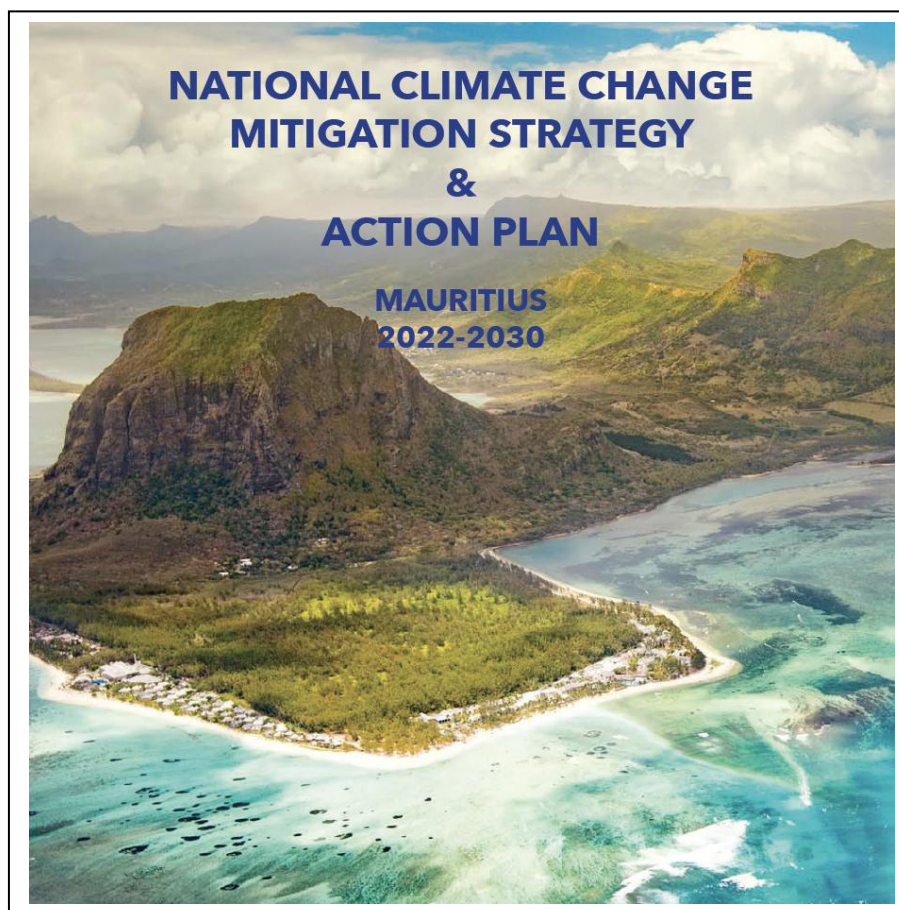


**Validated Terminal Review of the of the UNEP/GEF
Project “Nationally Appropriate Mitigation Actions
(NAMAs) for Low Carbon Island Development
Strategy for Mauritius” (GEF ID: 5649)**

2016–2024



UNEP Climate Change Division

Validation date: March 2026



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This report has been prepared by an external consultant as part of a Terminal Review, which is a management-led process to assess performance at the project's operational completion. The UNEP Evaluation Office provides templates and tools to support the review process and provides a formal assessment of the quality of the Review report, which is provided within this report's annexed material. In addition, the Evaluation Office formally validates the report by ensuring that the performance judgments made are consistent with evidence presented in the Review report and in-line with the performance standards set out for independent evaluations. As such the project performance ratings presented in the Review report may be adjusted by the Evaluation Office. The findings and conclusions expressed herein do not necessarily reflect the views of Member States or the UN Environment Programme Senior Management.

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Nationally Appropriate Mitigation Actions (NAMAs) for Low Carbon Island Development
Strategy for Mauritius

GEF ID 5649

05/25

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The reviewer would like to express their gratitude to all persons met and who contributed to this review, as listed in Annex III.

The review team would like to thank the project team, and particularly Mrs. Roufida Teemul-Jannoo (former project desk officer), Mrs. Chandanee Ramdany Bhagirutty (Environment Officer and designated project contact point), and Mr Satyanand Buskalawa (Divisional Environment Officer of the Department of Climate Change) for their contribution and collaboration throughout the review process. The evaluator would also like to thank the multiple government representatives from various Ministries who participated in the interviews.

Special acknowledgements to Sudhir Sharma, UNEP Task Manager when the MLTR started, Manoj Kumar Muthumanickam, UNEP Project Oversight and Management Specialist and Fatma Twahir, UNEP Fund Management Officer for their invaluable inputs and guidance.

The review consultant hopes that the findings, conclusions and recommendations will contribute to the successful finalisation of the current project, formulation of a next phase and to the continuous improvement of similar projects in other countries and regions.

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Review team

Mari-Louise van der Walt – Principal Reviewer

ABOUT THE REVIEW

Joint Review: No

Report Language(s): English.

Review Type: Terminal Review

Brief Description: This report is a management-led terminal review of a UNEP/GEF project implemented between 2017 and 2024. The project's overall development goal was to support Mauritius in pursuing a low-carbon development pathway by strengthening national capacity to formulate, prioritise, and implement NDC-aligned mitigation actions across all sectors, with a focus on renewable energy, and leveraging these efforts to access international climate finance. The review sought to assess project performance (in terms of relevance, effectiveness and efficiency) and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The review has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP, the GEF and the relevant agencies of the project participating countries.

Source(s) of Funding by Country:

Government of Mauritius co-finance USD 328,004

Source(s) of Funding by Institution Type:

Foundation/NGO	Yes /No
Private Sector	Yes /No
UN Body	Yes/ No
Multilateral Fund	Yes/ No
Environment Fund	Yes/ No

Key words¹: Capacity Building; Climate Change, Nationally Determined Contribution; NDC; Small Island Developing States (SIDS)²

Primary data collection period:

December 2024 – May 2025

Field mission dates:

12 – 16 May 2025

¹ Please provide maximum five key words, which are not already in the project title.

² This data is used to aid the internet search of this report on the Evaluation Office of UNEP Website

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LIST OF ACRONYMS

EA	Executing Agency
CCD	Climate Change Division
CDM	Clean Development Mechanisms
CEB	Central Electricity Board
CISD	Central Information Systems Division
DNA	Designated National Authority
DTU	Technical University of Denmark
FMO	Fund Management Officer
GEF	Global Environment Facility
GHG	Greenhouse Gas
IA	Implementing Agency
MEPU	Ministry of Energy and Public Utilities
MLTR	Management-led Terminal Review
MoESWMCC	Ministry of Environment, Solid Waste Management and Climate Change
MoESDDBM	Ministry of Environment, Sustainable Development, and Disaster and Beach Management
MRV	Measurement, Reporting and Verification
MTR	Mid Term Review
NDC	Nationally Determined Contribution
NGO	Non-Governmental Organisation
PCA	Project Cooperation Agreement
PMU	Project Management Unit
PoW	Programme of Work
PPG	Project Preparation Grant
PRC	Project Review Committee (internal UNEP committee that approves new projects)
ProDoc	Project Document (must be reviewed by PRC before any project can be undertaken, with the approval of the managing division director)
PSC	Project Steering Committee
PV	Photovoltaic
RE	Renewable Energy
SDG	Sustainable Development Goals
SIDS	Small Island Developing States
SM	Statistics Mauritius
TNA	Technology Needs Assessment
ToC	Theory of Change
ToR	Terms of Reference

