.
- Despite the COVID-19 pandemic and changes in the national and local Government administration, the project has engaged stakeholders, achieved good results and reached some planned outputs, with some remaining activities for the end of the project.
- The project partnerships were established during the project, overcoming the obstacles encountered in the first year and achieving joint learning to work together, an asset of the project implementation.
- Project partners worked in complementarity in exchanging knowledge and experiences under an integrated approach at different levels.
- The project effectively harnessed groups, knowledge, activities and funding for pilot projects developing sustainable models on the ground.
- The project management unit was housed in the Government premises. The

project stakeholders mobilized co-financing resources.

- Policy documents, frameworks, tools and guidelines were elaborated and delivered by the project.

4.3.4.2 Efficiency

The efficiency of the project has been increasing over the years of implementation. The evaluation identified the following observations on the effectiveness of the project:

- The commitment of the project partners based on the project agreement provided the fundamental framework for partnership efficiency that was instrumental in achieving most of the planned activities.
- The project exercised flexibility using the financial resources.
- The project has implemented all activities with the allocated GEF resources. Project stakeholders carried out new additional activities with their resources.
- Considering the relatively limited resources, the project has productively focused on actions at the local level to revitalize communities and sustainable livelihoods and raise awareness within Government and communities about sustainable energy access and their core issues.
- Annual work planning and budgeting were carried out as planned.
- The project had the support of partners linked to international cooperation and high-level Government officials from different related areas. The partnership and inter-sectoral collaboration contributed to project management and to solving the obstacles and governance problems.

4.5 Overall Project Outcome

Based on the considerations described above, the overall result of the project is rated in Table 9.

Table 9. Overall Project Outcome Rating

Assessment of Outcomes	Rating
Relevance	Highly Satisfactory
Effectiveness	Moderately Satisfactory
Efficiency	Moderately Satisfactory
Overall Project Outcome Rating	Moderately Satisfactory

4.6 Sustainability

Sustainability is the possibility of maintaining the achievements and benefits afterthe operational closure of the project. In this sense, as strengths, it is possible to remark:

- The generation of networks and the articulation of sectors created by the project;
- The knowledge, professionalism, and scientific capacity of the working teams of the stakeholders involved;
- The commitment of the stakeholders and local communities.

The sustainability of achievements beyond the end of the project is supported by a solid normative and institutional framework and a detailed needs assessment. On the other hand, the need for better coordination and an enabling environment for sustainability was identified as a national priority. The project was developed as a partnership in response to these needs. Consequently, the project is part of the Government's strategy to address these needs, providing excellent opportunities to institutionalize the results, thus contributing to the long-term sustainability of the project's achievements. The project sought to improve coordination between the key organizations and improve the policies for sustainable energy management. Through the implementation process carried out within these organizations, their capacities were developed, and at the same time, the results and achievements were institutionalized.

Despite the high level of commitment and the significant base developed for the sustainability of project benefits, a certain amount of new and additional resources will be required. Resource mobilization will be necessary to sustain some project outcomes and develop comprehensive strategies to identify resources from the Government, the private sector and development assistance.

Sustainability is considered the likelihood that the benefits will continue after the end of the project. Accordingly, the sustainability assessment addresses risks that may affect the continuation of project results. The risks associated with sustainability are as follows:

a) Financial Risk: Stakeholders are keen to continue with the project activities using their financial resources. In this sense, the financial risks are limited, and no significant risks have been identified. Financial sustainability is likely throughout many successful activities at the local level. However, the project needs to design

a mechanism to mobilize new funds and gather will to give continuity at different levels of Government and other sectors. A resource mobilization strategy is required to ensure medium to long-term work, mobilizing and engaging all sectors. Therefore, financial sustainability has moderate risks and is rated as likely.

b) Socio-political Risk: Despite the political change in the country and the consequent change in high-level public positions, there has been a continuity of technical staff. In this situation, after the change of authorities, there has not been a complete "start from zero". Assessment does not foresee significant social or political risks to the ongoing efforts. Nevertheless, the project will not have a long-term impact unless national and local Government support continues in the long term through advocacy, technical support and cooperation with civil society organizations. The articulation between the sectors should be promoted by stakeholders to sustain the project's achievements. Socio-political sustainability is rated as likely.

c) Institutional framework and governance risk: Stakeholders are interested in continuing to work with the same objective. The project results have already established the necessary institutional capacities and infrastructure that are the basis for the project's sustainability. The need for a virtuous articulation of the different sectors has been initiated and will continue with other projects and new activities. Sustainability related to the institutional framework and governance is assessed as moderately likely.

d) Environmental risk: No evidence that any significant environmental risk poses a threat to the sustainability of the project results. Therefore, environmental sustainability is assessed as likely.

An assessment of sustainability concerning the four risk categories is presented in Table 10.

Table 10. Sustainability rating

Sustainability	Rating
Financial	Moderately Likely
Socio-Political	Likely
Institutional Framework and Governance	Moderately Likely
Environmental	Likely
Overall Likelihood of Sustainability	Moderately Likely

4.6.1 Gender and Cross-cutting Issues

The project has not incorporated a gender approach per se since its formulation, nor has it made a specific plan for a gender approach. Gender was not an explicit objective of the project, but it still considered women and girls a priority group of interest in its goals. The project did not carry out a gender analysis at the outset because it was not considered in the project design phase. Nevertheless, the project document recognizes that women play an essential role in sustainable energy development. However, there was a lack of quantitative and qualitative data to determine if the project achieved gender equality through women's empowerment. The annual reviews and work plans discussed at the meetings of the Project Steering Committee failed to make provisions for gender equality and women's empowerment.

4.6.2 Country Ownership

The project was successfully integrated into the Ministry of Environment as per the plan outlined in the ProDoc. The project played a crucial role in coordinating and bringing together various actors and sectors to address crucial energy issues of national importance.
Also, the SE4ALL project was aligned with the strategic guidelines and the development priorities and plans of the Government. The project targeted to address the development priority of expanding energy access to meet the development needs of households in remote rural areas not connected to the electricity distribution grid.
The project worked in coordination with the most relevant institutions of the public, social and private sectors, most of which also belong to and participate in the SC. The partnership established with Government agencies facilitated all project activities, making local participation feasible. The inter-sectoral coordination between the Ministry of Forests and Environment and the Ministry of Mines, Industry and Energy (MMIE) was essential, as ministries linked to the project objectives and actions, each with a role to play.

