

# **Management response to the Mid Term Review *evaluation of the project NAMA Support for the Tunisian Solar Plan***<sup>1</sup>

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

**Project PIMS #:** 5182

**GEF Project ID (PMIS) #:** 5340

**Midterm Review Mission Completion Date:** 30/05/2018

**Date of Issue of Management Response:** 30/05/2019

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## **Context, background and findings**

The Tunisian Solar Plan (TSP), originally formulated in 2012 and updated in 2015, is the official medium and long-term plan launched by the ministry in charge of the energy transition in Tunisia to boost investment in renewable energies. The PST aims to achieve a share of electricity production from renewable energy sources of 30% in the electricity mix in 2030.

The project, executed by UNDP and funded by the GEF, support the Government of Tunisia in developing a nationally appropriate mitigation measure (NAMA) for the PST, which will contribute to creating the enabling environment to promote investments in the TSP and reduce GHG emissions in a verifiable and transparent manner. The project supports a change of scale of the renewable energy development policy and its transformation into an energy transition policy.

The Project, which is implemented nationally (NIM) with the National Agency of Energy Conservation (Agence Nationale pour le Maitrise de l'Énergie -ANME), seeks to develop the architecture and components of the NAMA PST, particularly a combination of political and financial instruments to mitigate the risks of investing in renewable energies.

In addition, the NAMA PST is set to generate substantial socio-economic benefits related to energy security, reducing energy costs, the promotion of a national industrial fabric and local energy service companies, and jobs creation.

To achieve these objectives, the project was to develop around the following main results:

- **Outcome 1:** The enabling conditions, methodologies and tools are developed for de-risking the national policy environment for implementing the Tunisian Solar Plan through a TSP NAMA
- **Outcome 2:** A coherent climate finance framework is established for the development of the TSP NAMA to catalyze the transformational capacity of the TSP to generate large emission reductions
- **Outcome 3:** The TSP is operationalized by demonstrating a proof-of-concept energy NAMA with quantified GHG emission reductions.

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<sup>1</sup> This template is in alignment with the [Management Response Template](#) for UNDP project-level evaluations in the Evaluation Resource Centre.

As pointed in the MTR, the project has achieved several expected outputs during the first 3 years of implementation while others are delayed.

A progress was observable on Outcome 1 accomplishing the implementation of a system dynamics model, to monitor and evaluate the sustainable development dividends (economic, social and environmental) of energy transition and climate change mitigation policies in Tunisia. As well the implementation of de-risking instruments designed using DREI analysis to quantify risks that hinder investments in RE, and to develop policy and financial de-risking instruments to promote large-scale private investments.

Those achievements led to the Government adoption of an action plan to accelerate the implementation of the TSP in 2018. Supporting, concurrently, the adoption and the promulgation of the regulatory text (decree) on the management, replenishment and resources use modalities of the Energy Transition Fund (ETF) the main public financial mechanism of TSP.

However, the MTR highlighted that results was insufficient to unlock the additional types of financial instruments that were envisaged in the project document. Noticing that some Project results have been achieved, without the direct involvement of the Project, like regulations for PPP.

Concerning the third outcome, the project targets was moving toward to be concrete but with a slow pace, benefitting from the Government 'will to further take-up renewables, by the implementation of the Tozeur PV plant already in progress and the increased capacity of concessions of power generation plants from renewable energy from 200 MW to 1000MW, involving the private sector.

Even so, The MTR report focus on the national and international changes that will probably affect the results of the project as designed on its implementation. First, related to the concept of NAMAs, which is not formally recognized in the Paris Agreement, then the progress of national sustainable framework and the technical evolution of renewable energy under desert conditions.

For that, it was recommended to change the focus to the recent Government TSP actions and thereby solidify the project's strategic relevance and enhance its logical objectives as well optimize his impact. An adaptive measure has been taken in response to the changes of the Project environment, in line with all the necessary administrative and operational procedures, but with a weak project visualization and identification of opportunities.

As a general conclusion, it can be said that the MTR report highlights several important barriers and delays of the project. While many of these have already been addressed, with the consequence that the project has been making good progress during the first 3 years of his implementation,

The completion of the ongoing and planned activities under Outcomes 1 and 2 and the launch of a new activities under the outcome 3 in order to re-frame the project in the international context of the NDC, will depend on an extension of the project. For this, a detailed request will be presented later.

