## Management Response Template

**Project Title:** NAMA Support for Tunisian Solar Plan

**UNDP PIMS ID:** 5182

**GEF ID:** 5340

**Terminal Evaluation Completion Date:** 21 February 2022

**Date of Issue of Management Response:**

**Prepared by:** Kais Melaouhia

**Contributors:** Zuhre Guven

**Cleared by:** Faiza Elleuch

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Terminal Evaluation recommendation 1.** UNDP CO should continue the discussion with ANME about further assistance in ANME restructuring.  Although the project is operationally closed, there is a need to continue few activities that had been initiated in the last year of the project implementation period, in particular to continue the work on the ANME restructuring. | | | | |
| **Management response:** The project has successfully finalized and supported many important studies including the ANME restructuring mission and a reform Plan. As part of this mission, the project ensured that the partners were provided with all the necessary tools to continue their advocacy to decision makers, including the statement of reasons and the draft by-law. A meeting with ANME was also held to discuss actions related to the project that UNDP should continue, the two actions listed above were requested | | | | |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking[[1]](#footnote-1)** | |
| **Comments** | **Status[[2]](#footnote-2)** |
| **1.1** Within the framework of the ANME reform plan, the project is supporting ANME for the execution of several actions such as the establishing pricing, developing the communication strategy of ANME, developing the HR strategy, and outsourcing the PROSOL-ELEC file management. |  |  |  | Completed |
| **1.2** UNDP CO is supporting ANME for the acceleration of the two 300 MW wind projects. Currently, UNDP is monitoring the landscaping and earthworks to facilitate access for two sites where wind measuring mas will be installed. Furthermore, and after work has been done, the CO will support the installation of the masts in these two sites (mountains of Nabeul and Kébili) | - Landscaping work: January to mars 2022  - wind measuring mas: 2022-2023 | PMU -UNDP |  | Completed |
| **1.3** UNDP CO is supporting ANME by the Recruitment of a specialized office for the development of feasibility studies for the construction of a new bioclimatic head office of the National Agency for Energy Management | January 2022 – June 2022 | PMU-UNDP |  | On-going |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Terminal Evaluation recommendation 2.** UNDP and ANME should pursue the elaboration of the guidance for environmental and social Screening of RE projects under 300 MW.  Multilateral and bilateral donors are required to conduct environmental and social screening for RE investment projects. Absence of adopted guidelines for environmental and social screening of RE projects under 300 MW could limit access to funding for future investments into such projects, as completion of ESS is essential not only for environmental and social sustainability of RE projects, but also for meeting mandatory requirements of donors and development banks | | | | |
| **Management response: A**lthough the ToR documents were prepared and shared with the ANPE for approval in order to start the process of recruiting a consultancy firm to develop guidelines for environmental and social safeguards for renewable energy projects in Tunisia. The Project did not succeed to have the ANPE approval and go further with this study. This point was taken into consideration in the exist strategy | | | | |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status** |
| Prepare an Exit Strategy | July 2021 | PMU |  | Completed |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Terminal Evaluation recommendation 3.** ANME should pursue further improvement of the existing national expertise for undertaking monitoring, reporting and verification (MRV) actions for projects implemented under the TSP that are important for setting national climate actions, climate-related targets, and policies in the area of renewable energies as a contribution to the implementation of the revised Nationally Determined Contributions  In line with the Paris Agreement, the TSP NAMA contributes to the NDCs. A robust monitoring, reporting and verification system (MRV) was developed under previous projects. It is desirable to continue training of personnel for managing and undertaking MRV actions for NAMAs that contribute to NDCs. | | | | |
| **Management response**: UNDP has initiated various national capacity building missions on MRV and will continue its support through other ongoing projects given the importance of measurement, reporting and verification | | | | |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status** |
| Enhanced MRV Transparency at the National Level; | 2021-2025 | UNDP- Enabling activity for the preparation of the fourth national communication (4th NC) and the third biennial report (3rd BUR) of Tunisia |  | On-going |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Terminal Evaluation recommendation 4.** The Government of Tunisia should consider the establishment of a permanent institutional framework for the coordination of donor-funded climate change mitigation projects and initiatives.  Coordination between various climate change mitigation initiatives in Tunisia has been established at the level of donor agencies and development banks. Establishment of a permanent institutional oversight and coordination framework at the level of the Government of Tunisia can bring more synergies and mutual reinforcement between individual donor-funded projects and initiatives, as well as avoid duplication of efforts. | | | | |
