

Evaluation Title **Mid-Term Review – UNDP/GEF project "De-risking Renewable Energy Investment"**  
 Evaluation Completion Date September, 2020  
 Management Response Document December, 2020

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**Recommendation A1:** Reconsider split project management arrangement and make the shift to a full-time PM.

**Management response:**

UNDP agrees with this recommendation and will immediately recruit a full-fledged Project Manager for the project.

Key Activities	Timeframe	Responsible party	Status
A1.1. Revise existing Terms of Reference of the Project Manager to manage only UNDP/GEF "De-risking Renewable Energy Investment"	31/03/2021	UNDP GEF Portfolio Manager	To be initiated following approval of the management response

**Recommendation A2:** Prepare a plan for improved and accelerated project implementation with the Country Support Team. Budget ambitiously in order to remedy disbursement delivery shortfalls.

**Management response:** UNDP agrees with this recommendation. and will as soon as possible develop a plan for accelerated delivery to remedy disbursement delivery shortfalls, and will be reflected in AWP 2021.

Key Activities	Timeframe	Responsible party	Status
A2.1. Preparing a plan for improved and accelerated project implementation	15/02/2021	Project Manager, Chief Technical Advisor, under the guidance of the GEF Portfolio Manager and RTA	To be initiated

**Recommendation A3:** Secure definitive documentation of delivered co-financing immediately, and again for the Terminal Evaluation

<b>Management response:</b> UNDP agrees with this recommendation. The project will take immediate steps to file all co-financing letters initially committed at the project's design stage. The project will conduct a regular calculation and put a tracking mechanism in place to track expenditures under co-finance contributions.			
<b>Key Activities</b>	<b>Timeframe</b>	<b>Responsible party</b>	<b>Status</b>
A3.1. The project will track all co-finance commitments from project design stage and establish a system for regularly (bi-annually) updating expenditures	30/06/2021	Project Manager, CTA Resources Monitoring and M&E Associate	Initiated
<b>Recommendation A4:</b> Revise the project Risk Log in light of the COVID-19 crisis, thoroughly revise proposed countermeasures, and make these countermeasures a central part of project strategy and activities.			
<b>Management response:</b> UNDP agrees with this recommendation. The project will keep the risk log updated, given the ubiquitous effect of COVID-19. The project team will assess the risks, level of exposure, and development of the coping strategy to implement the project activities successfully.			
<b>Key Activities</b>	<b>Timeframe</b>	<b>Responsible party</b>	<b>Status</b>
A4.1. Revision of the project Risk Log in light of the COVID-19 crisis and keep risk log updated in Atlas regularly	31/12/2020 and quarterly thereafter	Project Manager Chief Technical Advisor Task Leaders Programme Associate	Completed
<b>Recommendation A5:</b> Consider applying for a no-cost extension of the project period (up to 12 months, plus 6 months because of COVID-19) if more time is needed to adopt legislation (Component 2), implement financial mechanisms (Component 3), and spend project grant funds			
<b>Management response:</b> UNDP agrees with this recommendation. The extension will be requested, following established UNDP-GEF procedures.			
<b>Key Activities</b>	<b>Timeframe</b>	<b>Responsible party</b>	<b>Status</b>
A5.1. Based on Accelerated Delivery Plan, work out exact timeframes and implementation strategy for adopting legislation,	15/02/2021	Project Manager Chief Technical Advisor	To be initiated

implementing financial mechanisms			
A5.2. Based on above analysis, submit justification for a project extension request to BPPS NCE	31/03/2021	Project Manager GEF Portfolio Manager	To be initiated
<b>Recommendation B1:</b> Close the Project's activity on the site-specific auction mechanism Component 1, but ensure effective knowledge-sharing by preparing a lessons learned study and possibly a short lessons learned video, to be distributed via web-based channels, UNDP knowledge-sharing networks including via the global DREI initiative, and partner agencies.			
<b>Management response:</b> UNDP agrees with this recommendation.			
<b>Key Activities</b>	<b>Timeframe</b>	<b>Responsible party</b>	<b>Status</b>
B1.1. Hire a consultant for conducting a lessons-learned study on site-specific auctions under Component 1	30/06/2020	Project Manager Chief Technical Advisor	To be initiated
B1.2. Refine the project's communication strategy with a comprehensive multi-year action plan, including development of communications products on site-specific auctions (videos, etc.) for broad dissemination.	February 2021	Project Manager CO Communications Specialist	To be initiated
<b>Recommendation C1:</b> Develop and implement measures to enhance political will for adoption of the legislative amendments, while also supporting building code revisions as an alternative or supplemental policy de-risking tool			
<b>Management response:</b> UNDP agrees with this recommendation; The project will design measures and enhance interaction with key national stakeholders to facilitate better understanding, ownership and political will for adoption of proposed amendments, particularly those concerning subsidies. Following parliamentary elections in January, 2021 new Parliament has been formed - the project will work closely with new MPs, Ministry of Energy, national grid operators, and other stakeholders in pursuing legislative amendments in the RE sector.			
<b>Key Activities</b>	<b>Timeframe</b>	<b>Responsible party</b>	<b>Status</b>
C1. 1. Strengthen the workplan of the project for 2021 with support	15/02/2021	Project Manager Chief Technical Advisor	Initiated

on lawmaking process, additional research and advocacy, as well as workshops and consultations with key national stakeholders to raise awareness about anticipated policy and legislative amendments in the RE sector		Task Leaders	
<b>Recommendation C2:</b> Expand the Project's communications and outreach, including execution of a project-wide lessons-learned report and final conference			
<b>Management response:</b> UNDP agrees with this recommendation. The project will update its communications and outreach strategy and action plan (see B1.2), and include preparation of a lessons-learned report and final conference in its final year of implementation			
<b>Key Activities</b>	<b>Timeframe</b>	<b>Responsible party</b>	<b>Status</b>
C2.1. Include preparation of a lessons-learned report and final conference into project's final year of implementation	By 19 February, 2023 (as per current project end date)	Project Manager	To be initiated in 2022
<b>Recommendation D1:</b> Immediately develop detailed market research (including investment risk analysis based on DREI methodology) on selected small-scale RE technologies, business models for their delivery and use, and potential numbers of implementers			
<b>Management response:</b> UNDP agrees with this recommendation. The project will provide tailored support through a two-phased approach to the following technologies: heat pumps and solid biomass fuel. The project works on a broader strategy regarding market research and support tailoring in a holistic way. The outputs of technical contract to date (for instance, Development of Minimum Requirements for the Application of Renewable Energy Technologies in Civil Engineering Facilities, etc.) will be used and will inform the proposed market research.			
<b>Key Activities</b>	<b>Timeframe</b>	<b>Responsible party</b>	<b>Status</b>
D1.1. Development of a detailed market research as a basis for tailoring support measures to a different types of small-scale RES	October 2021	Project Manager Chief Technical Advisor	Initiated
<b>Recommendation D2:</b> Use the market research conducted under recommendation D.1 to establish priorities for promotion, as well as customization and delivery of incentives for selected technologies and business models			

<b>Management response:</b> UNDP agrees with this recommendation			
<b>Key Activities</b>	<b>Timeframe</b>	<b>Responsible party</b>	<b>Status</b>
D2.1. Based on findings under market research (D.1.1), establish priorities for promotion, customization and delivery of incentives for selected technologies and business models	December, 2021	Project Manager Chief Technical Advisor	To be initiated