## Key MTR recommendations and management response

<b>Recommendation 1.</b>				
<i>All Outcomes: General strategy to adapt the Project to changes in the Project environment</i>				
<p>There have been major changes to the (inter-)national Project environment. These changes have a significant impact on each of the 3 components of the Project. While Project management has taken individual measures to adapt the Project accordingly, in the view of the reviewer a clear overall adaptation strategy – one that is proactive, not reactive – should be developed. The PSC is advised to actively engage in the formulation and implementation of the adaptation strategy, leaning on the Project Manager for guidance. The Project is planning to assist ANME to restructure so that it is better able to implement the Tunisian Solar Plan (including investor relations management and coordination of large-scale infrastructure investment). This assistance should, in turn, be leveraged to enable ANME to take a more central role in mobilizing other key stakeholders, notably the Ministry of Energy and the Ministry of Finance.</p>				
<b>Management response:</b>				
<p>The support of the ANME restructuring prove to be crucial to enhance energy transition in Tunisia, including the large-scale renewable energy investments needed under the TSP and its accreditation to the Green Climate Fund. This reform will enable the ANME to fully assume its mission of leadership in the design and implementation of national policies for an energy transition and a low greenhouse gas (GHG) economy, in order to meet the energy transition challenges in Tunisia as well as those of sustainable development in line with the 2030 strategic objectives as announced in the NDC ratified under the UNFCCC Paris Agreement.</p>				
Key action(s)	Time frame	Responsible unit(s)	Tracking <sup>2</sup>	
			Comments	Status <sup>3</sup>
1.1 the launch of the study to restructure the the National Agency for Energy Management (ANME) (organizational and financial management reform) of	October 2018	PM/PSC/ANME	The study was officially launched in October 2018. The first meeting of the technical committee of the study was organized on 14 <sup>th</sup> of December 2018.	Completed <sup>4</sup>

<sup>2</sup> If the MTR is uploaded to the ERC, the status of implementation is tracked electronically in the Evaluation Resource Centre database (ERC).

<sup>3</sup> Status of Implementation: Completed, Partially Completed, Pending.

<sup>4</sup> The status of completed is related to the action of launching/committing the study as per the MTR recommendation.

**Recommendation 2.****Outcome1: Position the Project within the Paris Agreement climate policy architecture**

The Paris Agreement (2015) does not directly refer to the concept of Nationally Appropriate Mitigation Actions (NAMAs), somewhat weakening the central position they occupied in the UNFCCC architecture when the Project was designed. The Project needs to be adapted to fully take into consideration the evolving national context, the latest national policies, strategies and measures to accelerate the deployment of large-scale renewable energy projects/programs and to support the implementation of Tunisia’s NDC under the Paris Agreement.

Tunisia’s NDC makes explicit reference to the TSP NAMA as a constituent element of the NDC. As the Project is designed to support the TSP NAMA, it already, by extension, supports the NDC. Nonetheless, the focus of the Project – both in terms of substantive work and stakeholder communications – needs to be reoriented around the NDC. This will mean greater attention in the Project design on the role of the TSP in the country’s broader mitigation strategy, including issues associated with inter-sectoral linkages and broader MRV issues. And this, in turn, will require stronger coordination with, and outreach to, a broader range of stakeholders. Anchoring the Project in the framework of the NDC should also have the benefit of returning the Project to a more central role in Government policy-making. There are potential synergies with the Capacity Building Initiative for Transparency (CBIT) PIF that is currently under development, notably in the areas of energy-sector MRV and inventorisation.

**Management response:**

In addition to the contribution of the project to the Tunisia NDC elaboration through the TSP NAMA, which constitutes one of the five key NAMAs baseline of the NDC, the project is continuing playing key role in the Paris Agreement implementation in Tunisia through:

- Supporting the NDC implementation :
  - Conducting national debate around acceleration of the energy transition in Tunisia. This national consultation process conducted with all stakeholders (private, public and CSO) led to two action plans to accelerate renewable energy and energy efficiency programmes.
  - The information system on energy sector (ENERinfo) and modeling (MedPro) related to impact of energy transition on socio-economic policy in Tunisia was strengthened with the project support.
- Supporting the elaboration of the long-term National Low Emission Carbon Strategy (LEDS) in the energy sector by 2050 as per the Article 4.19 in the Paris Agreement. This strategy represents the public policy tool for reducing greenhouse gas (GHG) emissions. So far, the PM took this requirement in consideration and integrated this activity in the revised AWP 2018.