| **Management response**: Unité de Gestion Par Objectif (UGPO) or Climate Unit of the Ministry of environment “ME” was Created by Government Decree No. 2018-263 of March 12, 2018), it is responsible for coordination between the various stakeholders in the CC field and, in particular, for monitoring the implementation of the NDC and the updating of its national targets in accordance with the requirements of the Paris Agreement. Under the responsibility of ME, it will serve as a coordination platform at the national level for all activities carried out under the program. UNDP will support it through other ongoing projects | | | | |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status** |
| **4.1** Strengthen the institutional coordination mechanism for the implementation and updating of the NDC through support to the UPO-C | 2020-2025 | UNDP-Program to accelerate the implementation of the Tunisian NDC |  | On-going |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Terminal Evaluation recommendation 5.** Under future international assistance projects, the Government of Tunisia should pursue the acquisition of windPRO or similar software, and related training for STEG.  Although it was originally planned under the project, the acquisition of a software for wind projects was not conducted due to budgetary and time constraints. Availability of the software would further enhance national capacities for planning and assessing wind projects | | | | |
| **Management response**: Under NAMA project STEG has benefited from the acquisition of OPTgen software and its related training but The Tunisian government should first adopt and maintain the use of this software and conduct continuous training and document lessons learned for this software that will help her to succeed for the adoption of WindPro software. This point was taken into consideration in the Exit strategy | | | | |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status** |
| Prepare An Exit Strategy | July 2021 | PMU |  | Completed |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Terminal Evaluation recommendation 6.** For future projects on RE, UNDP CO should ensure that a rigorous Theory of Change is part of the project design and used as a basis for the preparation of the project results framework.  A well-prepared project results framework is important to ensure projects have clear linkages to global benefits in terms of sustained generation of energy and GHG emission reductions through a Theory of Change analysis. | | | | |
| **Management response**: This recommendation would be taken into consideration in the new UNDP-GEF project that is under the formulation of the project document. | | | | |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status** |
|  |  |  |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Terminal Evaluation recommendation 7.** UNDP CO should ensure that sets of project activities are developed for each project output at the stage of the project formulation and explicitly listed in the Project Document submitted for GEF CEO approval.  Absence of defined activities in the Project Document requires considerable time for their development by the project implementing team after the project inception and thus causes implementation delays. | | | | |
| **Management response**: This recommendation to ensure project activities are formulated in the project document would be taken into consideration in the new UNDP-GEF project that is under the formulation of the project document. | | | | |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status** |
| **7.1** The consultant that will be recruited to develop the project document of the UNDP GEF 7 sustainable cities project would be required to ensure those project activities are listed in the Prodoc. | 2022-2023 | PNUD/IC |  | On-Going |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Terminal Evaluation recommendation 8.** UNDP CO should ensure that management arrangements for future RE projects include the acquisition of initial short-term of international expertise for preparation and planning of activities in specific technical areas required by the projects.  Lack of specific technical knowledge in the Project Management Unit hinders smooth implementation of RE projects. | | | | |
| **Management response**: This recommendation has been already taken into account for the preparation and planning of the NDC Energy project that’s under implementation and it will be duplicated for any other project that needs technical assistance. | | | | |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status** |
|  |  |  |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Terminal Evaluation recommendation 9.** UNDP CO should ensure that the project designers undertake a careful assessment of the potential provision of global environmental benefits from RE projects already during the projects’ implementation phase and, wherever possible, focus the project objective indicators and targets on immediate post-project time periods.  Setting of project indicators and targets at the level of the project objective should be realistic in terms of what a GEF project can actually achieve during the typical relatively short implementation period. | | | | |
| **Management response**: this recommendation will be taken into consideration during the development of the PIF proposal under GEF7 | | | | |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status** |