CSOs, consultants and universities have been contracted to carry out specific activities, and there have been experiences of sharing information and disseminating results at national and local levels. Based on the interviews conducted with the strategic stakeholders, progress has been verified, especially among the focal points and CSOs related to sustainable energy. Despite changes in authority, the project's technical capacities and stakeholder partnerships have

ensured progress continuity and sustainability. All the institutions involved showed interest in continuing the project's actions and objectives. The interviewees qualified the project as very important and, in general, pointed out that there is still a lot of work to be done. The interviews showed the willingness and interest of the actors involved to continue to carry out joint actions after the end of the project

4.6.3 GEF Additionality

The project added value to existing activities and promoted new activities requiring an initial financial incentive for long-term sustainability. The project represents a highly relevant and significant complement to the baseline. The evaluation identified the following elements for each of the six areas of GEF's additionality:

Areas of GEF's additionality	Elements identified by the evaluation
Environmental	GEF funding was targeted to activities that provide environmental benefits in synergy. The project contributes to the country's sustainable development by promoting sustainable energy and cross-sectoral coordination.
Legal/Regulatory	The GEF contribution built capacities to align global environmental priorities within national programs and plans, setting a robust platform for effective and efficient multi-sectoral dialogue and creating inter-institutional alliances that strengthened the planning and regulatory mechanisms at all levels.
Institutional/ Governance	The project has shown many collaborative efforts and mechanisms to avoid duplication within the public sector and civil society. By developing capacities for improved mainstreaming of environmental policies and programs into relevant ministries and inter-ministerial initiatives, Equatorial Guinea can integrate and institutionalize public decision-making for sustainable energy implementation and compliance.
Financial	The incremental financing of both GEF and co-financing complement the baseline by focusing on strengthening capacities to operationalize cross-sectoral and inter-institutional mechanisms.
Socio-Economic	The project has improved the local decision-makers and municipal staff capacities and enhanced the participation and empowerment of underrepresented and vulnerable groups. In addition, the project has funded local initiatives that promote improved access and sustainable energy that generated enhanced livelihoods for the entire community.

Innovation	Several ongoing projects in Equatorial Guinea are addressing global environmental issues. The project's focus on cross-cutting capacity building and public-private partnership responds to the innovation additionality of GEF funding, as no other ongoing initiative in Equatorial Guinea is focused on these two features.

4.6.4 Catalytic Effect / Replicability

Replicability of project activities and achievements is likely to occur in three dimensions:

1. at the national level in Equatorial Guinea, through project strategies and methodologies to address other cross-cutting development issues, by both public and private sectors.
2. at the local level in the remote islands of Equatorial Guinea, through the replication of the decentralized capacity building to other departments and regions of Equatorial Guinea, and finally,
3. at the regional and global level in Africa and the world, through the exchange of experiences and transfer of project achievements and lessons learned to other countries.

This project catalyzes a longer-term approach to sustainable development by strengthening a multi-sectoral coordination mechanism and improving the enabling environment for sustainable energy implementation. Scaling up is needed to enhance environmental governance at the local level. Capacity-building activities and future pilot projects to strengthen the capacity of local communities to develop and access sustainable energy solutions on the ground can build on the results, experience and tools developed by the project.

4.6.5 Progress to Impact

GEF funding has supported a moderate level of progress towards intended global environmental benefits in terms of expected impact toward its stated intentions to enhance sustainable energy systems and strengthen institutional and policy coordination. Nevertheless, the project achieved comparatively less in terms of long-term objectives of reduction of greenhouse gas emissions, installed RE capacity and sustainable market changes.

5 Main Findings, Conclusions, Recommendations, and Lesson Learned

5.1 Main findings

The project addresses the energy challenges of the country. The project promotes the country's progress towards several SDGs and fully adheres to UNDP's Strategic Plan, UNSDCF, and the GEF Strategic Objective climate change focal area. The project's activities and outputs were relevant and realistic to Equatorial Guinea's energy sector needs. The results framework contained indicators and targets at the outcome and impact levels and served as a key tool for the monitoring of the project.

Overall, the project was well designed and encountered some challenges during execution, which it dealt with through an adaptive management approach. The project achieved significant progress towards its overall objective and most outcomes. Nevertheless, the project had to confront the challenges posed by unexpected initial delays in getting some of the many executing partners ready for action and by the constraints imposed by the spreading of the pandemic during the project's final years. The project management structure allowed the project to overcome these limitations and to complete the project with a two-year extension and within budget.

Government support is demonstrated through in-kind contributions with the participation of SEGESA. However, the cash contribution was lower than expected, which resulted in reduced impacts. The annual reports adequately tracked the progress and provided room for consultations to enable the project´s execution to find a way forward with the challenges the project faced.

The project has made significant progress in inter-sectoral coordination to strengthen the integration of climate change measures into national policies, strategies and planning. Stakeholders have developed tools and local-level projects demonstrating universal access to affordable and reliable energy services.

5.2 Conclusions

The project's objective was to build a favourable legal, regulatory and market environment and institutional, administrative, and technical capacities to promote rural electrification through isolated renewable energy-based mini-grids and to provide RE-based energy solutions to the communities. The expected global environmental benefits of the project were related to the reduction of GHG

emissions, through electricity generation using renewable energy sources. The idea of the project was to lay the foundations of a successful, post-project, rural energization initiative. The objectives of the project were to be achieved through the achievement of the following four targeted Outcomes of the project:

- Implementation of an approved clean energy enabling framework and mechanisms established for scaling up and replication of investment in on/off-grid
- Hydro energy technology and business model demonstrated in Equatorial Guinea's main insular and mainland Regions
- Other clean energy (solar) technology and business model demonstrated in the insular and remote regions
- Information and knowledge on sustainable energy solutions widely shared; Renewable Energy technical, individual and institutional capacity strengthened

The project strategy has directly addressed the capacity-building requirements of UN conventions in the five types of capacities: a) Stakeholder participation, b) Information and knowledge management, c) Monitoring and evaluation, d) Environmental governance, and e) Organizational skills. On the other hand, the project has generated outstanding products and studies.

The project has created networks and a platform for collaboration between stakeholders from different sectors. The SE4ALL project has strengthened governance through a "learning by doing approach". Nevertheless, the approach adopted in stakeholder engagement during implementation resulted in limited inclusivity for the potential end-users of the proposed tools and methods, more critically in remote communities. Given that the target was to enhance the capacities of local partners towards policies to accelerate sustainable energy technology development, significant investments are being made into RE action as a result of the project's outputs and outcomes. All project beneficiaries indicated satisfaction with the various technical assistance received under the project. The only notable area for improvement was the support for the actual implementation of the tracking systems.

The governance allowed for multi-stakeholder, multi-sectoral and multi-level management with a representation of each in the steering committee. Such a complex steering committee has meant a collaborative "learning by doing" between Government institutions. The project has also managed to overcome other obstacles, such as changes in Government authorities and the COVID-19 pandemic. Similarly, the pandemic has been an obstacle due to restrictions imposed on the movement of people and face-to-face meetings, affecting local projects that included collective face-to-face activities. The pandemic also affected Government activities, mainly focused on the pandemic emergency. In addition, many

stakeholders were negatively affected by the economic problems resulting from the pandemic. The Covid-19 outbreak impacted the project's ability to undertake/complete some project activities due to lockdowns and travel restrictions, particularly in 2020. To mitigate this, the project team revised its work plan and requested an extension of the completion date.

However, the evaluation identifies some weaknesses. The lack of a structured internal and external communication plan and delays in the formulation of the project and the first year of the project are some of the most relevant setbacks. From the beginning of the project and during several moments of its life, the Steering Committee has had problems in making timely decisions, which has affected the operational management of the project. There were conflicting visions among some partners and limitations in the implementation capacity of some of them, which forced the project management unit and UNDP to assume management and conciliation tasks.

The planned project outputs for each component were available, and the amount of policy and project action observed in remote communities showed that the project stimulated concrete accelerating efforts to access sustainable energy solutions. However, a high political will be needed to sustain the project results and increase financial resources. While the key drivers and assumptions to translate project outputs to outcomes, outcomes to intermediate states to the overall project impact are mainly in place. Still, there are gaps in public and private sector commitment, including the need for more financial investment. The long-term and overall project results will depend on the performance of the mini-grids, whose implementation at the time of TE was still at a preliminary stage and unable to be evaluated.