UDP	UNEP DTU Partnership (refer DTU above and UNEP below)
UNEP	United Nations Environment Programme
UNEP CCC	UNEP Copenhagen Climate Centre
UNFCCC	United Nations Framework Convention on Climate Change
URA	Utility Regulatory Authority

PROJECT IDENTIFICATION TABLE

Table 1: Project Identification Table

GEF Project ID/SMA ID ³ :	5649 / SMA 30703		
Implementing Agency (UNEP Division/Branch/Unit):	GEF – Climate Change Mitigation Unit, Mitigation Branch of the Climate Change Division	Executing Agency:	At completion: Ministry of Environment, Solid Waste Management and Climate Change ⁴ ; and UNEP Copenhagen Climate Centre (CCC) ⁵
Sources of Funding (Co-finance):	Country ⁶ (ies): Mauritius	Institution ⁷ Name/Type: Ministry of Environment, Solid Waste Management and Climate Change (Government), UNEP, UNEP DTU and UNEP-CCC (UN entities).	
Relevant SDG(s):	SDG 7 and SDG 13		
MTS (at approval):	MTS 2014–2017	UNEP approval date:	11 October 2016
POW Direct Outcome(s) number/reference (applicable for projects approved from 2022):	POW Direct Outcome: N/A	MTS 2025 Outcome(s) number/reference (applicable for projects approved from 2022):	MTS 2025 Outcome: N/A
OR	POW Output:	OR	POW Expected Accomplishment:
POW Output(s) number/reference (applicable for projects approved pre-2022)	Programme of work 2014-2017, sub-programme 1: climate change.	POW Expected Accomplishment(s) number/reference (applicable for projects approved pre-2022):	Low emission growth (Expected Accomplishments 2)
Sub-programme:	Sub-programme 1. Climate Change	Programme Coordination Project:	Not applicable
UNEP approval date:	11 October 2016	GEF approval date:	12 July 2016
GEF Operational Programme #:	GEF V	GEF Strategic Priority:	CCM-3; CCM-6
Project type:	Medium Size Project	Focal Area(s):	Climate Change Mitigation
Expected start date:	February 2017	Actual start date:	10 May 2018
Planned completion date:	28 February 2021 ⁸	Actual operational completion date:	31 January 2024
Planned total project budget at approval:	USD 34,972,000	Actual total expenditures reported as of January 2024 ⁹ :	USD 1,780,004
GEF grant allocation:	USD 1,452,000	GEF grant expenditures reported as of January 2024:	USD 1,336,898

³ SMA refers to the ID provided by the Integrated Planning, Management and Reporting Solution (IPMR) system, which was introduced by UNEP in July 2023.

⁴ Initially anticipated to be the Ministry of Social Security, National Solidarity, and Environment and Sustainable Development

⁵ Previously UNEP DTU Partnership (UDP). UDP was the co-executing Agency of this project, providing targeted technical assistance. However, due to administrative reasons, the UDP partnership came to an end in 2021 and these responsibilities along with the funds were transferred to the UNEP-Copenhagen Climate Centre (UNEP-CCC) in 2022.

⁶ Where applicable, list countries who have provided project funds and/or co-finance.

⁷ Indicate where funding institutions are any/all of the following: Foundation/NGO; Private Sector; UN Body; Multilateral Fund; Environment Fund.

⁸ As reflected in initial Project Cooperation Agreement

⁹ As presented in the final close out report for the project that is undated, but the reporting period is indicated to January 2024.

Expected Medium-Size Project/Full-Size Project co-financing:	Cash: - In-kind: USD 33,520,000	Secured Medium-Size Project/Full-Size Project co-financing:	Cash: - In-kind: USD 328,004
No. of formal project revisions:	4 ¹⁰	Date of last approved project revision:	18 August 2022
No. of Steering Committee meetings:	8	Date of Last Steering Committee meeting:	11/09/2023
Mid-term Review/ Evaluation (<i>planned date</i>):	N/A ¹¹	Mid-term Review/ Evaluation (<i>actual date</i>):	September 2021
Terminal Evaluation (<i>planned date</i>):	November 2024 ¹²	Terminal Evaluation (<i>actual date</i>):	December 2024 – July 2025
Coverage - Country(ies):	Mauritius	Coverage - Region(s):	Africa
Dates of previous project phases:	N/A	Status of future project phases:	N/A

¹⁰ Four no-cost revisions were documented for the project. For three of the revisions, the Project Cooperation Agreement (PCA) with the Ministry of Environment, Solid Waste Management and Climate Change (MoESWMCC) was also amended and one PCA amendment was signed with the UNEP-DTU. A fourth revision was documented in 2024, reflecting a revised budget allocation to UNEP CCC. This revision did not result in an amended PCA.

¹¹ Conflicting information in the initial design documentation. The M&E plan and budget made provision for a mid-term review (MTR) at the end of the 2nd year, however, the M&E plan (Annex G to the CEO endorsement request, page 55) states: "The possibility of a Mid-Term Review will be discussed with the Review Office and decided by the Task Manager." The initial M&E plan did not set a date for a MTR, but it was initiated in September 2021.

¹² Original target date was not documented in the design documentation but would have been expected within 3 months of the planned completion date i.e. February 2021. The planned completion date as indicated here is sourced from the PIR 2024, reflecting the revised completion date of Amendment No. 3 of the PCA (signed 4 August 2022).

EXECUTIVE SUMMARY

Project background

1. Mauritius's dependence on imported fossil fuels, its pattern of energy consumption and economic development continue to drive up greenhouse gas emissions. Although a small emitter in global terms, this trajectory threatens economic and environmental sustainability and is misaligned with the country's global commitments.
2. Mauritius acknowledged the need for deliberate, coordinated interventions supported by strong institutional arrangements and targeted investment to initiate its transition to a low-carbon development pathway. This transition would demand substantial financial resources, technical expertise and governance capabilities beyond what was readily available domestically.
3. The "*Nationally Appropriate Mitigation Actions for Low Carbon Island Development Strategy*" project (NAMA Mauritius project) was designed to establish an institutional framework to guide coherent, cross-sectoral mitigation action and to leverage the global climate finance architecture and international partnerships to support this low-emissions transformation.
4. Approved under the Global Environment Facility's fifth replenishment cycle (GEF-5), the project originally aimed to use Nationally Appropriate Mitigation Actions (NAMAs) to advance these ambitions. However, global and national shifts necessitated a major redesign early in implementation. The adoption of the Paris Agreement in 2015 shifted global expectations from NAMAs to Nationally Determined Contributions (NDCs), prompting Mauritius to reorient its efforts toward economy-wide climate planning. Concurrently, a change in government led to revised national energy priorities, resulting in the cancellation of planned wind power projects. These changes required a strategic shift in the project's scope while retaining the original strategic intent.
5. The restructured project comprised three core components¹³: (1) strengthening institutional arrangements, governance and planning capacity for climate mitigation; (2) enhancing policy and regulatory frameworks to accelerate clean energy integration; and (3) building capacity for transparent monitoring, reporting, and verification of mitigation actions. It embedded climate priorities across key government sectors and established institutional frameworks to enable the Department of Climate Change, within the Ministry responsible for Environment, to coordinate national mitigation efforts.

