



## Project Implementation Report

(1 July 2022 – 30 June 2023)

<b>Project Title:</b>	<i>Catalyzing market transformation for industrial energy efficiency and accelerate investments in best available practices and technologies in the Former Yugoslav Republic of Macedonia</i>
<b>GEF ID:</b>	<a href="#">4902</a>
<b>UNIDO ID:</b>	<a href="#">120127</a>
<b>GEF Replenishment Cycle:</b>	<a href="#">GEF-5</a>
<b>Country(ies):</b>	Republic of North Macedonia
<b>Region:</b>	<a href="#">ECA - Europe and Central Asia</a>
<b>GEF Focal Area:</b>	<a href="#">Climate Change Mitigation (CCM)</a>
<b>Integrated Approach Pilot (IAP) Programs<sup>1</sup>:</b>	<a href="#">N/A</a>
<b>Stand-alone / Child Project:</b>	<a href="#">Stand-alone</a>
<b>Implementing Department/Division:</b>	<a href="#">ENE / ESI</a>
<b>Co-Implementing Agency:</b>	
<b>Executing Agency(ies):</b>	<i>Regional Environmental Centre (REC) Country Office Macedonia (COM); Resource Environmental Centre (REC) North Macedonia, Skopje</i>
<b>Project Type:</b>	<a href="#">Full-Sized Project (FSP)</a>
<b>Project Duration:</b>	<a href="#">42</a>
<b>Extension(s):</b>	<a href="#">5</a>
<b>GEF Project Financing:</b>	<a href="#">1,400,00</a>
<b>Agency Fee:</b>	<a href="#">140,000</a>
<b>Co-financing Amount:</b>	<a href="#">5,904,628</a>
<b>Date of CEO Endorsement/Approval:</b>	1/5/2015
<b>UNIDO Approval Date:</b>	1/29/2015
<b>Actual Implementation Start:</b>	3/10/2015
<b>Cumulative disbursement as of 30 June 2023:</b>	<a href="#">1,392,288.19</a>
<b>Mid-term Review (MTR) Date:</b>	Click or tap to enter a date.
<b>Original Project Completion Date:</b>	8/31/2018

<sup>1</sup> Only for **GEF-6 projects**, if applicable

<b>Project Completion Date as reported in FY22:</b>	6/30/2022
<b>Current SAP Completion Date:</b>	6/30/2022
<b>Expected Project Completion Date:</b>	6/30/2022
<b>Expected Terminal Evaluation (TE) Date:</b>	10/30/2022
<b>Expected Financial Closure Date:</b>	10/30/2023
<b>UNIDO Project Manager<sup>2</sup>:</b>	<i>Marco Matteini</i>

## I. Brief description of project and status overview

<b>Project Objective</b>
To accelerate market transformation for industrial energy efficiency by strengthening policy, regulatory and institutional frameworks and supporting increased diffusion of and investment in best available industrial energy efficiency practices and technologies

<b>Baseline</b>
Over the 2010-2014 period energy performance of FYR Macedonian industry has made progress, especially in large enterprises, as result of some increased policy-makers attention to energy efficiency and the support of a number on internationally funded projects. However, as of 2015 the current policy and legal framework for industrial energy efficiency (IEE) is still largely incomplete and inadequate. Major technical and economic potential for energy efficiency gains remains untapped. The market for energy efficiency services and technologies is still developing, with technical expertise as well as services offer that do not fully meet needs and opportunities.

Please refer to the explanatory note at the end of the document and select corresponding ratings for the current reporting period, i.e. FY23. Please also provide a short justification for the selected ratings for FY23.

In view of the GEF Secretariat's intent to start following the ability of projects to adopt the concept of adaptive management<sup>3</sup>, Agencies are expected to closely monitor changes that occur from year to year and demonstrate that they are not simply implementing plans but modifying them in response to developments and circumstances or understanding. In order to facilitate with this assessment, please introduce the ratings as reported in the previous reporting cycle, i.e. FY22, in the last column.

