

Terminal Evaluation Report

UNIDO GEF Project ID 4178: “Promoting Coordination, Coherence, Integration and Knowledge Management under Energy Component of the Strategic Programme for West Africa”

Evaluation Team

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Executive Summary

This report presents the findings of the external Terminal Evaluation (TE) of the regional umbrella project “Promoting Coordination, Coherence, Integration and Knowledge Management under Energy Component of the GEF Strategic Program for West Africa (SPWA)” implemented by the United Nations Industrial Development Organization (UNIDO) with funding of the Global Environment Facility (GEF). The umbrella project received a grant of USD 0,7 million and was implemented between 2011 and 2018.

Apart from the review of key documents, the evaluation included face-to-face and remote interviews with UNIDO staff who managed the project from Vienna and Praia. The evaluation field mission included two visits of the national evaluation expert to the ECOWAS Center for Renewable Energy and Energy Efficiency (ECREEE) Secretariat located in Praia, Cabo Verde, where several staff, who were involved in the project were interviewed.

The regional umbrella project “Promoting Coordination, Coherence, Integration and Knowledge Management under Energy Component of the GEF Strategic Program for West Africa (SPWA)” was developed to enhance the overall impact, sustainability and replication potential of the USD 40 million grant program.

The program incentivized the implementation of more than twenty (20) renewable energy (RE) and energy efficiency (EE) projects in the fifteen Member States of the Economic Community of West African States (ECOWAS). The individual projects were implemented by various GEF Agencies and mobilized around USD 500 million of co-financing for installations, policy and capacity building activities. The program was an important response to the emergency situation in the region due the oil price peaks in the years around 2008. The regional project was created to:

- Create positive spill-over effects between the national projects supported by the GEF-SPWA program;
- Promote harmonization, coordination and coherence between the individual and isolated national efforts to upscale RE&EE investments by creating an enabling environment (e.g. policy, capacity building, knowledge management and data);
- Promote equal sustainable energy advancement in all ECOWAS countries through the adoption of a regional programmatic approach;
- Enhancing the transfer of knowledge and information sharing on ongoing and potential energy efficiency and renewable energy projects in West Africa.
- Contributing to the sustainable economic, social and environmental development of West Africa through increased deployment and use of reliable and affordable renewable energy technologies and services in urban, peri-urban and rural areas.
- Reinforcing managers’ skills on the ground, strengthening capacities within the participating countries, enabling a platform to share experiences with all relevant partners, and

Concretely the project aimed to achieve the following outputs:

- A regional coordination mechanism on RE&EE will be established and institutionalized;
- Regional policies on RE&EE are created and promote equal progress in countries;
- Four regional annual workshops promoting regional cooperation and coherence for project managers, RE&EE technical experts, and other key stakeholders are organized;
- Annual Ministerial level meetings on RE&EE are organized;
- A RE&EE Information System is being established;

The objective of the TE was to assess to what extent did the project achieve the expected results at the time of the terminal evaluation. The evaluation covers the period from 2011 to 2018.

Key findings

Relevance: Based on the assessment of full project relevance to national and regional energy priorities, policies and strategies to GEF's strategic priorities and objectives, and to the GEF focal area of climate change and SP3 - Promoting market approaches to renewable energy, SDGs, SE4All initiative and to UNIDO's mandate, the overall project relevance is considered to be HIGHLY SATISFACTORY. The GEF SPWA was a response to the severe energy crisis of the ECOWAS region due to the oil price peaks in the years around 2008. Some of the diesel/heavy fuel oil dependent energy systems and economies were near to collapse. The ECOWAS Leaders made RE&EE a priority on national and regional level. The energy component of the GEF-SPWA became an important vehicle for this aspirations and the regional coordination project supported ECOWAS in the creation and implementation of a regional approach.

Effectiveness: Project effectiveness at time of the Terminal Evaluation is rated as HIGHLY SATISFACTORY. The project was implemented in an effective manner, and concrete results and outcomes were delivered. Planned activities were implemented within the project's timeline. The project has been effective, with the main outputs planned such institutional coordination with regional ministries and technical meetings, action plans, etc. as well as the removal of information and knowledge barriers impeding the deployment of RE and EE technologies being achieved by the time of the Terminal Evaluation. The creation of the ECOWAS Centre for Renewable Energy and Energy Efficiency (ECREEE) by UNIDO and ECOWAS with financial support of the GEF project and other donors (e.g. Austria, Spain) became a game changer for the region. It led to the formulation and implementation of major regional programs which triggered further progress on national level. Apart from the creation of ECREEE, the GEF project supported the development of the regional renewable energy and energy efficiency policies and laid the foundation for the national action plans as a follow-up. Moreover, the GEF project initiated and supported the establishment of the ECOWAS Observatory for Renewable Energy and Energy Efficiency (ECOWREX), the first comprehensive GIS based regional information system created in Sub Sahara Africa.