This Review

6. This management-led terminal review (MLTR) is undertaken at completion of the NAMA Mauritius project. The review set out to assess (i) the project performance (in terms of relevance, effectiveness and efficiency), and (ii) outcomes and impacts (actual and potential) stemming from the project – including their sustainability.
7. The review has two primary purposes, namely: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP, the GEF and the relevant agencies of the project participating country (Mauritius). The expectation is therefore

¹³ Note that this is a paraphrased description of the core components of the project i.e. not official outcome statements. Outcome statements were assessed and documented in full in Section IV. Theory of Change

that the review will identify lessons of operational relevance for future project formulation and implementation.

8. The review is guided by the Terms of Reference in Annex X and undertaken in line with the UNEP evaluation guidelines.
9. The findings of the review are largely based on (i) a desk review of key project documents at design and implementation stage, (ii) interviews with key stakeholders, (iii) surveys sent to RE developers and participants in training events, and (iv) a country mission in May 2025. A total of forty-one (41) stakeholders were interviewed (14 female, 27 male) from four stakeholder categories.

Key findings

10. **Strategic Relevance.** The pursuit of a low-carbon development pathway, with a strong focus on national institutional capacity building, remain consistent with the strategic priorities of GEF, UNEP and Mauritius – especially as a Small Island Developing State. The relevance of the project scope and aspirations is reinforced by the number of complementary initiatives implemented alongside this project.
11. **Quality of project design.** The initial project objective and design was sound and adequately robust to support changes in the country's climate response and energy strategy. Important design decisions, such as the location of the project management unit (PMU) within the then-CCD¹⁴ and technical assistance secured through the UNEP DTU Partnership¹⁵ (UDP) (later UNEP Copenhagen Climate Centre (UNEP-CCC)), significantly enhanced delivery capacity and improved the likelihood of sustainability. The cross-sectoral approach and constitution of the Project Steering Committee (PSC) proved to be another strength of the project; it fostered engagement, coordination and ownership among stakeholders – contributing to a more integrated and durable climate planning framework.
12. **Nature of the external context.** Implementation was significantly delayed due to a confluence of global, political, and institutional shifts that prompted a lengthy redesign at inception and a global lockdown during the COVID-19 pandemic.
13. **Effectiveness.** Despite not achieving all outputs in full, a significant contribution has been made to the establishment of foundational climate governance tools, including the National Climate Change Mitigation Strategy and Action Plan, the MauNDC Registry Platform, and institutional arrangements that were also formalised in the Climate Change Act of 2020.
14. It has also contributed key milestones to enable accelerated investment in and integration of clean energy technologies. In the energy sector, the redesigned scope has had a more catalytic impact compared to the targeted support of two wind demonstration projects. The current development pipeline of small- and medium-scale distributed generation projects, and energy efficiency interventions, points to initial investment and emission reduction goals being exceeded (impact likely).
15. The two most important outcomes to achieve intermediate states have been achieved. One outcome is partially achieved, and additional resources have already been secured for its completion.

¹⁴ Previously the Climate Change Division prior to being formalised into the Department of Climate Change – an outcome of the work under this project.

¹⁵ A research and advisory institution specializing in energy, climate, and sustainable development that was established in 1990 by the Danish Ministry of Foreign Affairs, the United Nations Environment Programme (UNEP), and the Technical University of Denmark (DTU).

16. **Financial Management.** Financial management was generally found to be sound with a procedural gap at closure that was largely outside the control of the Fund Management Officer (FMO) and UNEP. The interface between the project and FMO was highly effective.
17. **Co-financing.** The early redesign adversely impacted co-finance commitments secured at design stage. In the absence of these committed contributions, the project team did a remarkable job to leverage additional finance through active collaboration and alignment with parallel initiatives.
18. **Efficiency.** The project was implemented over seven years rather than four, with two extensions. Despite these justified delays the project delivered good value and very effectively leveraged synergies to advance common capacity development, climate and investment objectives.
19. **Monitoring and reporting.** The Monitoring and Evaluation plan at redesign remained incomplete for the duration of the project – with many indicators stated as “proposed”. Several proposed indicators and targets lacked clarity and ambition. Monitoring of project implementation was generally adequate with strong oversight by the PSC, and project reporting was comprehensive and compliant. An exception in the monitoring quality relates to the final activities for the Utility Regulatory Authority (URA) and Central Electricity Board (CEB) where final outputs were delayed well beyond project closure.
20. **Sustainability.** Strong policy continuity, recent cabinet endorsement of key project outputs, and integration into national reporting processes signal high socio-political and institutional sustainability and enduring government commitment to climate goals.

Conclusions

21. Despite early challenges, the NAMA Mauritius project has made a meaningful contribution to the country’s longer term low-carbon development ambitions. The redesigned project scope has had a broader transformative impact, particularly in encouraging energy sector investments. The existing investment trajectory indicates that Mauritius is on track to achieve substantially greater emission reductions than originally anticipated.
22. Based on the findings of this review, the project demonstrates performance at the “**Satisfactory**” level (a table of ratings against all review criteria is found in the Conclusions section of the report, i.e. Section VI). The project has demonstrated strong performance in the areas of strategic relevance - and particularly complementarity with other initiatives, adaptive management, effectiveness, and sustainability.
23. It is the finding of this review that project areas that would have benefited from additional attention from all parties involved pertain to project closure and related aspects of financial management and monitoring and reporting – these are the few instances where the project received a Moderately Satisfactory rating.

Lessons Learned

24. Lesson 1: Governance processes are essential for sound adaptive management (as demonstrated by the NAMA Mauritius project).
25. Lesson 2: A well-constituted and mandated PSC provides a critical mechanism to advance project aspirations (as demonstrated by the NAMA Mauritius project).
26. Lesson 3: Due consideration of suitable partnerships at design stage can significantly enhance project outcomes.
27. Lesson 4: Good project management is invaluable for project success (and requires an adequate budget).

28. Lesson 5: Establish a good understanding of procurement processes and rules early in the project.
29. Lesson 6: Provide clear, standardised guidance to PMUs and Executing Agencies (EA) on the treatment of service provider contracts well before operational closure.

Recommendations

30. Recommendation 1: Additional measures can be incorporated (a short list of suggestions) to support the continued and optimal use of the MauNDC Registry. This could be addressed as part of the current review and streamlining efforts under the ICAT project.
31. Recommendation 2: Firm up capacity within the DCC for continued coordination of the institutional framework.