| **9.1** The consultant of the PIF project proposal has to set up realistic project indicators and targets | Mars-Avril 2022 | UNDP |  | On-going |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Terminal Evaluation recommendation 10.** UNDP CO should ensure that the Mid-Term Review of GEF projects includes a careful assessment of the indicators, and, wherever necessary, proposes the adjustment of the targets to realistic and achievable values.  Some of the targets at the level of the project objective became unrealistic due to slow progress of the baseline projects owned by third parties. Although the MTR identified some corrective actions, it did not propose adjustment to more realistic targets. | | | | |
| **Management response**: this recommendation will be taken into consideration during the development of the PIF proposal under GEF7. | | | | |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status** |
|  |  |  |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Terminal Evaluation recommendation 11.** For future RE projects, UNDP CO should ensure rigorous review of national legislative and regulatory frameworks that have direct impact on the inclusion of demonstration and investment baseline projects as components of the GEF projects.  **Planning and implementation of investment baseline projects can be delayed if a detailed analysis of gaps in national legislative and regulatory frameworks is not conducted at the project conceptualization phase.** | | | | |
| **Management response**: this recommendation will be taken into consideration for the development of RE projects to conduct a detailed analysis of gaps in national legislative and regulatory frameworks at the project conceptualization phase. | | | | |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status** |
|  |  |  |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Terminal Evaluation recommendation 12.** UNDP CO should ensure that the design of future energy projects include activities targeting the engagement of the local financial sector in order to mitigate the perception of risks related to investments into renewable energy and energy efficiency technologies and projects.  **Renewable energy investment projects require financing that in many cases is sourced from existing financial markets. There was no involvement of local financial sector in the project.** | | | | |
| **Management response**: This recommendation is addressed in the NDC Energy project | | | | |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status** |
| **12.1** UNDP CO has launched a study under the project NDC Energy that target the engagement of the local financial sector in order to mitigate the perception of risks related to investments in renewable energy and energy efficiency technologies. | December 2021-December 2022 | PMU-UNDP | This Mission is supporting the private sector and financial institutions for the implementation of the NDC | On-going |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Terminal Evaluation recommendation 13.** UNDP CO should ensure that the design of future energy projects include gender mainstreaming based on an analysis of potential impacts of the planned interventions on men and women, and that monitoring of the projects systematically capture and report information about the gender balance of results.  **Due to the sustained commitment of the donor community to gender equality, there is an increasing need for the inclusion of gender perspectives into future design and implementation of RE projects** | | | | |
| **Management response**: This recommendation has been addressed in the design of projects that follows the project NAMA-PST. In addition, this recommendation will be adopted in future projects as for the UNDP-GEF new approved project. | | | | |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status** |
| **13.1** Mainstreaming of gender and women’s empowerment from the project design phase. | Committee approval for the proposal received on January 2022 | UNDP / SDG Climate facility | This recommendation was taken into account in the design of the SDG climate facility project proposal that has been approved and granted the budget. | Completed |
| **13.2** Mainstreaming of gender and women’s empowerment from the project design phase. | Under implementation | UNDP/NDC Partnership | This recommendation was taken into account in the design of the program to accelerate the implementation of the Tunisian NDC | Completed |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Terminal Evaluation recommendation 14.** UNDP CO should ensure that information on actual project co-financing is systematically tracked during the project implementation and is included in the last Project Implementation Report.  **At project inception, the project partners made commitments to co-financing of the project activities. Information about the actual co-financing provided was not readily available for terminal evaluation.** | | | | |
| **Management response**: In the future, more attention will be given to track systematically project co-financing during the project implementation and to be included in the last Project Implementation Report. | | | | |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status** |
| **14.1** Updates to project co-financing. | Septembre 2021-February 2022 | PMU | The co-financing for the project NAMA-PST at the TE stage has been updated in the table on the Final TE and communicated in the GEF5-UNDP5182 co-financing template to the Donor | Completed |
| **14.2** Tracking co-financing of the new UNDP GEF approved project | During the implementation of the project | UNDP/MALE | This recommendation will be taken into account in the implementation for the new approved UNDP-GEF project on “Demonstration of a comprehensive resource efficiency approach for sustainable cities in Tunisia » | On-going |

1. [↑](#footnote-ref-1)
2. [↑](#footnote-ref-2)