Efficiency: The project efficiency was rated as Highly SATISFACTORY, as efforts were undertaken to ensure cost-effectiveness, and therewith efficiency of results delivered during project implementation. The creation of ECREEE as the connecting point of the region also the necessary domestic capacity for the implementation of the GEF project.

Sustainability: The sustainability of this project is rated as HIGHLY LIKELY. The creation of ECREEE with support of the GEF project and other sources of donor funding has provided the institutional capacity which ensures the continued use of project results also after GEF project closure. ECREEE has high level of legitimacy as it has an official ECOWAS mandate and is well interlinked with the national Governments. The center developed a highly visible pipeline of flagship programs and projects and raised high international and regional awareness. The center has become a „game changer“ for the promotion of equal progress among ECOWAS member states and the harmonization and coordination of national and regional policy processes and donor activities. ECREEE has proven to be financially sustainable by attracting stable income from donor and ECOWAS contributions, as well as successful project development in the energy and climate space. Starting as a small center with a small core budget, it resulted to have a fund leverage of at least 1:70 by today. Another indicator of sustainability is that the ECREEE model was replicated by UNIDO in the meantime in at least four other regions (SACREEE, EACREEE, CCREEE and PCREEE).

The ECOWREX documents and disseminates all project results of the GEF SPWA. In the meantime other regional sustainable energy centers have started to replicate the ECOWREX in other regions. Moreover, ECREEE has received financial sustainability and has leveraged substantial funding from other donors (e.g. ADA, AECID, EU, USAID, AfDB). ECREEE has demonstrated resilience in the face of socio-political risks (i.e. Ebola and coup d'état in Mali and The Gambia). Two external evaluations of ECREEE confirm the relevance and sustainability of ECREEE. Action plans and policies drafted in the framework or as collateral results of this project have all been validated by now, which gives the project a great degree of sustainability.

Design: The project's design was rated as Satisfactory. The project could make better use of other key human resources and capitalize on national level expertise. The design should consider national actors in a more active role to complement UNIDO and ECREEE. Also, project results framework with its outcomes and outputs, as well as target indicators were not adequately developed SMART indicators. However, the project was able to survive staffing change and major contingencies such as the Ebola outbreak which affected the region and disrupted several other projects in a major way. The design was found to be SATISFACTORY

Project management has been successfully carried out by the UNIDO Project Managers and Project Management Unit (PMU) was set-up at ECREEE.

National Focal Institutions were also put in place and were involved. The rating for Project Coordination and Management is SATISFACTORY.

M&E: The implementation of M&E and use for adaptive management is rated MODERATELY SATISFACTORY, with the project having a functioning M&E system but was not systematic and the results framework was not used. No indicators were included for more detailed outputs or outcomes in the updated M&E Plan. It was not clear how frequently it was up-dated nor how it informs further work or management.

Other sub-criteria were also evaluated. A complete rating of the TE is below under “project rating”.

Lessons Learned:

During the TE of this project, it was noted that the holistic programmatic approach was very useful in facilitating partnerships around **a common strategic objective at the regional level** as well as optimizing the utilization of resources at the regional / national levels.

Continued engagement of the GEF Secretariat, GEF Agencies and Cooperating Partners at the national level such as civil society, project beneficiaries, and government and private sector stakeholders is crucial to maximizing the positive impacts and legacy of the programmatic approach.

It was evident that the role of a regional institution such as ECREEE is pivotal for policy formulation, capacity building and cooperation amongst projects under implementation at the national and regional levels, and achievement of the desired results on the ground.

Initial Delays at the Country Level:

Despite the wide array of technical assistance provided to some countries, major delays were noticed. The ECOWAS region is vast, and countries are not all at the same level of capacity and political will, when it comes to promotion of RE and EE. Mobilizing stakeholders' commitment takes longer time in some countries.