Validation

The report has been subject to an independent validation exercise performed by UNEP's Evaluation Office. The performance ratings for the Nationally Appropriate Mitigation Actions (NAMAs) for Low Carbon Island Development Strategy for Mauritius project, set out in the Conclusions and Recommendations section, have been/have not been adjusted as a result. The overall project performance is validated at the **Satisfactory** level. Moreover, the Evaluation Office has found the overall quality of the report to be Satisfactory (see Annex XIII).

I. INTRODUCTION

32. The “*Nationally Appropriate Mitigation Actions for Low Carbon Island Development Strategy*” project (NAMA Mauritius project) was implemented in Mauritius by UNEP’s GEF Climate Change Mitigation Unit, within the Mitigation¹⁶ Branch of the Climate Change Division¹⁷ (i.e. the Implementing Agency). The project corresponded with UNEP’s Medium-Term Strategy (MTS) for 2014 – 2017¹⁸ under the Climate Change Strategic Focus and contributed to the second Expected Accomplishment: “*Low emission growth, energy efficiency is improved, and the use of renewable energy is increased in partner countries to help reduce greenhouse gas emissions and other pollutants as part of their low emission development pathways.*”
33. The project was approved by the GEF CEO on 12 July 2016, by UNEP on 11 October 2016 and the Project Cooperation Agreement (PCA) was signed 28 February 2017. It was **planned** for 48-month implementation, from February 2017 to 28 February 2021. Two no-cost extensions were granted until 31 January 2024 (detail provided in Section F Efficiency).
34. The project was implemented with GEF funding of USD 1,452,000. At design, co-finance of USD 33,520,000 was committed (mainly consisting of in-kind contributions and investments) securing a total budget of USD 34,972,000.
35. The Ministry of Environment, Solid Waste Management and Climate Change (MoESWMCC) served as the Executing Agency, responsible for executing project activities, monitoring project progress, and managing project staff and funds. The UNEP DTU Partnership (UDP)¹⁹, and later UNEP-CCC, was a co-Executing Agency for this project, providing targeted technical assistance.
36. A mid-term review was commissioned in 2021 but was not completed because of the non-availability of the chosen evaluator. Preliminary feedback from the review process was shared with key stakeholders in September 2021.
37. The NAMA Mauritius Project was selected for a management-led terminal review (MLTR). The MLTR will review the project performance – focusing on relevance, effectiveness, and efficiency – and assess the outcomes and impacts, including their sustainability. The primary objectives are to (i) provide evidence of results to meet accountability requirements, and (ii) foster operational improvement, learning, and knowledge sharing through results and lessons learned. These lessons will guide future project design, implementation, and potentially subsequent project phases.
38. The findings of the MLTR are intended for various audiences, including the UNEP project team, the GEF, the Ministry of Environment, Solid Waste Management and Climate Change (Executing Agency), project staff, and Project Steering Committee (PSC) stakeholders²⁰.

¹⁶ Previously the ‘Energy & Climate’ branch.

¹⁷ Previously the ‘Economy Division’.

¹⁸ https://wedocs.unep.org/bitstream/handle/20.500.11822/7670/-UNEP_Medium_Term_Strategy_2014-2017-2015MTS_2014-2017.pdf;

¹⁹ Due to administrative reasons, the UDP partnership came to an end in 2021 and their responsibilities along with the funds were transferred to the UNEP-Copenhagen Climate Centre (UNEP-CCC) in 2022.

²⁰ Ministry of Social Security, National Solidarity, and Environment and Sustainable Development (Environment & Sustainable Development Division), UNEP, Mauritius Renewal Energy Agency (MARENA), Continental Shelf and Maritime Zones Administration, Mauritius Research Council, Business Mauritius, Ministry of Agro Industry and Food Security, Ministry of Housing and Lands, Forestry Service, Statistics Mauritius, Mauritius Meteorological Services, National Transport Authority (NTA), Solid Waste Management Division, Central Electricity Board, Ministry of Industry, Commerce and Consumer Protection, Ministry of Gender Equality, Child Development and Family Welfare, Wastewater Management Authority, Ministry of Public Infrastructure and Land Transport, Ministry of Energy and Public Utilities, Ministry of Local Government & Outer Islands, Ministry of Finance and Economic Development, Ministry of Public Infrastructure and Land Transport.

II. REVIEW METHODS

39. The TR findings are informed by the following data sources:
- (i) desktop review of key project documents at design and implementation stage
 - (ii) interviews with key stakeholders
 - (iii) questionnaires completed by Renewable Energy (RE) developers and training attendees
 - (iv) onsite review of planning and modelling tools, NDC registry and Enhanced Transparency Framework (ETF).
40. **Desk Review (secondary data).** The review covered key project documents at design and implementation stage. These included general background documentation, documented studies, plans, reports, training material, and budgets. Where relevant, information from these sources were validated during interviews with stakeholders. Additional desktop research was also done to develop an understanding of the implementation context in the country and to confirm the strategic relevance of this project. A full list of the documentation that were reviewed is presented in Annex IV.
41. **Semi-structured interviews of stakeholders (primary data).** At review inception stakeholder categories were identified based on the original project design. In response, a list of 95 stakeholders was provided. This list was narrowed down with input from the EA project team, to identify stakeholders with direct exposure to the project and its outputs. A shortlist was selected for interviews; it aimed to ensure inclusion of (i) stakeholders with exposure to all three project components, (ii) both beneficiaries of capacity building and stakeholders who supported implementation, (iii) team members from the implementing agency, (iii) the executing agency and (iv) members of the PMU (refer to the complete list, Table 17 in Annex III).
42. **In person (face-to-face) interviews.** Key stakeholders were prioritised for in person interviews during the country mission. This included representatives from the Ministry of Environment²¹ (Executing Agency), the implementation team (EA and PMU), implementation partners for Component 2 (CEB, URA and Ministry of Energy and Public Utilities (MEPU)) and Component 3 (Statistics Mauritius and Central Information Systems Division (CISD)) and the Ministry of Finance, Economic Planning and Development, who were also represented on the project Steering Committee. Four key stakeholders were interviewed online, i.e. representative from UNEP-CCC, the Project Manager (PM), representatives from the FMO and UNEP GEF-Climate Change Mitigation Unit. Additionally, a sample of representatives from the various mitigation sectors were interviewed during the country mission. Because the interface with the various mitigation sectors (a total of 29 departments or divisions) was similar, a sample was deemed adequate to provide feedback on the institutional capacity that had been established. Representatives from eight different departments were selected by the Reviewer for interviews. Responses were adequately consistent to suggest a representative sample.
43. **Online interviews.** A small number of government stakeholders were engaged through online interviews to supplement the in-person interviews.
44. **Country mission.** The country mission was scheduled for the week from 12 to 16 May 2025. All face-to-face interviews were conducted during this week.

²¹ Ministry of Environment, Solid Waste Management & Climate Change

45. **Review of planning and modelling tools and datasets.** The Central Information Systems Division (CISD)²² and former members of the project team demonstrated the MauNDC Registry. Representatives from the mitigation sectors demonstrated the Excel modelling tool that was developed to assist with identification and prioritisation of mitigation actions.