<sup>2</sup> Person responsible for report content

<sup>3</sup> Adaptive management in the context of an intentional approach to decision-making and adjustments in response to new available information, evidence gathered from monitoring, evaluation or research, and experience acquired from implementation, to ensure that the goals of the activity are being reached efficiently

Overall Ratings <sup>4</sup>	FY23	FY22
Global Environmental Objectives (GEOs) / Development Objectives (DOs) Rating	<i>Highly Satisfactory (HS)</i>	<i>Highly Satisfactory (HS)</i>
The project is operationally complete and is in the process of financial closure. Ratings above are based on results of the terminal evaluation.		
Implementation Progress (IP) Rating	<i>Moderately Satisfactory (MS)</i>	<i>Satisfactory (S)</i>
The project is operationally complete and is in the process of financial closure.		
Overall Risk Rating	<i>Low Risk (L)</i>	<i>Low Risk (L)</i>
The project is operationally complete and is in the process of financial closure		

## II. Targeted results and progress to-date

Please describe the progress made in achieving the outputs against key performance indicator's targets in the project's **M&E Plan/Log-Frame at the time of CEO Endorsement/Approval**. Please expand the table as needed.

*Please fill in the below table or make a reference to any supporting documents that may be submitted as annexes to this report.*

Project Strategy	KPIs/Indicators	Baseline	Target level	Progress in FY23
<b>Component 1 –</b>				
Outcome 1: : Enhanced promotion and support of sustainable industrial energy efficiency by strengthened policy and regulatory frameworks and market-based mechanisms				
Output 1.1: Legal requirements for large industrial and public sector energy consumers to have a certified Energy Management Practitioner (EnMP) is developed and enacted	Status of legal requirement for large industrial and public sector energy consumers to have a certified Energy Management Practitioner.	No legal requirement in place	Enacted	Direct expert support was provided to the process for the development and adoption of the new Rulebook on Energy Audits of Large Enterprises.
Output 1.2: Certification Program for Energy Management Practitioner (EnMP) is developed and enacted	Status of Certification Program for Energy Management Practitioner	No certification scheme in place for energy management system practitioner/ personnel	Established	No activity after project operational completion.
Output 1.3. Financial incentives for ISO 50001 Certification are developed and enacted	Status of Financial incentives for ISO 50001 Certification	No financial incentive for ISO 50001 in place	Implemented and used by at least 5 enterprises	No activity after project operational completion. Ministry of Economy confirmed the financial incentive for ISO 50001 Certification also for 2023.
Output 1.4. Industrial Energy Efficiency (IEE) Best Practice Information and Dissemination (BPID)	Active IEE Best Practice Information and Dissemination Program	No programme or platform in place for promoting or disseminating	EnMS website section operational ESO website section operational Two 1-	No activity after project operational completion.

<sup>4</sup> Please refer to the explanatory note at the end of the document and assure that the indicated ratings correspond to the narrative of the report

Project Strategy	KPIs/Indicators	Baseline	Target level	Progress in FY23
Program established and operational		information on IEE best-practices	day workshops organized Online platforms include gender mainstreamed content where appropriate	
Output 1.5. Industrial Energy Data Management Framework developed	Status of Industrial Energy Data Management Framework	No Data Management Framework	Developed and formally submitted to MoEPP	No activity after project operational completion.
Output 1.6. Industrial Climate Technology Needs Assessment carried out	Status of Assessment of Climate Technologies potential in industry	No needs assessment carried out for the industrial sector	Developed, submitted to MoEPP and results reflected in CTCN NDE work	No activity after project operational completion.
Output 1.7. Strengthened technical capacity of Macedonian institutions responsible for developing, implementing and monitoring EE and CC mitigation policies and programs and 25 public officials trained	Increased capacity of Macedonian institutions for developing, implementing and monitoring IEE and CC mitigation policies and programs	No regular training in place on IEE and related policies and regulation. Very low level of expertise and capacity within relevant government authorities	25 government official trained Development of at least 2 IEE or CCM policies/regulations (considering gender equality and empowerment of women) additional to those promote and supported by the project is initiated.	No activity after project operational completion.