Coherent, Consistent and Conducive Policy and Regulatory Frameworks:

The project showed the evidence that regional and national level policy and regulatory frameworks are crucial to the successful uptake of renewable energy and energy efficiency in the region. The developed ECOWAS RE&EE policies triggered the development of national RE&EE plans, as well as concrete investment prospectuses.

Mobilization of Co-Financing:

The GEF project has mobilized major co-financing for the various outputs of the project (e.g. creation of ECREEE, RE&EE policies, ECOWREX and other programs). The fund leverage was at least 1:70. Based on some of the achievements and established rural electrification targets, the World Bank has approved a USD 200 million instrument to support the dissemination of RE stand-alone systems in ECOWAS. A significant part will be implemented by ECREEE in the scope of an entrepreneurship facility.

Regional Collaboration and Cohesion: The diverse energy needs, multiple stakeholders and complex policy and institutional challenges throughout the West African region underscore the unique opportunities afforded by increased collaboration, coherence, and coordination amongst country-level approaches to renewable energy and energy efficiency technologies and markets and is a primary concern of the SPWA - Energy Component, particularly the Regional GEF project.

Technology Transfer and Adaption:

The project built the evidence base that “seeing is believing. An increase understanding and buy-in from national and regional stakeholders have been noticed.

Capacity Building:

Enhancing local, national and regional capacities are critical to successful implementation of projects and such capacities should be incrementally built through workshops, trainings, study tours, and knowledge management activities. ECREEE is playing a very critical role in building capacities at the regional / national level.

Ownership:

The ECOWAS commission displayed very strong ownership during the entire process to promote GEF energy projects at the regional / national level in countries of West Africa. This was evidenced by establishment of ECREEE as a specialized agency to deal with RE and EE in the region.

Key Conclusions:

The project received an overall Highly Satisfactory rating of the project results from the fact that Project Relevance was highly satisfactory as the role of ECREEE in promoting a viable sustainable energy market in the ECOWAS is paramount and renewable energy and access to energy are among the top priorities of the target countries. Last but not least, the need for coordination, coherence, integration and knowledge management was among the most challenging gaps in the promotion of renewable energy and energy efficiency and still is to this day, despite the progress made under this SPWA progress. The project implementation was at times not optimal due to specific nature of the region and its main actors, the project was successfully delivered on all of its expected result areas. The project management has displayed flexibility and resilience, which have contributed to the project achieving overall satisfactory results.

In order to establish a vibrant RE and EE market, ECREEE needs to continue to be supported in playing its vital role. In the life of an organization, 9 short years are not sufficient to allow efficient and optimal operations, especially when dealing in a region of 15 countries. ECREEE’s internal capacity needs to be increased to match with the work ahead. Having achieved so much success, ECREEE, needs to continue to be up to the task. This means a continuous improvement, education, communication and above all coordination. The success of ECREEE depends on a strong management team and increased communication with stakeholders.

Project ratings

Based on the evaluation, the evaluation team has rated the Project with an overall rating of Highly Satisfactory (HS). The summary evaluation of the Project is given in the table below:

Criterion	Evaluator's Rating
Achieving in project objectives and results (overall rating) Sub criteria (below)	HS
Design	S
Effectiveness	HS
Relevance	HS
Efficiency	HS
Sustainability of Project outcomes (overall rating) Sub criteria (below)	HS
Financial risks	HS
Sociopolitical risks	S
Institutional framework and governance risks	HS
Environmental risks	S
Monitoring and Evaluation (overall rating) sub-criteria (below)	MS
M&E Design	MS
M&E Plan Implementation (use for adaptive management)	MS
Budgeting and Funding for M&E activities	MU
Project Management	S
UNIDO specific ratings	S
Quality at entry / Preparation and readiness	S
Implementation approach	S
UNIDO Supervision and backstopping	S
Overall Rating	HS

Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderator Unsatisfactory (MU); High Likely (HL)

1. Introduction and background

The regional umbrella project “Promoting Coordination, Coherence, Integration and Knowledge Management under Energy Component of the GEF Strategic Program for West Africa (SPWA)” was developed to enhance the overall impact, sustainability and replication potential of the USD 40 million grant program. The program incentivized the implementation of more than twenty (20) renewable energy (RE) and energy efficiency (EE) projects in the fifteen Member States of the Economic Community of West African States (ECOWAS). The individual projects were implemented by various GEF Agencies and mobilized around USD 500 million of co-financing for installations, policy and capacity building activities. The program was an important response to the emergency situation in the region due the oil price peaks in the years around 2008. The regional project was created to:

- Create positive spill-over effects between the national projects supported by the GEF-SPWA program;

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The regional GEF project was developed by UNIDO. It aims at creating an enabling policy and institutional environment for coordination, coherence, integration and knowledge management among the national level projects designed by various GEF agencies in close cooperation with the national counterpart agencies.

