



EU-GIZ ACSE Project Final Internal Evaluation Report
Federated States of Micronesia

*Project Title: Enhancing investments in small-scale renewable energy technologies in the
FSM – PDD7*

FA: 81202340

Contract Budget: 325,000 EUR

Project Duration: 1st July 2016 - 31 August 2020



Photos: Left top and bottom: Kosrae 3.25 kW solar with inverter and net meter installation at KUA administration building Right top and bottom - Participants at the Solar PV grid connected training in Guam

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Table of Contents

1.	Purpose of Evaluation	3
2.	Modality of Evaluation	3
3.	Achievement Summary	3
4.	Expenditure Review	4
5.	The Objective	6
6.	Overall Achievement and Project Impact	6
7.	Project Results.....	8
7.1	Project Outputs and Validation Products	11
8.	Project Management	13
A.	The Team	13
B.	Communications	14
<i>B.1</i>	<i>Government</i>	14
<i>B.2</i>	<i>External Stakeholders</i>	15
<i>B.3</i>	<i>Contract holder</i>	15
C.	Decision-making processes within the team and with others.....	16
D.	Processes for recording and managing issues and risk	16
E.	Financial controls and budget management	17
F.	Record keeping.....	17
G.	Annex 7 Technical Reporting.....	18
9.	Gender.....	18
10.	Media and Visibility.....	18
11.	Sustainability	18
12.	Legacy.....	19

1. Purpose of Evaluation

The purpose of the final project evaluation was to confirm how effectively the project delivered and achieved its commitments set out in the project agreement. From the exercise, the project evaluators reflect on outcomes, impact, lessons learned, best practices, success stories and the effectiveness of their project delivery.

2. Modality of Evaluation

Evaluation of the project was conducted internally by the SPC ACSE Project Team, Koin Etuati and Frank Vukikomoala with support from SPC's GEM Finance Officer, Ms Shanupriya Sharma who provided updates on the financial details. Due to COVID-19 and travel restrictions there is no impact assessment for stakeholders and beneficiaries.

The report was then circulated to the FSM Team for comments. This included the SPC Micronesia Regional Office (MRO) and the Department of Resource and Development (R&D) focal points. This time, MR Hubert Yamada was replaced by Ms Vanessa Freda, Assistant Secretary R&D.

3. Achievement Summary

Project Component	Major Achievement
Component 1 –[O1] Increased penetration of renewable energy	<ul style="list-style-type: none"> ▪ 80 (50 single phases; 15 poly phase 16S form, 15 poly phase 9S form – transformer rated) net metering equipment procured and distributed to YSPSC and other utilities in FSM. ▪ Effort support existing net metering initiative in Yap. ▪ Sample manual, application and agreement form developed and is available for adaptation to suit any of the 4 utilities in FSM. ▪ 6.5kW of Solar PV demonstration set up connected with 9.75 kW in the process of being installed.
Component 2-[O2] Increased investment on small scale RE installations for grid connection	<ul style="list-style-type: none"> • Loan scheme developed at the FSMDB for the public to finance small-scale RE systems ▪ Sample manual, application and agreement form developed and is available for adaptation to suit any of the 4 utilities in FSM. ▪ Consultation with the 4 utilities undertaken on net metering ▪ Awareness materials developed to support advocacy work
Component 3-[O3] Contribution to the achievement of national energy policy targets on RE	<p>Progressed efforts on the net metering initiative across the 4 states seeing to the following efforts being progressed.</p> <ol style="list-style-type: none"> 1. procurement and installation of demonstration solar PV systems with net metering

	<ol style="list-style-type: none"> 2. Procurement of training equipment for COM FSM with provision of training on Grid connected PV systems and designs 3. Development of awareness materials (1 poster, 5 pamphlets and net metering portal developed.) for public consultations and advocacy efforts 4. Development of Sample manual, application and agreement form that could be adapted to suit any of the 4 utilities in FSM.
Component 4 – [O4] Diversification of the RE mix by addition of small-scale grid connected RE systems	<ul style="list-style-type: none"> • 5 by 3.25 grid connected solar PV demonstration systems procured and installed in FSM. (2 in Pohnpei, 1 in Chuuk, Kosrae and Yap) • 1 kW Solar PV with micro inverter design procured and installed at COM FSM • Training materials for grid connected installations at COM FSM • Accredited training to utilities personal and COM FSM staff

4. Expenditure Review

- Finance Officer presents a summary of the overall expenditure.
- Each team member presents an overview of the budget component for which he/she is responsible.
- Key points from the presentations are summarised.