#### Component 2 –

Outcome 2: : Adoption of energy and environment management systems leading to greater resource investments in energy efficiency measures and low carbon technologies, and increased energy productivity and competitiveness of Macedonian industries

Output 2.1: A group of 50 local EE and environment professionals are equipped with the technical expertise and tools required to: a. implement industry Energy Management Systems (EnMS) in line with ISO 50001 b. carry out industrial energy system optimization (ESO) assessment c. train industry personnel in EnMS and energy system assessment & optimization d. offer EnMS, energy system assessment & optimization technical services to industry.	Number of UNIDO qualified EnMS Practitioners/ service providers  Number of UNIDO qualified ESO Practitioners/service providers	No experienced and formally trained and qualified EnMSISO 50001 Experts available in the national market  No formally trained and qualified Steam System Optimization (SSO) and Compressed-air System Optimization (CASO) Experts available in the national market	20 (out of which 4 are women)  30 (out of which 6 are women)	No activity after project operational completion.
Output 2.2: Ten (10) enterprises from key Macedonian industrial sectors implement Energy Management Systems in line with ISO 50001.	Number of EnMS implemented Investments made in EnMS, ESO and other EE measures implementation	As of 2014 no North Macedonia company had implemented EnMS in line with ISO 50001 Baseline = 0 since only investments triggered by/ results of project's trainings and assistance were targeted	10  1 million USD for Output 2.2. and Output.2.3 together	No activity after project operational completion.
Output 2.3: At least ten (10) low cost EE projects are implemented by industrial enterprises as result of their participation in the Training programs of the project.	Number of ESO measures implemented Investments made in EnMS, ESO and other EE measures implementation	Baseline = 0 since only ESO measures triggered by/ results of project's trainings and assistance were targeted Baseline = 0 since only	10 1 million USD for Output 2.2. and Output.2.3 together	No activity after project operational completion.

Project Strategy	KPIs/Indicators	Baseline	Target level	Progress in FY23
		investments triggered by/ results of project's trainings and assistance were targeted		
Output 2.4: Five (5) enterprises from key Macedonian industrial sectors implement integrated Energy and Environment Management Systems in line with ISO 50001 and ISO 14001.	Number of enterprises with integrated Energy and Environment Management Systems	As of 2014 no North Macedonia company had in place an integrated ISO 14001 and ISO 50001 system	5	No activity after project operational completion.
Output 2.5. Top management of at least fifty (50) enterprises understands the economic and environmental benefits of energy efficiency and is made aware of key relevant commercial bestavailable practices and technologies (EnMS and ESO)	Number of enterprises attending at least 1 project training	Baseline = 0 since only attendance to project trainings was to be considered	50 top management representatives/ decision makers	No activity after project operational completion.
Output 2.6 Personnel of fifty (50) enterprises receive training on the implementation of energy management systems and on energy system optimization measures	Number of enterprises attending at least 1 project training	Baseline = 0 since only attendance to project trainings was to be considered	50 enterprises	No activity after project operational completion.
<b>Component 3 –</b>				
Outcome 3: Adoption of energy efficient and low carbon process/ sector specific technologies				
Output 3.1: Technical assistance facility to support IEE investments is developed and established	Investments mobilized	Baseline = 0 since only investments triggered by Output 3.1. in combination with Output 3.4 were targeted	3 million USD (As result of Project Component 3 outputs)	Three companies supported.
Output 3.2: At least 15 local EE consultants trained in IEE investments preparation	Number of EE consultants trained	Baseline = 0 since only investments triggered by/ results of project's trainings and assistance were targeted	15	No activity after project operational completion.
Output 3.3: At least 10 bank lending officers trained in assessing IEE investments proposals	Number of bank officers trained	Baseline = 0 since only investments triggered by/ results of project's trainings and assistance were targeted	10	No activity after project operational completion.
Output 3.4. Performance-based financial reward mechanism for IEE investment projects established	Mechanism established	Baseline = 0 since only investments triggered by/ results of project's trainings and assistance were targeted	3 million USD (As result of Project Component 3 outputs)	Three performance rewards assigned.

### III. Project Risk Management

1. Please indicate the overall project-level risks and the related risk management measures: (i) as identified in the CEO Endorsement document, and (ii) progress to-date. Please expand the table as needed.