Key action(s)	Time frame	Responsible unit(s)	Tracking*	
			Comments	Status
1.1 The Low Carbon National Strategy in the energy sector by 2050	Juin 2018	PM/PSC	The study to elaborate the LEDS in the energy sector was launched officially in a national workshop in October 2018.	Completed
1.2 Capacity building for the Tunisian parliamentarians on climate change and crucial topics such as the energy transition, the update of the Tunisian NDC, the regulatory	December 2018	PM/PSC/ UNDP Tunisia Country Office	The partnership with the Parliamentary academy is under development and will enhance the sustainability of the intervention with the parliamentarians. The	Pending

mechanism for the electricity sector etc..			NAMA TSP project will conduct this action in collaboration and synergy with the “support to the Tunisian Parliament” and “support to NDC implementation” projects implemented by UNDP in Tunisia.	
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### Recommendation 3

#### **Outcome2: Start development of guidelines for environmental and social safeguards for large infrastructure projects**

In the opinion of the reviewer, the Project Document clearly mentions the support to the development of guidelines for environmental and social safeguards for energy / infrastructure projects in Tunisia.

The PMU should immediately start to work on this task and support the Ministry of Environment in modifying the current framework for environmental / social impact analysis for energy / infrastructure projects.

Given the downgrade in the status of NAMAs in the UNFCCC architecture, Outputs 2.1 and 2.2 are no longer critical and can be dispensed with. The relevance of Output 2.7 – the development of a territorial performance-based mechanism (TPBM, a de facto feed-in tariff) – needs to be reconsidered in the context of the Government’s competitive tender process for renewable energy capacity. The TPBM could be reconfigured to support the Government’s regional development strategy, enhancing the financial attractiveness of renewable energy investments undertaken in particular regions of the country.

**Management response:** PM considers the study of Environmental and social safeguards for large infrastructure projects in renewable energy in Tunisia an important action to be to launch as soon as possible. It is important to take into consideration the involvement of the National Agency for Environment Protection under ministry in charge of environment in the TOR consultation and the monitoring of the study elaboration. Following to consultation with the Ministry in charge of energy, UNDP Tunisia was solicited to support the Local transition energy efforts including an important action to design the energy transition strategy in the governorate of Tozeur as a pilot “eco-friendly Governorate”.

Key action(s)	Time frame	Responsible unit(s)	Tracking*	
			Comments	Status
1.1 Launch of the study for Environmental and social safeguards for large infrastructure projects in renewable energy in Tunisia	December 2018	PM/PSC	Draft TOR was elaborated and shared with the national project coordinator at the ANME. A coordination meeting will be organized with the National Agency for Environment Protection.	pending

1.2 The launch of a study about energy transition in the Governorate of Tozeur.	December 2018	PM/PSC	Draft TOR was elaborated and shared with the national project coordinator at the ANME.	pending
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#### **Recommendation 4.**

##### **Rec Nr.4: Outcome 3: Alternative use of remaining budget for Outcome 3**

Because of changes to the Project environment (progress in technologies for desert conditions, regulatory framework for sustainable energy investments), the Project is likely to significantly under-spend its budget for Outcome 3, by approximately US\$ 1.5 million. The PSC should, therefore, agree how to disseminate the remaining grant budget in a way that maximally benefits the Tunisian sustainable energy sector.

A key opportunity lies in the project providing technical and financial support to ANME to survey two potential concession sites to increase renewable energy (wind and PV) capacity by a further 300 MW. The Government is planning to launch a request for tender in October 2018, a timeline that will almost certainly fail to materialise without Project support to the site surveying. Such support would be fully aligned with the investment support focus of Outcome 3. Other potential areas of new support under Outcome 3 could usefully include elaboration of a medium- and small-scale renewable energy project portfolio; elaboration of a consolidated and updated grid code; development of a long-term energy strategy; support to the Government's newly-established taskforce (to be coordinated by ANME) on acceleration of the TSP; and design of an energy transition strategy for Tozeur governorate, linked to the Government's energy decentralisation strategy.

#### **Management response:**

the project outcomes are on the track despite the delay registered for the outcome 3 *"The TSP is operationalized by demonstrating a proof-of-concept energy NAMA with quantified GHG emission reductions"*.