Component	Key budget points
General Situation	<p>The project spent Euro305,069.63 The project had remaining at closure –Euro19,930.97</p> <p>Reasons for underspend: Due to COVID-19 and travel restrictions put in place in FSM started in the month of April 2020, the project was not fully completed with the visit to the two FSM States, Yap and Chuuk to complete the training and installations of solar demo systems.</p>

Please answer the following questions:

- Describe, in brief, the financial management system employed in this project?

SPC's Financial Management Information System (FMIS) is Microsoft Dynamics (Navision). It is a multi-currency system with EURO currency as our base currency. As part of the Navision System, SPC had built a Jobs Module that came into effect from 1st April 2019.

The Job module allows SPC to keep track on a Job Card (Project) of the various costs associated with purchases, usage of resources and advance of funds received from a Donor for a specific project. The Job Card provides project managers with a financial tool to set up, monitor and manage projects.

The Job Card is defined by three different levels.

-The first level of the Job Card is where general information is entered and maintained. This includes Donor name, start and End date, Project Manager etc.

- The second level records the job tasks allowing SPC to break the project up into different tasks (budget lines) and sub tasks

-The third level stores the job planning lines and is where SPC can store budget periods and values. The job planning lines capture expected revenue (Line type: Billable) as well as budget (line type: Budget) against the task. The sum of all the job planning lines, with a line type Budget, provides the total budget for the Job Card. The sum of all job planning lines, with a line type Billable, provides the total amount of expected advances from the Donor for the Job Card.

Key reports generated through SPC's FMIS and currently provided to management are a) monthly financial performance review (management accounts); b) donor financial reports; and c) self-generated project financial reports available to all staff through ProgNav 2019. SPC maintains a finance manual that formalises payment and disbursement process. The SPC annual financial statement is audited by a professional external auditor conforming to International Public Sector Accounting Standards (IPSAS)

- What were the main advantages of the financial management system?

SPC's FMIS ensures effective Financial control, Financial accountability

Divisions will be able to:

- Better manage their budget allocations (Core, Programme, Project)
- Forecast all budgets with greater accuracy into the future

Divisions and external stakeholders will have consistent financial information at all stages of a project and MEL team members will find it easier to produce reports for stakeholders.

2 ProgNav Reporting Templates are available to Project Team. 1. Budget Management Report. This allows for a comparison between yearly budget and actual expenditure (both in EURO and donor currency) 2. Cash Management report. This allows to get information on a Projects Opening and Closing balance and the availability of funds left to be spent.

- What were the main challenges of the financial management system?

Major challenges observed was more to do with project staff awareness and understanding of the processes with at times contributes to the delay in facilitation of a payment process. This includes the following: -

- Informing of vendors on the timely issuance of invoices
 - Follow-ups to payment being undertaken to vendor and project staff being notified of status.
 - Need to inform Vendors of timing that SPC processes payments – 15days for Payments and 30 days for consultancies?
- Did you encounter any major problems with the financial management system?

No

- What did you do to overcome these challenges?

Not Applicable

5. The Objective

Achieving the objective of the project as set out in the Financing Agreement, or subsequent amendment thereto, is the core responsibility of the contracted implementing partner but is a responsibility shared by all in the project team.

Questions	Responses
What is the stated objective in the Financing Agreement?	Contribute to enhancing energy security in the FSM with the focus on contributing to the national energy policy target for renewable energy and the reduction of fossil fuel use for power generation
Is the project today still consistent with the objective as set out in the Financing Agreement?	Yes.
If so, in what ways is the project consistent with the objective?	The project further progressed preparative efforts into the 4 states in FSM to take up net metering initiative as a means to get in private sector involvement into procuring small scale RE systems that could connect to the Grid as well as support increase RE electricity generation to FSM.
Were there any risks to achieving the stated objective? If so, list them.	Yes the major risk was to get the buy in and support of the utilities to support the initiative. Perception and interest from the 4 utilities varied which was further compounded by upcoming Grid connected donor projects.