5.3 Recommendations

The following recommendations provide concrete, practical, and feasible suggestions enabling stakeholders to maintain, strengthen and expand project benefits. The short- and medium-term recommendations are presented in Table 11.

Table 11. Recommendations

Rec#		Entity Responsible	Timeline
1	**Project exit plan** Develop a detailed exit plan to guide future activities and next steps towards Sustainable Energy solutions in the country. The project currently has no clear exit strategy. It is recommended that the project identifies a roadmap for the way forward, focusing on critical milestones to achieve long-term objectives. It is recommended that the Steering Committee (SC) continues to function in some way after the end of the project, continuing public-private coordination functions.	*MPM with the support of all stakeholders*	*August - December 2023*
2	**Communicating project results** Develop a public communication strategy to disseminate the results and relevance of the project. It is recommended to develop a dissemination plan for all the tools developed by the project to ensure that future initiatives are based on the project results as input. Continue to engage stakeholders and support better inter-institutional communication at the national level. Active involvement of all Government agencies and stakeholders at the local level ensures that the momentum gained is maintained. Also, to develop a process ofinternational dissemination of the results and benefits of the project. Many of the SE4ALL projects at the global and regional level have a similar approach and have developed toolkits, frameworks, legislation and training manuals and materials. Countries could benefit from these developed materials, and cross-country knowledge sharing and south-south cooperation are highly recommended.	*MPM with UNDP support for public dissemination*	*August - December 2023*
3	**Resource mobilization** Develop a strategy for resource mobilization and financial sustainability. It is recommended to develop a project concept to promote sustainable energy and the mobilization of resources for implementing them in Equatorial Guinea.	*MPM and MMIE*	*August - December 2023*
4	**Gender** The role of women in sustainable energy management in Equatorial Guinea is critical. It is recommended to strengthen gender mainstreaming in the energy sector in Equatorial Guinea. Projects should go beyond collecting disaggregated data on the number of men and women in a project's events or activities and ask questions about why and how this impacts women. Reporting on the number of women does not describe the impact on gender equality that this experience can have on the individual and the surrounding community. This project offers a unique opportunity for women's voices and stories to be	*MPM, MMIE and UNDP*	*Without limit of time*

	heard and highlighted. It is recommended in project dissemination to use the voices of women involved in the project, identifying impacts and needs for the promotion of gender equality and the empowerment of women and girls.		
5	**Monitor the medium and long-term benefits of the project.** Due to the lack of field visits to the target local communities in this evaluation, it would require carrying out a post-evaluation study in the coming years to quantify and report on the medium and long-term impacts of the project and the sustainability of the achievements on the ground.	*MMIE*	*December 2023 –July 2027*

5.4 Lessons Learned

As a sustainable energy project, which is multi-focal and multi-sectoral, it needs special attention during project design, monitoring, and evaluation. Enhanced support should be provided in the project inception phases to ensure proper development and launch. In projects of this complexity, the results framework review and validation at the beginning of the project are essential. In this manner, the project can manage the necessary updates from the outset to avoid subsequent problems that could lead to a loss of effectiveness and efficiency. Improving coordination between National Focal Points is a critical area of lessons learned. This project helped the Focal Points to see the need and benefits of synergy, and they have even used the collaborations to improve reporting and monitoring. Regular meetings and intra- and inter-institutional communication also improve collaboration and reduce duplication of efforts. The project faced challenges in its implementation due to governance issues. Conducting thorough capacity assessments of the implementing organizations and proposed governance structures are critical in effective adaptive management.

ANNEXES

Annex 1: Terms of Reference of the Evaluation

Annex 2: Evaluation Criteria Matrix

Annex 3: Assessment scales

Annex 4: Timeline of Evaluation Activities

Annex 5: List of Documents Reviewed

Annex 6: List of Individuals Consulted

Annex 7: Consultant's Code of Conduct Agreement Form

Annex 8: Evaluation Report Authorization Form

Annex 9: Audit Trail

Annex 10: Co-financing Table

Annex 1: Terms of Reference of the Evaluation

Terminal Evaluation Terms of Reference (ToR) Templatefor UNDP-supported GEF-financed projects

Template 1 - formatted for attachment to the UNDP Procurement website

1. INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the *medium-sized* project titled *Sustainable Energy for All - SE4ALL (PIMS 5143)* implemented through the *Ministry of Forests and Environment*. The project started on the *16th of March 2016* and is in its *Seventh* year of implementation. The TE process must follow the guidance outlined in the document 'Guidance forConducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects'

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

2. PROJECT BACKGROUND AND CONTEXT

The project is in line with Equatorial Guinea's objective to provide access to energy for its entire population, while working to avoid greenhouse gas emissions, which is not usually a priority in Least Developed Countries (LDCs). The project is oriented towards the inclusion of all social strata, leaving no one behind, while at the same time giving special attention and priority to the gender issue. The Project is consistent with Objective 3 of the GEF-5 Climate Change Focal Area (CCM-3) which aims to promote investment in renewable energy technologies. It presents a program that promotes renewable energy technologies in the capacities, and small hydropower demonstration. The importance of energy access is also confirmed by the country's commitment to a Transparent Resource Allocation System under GEF-5 for its first climate changemitigation project.

Project objective: The goal of the project is to create a market for decentralized renewable energy solutions in small island and remote territories.The goal will be reached by addressing the weakness of the country's policy-institutional, market

and technology supply frameworks and tackle the root causes of the barriers to Renewable Energy (RE) utilization in the country (removing barriers to the application of RE-based power generation in EquatorialGuinea and on Bioko Island in particular).
The project consists of the following components: (1) Clean energy planning and policies for Clean energy technology (solar) demonstration; (4) Clean energy knowledge & capacity development. The project is expected to generate global benefits in directly avoided greenhouse gas (GHG) emissions of almost 1,780 kilotons of CO_2 due to switching from fossil fuels for power generation to small hydro, solar PV and wind power (over the lifetime of 20 years) and an estimated 7,121 ktCO_2 as indirect emission reduction impact.

Budget: The total project budget was US$ 43,502,968. Of which, (i) US$ 500,000 from UNDP; (ii) US$ 3,502,968 from GEF; (iii) US$ 37,550,000 from the Government of Equatorial Guinea; and (iv) US$ 1,950,000 in kind, were expected.

Expected Outcomes: The expected results of the project are:
(1) Implementation of an approved clean energy enabling framework inEquatorial Guinea; (2) Hydro energy technology and business model demonstrated in Equatorial
Guinea's main insular region (Bioko); (3) Clean energy (Solar and wind) technology and business model demonstrated in the insular regions chains;
(4) Information and knowledge on sustainable energy solutions widely shared, and clean energy technical, individual and Institutional capacity strengthened.

3. TE PURPOSE

The TE report will assess the achievement of project results against what was expected to be achieved and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancementof UNDP programming. The TE report promotes accountability and transparencyand assesses the extent of project accomplishments.

Terminal Evaluations for GEF-funded projects have the following supplemental purposes:

- Promote accountability and transparency,
- Synthesize lessons that can help improve the selection, design, and implementation of future GEF-funded and UNDP-supported initiatives;and improve the sustainability of benefits and aid in the overall improvement of UNDP programming.

- Evaluate and document the results of the project and the contribution of these results to the achievement of the GEF's strategic objectives aimed at global environmental benefits.
- Measure the degree of convergence of the project with other prioritieswithin the UNDP country programme, including poverty alleviation.
- Strengthen resilience to the impacts of climate change, reduce disasterrisk and vulnerability, as well as cross-cutting issues such as gender equality, women's empowerment, and support for human rights.