During the initial SPWA design phase, UNIDO worked closely with the ECOWAS Commission and key partners to ensure their buy-in for the programmatic approach adopted under the SPWA. To strengthen the regional level institutional framework, ECREEE was set up in 2010 as the nodal regional level institution for promoting renewable energy (RE) and energy efficiency (EE) policies and markets in West Africa by the ECOWAS Commission and key partners such as the Governments of Austria and Spain, and UNIDO. The Centre has been closely involved in the design and implementation of the regional project under the SPWA – Energy Component.

The regional GEF project primarily aimed at ensuring coordination and coherence and allows for an umbrella framework that maximizes the likelihood of successful national level interventions being scaled-up and equipped with the required resources and capacity to reach the tipping points necessary for new renewable energy and energy efficiency technology pathways to take hold in the region. Specifically, the regional project foresees four key interventions:

- Establishment of an institutional mechanism at the regional level to oversee coordination, and strengthen cooperation, coherence and integration among national level energy projects, main stakeholders and key institutions;
- Formulation of renewable energy and energy efficiency policies and their implementation at the regional and national level;
- Establishment of the ECOWAS Observatory for Renewable Energy and Energy Efficiency (ECOWREX), a regional information and knowledge management system for strengthening database management, exchange of information and documentation of best practices;
- Organization of high-level as well as technical meetings to build local capacities and facilitate public-private partnerships for the mainstreaming of renewable energy and

energy efficiency into national level country frameworks and promoting energy markets in the region.

The specific objectives of the assignment and sub-contracted services are defined as follows:

Under Component 1:

- Organize the annual GEF SPWA steering committee as institutional mechanism for overseeing the execution of the GEF SPWA projects in the framework of ECREEE Governance Structure (Executive Board/Technical Committee);
- facilitate 2 technical meetings at the regional level and 16 national level meetings / consultations to support the implementation of the ECOWAS RE&EE policies on national levels; and
- Facilitate two ministerial meetings to review the implementation of the ECOWAS RE&EE policies and SPWA progress.

Under Component 2:

- Further development and maintenance of the ECOWAS Observatory for Renewable Energy and Energy Efficiency (ECOWREX) in accordance with the provisions, expected outcomes and outputs as described in the GEF project document (ID:4178).

Under Component 3:

- Cost-effective and efficient project cycle management of the subcontracted services in accordance with the GEF project document (ID: 4178).
The total budget is about 150,000 EURO

Project performance

2.1. Relevance

National development and environmental priorities and strategies of countries and the population and regional and international agreements (national poverty reduction strategy, sector development strategy, etc).

The project was of utmost relevance to the Member States and supported regional and international commitments (National Renewable Energy Action plans, National Energy Efficiency Action Plans, SE4ALL Action Agendas, Sustainable Development Goals, and Climate Change Agreements).

The results of the project remain very relevant and have been endorsed by the Member States. Access to sustainable energy, poverty reduction, inclusive growth, biodiversity protection, etc. are currently, spelled out in the strategic development documents of the majority of all the target countries, (Benin, Côte d'Ivoire, The Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone, Togo and Burkina Faso). Some countries such as Senegal, Burkina Faso, Cote d'Ivoire, Niger, Mali, Benin have gone as far as holding international conference and donor round-tables around these holistic programs. The National Action Plans elaborated as a result of the project are the

basis of many follow up projects to be implemented by the 15 target countries and supported by the donors. Moreover, the action plans are enforced and serve as a guide to the countries, hence they are still valid.

The ECOWREX platform served as a decision support tool for the National Organizations. This helped in planning and decision making especially in the relevant energy Ministries in the member countries.

The project supported the development of a roadmap for sustainable development in the region, as the action plans have established clear national sustainable targets for 2020 and 2030 for all 15 beneficiary countries for the project.

Target groups: The appropriate target group, regional energy agencies, member states and private sector groups found the project relevant as it helped them close various capacity, knowledge and investment gaps. This includes ECREEE as well, where staff and top management confirmed benefiting from the project.