	(i) Risks at CEO stage	(i) Risk level FY 22	(i) Risk level FY 23	(i) Mitigation measures	(ii) Progress to-date	New defined risk <sup>5</sup>
1	<b>Institutional</b>  Coordination between key ministries and institutional stakeholders is loose and insufficient to ensure target impact	L	L	(i) Participation of all key Government counterparts, institutions and stakeholders associations in the Project Advisory Committee (PAC) to establish the institutional linkages among stakeholders; (ii) Thematic/ output-based working groups (WGs) with participation and representation of key relevant stakeholders; (iii) Clear definition of roles and responsibilities, continuous monitoring and support by the Project Management Unit (PMU) and periodic reporting to the Cabinet of the Vice Prime Minister.	No project activity carried out after operational completion.	<input type="checkbox"/>
2	<b>Policy &amp; Regulatory</b>  Proposed policies, regulations and programs are not adequately adopted and implemented; weakening of political commitment.	L	L	(i) Macedonia obligation under the Energy Community Treaty to implement National Energy Efficiency Action Plans (NEEAP) and the inclusion in these Plans of specific measures/actions for the industry sector that are explicitly focusing and calling for the technology solutions promoted and supported by the project; (ii) Engaging Government decision makers in thematic/output based working groups to build their IEE understanding and keep them involved; (iii) Provide regular communication and reporting of project implementation progress and offer opportunities for high visibility; (iv) Carefully designing and providing capacity building programs tailored to policy-makers and institutional specific needs; (v) Establish close dialogue with key energy donors to ensure coordination and promote synergies and continuity between ongoing technical assistance efforts and future initiatives.	No project activity carried out after operational completion.	<input type="checkbox"/>
3	<b>Technological</b>  Companies and EE service providers fail to fully understand the technical/ business opportunities and	L	L	(i) Clear understanding by target beneficiaries of EnMS, ESO and the project built during project preparation and consolidated during project implementation; (ii) Preparing effective information and awareness raising packages; (iii) Tailoring the project capacity building programs to the context and culture of	No project activity carried out after operational completion.	<input type="checkbox"/>

<sup>5</sup> New risk added in reporting period. Check only if applicable.

	potential benefits of implementing energy management systems and energy systems optimization projects.			Macedonian industrial enterprises and consultants, setting clearly defined learning and action outputs and outcomes; (iv) Setting up intermediate performance indicators to monitor, verify and report on progress		
4	<b>Market risk</b>  Industry decisionmakers do not participate and engage actively in the project	L	L	(i) High and rising energy prices that will continue to put pressure on enterprises for energy costs reduction; (ii) Existing and forthcoming regulatory requirements for or related to energy efficiency and energy management (i.e. the electricity market liberalization and associated balancing system requirements and the energy management plan requirement under the IPPC protocol as for existing obligations; (iii) Development and delivery of tailored information and promotional campaigns, including awareness raising and networking events, in collaboration with key recognized national industrial associations	No project activity carried out after operational completion.	<input type="checkbox"/>
5	<b>Economic and Financial</b>  After EnMS implementation and energy systems optimization assessments and reports, enterprises may not be willing or able to invest in energy efficiency projects and technologies, even if energy saving potential is important	L	L	(i) Providing training to enterprises' key personnel to build their capacity to understand the economic and financial value of investing in energy management and energy systems optimization; (ii) Providing EE procurement and costbenefits analysis routines as integral part of the EnMS and ESO training; (iii) Providing a critical mass of demonstration cases/ success stories with the help of technical assistance for project preparation and financial incentives to generate enterprises' confidence in the economic and financial returns of IEE investments; (iv) Enhancing promotion, marketing and understanding of existing financing facilities terms and conditions	No project activity carried out after operational completion.	<input type="checkbox"/>
6	<b>Co-financing mobilization</b>  Project partners do not fulfil their commitments and the project does not succeed in generating the number of IEE projects and investments targeted			(i) Closely engaging and working with key project partners, especially during and with regard to their budgets preparation and medium-term objective setting and resource-planning exercises; (ii) Regularly looking for additional cofinancing opportunities, both from existing and new project partners. Special attention should be given to grant-funding opportunities that could support the achievement of either project outputs or project outcomes (i.e. funds for replicating or scaling up project activities/outputs).	No project activity carried out after operational completion.	

2. If the project received a **sub-optimal risk rating (H. S)** in the previous reporting period, please state the **actions taken** since then to mitigate the relevant risks and improve the related risk rating. Please also elaborate on reasons that may have impeded any of the sub-optimal risk ratings from improving in the current reporting cycle; please indicate actions planned for the next reporting cycle to remediate this.

3. Please indicate any implication of the **COVID-19** pandemic on the progress of the project.

4. Please clarify if the project is facing delays and is expected to request an **extension**.

5. Please provide the **main findings and recommendations of completed MTR**, and elaborate on any actions taken towards the recommendations included in the report.

#### IV. Environmental and Social Safeguards (ESS)

1. As part of the requirements for **projects from GEF-6 onwards**, and based on the screening as per the UNIDO Environmental and Social Safeguards Policies and Procedures (ESSPP), which category is the project?