6. Overall Achievement and Project Impact

Brief narrative story that summaries the overall achievement and impact. 200 words
Include description of operating environment

GIZ and SPC signed the financing agreement and GIZ disbursed the funds to the project. The PMU was established at SPC in Pohnpei with Project Manager based in Suva. In November 2017, GIZ facilitated the project Inception/Steering committee meeting to prepare the project for implementation.

The project team facilitated a workshop for the Pohnpei Utility Corporation (PUC) on net-metering and undertook analysis of how net-metering would impact the utility across all of its departments; from billing, planning, and distribution; to linesman, inspectors and finance, to understand the impact that net-metering would have on the utility. The production of a net-metering operational manual was the culmination of this analysis, to assist the utility in its implementation of net-metering in a holistic manner. The manual provides standard operating procedures to the utility to ensure that the utility is ready to operationalise net-metering.

The project team brought in the College of Federated States of Micronesia (COMFSM) to be the national hub for training on grid connected photovoltaic energy systems. The project have signed an agreement with the institution to provide the college with the accredited curriculum, hardware and training support so that the college can incorporate grid connected PV training into its curriculum, and to offer it to meet the demand for the training of grid connect PV technicians from the utilities and private sector working across the 4 state electrical grids.

The Grid Connect PV System Design and Installation course and net metering awareness workshop was conducted by Global Sustainable Energy Solutions (GSES). The team have advanced plans to promote net-metering in collaborations with the FSM Utilities.

This includes the installation of 3.25kW solar PV systems with net metering and production of communications materials, such as posters and pamphlets to educate the public on net metering. The training and visit to the 4 FSM States was conducted in February to March 2020, however due to COVID-19, this activity was not completed as planned. The project is discussing with the Utilities to progress the installations of the demonstration systems and net metering. The project also supported the net metering through the procurement of 80 net meters and to distribute the Utilities according to their needs.

The government contract ended at the end of November 2018, but a no-cost contract extension has been granted until May 2020 with further request to August 2020.

7. Project Results

List of project objectives, outcomes, outputs and description of the achievements.

Description	Indicator	Baseline	Target	Result	Validation
Objectives					
Objective 1: Household benefitting from the project	Number of households	Zero household	150 households	No installations at households' level	200430 FSM7 GSES Solar PV Grid Training and net Metering Demonstration Installations Report
Objective 2: FAESP indicator for FSM	Indicator 4,8,15,23	2009 baseline	An improvement in the applicable indicators	Promotional and awareness on net metering only	Net metering promotional materials webpage http://phpstack-269780-847707.cloudwaysapps.com/
Outcomes					
a. Increased penetration of renewable energy	kW of RE installed through net metering	Zero kW installed through net metering	At least 75kW of RE installed through net metering	<ul style="list-style-type: none"> • 16.25 KW of demonstration small scale RE systems through net metering • Training materials and curriculum provided to COM FSM to take forward in providing accredited training on grid connected PV systems design and installation 	<ul style="list-style-type: none"> ▪ 191213 FSM7 GSES Contract _ Trainer Solar PV Grid connected ▪ 201018 FSM7 GSES Contract Solar PV Grid and Net meter Promotional Awareness Raising ▪ 200430 FSM7 GSES Solar PV Grid Training and net Metering Demonstration Installations Report
b. Increased investment on small scale RE installations for grid connection	Number of investments on small scale RE grid connected installations	Zero investments installations	At least 20 new investments on small scale grid connected RE systems	Under achieved as installations of demonstrations systems were not installed well ahead of the end of project and there was limited time to promote the FSM Development Bank loan scheme.	<ul style="list-style-type: none"> • 191127 FSM7 Pohnpei 3.25 kW Installation System Design Layout Drawings_ Youth Center • 191127 FSM7 Kosrae 3.25 kW Installation System Design – KUA Admin Building