The Project has benefited the target groups in the following ways:

1. Policy Makers now have at their disposal, the tool and information needed for evidence-based decision making
2. Energy Planners, investors and project developers have been equipped with a tool to share best practices on RE technologies and help to plan and forecast the development of RE technology deployment in the region.
3. In general, the project contributed towards raising awareness to the general public about the resources/potential technologies that can be deployed in the region

The final beneficiaries will reap the benefits of the project in the long-term, with the increase deployment of RE technology, that will contribute towards improving the standards of their living

Focal areas/operational program strategies:

Climate change and the energy are intimately interlinked. Therefore, the project contributed to the attainment of the GEF's objectives in regard to climate mitigation and adaptation. Extensive information has been produced on clean mini-grids, which are becoming the norm now with rural electrification agencies. Several projects were funded by partners such as ADA and the Austrian ministry of environment as a result, which contributed to the reduction of CO2 emissions.

The project continues to remain relevant to the beneficiaries, provided the data and information on the platform is regularly updated. ECOWREX is hailed as a very useful data-platform, which helps various actors in their energy planning and investment decision-making. The objectives of the project are still valid today, given the baseline was zero, basically. Major gaps in capacity-building, coordination, coherence, integration and knowledge management existed within ECREEE as a newly established Center. More importantly the ECOWAS region as whole was woefully lagging behind in terms of the information and knowledge-management. Through the Coordination, Coherence, Integration and Knowledge Management project, major improvements were made, gaps were closed in an awe-inspiring manner. However, the

challenges were far too great for one project to fully address them in 2 short-years. The ECOWAS region would still benefit from a similar project with the same objectives in order to build on the achievements of the SPWA project.

UNIDO's special focus on industrial development is one of its key competitive advantages. So far, the nexus energy and industry remain unexploited by most other development organizations. Moreover, UNIDO and ECREEE have forged a very strong collaboration over the years this, indeed, is another advantage UNIDO should continue to leverage. The project's relevance was found to be HIGHLY SATISFACTORY

2.2. Effectiveness

Concrete regional programs and initiatives were derived from the SPWA project by ECOWAS and have been implemented in cooperation with different partners:

- The ECOWAS Small-Scale Hydro Power Program
- The ECOWAS Renewable Energy Facility (EREF)
- The ECOWAS High Performance Distribution Initiative
- The ECOWAS Energy Efficiency Initiative (including buildings and appliances)
- The ECOWAS Bioenergy Program
- The ECOWAS Clean Cooking Alliance (WACCA)
- ECOWAS Gender Mainstreaming in Energy Initiative

All the above initiatives gave way to strategies, policies and capacity-building and financing of concrete projects in the region.

- Stakeholders perceive outputs to be of high-quality, i.e. the policies (regional and national), the trainings and ECOWREX.
- The project reached the intended beneficiary groups.
- The project also achieved the original outputs and outcomes without any revisions.

Achievements were multiple:

ECREEE has now won multiple international awards for its maverick role in promoting RE&EE. Also, the Center is responsible for elaborating the first Gender Mainstreaming in Energy Policy in Africa. Within the project period, the Heads of States and Government of the ECOWAS Countries have adopted the ECOWAS Renewable Energy and the ECOWAS Energy Efficiency Policy. Based on these two policies and the SE4ALL Initiative, the national RE and EE Action Plans and the SE4ALL Action Agendas were developed. In some countries this was the first time, integrated energy planning which included on-grid and off-grid, ever occurred. This assisted the 15 member-states significantly in their planning capacity.

The Observatory is another key output of the project. It provides holistic data and information on energy and climate change in the region, including GIS maps. This helps to warehouse energy data

and gets updated on a continuous basis. As part of the outcomes, the project has contributed towards:

1. Supporting an enabling environment for promoting sustainable energy development in the region.
2. Support the planning and deployment of RE and EE technology in the region
3. Create awareness and share best practices on RE and EE in the region.

Outputs include:

1. Interactive GIS data Framework developed to Support Spatial Data management
2. Profile for all 15 target countries
3. Data analysis and trends tool, to
4. RE resources/potential in the ECOWAS region, including Solar Resource DNI, Solar Resource GHI, average wind Speed, biomass potential (biocrops), small hydro power plants, electrical transmission/distribution grids, population density, existing and planned RE&EE projects

The project impact include:

The ECOWREX platform, which is helping governmental and non-governmental actors make sound decision on a daily basis, is quite impactful for the region. The platform has acted as a catalyst towards developing some RE projects in the region.