- Category A project
- Category B project
- Category C project

(By selecting Category C, I confirm that the E&S risks of the project have not escalated to Category A or B).

*Notes on new risks:*

- *If new risks have been identified during implementation due to changes in, i.e. project design or context, these should also be listed in (ii) below.*
- *If these new/additional risks are related to Operational Safeguards # 2, 3, 5, 6, or 8, please consult with UNIDO GEF Coordination to discuss next steps.*
- *Please refer to the [UNIDO Environmental and Social Safeguards Policies and Procedures \(ESSPP\)](#) on how to report on E&S issues.*

Please expand the table as needed.

	E&S risk	Mitigation measures undertaken during the reporting period	Monitoring methods and procedures used in the reporting period
(i) Risks identified in ESMP at time of CEO Endorsement			



(ii) New risks identified during project implementation (if not applicable, please insert 'NA' in each box)			
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## V. Stakeholder Engagement

1. Using the previous reporting period as a basis, please provide information on **progress, challenges and outcomes** regarding engagement of stakeholders in the project (based on the Stakeholder Engagement Plan or equivalent document submitted at CEO Endorsement/Approval).

Stakeholder engagement took place as integral part of the work carried in collaboration with the Ministry of Economy for the development and adoption of the new regulation for Energy Audits of Large Enterprises.

2. Please provide any feedback submitted by national counterparts, GEF OFP, co-financiers, and other partners/stakeholders of the project (e.g. private sector, CSOs, NGOs, etc.).

3. Please provide any **relevant stakeholder consultation** documents.

## VI. Gender Mainstreaming

1. Using the previous reporting period as a basis, please report on the **progress achieved on implementing gender-responsive measures and using gender-sensitive indicators**, as documented at CEO Endorsement/Approval (in the project results framework, gender action plan or equivalent),.

The project terminal evaluation has rated the Gender Mainstreaming activities of the project as Highly Satisfactory.

The project has overall exceeded its targets on including women in the pool of EnMS and ESO experts trained within Component 2. The project aimed to train a total of 20 EnMS experts, 4 of whom to be women (20%). As of June 2021, the project has trained a total of 42 EnMS experts, 11 of whom are women (26%). The project aimed to train 30 ESO experts, 6 of whom to be women (20%). As of June, 2020 the project has trained a total of 26 ESO experts, 4 of whom are women (15%). The EnMS-ESO combined percentage of women experts is 22% against a target of 20%

## VII. Knowledge Management

1. Using the previous reporting period as a basis, please elaborate on any **knowledge management activities / products**, as documented at CEO Endorsement / Approval.

1. The project organized a promotional event "The business case for energy efficiency in North Macedonian industries" on 21 November 2019, where 8 partner companies presented the results achieved through their participation in the project and the implementation of EnMS, ESO and other

best practices in energy efficiency. The event was attended by almost 100 delegates, mostly representing companies and EE service providers. The event was opened by H.E. Naser Nuredini, Minister of Environment Protection and Planning and Mr. Nehri Emrula, Director of the Energy Agency of North Macedonia.

2. The project developed the following knowledge products:

- a. 5 steam system optimization case studies (Joka, Kogel, Skopje Brewery, Alkaloid, ELEM)
- b. 3 energy management system implementation case studies (REK Bitola, Vardar Dolomit, Alkaloid AD Skopje)
- c. 3 promotional videos – 1 on EnMS and the project in general; 1 on energy systems optimization (steam and compressed-air) and 1 on gender mainstreaming in industrial energy management;

2. Please list any **relevant knowledge management mechanisms / tools** that the project has generated.

The primary knowledge management mechanism/tool is the IEE Best Practice Information and Dissemination (BPID) web platform, containing project case studies, success stories, ISO 50001 certification guidelines, UNIDO-qualified expert contact information, information on obtaining subsidies and incentives for IEE etc.

### VIII. Implementation progress

1. Using the previous reporting period as a basis, please provide information on **progress, challenges and outcomes achieved/observed** with regards to project implementation.

The project has been operationally completed on 30 June 2022, however some activities took place in relation to work for finalizing adoption of the new Rulebook on Energy Audits of Large Enterprises under Component 1 and to the operations of the Technical Assistance Facility (TAF) and the Performance-based Financial Reward(PbFR) under Component 3

2. Please briefly elaborate on any **minor amendments**<sup>6</sup> to the approved project that may have been introduced during the implementation period or indicate as not applicable (NA).