					<ul style="list-style-type: none"> • 191127 FSM7 Chuuk 3.25 kW Installation System Design_ Sewerage • 191127 FSM7 Yap 3.25 kW Installation System Design
c. Contribution to achievement to national energy policy targets on RE	% RE in electricity generation; MWh of energy generated	15.7% RE in installed capacity for electricity generation; zero MWh of energy generated from small scale RE grid connected systems through net metering	At least an additional 75kW RE to the installed electricity generation mix equivalent to an increase in 0.67%; estimated 8MWh of energy generated	Under achieved	<ul style="list-style-type: none"> • 191127 FSM7 Pohnpei 3.25 kW Installation System Design Layout Drawings_ Youth Center • 191127 FSM7 Kosrae 3.25 kW Installation System Design – KUA Admin Building • 191127 FSM7 Chuuk 3.25 kW Installation System Design_ Sewerage • 191127 FSM7 Yap 3.25 kW Installation System Design • 200430 FSM7 GSES Solar PV Grid Training and Net Metering Demonstration Installations Report
d. Diversification of the RE mix by addition of small-scale grid connected RE systems	% of small scale RE grid connected system as part of RE capacity or generation	Zero % of small scale RE grid connected systems	4% RE grid connected systems	Under achieved 3.25 kW x 3 (9.74kW) total capacity installed.	<ul style="list-style-type: none"> • 200430 FSM7 GSES Solar PV Grid Training and Net Metering Demonstration Installations Report
e. Improved the enabling environment for the installations of small-scale renewable energy systems in FSM.	Utility has manuals, rules and procedures that govern the installation of small-scale renewable energy systems	No formal procedure, policies or manuals for installation of SSRE	An established program within the utilities that allow installation of SSRE	Awareness materials developed in regard to net metering benefits (social, technical, environment and economics benefits)	<ul style="list-style-type: none"> • 200213 FSM7 GSES Direct Payment Solar PV Training curriculum • 200715 FSM How to get connected to Net Metering Pamphlet

					<ul style="list-style-type: none"> • 200715 FSM7 Net Metering Technical Pamphlet • 200715 FSM7 Net Metering Initiative Poster • 200715 FSM7 Net Metering Pamphlet Economic Consideration and Benefits • 200715 FSM7 Net Metering Pamphlet Environmental benefits Dimensions • 200715 FSM7 Net Metering Pamphlet What it entails
f. Institutionalise training of technicians in design and installation of grid connected PV systems	Training organisation that offers technician training in grid connected PV design and install	Zero formal training courses for PV technicians to design and install grid connect systems	1 Training Institution that offers formal, regionally recognised training in grid connected PV	Training materials and curriculum provided to COM FSM to take forward in providing accredited training on grid connected PV systems design and installation.	<ul style="list-style-type: none"> • 191213 FSM7 GSES Contract_ Trainer Solar PV Grid connected • 200430 FSM7 GSES Solar PV Grid Training and net Metering Demonstration Installations Report • 190404 FSM7 LOA_SPC COMFSM_ Solar PV Grid Connected Training

7.1 Project Outputs and Validation Products

The table below all project related outputs including project M&E validation, communications and technical outputs in chronological order. Outputs not produced by project, but which validate project achievement, are presented in *italics*.

Outputs and Validation Products	M& E Validation	Comms Output	Technical Output
150422_EU-GIZ ACSE_FSM-MoU	X		
150430_FSM_Concept Note Evaluation-FSM7	X		
150615_FSM_Concept Note_FSM7	X		
160430 FSM6&FSM7 Technical Report No. 1			X
160722 FSM 7 GIZ Annex A Project Design Document_ Enhancing investments in small-scale RE	X		
160722_EU-GIZ ACSE_FSM7-FA-Eng-81202340	X		
160722_EU-GIZ ACSE_FSM7-FA-Ger-81202340	X		
160722_EU-GIZ ACSE_FSM7-SA-81202340	X		
170430 FSM7 Project Technical Report 2			X
<i>170517 FSM7 Congressional Resolution No. 20-11</i>	X		
171031 FSM7 - FSM Training Needs & Gap Analysis_EUPacTVET_ACSE			X
171114FSM6&FSM7 ACSE PSC Meeting Minutes No. 1			X
171231 FSM7 Annex 7 Technical Report No. 3			X
180101 FSM7 Reading & Billing with Net Meter (bidirectional meter Factsheets)		x	
180105 FSM7 Presentation Net Metering PUC		X	
180513 FSM7 Net metering Minutes Meeting PUC SPC GIZ meeting		X	X
180630 FSM7 Annex 7 Technical Report No.4			X
180822 FSM7 Net Metering for Private Solar Installations_Factsheet		x	
180914 FSM7 FA 81202340 -Addendum 1	X		
181120 FSM 6&FSM7 ACSE Gender analysis			x
181201 FSM7 Guideline for PV Penetration (PV)			X
181231 FSM7 Annex 7 Technical Report No. 5			X