The Project was adapted to fully take into consideration the evolving of the national context (the latest national policies, strategies and measures to accelerate the deployment of large-scale renewable energy projects/programmes) and the support to the implementation of the Paris Agreement. The budget of the outcome 3 will be reallocated in the updated project work plan to support the following activities:

- (i) support to restructuring ANME to enable better support the large-scale renewable energy investments needed under the TSP;
- (ii) support accelerating the RE concession projects in Tunisia, through wind measurement in two sites;
- (iii) support to a new electricity sector independent regulator that concretize one of the most important recommendation stemming from the national debate on energy transition;
- (iv) support ANME in the establishment and operationalization of a help desk to assist private developers in establishing their ER projects;
- (v) support the Task Force to coordinate and monitor the implementation of the action plan to accelerate the implementation of the TSP and coordination with the technical and financial partners involved in energy transition support in Tunisia;
- (vi) Elaborate the Low emission Carbon Strategy in the energy sector by 2050;
- (vii) Design of a local energy transition strategy for Tozeur governorate.
- (viii) Support operationalization of the energy transition fund (Fonds de transition énergétique – FTE)

Key action(s)	Time frame	Responsible unit(s)	Tracking*	
			Comments	Status
(i) The launch of the study to restructure the the National Agency for Energy Management (ANME) (organizational and financial management reform) of	October 2018	PM/PSC	The study was officially launched in October 2018. The first meeting of the technical committee of the study was organized on 14 <sup>th</sup> of December 2018.	Completed
(ii) Support the acceleration of the wind concession projects implementation through the launch of wind measurement campaign in two sites for a total planned capacity of 300 MW wind power jbal tbaga and jbal Abderhamen	December 2018	PM/PSC	The mission of the wind measurement was officially launched in December 2018.	Partially Completed
(iii) Launching the study related to the establishment of an independent regulatory authority for the electricity sector in Tunisia	September 2018	PM/PSC	The study to elaborate the legal framework for the independent regulator was launched officially	Completed
(iv) Establishment and operationalization of a help desk to assist private developers in establishing their ER projects	May 2018	PM/PSC	The launch of the support on the help desk was done in May 2018. The feasibility study on the mandate and modus operandi of the help desk was finalized in August 2018.	Partially completed
(v) Support the Task Force to coordinate and monitor the implementation of the action plan to	December 2018	PM/PSC		

accelerate the implementation of the TSP				
(vi) The Low Carbon National Strategy in the energy sector by 2050	Juin 2018	PM/PSC	The study to elaborate the LEDS in the energy sector was launched officially in a national workshop in October 2018.	Completed
(vii) The launch of a study about energy transition in the Governorate of Tozeur.	December 2018	PM/PSC	Draft TOR was elaborated and shared with the national project coordinator at the ANME.	pending
(viii) Lunch of the study to support the operationalization of the energy transition fund ( ETF)	May 2018	PM/PSC	The study was officially launched in may 2018. The objective of the study is to provide support to the national partners on the operationalization of the ETF in particular its financial instruments including subsidies, credits, equity participation, reimbursable grants ...	Completed

#### **Recommendation 5.**

##### **Co-finance: Mobilise stakeholder support for the Project**

Realised co-finance currently stands at 14% of committed co-finance. Some shortfall in realised co-finance is to be expected from the investment projects (notably STEG's Tozeur solar PV farm) due to the falling costs of renewable energy technology: this is not a poor reflection on the Project but is, rather, a welcome indication of the increasing cost-competitiveness of sustainable energy technologies. Nonetheless, the low realisation rate to date is a source of concern, particularly as UNDP itself has not provided any co-finance to date. It is strongly recommended that the Project management team and UNDP develop a strategy to unlock additional financial resources in support of the Project. If the currently-listed co-financiers are unable to provide committed funds, alternative co-financiers should be sought.

##### **Management response:**

In reference to the realization in concession of solar photovoltaic power plants announced by the Government (500 MW of PV capacity and 500 MW of wind) in 25 of May 2018 for a pre-qualification call for application's Potential promoters, who would finance the power plants if they were be selected.

On November 23, 2018, the Ministry published the results of the prequalification tender, a total of 16 companies for the realization in concession of solar photovoltaic power plants and 12 companies prequalified for the realization of wind power plants.



In order to accelerate the pre- selection process of the potential’s promoters for wind power plants. The project NAMA TSP and UNDP management agreed to support the realization of wind measurement campaigns in two sites for a total planned capacity of 300 MW wind power. The project will mobilize 400 k\$ for this action, and a co-financing will be mobilized by ANME and private developers up to 180.000 \$.