Table 2: Respondents' Sample

Respondent category	Entities	# people involved (M/F)	# people contacted (M/F)	# respondent (M/F)	% respondent
Project team (those with management responsibilities e.g. PMU)	Implementing agency	4 (3M, 1F)	4 (3M, 1F)	3 ²³ (2M, 1F)	75%
	Executing agency/ies ²⁴	9 ²⁵ (4M, 5F)	9 (4M, 5F)	9 (4M, 5F)	100%
	# entities involved	# entities contacted	# people contacted (M/F)	# respondent (M/F)	% respondent
Project (implementing/ executing) partners (receiving funds from the project)	3 (MEPU, URA, CEB)	9 (7M, 2F)	9 (7M, 2F)	7 (5M, 2F)	78%
Project (collaborating/contributing ²⁶) partners (not receiving funds from the project)	23 national institutions contacted ²⁷	multiple	multiple	22 (16M, 6F)	unknown
Beneficiaries (via survey):	Participants in trainings (direct)	41	34 ²⁸	10 (5M, 5 F)	29.4%
	Renewable Energy developers (indirect)	15	12 ²⁹	6 (4M, 2 F)	50%

46. **Questionnaire / survey (primary data) to renewable energy developers.** Renewable energy developers in Mauritius were engaged using a short survey on Google Forms. The aim was to understand what changes RE developers (including RE independent power producers (IPPs), rooftop PV and distributed generation solution providers) have seen in the enabling environment and what benefit they have perceived from these changes. The responses would gauge whether progress had been made towards Outcome 2 as formulated in the reconstructed TOC at inception and the likelihood of Increased investments in low carbon technologies and measures in energy, waste, agriculture and industrial sectors. The survey was sent to 15 companies, with 3 returned as undeliverable.
47. **Questionnaire / survey (primary data) to training attendees.** A second survey was circulated to participants in trainings. The survey the extent to which training and tools

²² CISD is a Division of the Ministry of Information Technology, Communication and Innovation, responsible for the operational aspects of ICT in the government.

²³ Interview with FMO

²⁴ Ministry of Environment and UNEP-CCC (previously UNEP DTU) and PMU

²⁵ Only the most recent PM and project administrator were approached for interviews. Six officers in the DCC (past and current) were interviewed.

²⁶ Contributing partners may be providing resources as either cash or in-kind inputs (e.g. staff time, office space etc.).

²⁷ Focal points for mitigation sectors, PSC members, and offices supporting data collection, data analysis and registry maintenance.

²⁸ Seven returned undeliverable, with no alternative contacts available

²⁹ Three returned as undeliverable, with no alternative contacts found

had been adopted and the perceived value of the newly acquired knowledge. This corresponds with two strategic review questions³⁰ to test whether capacity has been strengthened and whether tools have been adopted. The survey was sent to 41 participants, with 7 returned as undeliverable.

48. Surveys were kept short to encourage participation (8 and 12 questions respectively, less than 5 minutes to complete). Questions were mainly quantitative in nature to keep responses simple and allow aggregation of data. The gender of all respondents was captured to assess representation among participants.
49. Response rates were low despite multiple reminders sent to the respective contacts. Of the 34 trainees that could be reached, 10 responded (29.4% response rate) of which 6 indicated their gender as female (60%). Of the 12 RE developers that could be reached, 6 responded (50% response rate): 4 identifying as male and 2 as female (33.3%).
50. **A summary of survey results is included as an annex to the report (Annex XVI).**
51. Emphasis was placed on triangulation (cross-validation) of data sources (monitoring data, interview results, surveys, etc.) and an assessment of plausibility of the results obtained. To validate observations, findings, and areas of recommendation, the Reviewer also reviewed the government website, published Regulations, record of cabinet decisions, and documentation of related or parallel initiatives. The Reviewer also checked the international NAMA Registry³¹ in the light of the original design scope.
52. Unless otherwise agreed with stakeholders, all feedback is aggregated and reported anonymously. Interviews only targeted government entities. No photos were taken, and the photo used for the cover was selected by the former project team at the MoESWMCC.
53. The following are limitations of the review:
 - Staff changeovers at the Ministry and the departure of the PMU at the end of 2023, meant that the new focal point for the project had limited experience of the project. While former team members from the EA and the PMU made time available, assisting with planning the review still infringed on their new responsibilities.
 - Additional online interviews were originally targeted for mitigation sectors. While responses to face-to-face interviews were good, the response rate for online interviews was low, almost unresponsive. At least one person, eventually interviewed in person, explained their lack of response as a reluctance to participate in online meetings. Another ascribed their refusal to time constraints. Government interviews were therefore mostly confined to the in-person meetings during mission week.
 - The Ministry responsible for gender did not respond to multiple requests for an interview. It is understood that the designated gender focal point for the Ministry of Environment had changed, and a new focal point was not available. This lack of response is regrettable given the involvement of the ministry on the PSC for the duration of project implementation.
54. The response rate to surveys was also relatively low (25%), with many participants no longer available at the contact details provided. This also flag concerns regarding the continued coordination of the newly established institutional network (please refer to the Section D and H for more detail and possible mitigation measures). There is an expectation that training and re-setting of the MauNDC Registry under the new ICAT Mauritius Project may re-establish and strengthen the network (please refer to Table 4 and Table 6, Output 1.5 for further detail).

³⁰ Strategic question 9 (a) and 9 (b) from the TOR

³¹ No entries were found for Mauritius.

55. The length of time that had passed between operational closure and terminal review partly presented a challenge but also had the benefit of confirming the continued national commitment and efforts to ensure sustainability of interventions.

III. THE PROJECT

A. Context

56. The NAMA Mauritius project was originally conceived in the pre-Paris climate policy landscape, where NAMAs were promoted as a flexible, country-driven mechanism to advance mitigation actions in developing countries. The project aimed to build institutional capacity across key mitigation sectors, enabling Mauritius to systematically identify, prioritise, and implement low-carbon strategies. A central objective was to leverage the NAMA framework to access international climate finance and technical assistance – positioning Mauritius to pursue a low-emissions development pathway while addressing national development goals.
57. By the time the project received approval from the GEF in late 2016, the global policy landscape had started to shift with the entry into force of the Paris Agreement. The transition from NAMAs to Nationally Determined Contributions (NDCs) required countries to move beyond project-based mitigation toward integrated, economy-wide approaches.
58. Domestically, the project faced a context where climate change considerations were gaining prominence but remained secondary to established sectoral priorities. An economy-wide approach to climate mitigation would require more extensive coordination across ministries and underscored the need for greater cross-sectoral alignment.
59. The project's inception also coincided with changes in the Mauritius' energy development plan, most notably a reduced emphasis on wind power as a strategic priority. Wind power was originally a cornerstone of the NAMA Mauritius project, with the development of two wind power plants planned as NAMA demonstration projects.
60. This prompted a necessary redesign of the NAMA Mauritius project to align more closely with the emerging NDC framework and amended energy strategy, while retaining its original strategic intent (refer Changes in design, below).