Please tick each category for which a change has occurred and provide a description of the change in the related textbox. You may attach supporting documentation, as appropriate.

<input type="checkbox"/>	Results Framework	
<input type="checkbox"/>	Components and Cost	
<input type="checkbox"/>	Institutional and Implementation Arrangements	
<input type="checkbox"/>	Financial Management	
<input type="checkbox"/>	Implementation Schedule	

<sup>6</sup> As described in Annex 9 of the *GEF Project and Program Cycle Policy Guidelines*, **minor amendments** are changes to the project design or implementation that do not have significant impact on the project objectives or scope, or an increase of the GEF project financing up to 5%.

<input type="checkbox"/>	Executing Entity	
<input type="checkbox"/>	Executing Entity Category	
<input type="checkbox"/>	Minor Project Objective Change	
<input type="checkbox"/>	Safeguards	
<input type="checkbox"/>	Risk Analysis	
<input type="checkbox"/>	Increase of GEF Project Financing Up to 5%	
<input type="checkbox"/>	Co-Financing	
<input type="checkbox"/>	Location of Project Activities	
<input type="checkbox"/>	Others	

**3. Please provide progress related to the financial implementation of the project.**

The project achieved an implementation rate of 99.45%  
The total planned co-financing amounted to USD 5,904,628; the terminal evaluation identified contributions for 4,347,422 USD, equal to 73.6 % of the targeted amount.

**IX. Work Plan and Budget**

1. Please provide **an updated project work plan and budget** for the remaining duration of the project, as per last approved project extension. Please expand/modify the table as needed.

*Please fill in the below table or make a reference to a file, in case it is submitted as an annex to the report.*

Outputs by Project Component	Year 6 (2022)				Year 7 (2023)				GEF Grant Budget Available (US\$)
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Output 1.1: Legal requirements for large industrial and public sector energy consumers to have a certified Energy Management Practitioner (EnMP) is developed and enacted									
Output 1.2: Certification Program for Energy Management Practitioner (EnMP) is developed and enacted									
Output 1.3: Financial incentive for ISO 50001 Certification are developed and enacted									
Output 1.4. Industrial Energy Efficiency (IEE) Best Practice Information and Dissemination (BPID) Program established and operational									
Output 1.5. Industrial Energy Data Management Framework developed									
Output 1.6 Industrial Climate Technology Needs Assessment carried out									
Output 1.7. Strengthened technical capacity of Macedonian institutions responsible for developing, implementing and monitoring EE and CC mitigation policies and programs and 25 public officials trained									

Outputs by Project Component	Year 6 (2022)				Year 7 (2023)				GEF Grant Budget Available (US\$)
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Output 2.1: A group of 50 local EE and environment professionals are equipped with the technical expertise and tools ...									
Output 2.2: Ten (10) enterprises from key Macedonian industrial sectors implement Energy Management Systems in line with ISO 50001.									
Output 2.3. At least ten (10) low cost EE projects are implemented by industrial enterprises as result of their participation in the Training programs of the project.									
Output 2.4. Five (5) enterprises from key Macedonian industrial sectors implement integrated Energy and Environment Management Systems in line with ISO 50001 and ISO 14001									
Output 2.5. Top management of at least fifty (50) enterprises understands the economic and environmental benefits of energy efficiency and is made aware of key relevant commercial best-available practices and technologies (EnMS and ESO).									
Output 2.6. Personnel of fifty (50) enterprises receive training on the implementation of energy management systems and on energy system optimization measures.									
Output 3.1: Technical assistance facility to support IEE investments is developed and established									
Output 3.2: At least 15 local EE consultants trained in IEE investments preparation									
Output 3.3. At least 10 bank lending officers trained in assessing IEE investments proposals									
Output 3.4. Performance-based financial reward mechanism for IEE investment projects established									
Final Evaluation									

## X. Synergies

### 1. Synergies achieved:

### 3. Stories to be shared (Optional)

## GEO LOCATION INFORMATION

The Location Name, Latitude and Longitude are required fields insofar as an Agency chooses to enter a project location under the set format. The Geo Name ID is required in instances where the location is not exact, such as in the case of a city, as opposed to the exact site of a physical infrastructure. The Location & Activity Description fields are optional. Project longitude and latitude must follow the Decimal Degrees WGS84 format and Agencies are encouraged to use at least four decimal points for greater accuracy. Users may add as many

locations as appropriate. Web mapping applications such as [OpenStreetMap](#) or [GeoNames](#) use this format. Consider using a conversion tool as needed, such as: <https://coordinates-converter.com> Please see the Geocoding User Guide by clicking [here](#)

Location Name	Latitude	Longitude	Geo Name ID	Location and Activity Description
<i>Skopje, North Macedonia</i>	<i>41.99646</i>	<i>21.43141</i>	785842	

Please provide any further geo-referenced information and map where the project interventions is taking place as appropriate.