Key action(s)	Time frame	Responsible unit(s)	Tracking*	
			Comments	Status
1.1 Mobilize the co-finance for the project	December 2018	PM/UNDP	The transfer of the co-financing by ANME depends on the progress of the work related to the installation of wind measuring masts in the selected sites.	Pending

**Recommendation 6.**

**Management arrangements – additional expertise within the PMU**

The Project is currently heavily reliant upon external consultants (partly because the PMU has limited capacity, partly because the expertise is missing within the PMU). A Communications Officer is currently under recruitment and a Monitoring & Evaluation Officer is planned to be hired (in a cost-sharing arrangement with another UNDP-GEF project). A new Project Manager is under recruitment as the current Project Manager has resigned (to take effect on 31 May 2018). These recruitments are required and welcome, but it may be beneficial if an additional technical expert is recruited. This could allow the PMU to react more rapidly to changes in the Project environment and to identify opportunities for the Project moving forward.

**Management response:**

The project launched the recruitment of a communications officer and a monitoring & evaluation officer (in a cost-sharing arrangement with another UNDP-GEF project). Also, a new Project Manager was recruited after the resignation of the previous Project Manager (on 31 May 2018).

Key action(s)	Time frame	Responsible unit(s)	Tracking*	
			Comments	Status
1.1 recruitment of a Communications Officer	July 2018	PM/PSC		Completed
1.2 recruitment of a Monitoring & Evaluation Officer	July 2018	PM/PSC		Completed
1.3 recruitment of a Project Manager	August 2018	PM/PSC		Completed

**Recommendation 7.****Stakeholder engagement – private sector participation / integration of all relevant ministries in the PSC**

The Project should occasionally involve private sector entities (e.g. important private project developers or associations such as the Wind Power Association) in PSC meetings since the Project’s objective is to incentivize private sector investments. In the PSC, the private sector can effectively communicate its needs and advice for the design of an enabling regulatory framework. Bearing in mind that the PSC has also decided to serve as the NAMA Inter-Ministerial Committee, all relevant ministries should be integrated into PSC discussions and decision-making.

**Management response:**

Continuing the support of the Independent regulatory authority for the electricity sector as the most important action mentioned in the accelerating action plan for renewables energy that was adopted in an inter-ministerial meeting in March 2018 with the agreement of stakeholders from private sectors who expressed their need to a such regulatory authority.

As well, the project seized the opportunity to support ANME in the co-organization of the international forum of Reality, “the second international forum of renewable energies and energy efficiency, on the role of civil society, media and private sector in accelerating energy transition”. The project supported both the ministry in charge of the energy and the ANME in the organization of the conference “Tozeur Governorate friend of the environment” with the focus on the role of the private sector to accelerate the regional development of renewables in order to make Tozeur a gouvernorat friend of the environment with 100% electricity from RE by 2021. The project participated in the 3rd renewable energy and power infrastructure investors conference, and seized the opportunities to present ongoing action supported by the project in the frame of the national action plan for renewable energy. Many companies and important economic players in the renewable sector attended the event.

Key action(s)	Time frame	Responsible unit(s)	Tracking*	
			Comments	Status
Stakeholder engagement – private sector participation	September 2018	PM/PSC	<p>The study to elaborate the legal framework for the independent regulator was launched officially in September 2018.</p> <p>The project supported many national and regional events on energy transition while involving all the stakedolers (e.g</p>	Completed
integration of all relevant ministries in the PSC				

**Recommendation 8.****Stakeholder engagement – relationship with Ministry of Energy**

The Ministry of Energy is the key ministry in charge of the implementation of the regulatory framework for the promotion of sustainable energy. It is also conducting a project on TSP implementation in conjunction with GIZ. At the moment, it is primarily involved in the Project through participation in the PSC, which meets only every 3-4 months. It would be beneficial if there could be regular additional meetings between the Project management team and the Ministry to align the Project strategy with the activities of the Ministry, particularly in the context of the Ministry's strategy to meet the targets set out in the Nationally Determined Contribution.

**Management response:**

Some institutional changes affected the project implementation starting from August 2018 when the ministry of energy, mines and renewable energy was cancelled and linked to the ministry of the industry and small and medium enterprises (SMEs).

To mitigate those institutional risks, the project strengthened the follow up with the ANME and the Ministry of industry and SMEs through several meetings. A bilateral meeting is planned between the Minister and the UNDP resident representative and follow up meeting to be conducted with the new ministry Staff in charge of the energy.