The two regional policies (RE and EE) are law of the land in the ECOWAS. This can be attributed to the project. All ensuing national policies and projects are an implementation of the regional directives set out the Authority of Heads of States.

Another direct impact is the replication of the ECREEE model by UNIDO in at least four other regions (e.g. SACREEE, EACREEE, PCREEE and CCREEE). Further centers are under development (REEECH, SICREEE). Also the ECOWREX is being in replication.

Reformulating the project:

There was no need to reformulate the project. The beneficiaries including ECREEE and members of government agencies gave positive feedback. The private sector was not interviewed as part of this evaluation.

The issue of data-collection turns out to be the biggest challenge. The project in its initial design failed to foresee this issue. Relying of multiple actors in each country to send across data to the resources-strapped ECOWREX team in Praia was not efficient. These actors were not fully aware at times and have very busy day-to-day schedules. As such, if the project were to be reformulated, more emphasis and resources should be placed on data collection from the member states. A data-collection protocol should also be developed. Also, some countries with very well-developed energy information system should be given admin access to ECOWREX so they can easily upload their data.

An evaluation report of ECOWREX clearly described the necessary changes to consider in the future. ECREEE as an organization been better ran as a result of the project. ECREEE as a center and model has now been replicated in the Pacific/Caribbean, Southern African and North Africa.

The implementation of similar project in these centers taking into account the lessons-learned is necessary. SATISFACTORY

2.3. Efficiency

The resources were used in a highly efficient way and they triggered additional funding to complement project activities (i.e., GIZ, EU have supported the action plan elaboration process). The project was very timely as the action plans complemented the SE4ALL action agenda process. The process was also very efficient as resources were bundled and a lot of knowledge has been gathered through ECREEE on which it was possible to build on. Project activities were in line with the schedule and UNIDO and donor inputs were provided as planned.

There was close coordination with UNIDO since always a seconded expert was based at ECREEE for the period of the project. Moreover, the initial technical expert returned to UNIDO Headquarters and continued to support the project from there. The experience was used to replicate the ECREEE model in four other regions (e.g. EACREEE, SACREEE, PCREEE, and CCREEE) under the umbrella of the Global Network of Regional Sustainable Energy Centers (GN-SEC) Programme. Further centers are under development.

At the beginning when the tender for the ECOWREX was launched, the cost for the development from 90% of the vendor who applied, exceeded the budget for the project. As such ECREEE negotiated and decided to create the platform in phases, starting with the most important functionalities. The plan is to continue seeking for funding towards improving the platform. As such maybe if more funds were available at the beginning, some compromise would have been eliminated, thereby achieving all the benefits in a short time. There was a slight delay in the project was due to the fact that data was not readily available. As a result, ECREEE had to change strategy in order to support the member states. HIGHLY SATISFACTORY

2.4. Sustainability

- Project results will continue as funding was generated from AECID, USAID, EU, ADA and the World Bank. One success factor was to integrate the project activities into the institutional structure of ECREEE, so activities continued on a sustainable basis.

- Project results will be replicated across the world as evidenced by the fact that more regional centers being established.
- Within the Global Network of Regional Sustainable Energy Centers, the centers collaborate on a number of activities.
- The Regional Centre for Renewable Energy and Energy Efficiency for the Arab region (RCREEE) already replicated the ECOWAS Observatory and the East and Southern African Centers are already planning to follow.
- ECOWAS region through the collaboration with ECREEE and UNIDO had a major impact in the decision of other regions to establish similar centers.
- ECOWREX has become a major program in ECREEE, through which it provides continued support to the ECOWAS member states and also develops partnerships with financiers and data providers (IRENA, REN21, etc.). Regular update of data is scheduled for each year, as such the platform continues to provide relevant and reliable information
- Stakeholders' involvement will ensure that the platform is used effectively by the targeted audience. A continued skills development program by ECREEE will improve capacity in member states to use the platform, e.g., GIS expertise for the energy sector (energy planners and data managers).
- Visibility of the ECOWREX platform is promoted at regional events, on other websites, in newsletters and through collaboration with partners such as REN21, IRENA, SE4ALL, REEEP and Open Data Inception.