It is recommended that the TE takes place during the last few months of project activities, allowing the TE team to work while the Project Team is still in place, but ensuring that the project is close enough to its completion for the evaluation team to reach key conclusions. aspects such as the sustainability of the project.

4. TE APPROACH & METHODOLOGY

The TE report must provide evidence-based information that is credible,reliable, and useful.

The TE team will review all relevant sources of information including documents prepared during the preparation phase (i.e., PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation. The TE team will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.

The TE team is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisor, direct beneficiaries, and other stakeholders.

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to:

- Project board representatives: Ministry of Forests and the Environment; Ministry of Mines, Industry and Energy; Ministry of Finance, Economy and

Planning; Ministry of Trade and the Promotion of Small and Medium-sized Businesses; Ministry of Public Works, Housing and Town Planning; Ministry of Public Administration and Administrative Reform; Ministry of Health and Social Welfare; Ministry of Education, University Teaching and Sports; SEGESA[1]; and other ministries and Agency.

- Project coordinators.
- National Director of the project.
- National University of Equatorial Guinea (UNGE[2]).
- Key experts and consultants in the thematic area.
- Local CSOs.
- Other

Additionally, the TE team is expected to conduct field missions to *Island of Bioko and the Mainland*, including the following project sites:

- Island of Bioko:
- Bokoko Drumen
- Buermeriba
- Cacahual I y II

- Mainland:
- Bicugbini
- Iduma
- Kuma Amvom

The specific design and methodology for the TE should emerge from consultations between the TE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data.
The TE team must use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation must be clearly outlined in the TE Inception Report and be fully discussed and agreed between UNDP, stakeholders, and the TE

[1] Sociedad de Electricidad de Guinea Ecuatorial (SEGESA)

[2] Universidad Nacional de Guinea Ecuatorial (UNGE)

team.
The final report must describe the full TE approach taken and the rationale forthe approach making explicit the underlying assumptions, challenges, strengthsand weaknesses about the methods and approach of the evaluation.

5. DETAILED SCOPE OF THE TE

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see ToR Annex A). The TE willassess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects
(http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf) .

The Findings section of the TE report will cover the topics listed below. A fulloutline of the TE report's content is provided in ToR Annex C.

The asterisk "(*)" indicates criteria for which a rating is required.

Findings

i. Project Design/Formulation

- National priorities and country driven-ness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Standards (Safeguards)
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporatedinto project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector
- Management arrangements

ii. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (*), implementation (*), andoverall assessment of M&E (*)
- Implementing Agency (UNDP) (*) and Executing Agency (*), overall project oversight/implementation and execution (*)
- Risk Management, including Social and Environmental Standards(Safeguards)

iii. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the timeof the TE and noting final achievements
- Relevance (*), Effectiveness (*), Efficiency (*) and overall projectoutcome (*)
- Sustainability: financial (*), socio-political (*), institutional framework and governance (*), environmental (*), overall likelihood of sustainability (*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionally
- Catalytic Role / Replication Effect
- Progress to impact

Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings.They should highlight the strengths, weaknesses, and results of the project, respond to key evaluation questions, and provide insights into the identification of and/or solutions to important problems or issues pertinent
- to project beneficiaries, UNDP and the GEF, including issues in relation to

gender equality and women's empowerment.

- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed bythe evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to otherGEF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.
- It is important for the conclusions, recommendations and lessons learnedof the TE report to incorporate gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown below:
ToR Table 2: Evaluation Ratings Table for (Sustainable Energy for All – SE4ALL)

Monitoring & Evaluation (M&E)	Rating[3]
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	Rating

[3] Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6-point scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU). Sustainability is rated on a 4-pointscale: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), 1=Unlikely (U)

Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

6. TIMEFRAME

The total duration of the TE will be approximately 25 working days over a time period of 8 weeks starting on (July 25, 2022). The tentative TE timeframe is as follows:

Timeframe (2022)	Activity
(July 06)	Application closes
(July 18)	Selection of TE team
(July 19 – July 22)	Preparation period for TE team (handover of documentation)
(July 25 – July 29)	Document review and preparation of TE Inception Report
(August 01 – August 15)	Finalization and Validation of TE Inception Report; latest start of TE mission
(August 15 – August 25)	TE mission: stakeholder meetings, interviews, field visits, etc.
(August 26)	Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission
(August 26 – September 15)	Preparation of draft TE report
(September 16)	Circulation of draft TE report for comments
(September 16 – September 23)	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
(September 26 – September 29)	Preparation and Issuance of Management Response
(September 30)	Expected date of full TE completion

Options for site visits should be provided in the TE Inception Report.

7. TE DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report	TE team clarifies objectives, methodology and timing of the TE	No later than 2 weeks before the TE mission: *(July 29, 2022)*	TE team submits Inception Report to Commissioning Unit and project management
2	Presentation	Initial Findings	End of TE mission: (*August 26, 2022)*	TE team presents to Commissioning Unit and project management
3	Draft TE Report	Full draft report *(using guidelines on report content in ToR Annex C)* with annexes	Within 3 weeks of end of TE mission: *(September 16, 2022)*	TE team submits to Commissioning Unit; reviewed by RTA, Project Coordinating Unit, GEF OFP
4	Final TE Report* + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report *(See template in ToR Annex H)*	Within 1 week of receiving comments on draft report: *(September 23, 2022)*	TE team submits both documents to the Commissioning Unit

*All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines[4]

8. TE ARRANGEMENTS

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is *UNDP Country Office in Equatorial Guinea*.

The Commissioning Unit will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the TE team. The Project Team will be responsible for liaising with the TE team to provide all relevant documents, set up stakeholder interviews, and arrange fieldvisits.

9. TE TEAM COMPOSITION

[4] Access at: http://web.undp.org/evaluation/guideline/section-6.shtml

A team of two independent evaluators will conduct the TE – o*ne international consultant team leader (team leader) and one national consultant (team member – national expert)*. The team leader will *be responsible for the overalldesign and writing of the TE report, etc.)*. The national expert will *assess emerging trends with respect to regulatory frameworks, budget allocations, capacity building, work with the Project Team in developing the TE itinerary, etc*.
The evaluator(s) cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project's Mid-Term Review and shouldnot have a conflict of interest with the project's related activities.

The selection of evaluators will be aimed at maximizing the overall "team"qualities in the following areas:

Education

- Master's degree in *Energy, Environment, Economy, Business administration, finance, Development studies* or other closely relatedfield.

Experience

- Relevant experience with results-based management evaluation methodologies.
- Experience applying SMART indicators and reconstructing or validatingbaseline scenarios.
- Competence in adaptive management, as applied to *Renewable energyand Energy access*.
- Experience in evaluating projects.
- Experience working in *Equatorial Guinea, CEMAC Region, Africa, orsimilar countries.*
- Experience in relevant technical areas for at least *10 years.*
- Demonstrated understanding of issues related to gender and *Renewable energy and energy access,* experience in gender responsive evaluation and analysis.
- Excellent communication skills;
- Demonstrable analytical skills;
- Project evaluation/review experience within United Nations system willbe considered an asset.

