

Management Response: Implementation Plan for Evaluation Recommendations

General Information

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Evaluation Manager	Victor Beguerie
Project Evaluation Title	Terminal Evaluation of the UNEP/GEF project "Energy for Sustainable Development in Caribbean Buildings"
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Project Manager/ Task Manager	Asher Lessels
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Implementation Plan finalized (if different from the date above)	

Implementation Plan

No	Challenge/problem to be addressed by the recommendation	Recommendation	Priority level	Type of Recommendation	Responsibility	Proposed Implementation time-frame	Acceptance	Reason if not Accepted or Partially Accepted	Management Action(s) to be taken
1	This is important for these countries if there is to be a strong transition to energy efficient appliances such as LEDs as well as other appliances that fall under CREEBC. Ministries responsible for energy, UNEP and the donor community should allocate available budgets for training from regional partners specialized in vocational skills and market surveillance. Continual training is required to sustain the capacities of	For future UNEP/GEF EE or RE projects, ensure resources for dedicated and continued training of electrical technicians and energy professionals to build their capacities for the installation of lighting systems, air conditioners and renewable energy systems as well as for updating of best practices for high vocational and market surveillance skills.	Important	UNEP-wide	UNEP Task Manager Note that as this recommendation goes beyond LAC, it is actually the responsibility of UNEP, not the Task Manager.	Future renewable energy and energy efficiency programs in the Caribbean	Accepted	N/A	During the project concept and project preparation grant phase of new projects, we will ensure resources as noted in the recommendation. Note that as this recommendation goes beyond LAC, it is actually the responsibility of UNEP, not the Task Manager.

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	<p>installation technicians and market surveillance personnel, mainly to identify and service a broad range of qualities of EE equipment (e.g. LEDs, air conditioners, refrigerators, pumps and other high energy consuming equipment) and RE equipment (e.g. solar panels). This should address the shortage of electricians in Caribbean countries with a high degree of vocational and market surveillance skills to identify appropriate energy efficient technologies that provide the best qualities to maximize energy savings and service life of the appliances and help countries achieve their NDC targets. This is important to sustain confidence of Caribbean consumers on the quality of EE and RE equipment.</p> <p>There is a shortage of electricians in Caribbean countries with a high degree of vocational and market surveillance skills to identify appropriate energy efficient technologies that provide the best qualities to maximize energy savings and service life of the appliances. This high degree of skill involves the identification of and exposure to the different types of appliances available in the Caribbean regional market that are appropriate for a specific installation. For example, it is possible that many LEDs are available in Caribbean market have different metals for the back-</p>								<p>Note that if recommendation 4 is UNEP-wide, this is also UNEP-wide</p>

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	<p>plating of the LEDs which affects their heat dissipation that possibly adversely affects their service life (see Para 168, 2nd bullet). These electricians should have the knowledge of the LEDs that they are installing to ensure not only maximum energy savings but also service life of the appliance. The current market surveillance setup is not likely to track this quality aspect of LEDs that is outside of MEPS. There are likely similar traits to air conditioners, other electrical appliances and RE equipment that would affect service life which the installation technicians should be aware of.</p>								
2	<p>The Project has focused mainly on the public sector for EE and RE measures and the commercial and residential sectors, much of it through the Development Banks of 3 countries. The Ministries taking care of energy in those 3 countries are positioned well to promote EE and RE investments to the commercial and industrial sectors where greater national energy savings and GHG emission reductions can be generated. A number of the Project interventions using the demonstration buildings can be replicated through the rapid uptake of renewable energy and high energy efficiency electronic devices such as LED lighting</p>	<p>Future UNEP/GEF RE and EE initiatives in the next 5 years should focus on partnering with development banks for financing EE and RE initiatives for commercial and industrial sectors in developing countries where greater national energy savings can be generated.</p>	Important	UNEP-wide	<p>UNEP Task Manager</p> <p>Note that as this recommendation goes beyond LAC, it is actually the responsibility of UNEP, not the Task Manager.</p>	<p>Future GEF renewable energy and energy efficiency projects and programs in the Caribbean</p>	Accepted	N/A	<p>During the project concept and project preparation grant phase of new projects, we will ensure resources as noted in the recommendation.</p> <p>Note that as this recommendation goes beyond LAC, it is actually the responsibility of UNEP, not the Task Manager.</p> <p>Note that if recommendation 4 is UNEP-wide, this is also UNEP-wide</p>