#### EXPLANATORY NOTE

- Timing & duration:** Each report covers a twelve-month period, i.e. 1 July 2022 – 30 June 2023.
- Responsibility:** The responsibility for preparing the report lies with the project manager in consultation with the Division Chief and Director.
- Evaluation:** For the report to be used effectively as a tool for annual self-evaluation, project counterparts need to be fully involved. The (main) counterpart can provide any additional information considered essential, including a simple rating of project progress.
- Results-based management:** The annual project/programme progress reports are required by the RBM programme component focal points to obtain information on outcomes observed.

Global Environmental Objectives (GEOs) / Development Objectives (DOs) ratings	
<b>Highly Satisfactory (HS)</b>	Project is expected to <u>achieve or exceed all</u> its major global environmental objectives, and yield substantial global environmental benefits, without major shortcomings. The project can be presented as “good practice”.
<b>Satisfactory (S)</b>	Project is expected to <u>achieve most</u> of its <u>major</u> global environmental objectives, and yields satisfactory global environmental benefits, with only minor shortcomings.
<b>Moderately Satisfactory (MS)</b>	Project is expected to <u>achieve most</u> of its major <u>relevant</u> objectives but with either significant shortcomings or modes overall relevance. Project is expected not to achieve some of its major global environmental objectives or yield some of the expected global environmental benefits.
<b>Moderately Unsatisfactory (MU)</b>	Project is expected to achieve <u>some</u> of its major global environmental objectives with major shortcomings or is expected to <u>achieve only some</u> of its major global environmental objectives.
<b>Unsatisfactory (U)</b>	Project is expected <u>not</u> to achieve <u>most</u> of its major global environmental objectives or to yield any satisfactory global environmental benefits.
<b>Highly Unsatisfactory (HU)</b>	The project has failed to achieve, and is not expected to achieve, <u>any</u> of its major global environmental objectives with no worthwhile benefits.

<b>Implementation Progress (IP)</b>	
<b>Highly Satisfactory (HS)</b>	Implementation of <u>all</u> components is in substantial compliance with the original/formally revised implementation plan for the project. The project can be presented as "good practice".
<b>Satisfactory (S)</b>	Implementation of <u>most</u> components is in substantial compliance with the original/formally revised plan except for only few that are subject to remedial action.
<b>Moderately Satisfactory (MS)</b>	Implementation of <u>some</u> components is in substantial compliance with the original/formally revised plan with some components requiring remedial action.
<b>Moderately Unsatisfactory (MU)</b>	Implementation of <u>some</u> components is <u>not</u> in substantial compliance with the original/formally revised plan with most components requiring remedial action.
<b>Unsatisfactory (U)</b>	Implementation of <u>most</u> components is <u>not</u> in substantial compliance with the original/formally revised plan.
<b>Highly Unsatisfactory (HU)</b>	Implementation of <u>none</u> of the components is in substantial compliance with the original/formally revised plan.

<b>Risk ratings</b>	
Risk ratings will assess the overall risk of factors internal or external to the project which may affect implementation or prospects for achieving project objectives. Risk of projects should be rated on the following scale:	
<b>High Risk (H)</b>	There is a probability of greater than <b>75%</b> that assumptions may fail to hold or materialize, and/or the project may face high risks.
<b>Substantial Risk (S)</b>	There is a probability of between <b>51%</b> and <b>75%</b> that assumptions may fail to hold or materialize, and/or the project may face substantial risks.
<b>Moderate Risk (M)</b>	There is a probability of between <b>26%</b> and <b>50%</b> that assumptions may fail to hold or materialize, and/or the project may face only moderate risk.
<b>Low Risk (L)</b>	There is a probability of up to <b>25%</b> that assumptions may fail to hold or materialize, and/or the project may face only low risks.