B. Objectives and components

61. The project consisted of three components. These were originally defined as:
 - i. Building national capacity for cross-sectoral engagement in the formulation and implementation of NAMAs,
 - ii. Design & Implementation of pilot NAMA in the Energy Sector, and
 - iii. Establishment of MRV system and national registry for NAMAs.
62. With successful implementation of these three components, it expected to encourage a low-carbon development pathway that would contribute to reduce GHG emissions in the long-term. At project design stage a minimum of 1.61 MtCO₂eq in direct cumulative emissions were expected, of which 0.31 MtCO₂eq would be attributed to GEF support.
63. After redesign, the components were amended to support the NDC and pursue three outcomes³²:
 - i. A comprehensively capacitated institutional framework within Government to drive and oversee the delivery of climate commitments under the Mauritian NDC.

³² statements as amended for the reconstructed TOC, Section IV

- ii. A policy, legal and regulatory framework established for accelerated development and integration of clean energy onto the Mauritian power system.
 - iii. Comprehensive and transparent tracking and reporting of Climate Mitigation initiatives towards the NDC goals.
64. The project retained its original strategic objective, targeting increased investment in low carbon technologies in the medium-term and reduced emission intensity in the long term.

C. Stakeholders

65. Given the project's overarching aim of strengthening institutional capacity for NDC implementation across all mitigation sectors, it relied on active participation from a broad spectrum of national institutions. This included ministries and agencies responsible for energy, transport, waste, agriculture, finance, gender and statistics, among others. Engagement extended to include academia, private sector and business.
66. These stakeholders participated on the Project Steering Committee (PSC) that served as a robust oversight mechanism with clear terms of reference and inclusive representation from key mitigation sectors.
67. The original design included the development of two wind farms and considered stakeholders involved in and potentially impacted by this development. The revised design did not include any construction projects, thereby narrowing the definition of project stakeholders to those targeted for capacity building.
68. The Ministry of Gender Equality, Child Development and Family Welfare was included as member of the PSC to provide guidance on gender inclusion throughout the project.

D. Project implementation structure and partners

69. The project was funded by GEF and implemented by UNEP as implementing agency. It was executed by the Ministry of Environment, Solid Waste Management and Climate Change (MoESWMCC)³³, with targeted technical assistance provided by the UDP as co-executing agency. This co-executing agency role was later transferred to the UNEP Copenhagen Climate Centre (UNEP-CCC).
70. Implementation of Component 2, which focused on the energy sector, relied on close collaboration with the Ministry of Energy and Public Utilities (MEPU), the Central Electricity Board (CEB), and the Utility Regulatory Authority (URA). These partners played a central role in shaping the project's energy-related deliverables, particularly in the redesign phase at project inception.
71. The MoESWMCC hosted the **project management unit (PMU)** within its Climate Change Division (CCD) and was responsible for implementing activities, monitoring progress, and managing staff and funds. The PMU consisted of a full-time Project Manager with technical and administrative support: the Project Administrative Assistant (PAA). The CCD was formalised as a standalone department of the Ministry of Environment with the promulgation of the Climate Change Act in 2020. The new Department of Climate Change (DCC) continued to host the PMU. These various roles and their relationship are illustrated below in Figure 1.

³³ Previously the Ministry of Environment, Sustainable Development, Disasters and Beach Management (MoESDDBM) (as reflected in the GEF CEO Endorsement, 30 May 2016)

72. A **project steering committee** (PSC) was established to provide oversight and project direction. Chaired by the Permanent Secretary of the hosting Ministry, the PSC included representatives from government ministries, institutions and business Mauritius.

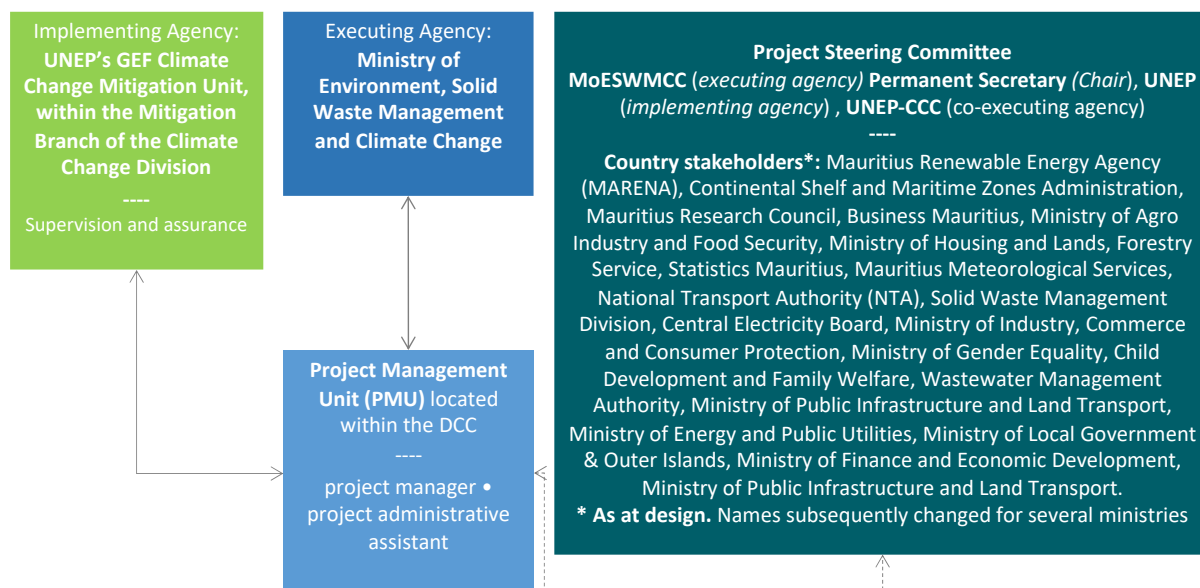


Figure 1: Organogram of the Project with key project key stakeholders

E. Changes in design during implementation

73. As already stated, a confluence of global, political and institutional shifts – most notably the post-Paris transition from NAMAs to NDCs, political developments and a change in national energy priorities – prompted a substantial redesign of the project after GEF approval.
74. The NAMA Mauritius project was originally conceived to support the development of NAMAs as a mechanism to advance mitigation actions in Mauritius (refer earlier Context discussion).
75. With the entry into force of the Paris Agreement, the global landscape shifted significantly, transitioning away from project-based mitigation to an integrated, economy-wide approach consolidated in Nationally Determined Contributions (NDCs). This required revision of the NAMA Mauritius project to align more closely with the emerging NDC framework. The focus of Components 1 and 3 was amended to align with this shift.
76. Extensive stakeholder engagement informed the redesign, with key points confirmed at the first Project Steering Committee meeting in May 2018:
- The main objective of the project was to move Mauritius on a low-carbon emissions pathway.
 - The project would end in the formulation of a National Climate Change Mitigation Strategy and Action Plan to meet the NDC targets.
 - The focus would be on capacity building.
77. The redesign also had to respond to a revised energy strategy for Mauritius, that reduced the contribution from wind power in the energy mix. Component 2 had originally targeted the development of two wind power plants as NAMA demonstration projects and consequently, required a complete redesign. After lengthy consultation a new scope was formulated, in collaboration with the URA and CEB, to focus on scaling up renewable energy adoption, aligning with the GCF-funded project, 'Accelerating transformational shift to a low carbon economy'.