190101 FSM7 Net Metering Manual (Utility + Customer)		X	X
190101 FSM7 Presentation net Metering Details		X	
190404 FSM7 LOA_SPC_COMFSM Solar PV Grid Connected Training	X		
190513 FSM7 Meter Configuration Workshop Report			X
190516 FSM7 2 nd RFQ _Drafting of Net metering Bill and Regulations	X		
190630 FSM7 Annex 7 Technical Report No. 6			X
190912 FSM7 FA 81202340 - Addendum 2	X		
191030 FSM7 SPC Net Meters and Batteries Procurement			X
191127 FSM7 Chuuk 3.25 kW Installation System Design Layout Drawings			X
191127 FSM7 Kosrae 3.25 kW installation System Design Layout Drawings			X
191127 FSM7 Pohnpei 3.25kW Installation System Design Layout Drawings			X
191127 FSM7 Yap 3.25kW Installation System Design Layout Drawings			X
190513 FSM7 Meter Configuration Workshop Report			X
191204 FSM7 FA 81202340 Contract Variation Justification Letter	x		
191212 FSM6&FSM7 PSC Meeting Minutes No. 4	X		
191213 FSM 7 GSES Contract _Trainer Solar PV Grid Connected	X		
201117 FSM7 Invitation Letter training – FSM-COM+Utilities Final		X	
200118 FSM7 GSES Contract Solar PV Grid and Net Meter Promotional and Awareness Raising	X		
200213 FSM GSES Direct Payment Solar PV Training Curriculum	X		
200227 FSM7 FA 81202340 -Addendum 3	X		

200310 FSM7 Presentation Net Metering Final Kosrae KUA		X	
200325 FSM7 Inspection Report Solar PV Demonstration systems _ Clay Energy			X
200403 FSM7 Project Flashes			
200430 FSM7 GSES Solar PV Grid Training & Net Metering Demonstration Installations Report			X
200715 FSM7 How to get connected to Net Metering		X	X
200715 FSM7 Net Metering Technical Pamphlet		X	Xx
200715 FSM7 Net Metering Pamphlet Economic Considerations and Benefits		X	X
200715 FSM7 Net Metering Environmental Benefits Dimensions		X	X
200715 FSM7 Net Metering Pamphlet What it entails			X
200715 FSM7 _Net Metering Initiative Poster Web		X	X
200715 FSM7 FA 81202340 Addendum 4 _SPC Signature Only	X		
200830 FSM7 Assets External Transfer Form _MRO _GEP _FSM RD	X		
200830 FSM7 – Annex 7 Technical Report No.7			X
200830FSM7 Final Project Internal Evaluation Report (this report)			X
200830 FSM7 Final Project Report			X

8. Project Management

There are a great many things to think about when managing a project. Staff and team considerations, government systems and decisions, technical matters (risk management) interacting with stakeholders and departments, reporting, time management, financial management and accountability.

A. The Team

- *How productive did the team feel, individually and together?*
- *Were communications within the team strong, fair, not so good, needed improvement over time?*
- *How were the decision-making processes in the team? Were they clear, agreed to, needed some change? clear*

- Discuss what worked and what did not and make notes.
- Discuss what could have worked better.
- Summarise the lessons learnt from working in a team.

What worked	What could have worked better	Key recommendations
Collaborations – Project team consulting other projects and partners e.g learning of the SPC RENI project experience made the water tank procurement activity for the Mortlocks possible.	Strengthened coordination in having the Project team stationed together – (PM in Fiji, Technical person in Fiji, Advisor in Fiji & FSM, Finance and Admin in Fiji, Project officer in FSM)	Need for Partnership Agreements (SPC and R&D and States EWG) to avoid miscommunication and strengthen coordination effort.
Weekly update meetings on project which started later in the project implementation	Terms of reference for the project assistant located in FSM could have been better defined to clearly set out her role being the focal person on the ground.	Defining the roles and responsibilities of the project implementation arrangement between SPC and GIZ during inception to avoid confusion and duplication of efforts.
Internal communication within team (SPC and GIZ) flexibility in making changes	Project implementation arrangement – SPC, GIZ and R&D could have been better defined.	Produce a clear TOR to define the role and also empower Steering Committee to better advice project management team
Working with local stakeholders to implement the project giving ownership of the project to the stakeholders e.g – Working with the utilities to install the demonstration systems in Kosrae, Yap and Chuuk.	Training on net metering and awareness to the states and stakeholders could have been done earlier on in the project.	Input into the project proposal could have been more consultative and to include the main stakeholders in this project mainly the Utilities