Language

- Fluency in written and spoken English.
- *Fluency in written and Spoken Spanish.*

10. EVALUATOR ETHICS

The TE team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The evaluator must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

11. PAYMENT SCHEDULE

- 20% payment upon satisfactory delivery of the final TE Inception Reportand approval by the Commissioning Unit
- 40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit
- 40% payment upon satisfactory delivery of the final TE report and approval by the Commissioning Unit and RTA (via signatures on the TEReport Clearance Form) and delivery of completed TE Audit Trail

Criteria for issuing the final payment of 40% [5]:

- The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.
- The final TE report is clearly written, logically organized, and is specificfor

[5] The Commissioning Unit is obligated to issue payments to the TE team as soon as the terms under the ToR are fulfilled. If thereis an ongoing discussion regarding the quality and completeness of the final deliverables that cannot be resolved betweenthe Commissioning Unit and the TE team, the Regional M&E Advisor and Vertical Fund Directorate will be consulted. Ifneeded, the Commissioning Unit's senior management, Procurement Services Unit and Legal Support Office will be notified as well so that a decision can be made about whether or not to withhold payment of any amounts that may be due tothe evaluator(s), suspend or terminate the contract and/or remove the individual contractor from any applicable rosters. See the UNDP Individual Contract Policy for further details:
https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Individual%20Contract_Individual%20Contract%20Policy.docx&action=default

this project (i.e. text has not been cut & pasted from other TE reports).
- The Audit Trail includes responses to and justification for each comment listed.

12. APPLICATION PROCESS [6]

(Adjust this section if a vetted roster will be used)

Recommended Presentation of Proposal:

a) **Letter of Confirmation of Interest and Availability** using the template [7] provided by UNDP;
b) **CV** and a **Personal History Form** (P11 form);
c) Brief description **of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment;(max 1 page)
d) **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc.), supported by a breakdown of costs, as per template attached to the Letter ofConfirmation of Interest template. If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point,and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application materials should be submitted by email at the following address ONLY sumision.gq@undp.org indicating the following reference "Consultant for Terminal Evaluation of *the project "Sustainable Energy for All – SE4ALL"* no later than July 6, 2022, before 17h00 Malabo Time. Incomplete applications will be excluded from further consideration.

Criteria for Evaluation of Proposal: Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal willweigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that

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

[7] https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx

has also accepted UNDP's General Terms and Conditions will be awarded the contract.

13. TOR ANNEXES

- ToR Annex A: Project Logical/Results Framework
- ToR Annex B: Project Information Package to be reviewed by TE team
- ToR Annex C: Content of the TE report
- ToR Annex D: Evaluation Criteria Matrix template
- ToR Annex E: UNEG Code of Conduct for Evaluators
- ToR Annex F: TE Rating Scales
- ToR Annex G: TE Report Clearance Form
- ToR Annex H: TE Audit Trail

Annex 2: Evaluation Criteria Matrix

Evaluation criteria	Questions	Indicators	Sources	Methodology
To what extent do the objectives of the SE4ALL Project correspond to the expectations of the Implementing Partner and stakeholders, country needs, global priorities and UNDP/FMAN policies?				
Relevance Sustainability	To what extent has the formulation and implementation of the SE4ALL Project been aligned with national policies and priorities and the needs of the main beneficiary?	• Consistency of national policies and priorities and the needs of the principal beneficiary	• SE4ALL Project Documents • National Documents • Political and technical representatives of the Lead beneficiary	• Interviews with key stakeholders • Documentary analysis • Triangulation of information
Relevance	How does the SE4ALL Project correspond to UNDP's global priorities and policies?	• Consistency between UNDP's Global Priorities and Policies and the SE4ALL Project's Prodoc Priorities	• Project document • CPD Equatorial Guinea • National Documents • UNDP representatives • Political representatives and techniciansfrom Principal Recipient	• Interviews with key stakeholders • Documentary analysis • Triangulation of information
Relevance Sustainability	How does the SE4ALL Project correspond to the priorities and interests of the other strategic actors involved in the project?	• Consistency between UNDP's Global Priorities and Policies and the SE4ALL Project's Prodoc Priorities	• Official documents and programming documents of the other actors involved in the project • Project document (Prodoc)	• Interviews with key stakeholders • Documentary analysis • Triangulation of information
Relevance IntegralAnalysis	How does the hypothesis implicit in the SE4ALL Project's "Theory of Change" provide sound and realistic assumptions and projections for solving fundamental problems posed in the Prodoc? fundamental problems raised in the Prodoc?	• Expected results of the project • Barriers and problems identified in the SE4ALL Project.	• SE4ALL Project Documents • Interested and involved in SE4ALL Project projects • Technicians private and public specialists • Project Coordination • Political and technical representatives of the Lead beneficiary and the strategic actors involved.	• Construction of the "logic model" and analysis of the results chain, in terms of the causal relationship between inputs, activities, outputs, outputs, results (specific objectives) and expected impacts (development objectives) • Analysis of the SE4ALL Project approach and implementation methodology. • Interviews with key actors • Documentary analysis • Triangulation of information

Evaluation criteria	Questions	Indicators	Sources	Methodology
Relevance Integral Consistency	**General question** Do the sequence of objectives, indicators and targets at different levels of the SE4ALL Project meet the criteria of realism, clarity and internal coherence? Specific questions. How valid did the indicators, assumptions and risks set out in PRODOC prove to be? How realistic did the logic of results chaining set out in PRODOC turn out to be? How relevant and valid in terms of quality are PRODOC's indicators, targets and expected outcomes? How far is the existence of baseline data and access to information satisfied through the means and sources of verification?	• Inputs, activities, outputs, outcomes (specific objectives0) and expected impacts (development expected impacts (development objectives) • Targets, indicators, assumptions and risk factors. • Logic of the chaining of results	• Project document • Interested and involved in the projects • UNDP representatives • Technicians private and public specialists • Project Coordination • Political and technical representatives of the Lead beneficiary and the strategic actors involved.	• Analysis of the realism shown in the choice of projects and their internal coherence. • Analysis of the validity of indicators, hypotheses or assumptions and risks; • Analysis of the vertical logic: analysis of the contribution of the projects to the satisfaction of indicators and objectives of the SE4ALL Project. • Horizontal logic analysis: by checking the relevance and quality of indicators, existence of baseline data and access to information through verification means and sources. • Review of achieved and expected goals and achievements. • Interviews with key actors • Documentary analysis • Triangulation of information
Efficiency	How was the SE4ALL Project's Results Framework adapted to the conditions of a changing context in order to favour the achievement of results?	• Adaptive management • Results framework • Approach • Methodology • New actors and partners	• Project directory • Project Coordination • Project archive and historical report • Political and technical representatives of the Lead beneficiary and of stakeholders involved	• Interviews with key stakeholders • Documentary analysis • Triangulation of information
Efficiency	How did the designed model of coordination, management and financing of the SE4ALL Project aim at fostering institutional strengthening and ownership?	• Project coordination • Project management • Project funding • Network Generation • Knowledge Generation • Institutionalisation of practices (regulations, decrees, official documents, work instructions, etc.)	• Project directory • Project archiving and reporting • Political and technical representatives of the Lead beneficiary and the strategic actors involved. • Documentation of achievements	• Analysis of coordination, management and funding schemes in terms of promoting institutional strengthening and country ownership. • Interviews with key actors • Documentary analysis • Triangulation of information • Traceability of actions