78. The amended design retained the original strategic intent while restructuring outputs and outcomes to correspond with the changed implementation context. Details of the implementation context and redesigned outputs are described comprehensively in Section V, subsections C and E.
79. Design changes were subject to PSC consideration and approval.
80. The PCA was signed in February 2017. Three formal revisions were documented during implementation. The first reflected the formal agreement that was put in place between the lead executing agency and DTU (August 2018), the second documented budget reallocation between the lead executing agency and the DTU and showed a 16-month project extension (signed 28 February 2021). The last was signed in August 2022 documenting the project extension to January 2024.
81. All extensions were “no-cost” and reflected in amendments of the Project Cooperation Agreement in February 2021 and August 2022 respectively. Details of these are captured in Table 14 in *Section V. F: Efficiency*. The project duration was originally planned for 4 years, to end on 28 February 2021. After extensions, the completion date was revised to January 2024.
82. The mid-term review (MTR) was not completed. Preliminary findings were however made available and shared with key stakeholders. PSC meeting minutes show the first project extension was on recommendation from the MTR; it had noted an automatic extension of six months because of the global pandemic but recommended a further extension to accommodate the outstanding project scope.
83. All PCA amendments were accompanied by corresponding workplan and budget revisions.

F. Project financing

84. The project was implemented with a grant of USD 1,452,000 provided by the GEF. At design, co-finance of USD 33,520,000 was committed consisting of in-kind contributions (USD 290,000) and USD 33,230,000 of investment in two wind farms. The investment co-finance contribution was no longer relevant after redesign.
85. At project completion, USD 1,336,898 of the grant funding had been spent and USD 328,004 in co-finance was contributed by the Mauritius Government.
86. While the evolving project scope presented a challenge for securing co-finance commitments, the project very **effectively leveraged synergies and parallel funding**. In revising its scope, the project deliberately sought alignment with national priorities and initiatives, identifying and addressing gaps unaddressed by other donor initiatives. In seeking synergies and pursuing finance, the GEF grant was successfully leveraged (refer to Section E. Financial Management and Annex VI. Project Budget and expenditure). This included, among others, a successful proposal to the Mitigation Action Fund (MAF) that secured EUR 358,245 for technical assistance to develop the Detailed Preparation Phase of the MAF application. If successful, the project could attract an additional EUR 16.7 million from the MAF and EUR 62 million in investments.

IV. THEORY OF CHANGE AT REVIEW

87. A theory of change (TOC) was not documented for the amended project design. At review inception, the TOC was reconstructed informed by the last PIR (2024) and the meeting report of the first project steering committee. The overall project rationale is retained, with amendments made to update the following:

- i. Intervention logic and key assumptions
- ii. Results framework (outputs and outcomes)
- iii. Baseline, based on the background and motivation for project development

88. The reconstructed TOC was tested with the former desk officer and slightly amended to reflect a clearer understanding of the revised scope. This update is shown below capturing causal pathways, assumptions and drivers expected to influence the delivery of the intended outputs, outcomes and impact. The TOC diagram is included as Figure 2.

Table 3: Justification for Reformulation of Results Statements

Formulation for the redesigned NAMA Mauritius project	Formulation for Reconstructed ToC at Review (RTOC)	Justification for Reformulation
IMPACT		
<i>Long-term impact (no change from the original in ProDoc)</i> Reduced greenhouse gas emissions intensity	Reduced greenhouse gas emissions intensity in Mauritius	No change.
PROJECT OBJECTIVE³⁴		
To ensure a low carbon path for Mauritius, by establishing the national capacity for formulating and prioritizing mitigation actions to implement NDC and further develop the local capability to design and implement mitigation actions in the energy sector.	No change	No change
INTERMEDIATE STATES		
<i>(no change from original in ProDoc)</i> Increased investments in low carbon technologies and measures in energy, waste, agriculture and industrial sectors	Increased investments in low carbon technologies and measures in energy, waste, agriculture and industrial sectors by 2030	Timeframe added to correspond with NDC
PROJECT OUTCOMES		
Outcome 1: National Capability strengthened to identify, prioritize and develop mitigation actions to meet NDC targets.	Comprehensively capacitated institutional framework ³⁵ within Government driving and overseeing the delivery of climate commitments under the Mauritian NDC	Previously stated as an activity. Please also note previously a duplication of output statement for Output 1.1 – Outcome statement now reformulated.
Outcome 2: Implementation actions on RE target to meet the NDC goal initiated	Policy, legal and regulatory framework established for accelerated development and integration of clean energy ³⁶ onto the Mauritius power system	Outcome restated to demonstrate the change in conditions (i.e. an uptake in clean energy) achieved by adopting more conducive and streamlined policy and regulatory

³⁴ Stated objective as redefined at inception of the NAMA Mauritius project. This restated objective was sourced from the TOR for the MLTR. The original objective from design documentation: *To ensure a low carbon economy development pathway for Mauritius by establishing the national capacity for formulating and prioritizing mitigation actions to implement NDC for all mitigation sectors and further develop the local capacity to design and implement mitigation actions relevant for renewable energy.*