B. Communications

For each of the following target audiences, answer the following questions:

B.1 Government

Questions	Responses
Who were the main target audiences in government?	<ul style="list-style-type: none"> • Department of Resources and Development • State Utilities • FSM College of Micronesia • FSM development Bank
Was information sharing good and consistent between the project and the rest of government?	<ul style="list-style-type: none"> • I believe so. There was close engagement with the project focal point Mr Hubert Yamada – Assistant Secretary Resource and Development. • Comprehensive consultation was also undertaken.
Did the project produce the right/enough communication products and were they getting to the target audience in government?	<ul style="list-style-type: none"> • No. Project did not get to undertake the relevant advocacy work however all the awareness materials were produced only.

List any improvements that were made or could have been made.	<ul style="list-style-type: none"> • If allowance for more time could be given to complete the work • Involvement of the state utilities from the start was crucial to supporting the initiative which the project did not fully engage in.
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B.2 External Stakeholders

Questions	Responses
Who were the external stakeholders?	<ol style="list-style-type: none"> 1. FSMDB 2. Utility residential customers 3. Department of Justice 4. Development partners
Was information sharing good and consistent between the project and external stakeholders?	Yes – Project ensured to reach out to the external stakeholders as part to complementing efforts or add value to already completed, existing and upcoming projects.
Did the project produce the right/enough communication products and did they get to the external stakeholders?	Thorough communication was undertaken throughout the implementation of the project.
List any improvements that were made or could have been made.	Public consultation and advocacy played a crucial role to reaching out to potential customers to participate in net-metering however the project did not fully achieve this activity due to the impact of Covid 19. Public awareness was not undertaken.

B.3 Contract holder

Questions	Responses
Who is the contract holder/s?	<p>GIZ European Union (EU) Geo-resources and Energy Programme of the Geoscience and Energy Maritime Division of the Pacific Community, GEM Division</p> <p>Energy Division, Resources and Development Department, FSM National Government</p> <p>SPC Micronesia Regional Office in Pohnpei,</p>
Was information sharing good and consistent between the project and the contract holder/s?	Yes – the project worked closely with the GIZ Advisers based in Pohnpei and at the Suva office.
Did the project produce the right/enough communication products and did they get to the contract holder/s?	Not enough communication products produced.
List any improvements that were or could have been made.	More press release on the work e.g project procurement of EE appliances and retrofit into schools and national government buildings, environmental impacts

C. Decision-making processes within the team and with others

Questions	Responses
Write down what worked.	<ul style="list-style-type: none"> • Communication and getting to make decision on activity implementation among the project management team. (SPC & GIZ) • Implementing activities with the endorsement and support of R&D
Write down what did not work.	<ul style="list-style-type: none"> • Flooding the country focal point (R&D) with emails on the various status of the project activity implementation leading to miscommunication issues at times. This was later resolved over the weekly meeting to provide updates to the country focal point. • Getting effective contribution from the Project Steering Committee. Meeting was more like an update of the project • Lack of sharing of timely and important/relevance information from R&D, e.g detailed Audit Report done by IIEC – UNDP in 2016 was not shared with SPC team to guide the retrofit work at Palikir building, only the Preliminary report provided • Not sufficient Consultation was undertaken with the utilities at the start of the project
Take time now to discuss what could have been done better to improve on decision-making processes.	<ul style="list-style-type: none"> • Internally within SPC – improved the Project Officer’s ability to make decisions with MRO’s guidance. • Within Project Team (SPC and GIZ) and SPC and Focal Point (R&D) • Project implementation arrangement – SPC, MRO & GIZ

D. Processes for recording and managing issues and risk

Questions	Responses
Discuss how the team managed issues and risks. Did the system work?	<p>There was always open communication between SPC, GIZ and the country focal office. Issues were communicated on and attended to.</p> <ul style="list-style-type: none"> • Buy in and support from the utilities was not fully covered • Upcoming funded grid connected projects • Allowance in the grid network to accommodate small scale net-metering
Summarise what did not work.	Log in the risks and issues as just included in the progress reports.