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	<p>(Para 142, 5th bullet). Moreover, a number of other actions can be replicated for rapid uptake of RE and EE measures in the Caribbean region using demo building models as well as the Green Procurement Manual and the CREEBC standards (Para 191). This recommendation would involve development banks offering concessional EE and RE financing in Belize, Grenada and St. Lucia as well as initiation of engagement of development banks in A&B and SVG. There is a strong likelihood of not achieving energy performance contracting through ESCOs since the ESCO model in the 5 participating countries has not yet been successful due to the lack of streamlined ESCO legislation where rules and regulations with regards to the determination of energy baselines has not been well defined. Instead, lessons from deployment models for the commercial and industrial sectors financed by the development banks can be considered where appropriate. However, this will require time to develop approaches to interest these sectors. It is likely that personnel in commercial and industrial entities consider that the time spent in sales or on their production lines is more valuable than spending time searching for EE or RE measures. Thus, demand will</p>								

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	be placed on services required to make RE and EE investments not disruptive to their business operations, which can only possibly involve ESCOs. The transaction of converting to EE or RE systems for a commercial or industrial establishment could involve a business-to-business transaction that would minimize the down-time of a commercial or industrial entity.								
3	With local knowledge needed for WEEE management for lighting devices and cell phones and refrigerators, CARICOM could assist the Ministries of Environment to focus on the management of WEEE waste streams that are high in volume such as air conditioners, lighting devices and solar PV panels. In addition to providing technical assistance towards improving the capacities of Ministries of Environment to enact the environmental laws, especially in dealing with spent CFLs and solar PV panels, there is a need to ramp up interest in the management of WEEE waste streams in an integrated manner across several countries requiring international expertise (Para 141, 6th bullet), and to identify desired approaches for technical assistance of environmentally sound management of a wider range of WEEE waste streams.	The Ministries of Environment should seek assistance from CARICOM to facilitate implementation of technical assistance for the provision of international best practices for managing Waste from Electrical and Electronic Equipment (WEEE) waste streams across several countries.	Critical	Partners	The ministries responsible for environment and CARICOM	Future renewable energy and energy efficiency programs in the Caribbean	Accepted	N/A	Send the recommendation to the participating countries and ask them to share with us suggestions of actions that can be undertaken to implement it

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4	<p>This should include clear agreements drafted in the Project document from participating countries with sufficient funds to recruit full-time project management staff including National Coordinators and a Project Manager (see Lesson Learned #2, Para 196), a strong governance mechanism (such as a National Steering Committee) that ensures good communications between all stakeholders, and proper mechanisms to engage national stakeholders. The CEO endorsement document should also establish that a certain percentage of a national budget allocation should be immediately made available to the country.</p> <p>In the pre-March 2019 period, the Project struggled to engage all stakeholders early in the Project (Paras 174, 176 and 179). The root cause of this was a design issue with a shortfall of budget in the National Coordinator (NC) position. NCs hold a unique position in that they serve as the gateway to stakeholder engagement (Para 180). Without full-time NCs, all stakeholders would have a limited involvement with the Project. Furthermore, there was no full-time Project Manager at the Executing Agency that was the cause of several implementation issues.</p>	<p>Future GEF projects involving several countries should be designed to ensure full-time project management staff, a strong governance mechanism and effective mechanisms for ensuring engagement of all stakeholders. Furthermore, effort should be made to ensure country political commitment to the project.</p>	Important	UNEP-wide	UNEP	As soon as possible for future renewable energy and energy efficiency programs in the Caribbean or other projects involving SIDS	Accepted	N/A	Enforce this recommendation during the project preparation grant phase of all new projects.

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5	No specific attention was given to gender and indigenous issues relevant to EE and RE management on this Project (Para 183). Care must be taken to account for all indigenous groups, and the collection and processing of gender-related information in generating gender-related activities for the project. The Mid-Term Review is a good management tool to reset outcomes which can incorporate gender and indigenous issues into the project design. The management response to this should be compliance with the recommendations for consideration of gender and indigenous issues into project activities.	Gender and indigenous issues should effectively be considered at the design stage and during implementation of all UNEP/GEF projects approved in 2012 or after. This is especially important for EE and RE projects which have documented differentiated gender impacts.	Important	Project	UNEP	As soon as possible	Accepted	N/A	Enforce this recommendation during the project preparation grant phase of all new projects.
6	The problems conducting this Evaluation were related to the weak recall among respondents due to significant time lapse between operational completion of the Project and the evaluation data collection period. Time lapses were more than one year before the launch of the evaluation. In addition, there was a lack of access to key project personnel who could recall critical events on the Project (Para 25).	Terminal evaluations should be started at the latest 3 months after project technical completion.	Important	UNEP-wide	UNEP	Future projects and programs globally.	Accepted	N/A	Enforce this recommendation during project closure.