Evaluation criteria	Questions	Indicators	Sources	Methodology
Efficiency	Was the modality designed for the monitoring and evaluation of the project adequate?	• Monitoring and evaluation of the project • Monitoring Activities	• Annual Reports • Tables and Matrices monitoring • Audit reports • Interested and involved in the projects • Monitoring and evaluation reports • Project Coordination • Minutes of the Board of Directors	• Interviews with key actors • Documentary analysis • Triangulation of information
Sustainability	To what extent does the exit or transfer strategy manage to foresee measures for the strategic, physical, financial and communication sustainability of the results?	• Institutional context (political, organisational, financial,technological and capacities)at the closure of the SE4ALL Project • Projections of the achievement of results at the end of the project and of the effectson the following years	• Interested and involved in the projects • UNDP representatives • Relevant reports	• Documentary analysis • Analysis of the exit strategy or transfer strategy in its entirety • Interviews with key stakeholders • Triangulation of information
To what extent did the SE4ALL Project achieve its intended results, were its specific objectives achieved or are they expected to be achieved?				
Effectiveness	**Main question.** To what extent were the results achieved and how do they contribute to the achievement of the objectives of the SE4ALL Project? **Secondary questions.** Were the results achieved in a timely and logical sequence? With what quality were the products obtained? To what extent do the achieved outputs contribute to the expected results? In what way are the results obtained limited as an effect caused by the project design? What is the probability of achieving the specific objectives given the time remaining in the project?	• Results achieved, expected or unanticipated. • Timing and logical sequencing of outputs • Product quality • User expectations for wider acceptance and dissemination of results	• Project documents • Project archiving and reporting • Political and technical representatives of the Lead beneficiary and the strategic actors involved. • Documentation of achievements • Estimates of achievement at the end of the project	• Description and analysis of the results achieved - in terms of quantity, quality and timeliness - expected and unanticipated, their robustness and expectations of further uptake • Consistency analysis of the results obtained in relation to the PRODOC goals and indicators. • Consistency analysis of the results obtained in relation to the limitations of the design. • Consistency analysis of the results in relation to the likelihood of achieving the specific objectives. • Interviews with key actors • Documentary analysis • Field visits where the project experiences are being carried out. • Triangulation of information

Evaluation criteria	Questions	Indicators	Sources	Methodology
Impact	Which products/services have stood out in terms of relevance? To whom are they relevant?	• Importance of products/ services for relevant partners • Expected or unexpected results	• Project archiving and reporting • Political and technical representatives of the Lead beneficiary and the strategic actors involved. • Verification of achievements	• Interviews with key stakeholders • Documentary analysis • Project visits • Triangulation of information
Impact Sustainability Networking	Are there any factors that impede the access of target groups (beneficiaries)? to the results/services? outcomes/services? Did all target groups have access to the results/services of the SE4ALL Project projects?	• Groups accessing results/ services • Limiting factors target groups' access to results/services	• Project archiving and reporting • Political and technical representatives of the Lead beneficiary and the strategic actors involved. • Verification of achievements	• Interviews with key stakeholders • Documentary analysis • Field visits where the project experiences are being carried out. • Interviews with SE4ALL project stakeholders • Triangulation of information
Impact Sustainability Networking	What level of dissemination and replication of results and outputs has been achieved?	• Publicity and dissemination of results • Use and replication of results	•Project archiving and reporting •Political and technical representatives of the Lead beneficiary and the strategic actors involved. •Verification of achievements	• Interviews with key stakeholders •Documentary analysis • Field visits where the project experiences are being carried out. • Triangulation of information
How did the project activities contribute to the generation of different changes and produce effects that allow progress towards the achievement of the environmental impacts and changes expected in the SE4ALL project?				
Impact Sustainability Capacity Building	To what extent did some direct or indirect activities and achievements contribute to reforms and improvements in the legal and policy framework? To what extent did the project contribute to improving the institutional framework and capacities for optimal planning and effective management? To what extent did the set of projects contribute to financial sustainability for strategically addressing environmental issues and for the long-term provision of resources on these issues? To what extent did the set of projects contribute to proving innovative approaches to address	• Reforms and improvements in the legal and policy framework • Institutional framework and capacities of key stakeholders • Financial sustainability • Strategic Sustainability • Innovative approaches to work • Successful management models • Results and their projection in the improvement of amphibian biodiversity.	• Project archiving and reporting • Political and technical representatives of the Lead beneficiary and the strategic actors involved. • Verification of achievements • Technically and politically relevant actors outside the project in Equatorial Guinea	• Interviews with key stakeholders • Documentary analysis • Triangulation of information • Field visits where the project experiences are being carried out.

Evaluation criteria	Questions	Indicators	Sources	Methodology
	these issues to serve as an example in the country? To what extent did the set of projects contribute to Implementing successful management models that allowed for building partnerships with key stakeholders?			
Impact Sustainability	How do the results of the SE4ALL Project contribute to the international treaties on Environment: Rio+20, SDGs and other global initiatives?	• Contribution to the inter-institutional environment and global initiatives	• Project archiving and reporting • Political and technical representatives of the Lead beneficiary and the strategic actors involved. • Verification of achievements • Technically and politically relevant actors outside the project in Equatorial Guinea	• Interviews with key actors • Documentary analysis • Triangulation of information
What is the feasibility for the positive results and the flow of benefits obtained from the project activities to be maintained and increased once they have ended and thus continue to contribute to the objectives of the SE4ALL Project?				
Sustainability	Will resources be available to monitor and operate the project's actions and objectives?	• Availability of financial resources • Economic and financial exit strategy • Communication Strategy to date and until the end of the Project.	•Project archiving and reporting •Project Management and Coordination •Political and technical representatives of the Lead beneficiary and stakeholders involved	• Interviews with key actors • Documentary analysis • Triangulation of information • Analysis of the penetration level of the project's current and future achievements
Sustainability Capacity Building Knowledge Management Network Generation	What is the level of ownership of the different stakeholders in the results and benefits of the SE4ALL Project?	•Key stakeholders' knowledge of project results •Perspective of key actors for the institutionalisation of project results by incorporating them into the strategic processes of their institutions. • Expectations of institutional response to dissemination beyond beneficiaries or projects	•Project archiving and reporting •Political and technical representatives of the Lead beneficiary and the strategic actors involved. •Verification of achievements	• Interviews with key stakeholders • Documentary analysis • Triangulation of information • Penetration Level Analysis of current and future project achievements
Sustainability	How does the institutional capacity of key actors allow for the flow of aid to be maintained? benefits once the projects are completed?	• Support (strategic and and budgetary) • Support from the institutions involved	•Project archiving and reporting •Political and technical representatives of the Beneficiary	• Interviews with key stakeholders • Documentary analysis • Triangulation of information