Key action(s)	Time frame	Responsible unit(s)	Tracking*	
			Comments	Status
1.1 Follow up meetings with the ministry in charge of energy	2018	PM/PSC	Many meetings were organized between UNDP management and the Minister in charge of the energy to strengthen the partnership and enhance the involvement and ownership of the Ministry of energy (e.g meeting in December 2018).	Completed

**Recommendation 9.****Stakeholder engagement – coordination with other donors**

Various other donors, notably GIZ and EBRD, are also supporting the Government of Tunisia to create a sustainable energy market. While there is already a certain degree of information exchange between the Project and these donors (including in the context of the 'BATTERIE' group of energy donors and technical partners in Tunisia), it is strongly advised to increase the number of meetings and exchanges with the aim to create synergies with simultaneously on-going projects and to optimise the positive impacts of the Project. This should also assist the Project in carving out a revised role in the second half of the implementation period in light of the changing policy and technology environment in Tunisia.

**Management response:**

The UNDP Team leader and the PMU attended all the coordination meetings of the technical and financial partners' group. These meetings aim to enhancing synergies between different partners' interventions in energy transition. The project PMU invites all the donors mainly GIZ, WB, EBRD etc in all the relevant events related to the TSP NAMA project's activities.

The collaboration with the technical and financial partners is being strengthened mainly in relation to the following activities:

- The World bank is willing to continue support the implementation of the Independent regulatory authority for the electricity sector after its' legal approval by the Government.
- GIZ is willing to continue the process of hiring additional expert for the Help desk or Renewable energy for the ANME after its launch.
- GIZ will support the ministry of Environment to launch the study related to the national Low carbon strategy by 2050 in all sectors. The national LEDS will integrate the results of the LEDS in the energy sector currently supported by TSP NAMA project;
- KFW is willing to support STEG in the implementation of a storage technology while the NAMA TSP project is planning to finance the skills building of the STEG in the uses of storage models and to provide STEG agent with trainings on energy storage system.
- EU is planning to give a grant to the Energy Transition Fund to accelerate its operationalization.

Key action(s)	Time frame	Responsible unit(s)	Tracking*	
			Comments	Status
1.1 coordination with other donors	2018/2019	PM/PSC		Completed

**Recommendation 10.****Communication – step up outreach, dissemination**

Outreach, information dissemination, communications and awareness creation activities have not yet been taken up. Considering that such activities have a multiplier effect towards achievement of the Project objectives and results, it is recommended that dedicated efforts be made towards this element of the Project. A Communications Officer position is already under recruitment and consultants will be hired to design specific awareness campaigns. Nonetheless, it may prove necessary to recruit an additional project assistant for the implementation of the communication plan (which has yet to be prepared).

**Management response:**

The project launched the recruitment of a communications officer. the communication officer is to support the project to launch the activity of designing of a mid-term communication strategy for the ANME and promote its contribution and activities regarding energy transition and to design and implement public awareness campaigns aimed at developing behavioral change to support government efforts to promote energy efficiency and the use of renewable energy.

As well the communication officer is called to prepare the communication plan of the project and to elaborate its communication support ( media coverage, social media, conceptual note design, ...);

Key action(s)	Time frame	Responsible unit(s)	Tracking*	
			Comments	Status
1.1 Recruitment of expertise to design a mid-term communication strategy for the ANME		PM/PSC		Tor to be lunched
1.2 recruitment of a Communications Officer	July 2018	PM/PSC		Completed
1.3 The launch of the elaboration of communication Plan for the NAMA TSP project	December 2018	PM/PSC	The Communications Officer recruited is to support the project to elaborate its communication plan.	pending

**Recommendation 11.****No-cost Project extension**

In order to re-frame the Project in the context of the NDC, complete the ongoing and planned activities under Outcomes 1 and 2, and agree and initiate a set of new activities under Outcome 3, it will be necessary to extend the implementation lifetime of the Project by 9 months. With the agreement of the PSC, the UNDP Country Office should seek the relevant internal permissions for such an extension as a matter of priority.

**Management response:**

The PM sent the MTR report to the Implementation Partner ANME and the Steering Committee of the project for approval, and planned the date of its meeting in December 2018 to present the summary of the MTR and discuss about the recommendation of the no cost extension of the project of 9 months and the start the process of the extension with the UNDP-GEF unit.

Key action(s)	Time frame	Responsible unit(s)	Tracking*	
			Comments	Status
1.1 the UNDP Country Office should seek the relevant internal permissions for such an extension as a matter of priority	Dec 2018	PM/PSC	Planning of the Steering committee meeting in Dec 2018. The steering committee has to discuss the MTR recommendation and to validate the MTR report. After the Steering committee meeting, the ANME has to send an official request of the no cost extension of the project with updated timeline of the project.	Partially completed