Did the project use an issues table to record and track issues, risks and solutions? If so, was it an effective project management tool?	<ul style="list-style-type: none"> No however issues were captured in the progress report. <p>SPC is currently in the process of undertaking a process mapping approach.</p>
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E. Financial controls and budget management

Discuss how the financials are controlled and shared across the team.

Questions	Responses
Describe how the system worked.	<ul style="list-style-type: none"> Financial reports were done on a biannual basis (6 months) <p>RFQ and bids for procurements of appliances are vetted against budget and Finance cross check with budget</p>
Write down what the main challenges were.	<ul style="list-style-type: none"> Major challenges have always been due to delays to vendor payments. Getting local vendors in FSM to participate in RFQs for supply of materials. Facilitating request of vendors in payment conditions not set out in the procurement process like upfront payment before delivery of items
Discuss what you did to improve the system.	<p>Staff on the ground were better informed to cut down preparation and backstopping activities to hasten the process such as</p> <ol style="list-style-type: none"> 1. Vendor registration and update into SPC database 2. Quote and invoice submission 3. Inspection reports submission 4. Communication to vendors made clear that processing of payment will take 15-30 days rather than the mindset of assuring the undertaking of payment is within a week.

F. Record keeping

Questions	Responses
Where did the team keep its records?	<ul style="list-style-type: none"> Digital records - Within SPC Shared Drives; finalised versions are saved and made available in the PRDR. Financial records are filed, scanned and saved within SPC financial processes.
Does the team centralise and backup the records?	Yes
Is there anything on individual computers that should go into a central project folder?	All folders and documents from individual computers are backup and transferred to the SPC shared drive.

G. Annex 7 Technical Reporting

Questions	Responses
Were project reports submitted in a timely manner?	Yes
What could the team have done to improve the efficiency of reporting?	Shared workload with other team members in terms of reporting.

9. Gender

Questions	Responses
How did the project integrate gender considerations into its work?	There was a gender study undertaken with cross cutting activities identified.
Did the team disaggregate the project data by gender?	Yes, in cases where the opportunity presented itself.
Did the team make any proper analyses from these disaggregated data? Was this data subsequently used in the project afterward?	No analyses were undertaken on disaggregated data collected from the trainings or assessments. However, there is opportunity to share this data in future assessments or studies. data and information will be captured in the impact

10. Media and Visibility

Questions	Responses
What media and visibility did the project undertake? Please list them.	<ul style="list-style-type: none"> The project logo and stickers used for both PDD 6 and PDD 7 Poster and Pamphlets on Net metering.
Is there something in the way you did this work that you would have done differently?	<ul style="list-style-type: none"> Timing to conduct visibility not undertaken in time Team focused on implementation and limited capacity on visibility
Did you learn anything in particular from the process undertaking these media and visibility actions?	<ul style="list-style-type: none"> Media person recruited in mid-year to stock take need for the media and visibility Team lacked the support of the media team to push for visibility activities as the Energy Programme changed leadership and media team was downsized.

11. Sustainability

Questions	Responses
What should sustainability look like in this project?	<ul style="list-style-type: none"> Continuity of efforts being supported by upcoming activities and or projects in FSM

What elements of this project are you sure will help ensure the sustainability of the outcomes?	<ul style="list-style-type: none"> • Lessons learnt and good practices • Awareness materials developed • Recommendations and Findings from activities undertaken – Audit Reports, Impacts Assessment report
What elements may not be sustainable?	None as most activities have long term benefits
What else can we the team do to create sustainability in the project?	Reach out to upcoming projects to support and continue the initiative.

12. Legacy

Questions	Responses
What do you personally feel is your legacy in this project?	we would have left a good legacy in this project if the activities were completed as we feel that net metering is a good initiative to improving energy security. We felt that we will continue to progress the work with other new projects in FSM.