Evaluation criteria	Questions	Indicators	Sources	Methodology
		• Degree of integration of the project actions in the institutional structure of the participants. • Availability of adequate and properly trained staff to take on the technical, financial and management aspects of the project. • Availability of sufficient equipment	Principal and strategic stakeholders • Verification of achievements	• Penetration Level Analysis of current and future project achievements
Relevance Capacity Building Effectiveness Knowledge Management Efficiency	How are the technology, knowledge, processes or services introduced or provided adapted to the institutional context and have adaptive capacities been generated in the staff of the institutions related to the SE4ALL Project?	• Compatibility with needs, culture, traditions, existing skills and knowledge in the relevant institutions. • Capacity of the beneficiaries to adapt to the technologies acquired and to maintain them without any other assistance	Project archiving and reporting Political and technical representatives of the Lead beneficiary and the strategic actors involved. Verification of achievements	• Interviews with key stakeholders • Documentary analysis • Triangulation of information • Analysis of the penetration level of the project's current and future achievements
How were the SE4ALL Project activities implemented, including the overall efficiency and the use and management of available resources?				
Efficiency Integrated Management Substantive experiences Best practices	How did the management of the SE4ALL Project contribute to the efficient achievement of results? Have interests been respected and has project information been adequately communicated to the different stakeholders?	• Quality, realism and focus of work plans • Monitoring and feedback loop for management and operational improvement • Corrective measures to improve the level of implementation • Quality of day-to-day management: planning and execution ofoperational tasks • Management of financial resources • Provision/provision of inputs at planned time and cost • Efficient use of planning instruments for project management • Quality of information management and reporting	• Archiving and reporting of project activities • Project Coordination • Project Directory • UNDP • Stakeholders and those involved in project activities • Use and appropriateness of expenditure	• Analysis of the results-based management of the SE4ALL Project • Analysis of implementation, causes and consequences of delays and any corrective action taken • Interviews with key stakeholders • Documentary analysis • Field visits where the project experiences are being carried out. • Triangulation of information

Evaluation criteria	Questions	Indicators	Sources	Methodology
Efficiency Integrated Management Substantive experiences Best practices	How did the implementing institution contribute to the achievement of the results? Does the inter-institutional structure of the project (Project Board, Project Manager, Project Coordinator and Team) allow for efficient project implementation? Has there been adequate risk management of the project?	• Administrative and technical support from the implementing institution and main partners • Internal review processes, coordination and governing bodies • Resource inputs and support from Government and Partners.	• Archiving and reporting of project activities • Project Coordination • Project Directory • UNDP • Stakeholders and those involved in project activities	• Analysis of the impact of the institutional set-up of projects on the achievement of results and efficiency of results. • Interviews with key actors • Interviews with representatives of the institutions linked to the SE4ALL Project. • Documentary analysis • Triangulation of information
Efficiency Leveraging Resources	What was the capacity of the partners to contribute to the management of the projects? Has the committed co-financing been met? Has co-financing contributed to strategic actions of the project? Has it been possible to secure other funding for activities and the achievement of objectives?	• Capacity and effectiveness of all partners to make their financial and/or human resources financial and/or human resources contributions • Level of involvement in the project and communication between the Project Coordination; implementing institution and partners at country.	• Archiving and reporting of project activities • Political and technical representatives of the Lead beneficiary and the strategic actors involved. • Verification of communications between the parties.	• Analysis of Partner Contribution and Involvement • Interviews with key stakeholders • Interviews with project representatives • Documentary analysis • Triangulation of information
To what extent did the activities, outputs and outcomes incorporate the gender dimension, capacity building and synergy building by promoting them withnational public and private institutions?				
Sustainability Efficiency Substantive Experiences Synergy	How has the SE4ALL project managed to complement and establish synergies with other projects in the field of the environment?	• Initiatives with which the SE4ALL Project was able to complement and establish synergies • Coordination actions and resources of SE4ALL Project projects	• Archiving and reporting of project activities • Project Coordination • Project Directory • UNDP • Stakeholders and those involved in project activities	• Interviews with key stakeholders • Documentary analysis • Triangulation of information

Evaluation criteria	Questions	Indicators	Sources	Methodology
Sustainability Efficiency Substantive Experiences Synergy	How has the SE4ALL project managed to complement and establish synergies with other projects in the field of the environment?	• Initiatives with which the SE4ALL Project was able to complement and establish synergies • Coordination actions and resources of SE4ALL Project projects	• Archiving and reporting of project activities • Project Coordination • Project Directory • UNDP • Stakeholders and those involved in project activities	• Interviews with key stakeholders • Documentary analysis • Triangulation of information
Gender	How does the project incorporate the gender dimension in all its work and achievements,and what evidence is there?	• Incorporation in objectives, gender dimension indicators, targets, instruments • Effective achievements that show an evolution in the gender mainstreaming	• Archiving and reporting of project activities • Project Coordination • Project Directory • UNDP • Stakeholders and those involved in project activities	• Interviews with key stakeholders • Documentary analysis • Triangulation of information
Knowledge Management Networking	Was the generation of knowledge and technical networks promoted?	• Building technical roundtables, networks, inter- institutional technical coordination sites • Improving national capacities to define and produce results •Achievement of appropriate consensual solutions through participatory and collaborative actions	• Archiving and reporting of project activities • Project Coordination • Project Directory • UNDP • Stakeholders and those involved in project activities	• Interviews with key stakeholders • Documentary analysis • Triangulation of information

Annex 3: Rating Scales

Outcome Ratings Scale - Relevance, Effectiveness, Efficiency

Rating	Description
6 = Highly Satisfactory (HS)	Level of outcomes achieved clearly exceeds expectations and/or there were no shortcomings
5 = Satisfactory (S)	Level of outcomes achieved was as expected and/or there were no or minor shortcomings
4 = Moderately Satisfactory (MS)	Level of outcomes achieved more or less as expected and/or there were moderate shortcomings.
3 = Moderately Unsatisfactory (MU)	Level of outcomes achieved somewhat lower than expected and/or there were significant shortcomings
2 = Unsatisfactory (U)	Level of outcomes achieved substantially lower than expected and/or there were major shortcomings.
1 = Highly Unsatisfactory (HU)	Only a negligible level of outcomes achieved and/or there were severe shortcomings
Unable to Assess (UA)	The available information does not allow an assessment of the level of outcome achievements