Sustainability indicators used to measure the achievement of the project benefits:

- Number of policies, strategies and action plans;
- Number of RE and EE projects implemented;
- Number of stakeholders trained;
- Number of workshops;
- Number of new data points, spatial datasets and information available on ECOWREX;
- Number of registered users and downloads from ECOWREX;
- Number of functionalities added to the platform;
- Number of data providers consuming data from ECOWREX;
- Number of publications from ECOWREX data.
- Number of applications and tools available to support energy planning and the number of users.

The sustainability of the project is HIGHLY LIKELY

4. Project Koordination and Management

- ECREEE was subcontracted by UNIDO to carry out specific tasks and the proposal outlined the roles and responsibilities.
- The implementation of the activities was timely amid some delays outside of ECREEE and UNIDO's control and to the full satisfaction of the ECOWAS Member States.
- There were no major issues encountered.

5. Gender mainstreaming

- The policies were developed in a very gender responsive manner. ENERGIA, a specialized agency for gender and energy was involved throughout the process. At an early stage, a gender training was organized for the Directors of Energy.
- The project team was gender balanced. The point of gender mainstreaming was clearly made to the beneficiaries. The data collection for the observatory included gender disaggregated data.
- All staff at ECREEE received a gender training.

The fact that a full-blown Regional Gender Mainstreaming Policy in Energy Sector was developed can be attributed to the SPWA.

6. Cross-cutting issues

Awareness - Raising and Advocacy

A number of promotional materials and mechanisms have been designed to support dissemination of information regarding the GEF SPWA - Energy Component:

Under the Regional Project, a fact sheet was prepared for all 22 GEF SPWA- Energy Component projects providing information about their objective, planned activities and proposed outcomes.

The first regional level Ministerial meeting to promote high policy-level cooperation, knowledge sharing and coherence among the countries involved in the SPWA - Energy Component projects was held during the High-Level Forum in Accra.

Various publications were made on the project as well as the on the status of RE and EE in the region.

Key Recommendations

The following recommendations can be given UNIDO:

The following recommendations can be derived from the project.

- ECREEE is to continue reinforcing technical capacities of actors especially now that renewable energy technologies are advancing at a rapid rate (solar panels, metering, batteries, clean energy mini-grids, etc.).
- Soft and cross-cutting issues should be an integral part of the project. It is obvious ECREEE is now one of the most successful centers around and has place knowledge management and coordination at the core of its activity.
- ECREEE should reinforce its network of focal point. This is a very useful tool at the disposal of ECREEE, but it not optimally used. Focal points' capacity should be built so they are able to fully contribute to ECREEE mandate. For instance, in a project such as

“Promoting Coordination, Coherence, Integration and Knowledge Management under Energy Component of SPWA: Strengthening the capacities of the ECOWAS Centre for RE and EE (ECREEE)”, focal points could be instrumental in the data collection and knowledge-sharing.

- ECREEE should reinforce its communication department in order to fully market itself as the go-to agency for RE and EE in the ECOWAS region. With all the achievements of the ECREEE, the organization should be a household name by now. However, ECREEE and its work is known to only people within the energy industry.
- The ECOWREX team should be reinforced with at least an energy data-scientist to complement the GIS Specialist.
- Better coordination is needed between, ECOWREX, the communication unit and the technical staff in order to ensure key information is disseminated in a timely and effective manner.

7. Main lessons-learned:

The following lessons were learned from the implementation of this project:

1. Clear communication is very important to manage expectations and to avoid future issues during project implementation. It appears a fluid communication was established during the project implementation. This type of approach is not suitable for short-term project. Issues will be compounded before they are addressed and also no one feels responsible.
2. Internal capacity-building of ECREEE should be of utmost importance and all technical staff should be targeted.
3. A better understanding of the challenges to working in the ECOWAS and with government agencies is necessary. As in the case of ECOWREX and of the action plans, countries are at various stages of capacity and knowledge. The Gambia and Senegal are neighbors but there are wide capacity gaps between the two countries. These nuances should be considered in the development of a similar project.
4. Better involvement of UNIDO is necessary and periodic check-ins must be instilled such as monthly calls.
5. This project can shorten the learning curve of the newly established Centers.

8. Conclusion:

The project was timely in its design and implementation as the coordination, information, coherence and knowledge management gaps are hindering the large-scale uptake of RE and EE in the region. The establishment of ECREEE is one of the key drivers in the region’s push toward low-carbon development.