Sustainability Ratings Scale

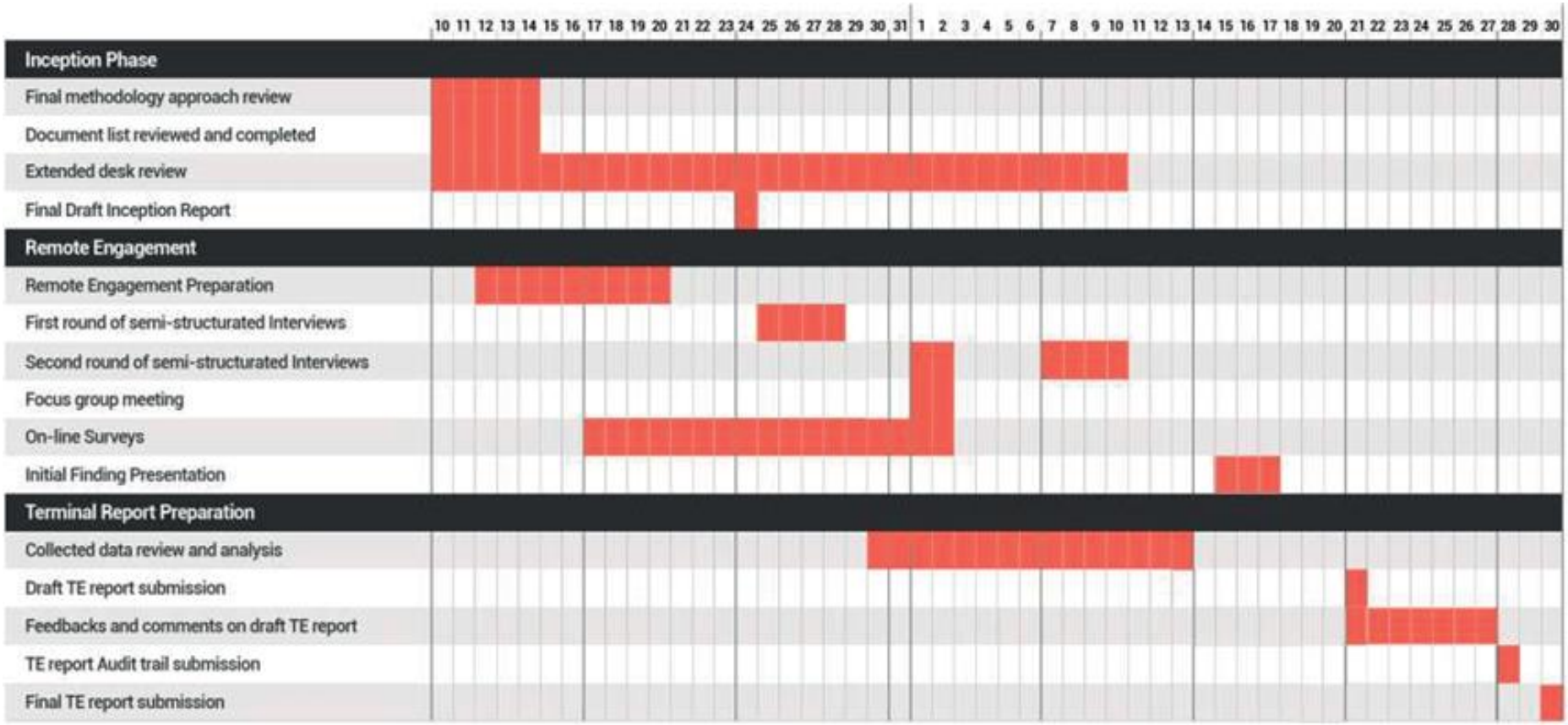
Rating	Description
4 = Likely (L)	There are little or no risks to sustainability
3 = Moderately Likely (ML)	There are moderate risks to sustainability
2 = Moderately Unlikely (MU)	There are significant risks to sustainability
1 = Unlikely (U)	There are severe risks to sustainability
Unable to Assess (UA)	Unable to assess the expected incidence and magnitude of risks to sustainability

Annex 4: List of documents reviewed

Particulars	Years	Document	Source	
Project Approval	2016	Letter of Approval	UNDP	√
		Signed Project Document	UNDP	√
		Delegation of Authority	UNDP	√
Project Start-Up	2016	Staff contract for the Project Coordinator	PMU	√
		Staff contract for the Project Finance Personnel	PMU	√
Project Planning and Implementation	2016-2018	Inception Workshop Report	PMU	√
		Annual Workplan and Budget	PMU	√
		1st Quarter Workplan	PMU	√
		2nd Quarter Workplan	PMU	√
		3rd Quarter Workplan	PMU	√
		4th Quarter Workplan	PMU	√
	2019-2022	Annual Workplan and Budget	PMU	√
		1st Quarter Workplan	PMU	√
		2nd Quarter Workplan	PMU	√
		3rd Quarter Workplan	PMU	√
		4th Quarter Workplan	PMU	√
		2019 - 2020 Annual Project Report	PMU	√
Project Monitoring	2016-2022	2nd Quarter Progress Report/FACE form	PMU	√
		3rd Quarter Progress Report/FACE form	PMU	√
		4th Quarter Progress Report/FACE form	PMU	√
		Signed CDR	UNDP	√
Project Oversight	2017	Project Board Meeting Agenda	PMU	√
		Project Board Meeting Minutes	PMU	√
	2022	Project Board Meeting Agenda	PMU	√
		Project Board Meeting Minutes	PMU	√
	2016-2020	Back to Office Reports	UNDP	√
	2016-2022	Social Media	PMU	√
Asset	Y1- 2	Project Assets List/Register	PMU	√
Management		UNDP Environmental and Social Screening Report	UNDP	√
		Project Inception Report	UNDP	√
		Project's publication	UNDP	√
		Snap shots of UNDP Risks and issues log	UNDP	√
		In-kind assistance table	UNDP	√

		Technical reports produced by the international and national consultants	UNDP	✓
		Project's activities media coverage	UNDP	✓
		Training sessions progress reports	UNDP	✓
		Mid-term Evaluation Report	UNDP	✓

Annex 5: Evaluation Timeline



Annex 6: List of individuals consulted

Representative Name	Institution
Gabriel MGUA AYECABA	Project Director, Ministerio de Agricultura , Ganadería Bosques y Medio Ambiente
Hoorato Toka Rubio	Focal point del proyecto en el Ministerio de Agricultura, Ganaderia, Bosques y Medio Ambiente
Saturnino Menga Mengue	Focal point - Ministerio de Agricultura, Ganadería, Bosques y Medio Ambiente
Ruth Mbengono Abia Onguene	Focal point - Ministerio de Industria y Energía
Carlos alberto Rodriguez Castro	Chief technical Advisor
Pablo Tomas Herrera Besabe	Technical Support advisor
Jose Manuel Esara Echube	Decano de la Facultad de Medio Ambiente - UNGE
Inmaculada Mofuman Ngua	ONG ANDEGE
Celso Moro	ONG MAYSSER
Leocadio Ndong Moñumu	ONG ADELO
Eloisa Sales Ipua	ONG REFADD
Jose Juan Ndong Tom Mekina	CICTE
Fidel Esono Mba	INDEFOR
Romulo Ayong	SEGESA

Annex 7: UNEG Code of Conduct

Evaluators/Consultants:

Evaluators/Consultants:

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

Evaluation Consultant Agreement Form

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

Name of Evaluator: **Domingo Mbomio Ngomo**

Name of Consultancy Organization (where relevant): N/A

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

Signed at Bata (Place) on **11th, October 2022** (Date)

Signature: 

Evaluators/Consultants:

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

Evaluation Consultant Agreement Form

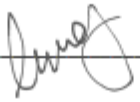
Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Evaluator: **Leandro Fernandez**

Name of Consultancy Organization (where relevant): N/A

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

Signed at _Alicante, Spain_____ (Place) on **12th, September 2022** (Date)

Signature: 

Annex 8: Terminal Evaluation (TE) Report Clearance Form

Terminal Evaluation Report for *"Sustainable Energy for All (SE4ALL) - PIMS 5143)*
Reviewed and Cleared By:

Commissioning Unit (M&E Focal Point)

Name: *Tsiry Tahianarinoro Razafimiarana*

Signature: _____ Date: 07 November 2023__

Regional Technical Advisor (Nature, Climate and Energy)

Name: *Faris Khader*

Signature: Faris Khader Date: 15 November 2023

Annex 9: Audit Trail

The Audit trail document is attached as a separate Annex to the Terminal Evaluation

Annex 10 Co-financing Table

Co-financing (type/source)	UNDP financing (US$m)		Government (US$m)		Partner Agency (US$m)		Total (US$m)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants	0.5	0.5	37,55	20.5	N/A	N/A	40	21
In- kind support	N/A	N/A	1.95	1.95	N/A	N/A	1.95	1.95
total	0.5	0.5	39.5	22.45	N/A	N/A	40	22.95

Sources of Co- Financing	Name of Co- financier	Type of Co- financing	Investment Mobilized	Amount (US$m)
Equatorial Guinean Government	MPM	In-Kind and Cash	Recurrent expenditures	20.5
Donor Agency	UNDP	In-Kind	Recurrent expenditures	0.5
Total Co-Financing				21