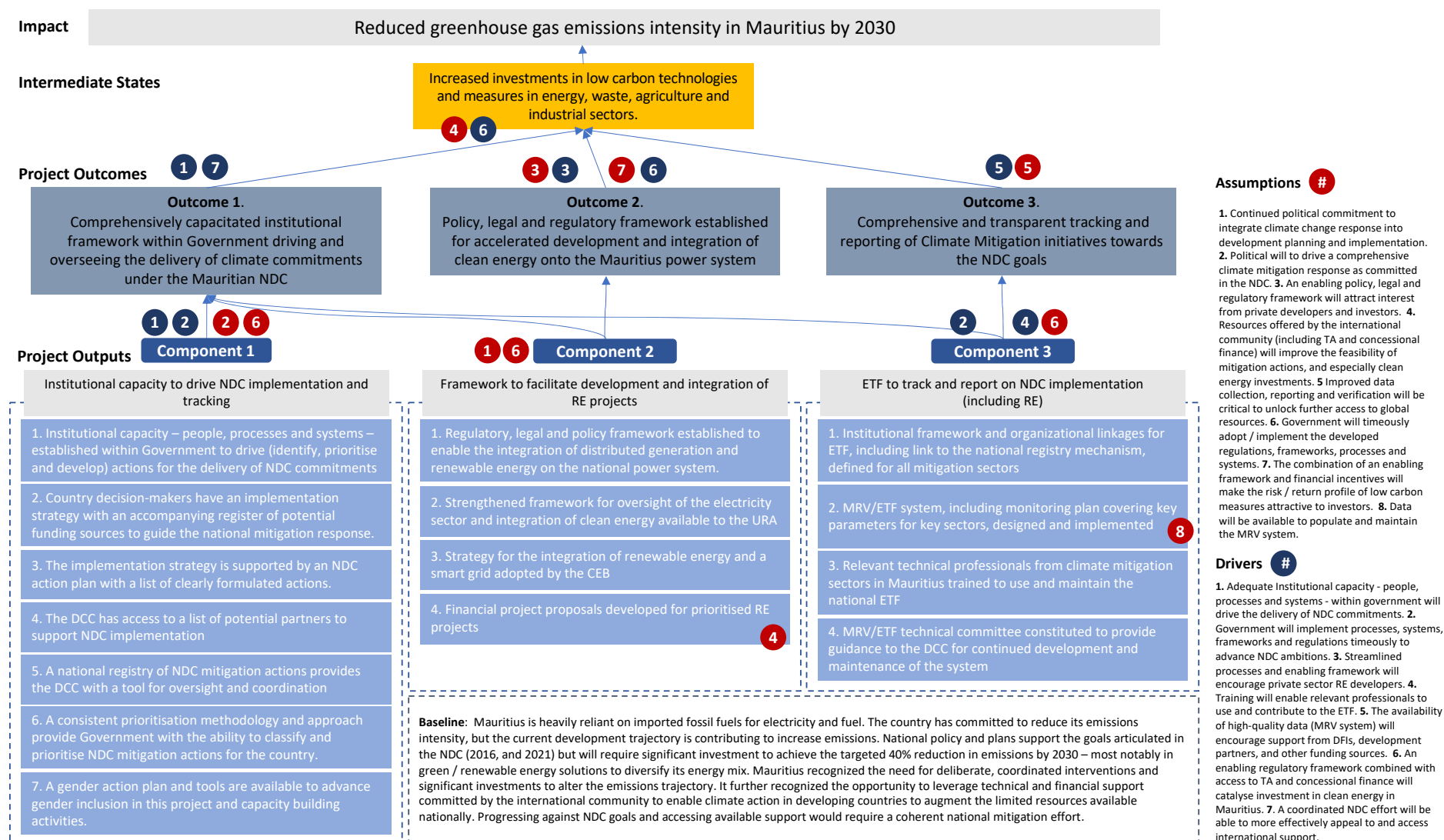
³⁵ Corrected wording used at review inception to reflect the interministerial framework and network of focal points.

³⁶ RE changed to “clean energy” to reflect PSC decision to also include energy efficiency, electric vehicles, small, medium and utility scale solar PV, all technologies in the RE roadmap and energy storage.

Formulation for the redesigned NAMA Mauritius project	Formulation for Reconstructed ToC at Review (RTOC)	Justification for Reformulation
		framework (various outputs below).
Outcome 3: Enhanced Transparency Framework (ETF) to track and transparently report NDC Implementation for RE actions	Comprehensive and transparent tracking and reporting of Climate Mitigation initiatives towards the NDC goals	Outcome restated to demonstrate the change in behaviour at institutional level (active and comprehensive tracking and reporting) achieved by developing the MRV system and empowering users.
OUTPUTS		
Component 1		
Output 1.1: Strengthen institutional arrangements to coordinate development and implementation of NDC through development of process and procedures as well as clear institutional responsibilities	Output 1.1: Institutional capacity – people, processes and systems – established within Government to drive (identify, prioritise and develop) actions for the delivery of NDC commitments	Previous statement was a duplication of the Outcome statement for Outcome 1. Restated to focus on the newly established capacity – people, processes and systems.
Output 1.2: Develop NDC Implementation strategy and identify potential sources of funds	Output 1.2: Country decision-makers have an implementation strategy with an accompanying register of potential funding sources to guide the national mitigation response	Previously stated as activity and beneficiary not clear
Output 1.3: A list of NDC actions formulated and included in revised NDC action plan	Output 1.3: The implementation strategy is supported by an NDC action plan with a list of clearly formulated actions.	Previously stated as an activity. Beneficiary added.
Output 1.4: Partners for NDC implementation support identified	Output 1.4: The DCC has access to a list of potential partners to support NDC implementation	Restated to clarify output and beneficiary
Output 1.5: A national registry to track NDC mitigation actions established	Output 1.5: A national registry of NDC mitigation actions provides the DCC with a tool for oversight and coordination	Restated to clarify beneficiary
Output 1.6: Approaches & methodologies for classifying and prioritizing NDC mitigation actions developed and implemented	Output 1.6: A consistent prioritisation methodology and approach provide Government with the ability to classify and prioritise NDC mitigation actions for the country.	Restated to clarify output and beneficiary
Output 1.7: Gender mainstreamed into this project and capacity building activities	Output 1.7: A gender action plan and tools are available to advance gender inclusion in this project and capacity building activities.	Restated to clarify the expected output or deliverable
Component 2		
Output 2.1: Regulatory, legal and policy framework developed to promote RE	Output 2.1: Regulatory, legal and policy framework established to enable the integration of distributed generation and renewable energy on the national power system	Clarified scope of enabling framework i.e. to be more specific.
Output 2.2: Streamline electricity project approval process	Output 2.2: Strengthened framework for oversight of the electricity sector and integration of clean energy available to the URA	Previously stated as an activity. Beneficiary added. Rephrased during review to more accurately reflect the scope of the contribution.
Output 2.3: RE grid integration and smart grid development strategy	Output 2.3: Strategy for the integration of clean energy and a smart grid adopted by the CEB	Reworded for clarity and to clarify beneficiary. RE replaced with clean energy
Output 2.4: Financial project proposals developed for the RE sector	Output 2.4: Financial project proposals developed for prioritised clean energy projects	Qualified that the financial proposal is for prioritised projects only.
Component 3		
Output 3.1: Institutional framework and organizational linkages for ETF,	Output 3.1: Institutional framework and organizational linkages for ETF,	Restated as an output and beneficiary (sectors) added

Formulation for the redesigned NAMA Mauritius project	Formulation for Reconstructed ToC at Review (RTOC)	Justification for Reformulation
including link to in the national registry mechanism established	including link to the national registry mechanism, defined for all mitigation sectors	
Output 3.2: MRV/ETF system, including monitoring plan covering key parameters for key sectors, designed & implemented	No change	No change
Output 3.3: Local technical professionals to conduct MRV/ETF enabled	Output 3.3: Relevant technical professionals from climate mitigation sectors in Mauritius trained to use and maintain the national ETF	Revision proposed for a more specific scope i.e. who will be trained and how they are meant to interact with the MRV/ETF system
Output 3.4: MRV/ETF technical committee, constituted	Output 3.4: MRV/ETF technical committee constituted to provide guidance to the DCC for continued development and maintenance of the system	Beneficiary clarified

Figure 2: Theory of Change at Review



89. **Baseline.** Mauritius is heavily reliant on imported fossil fuels for electricity and fuel. The country has committed to reduce its emissions intensity, but the current development trajectory is contributing to increased emissions. National policy and plans supported the goals articulated in the NDC 2015 but will require significant investment to achieve the targeted reduction in emissions by 2030 – most notably in green / renewable energy solutions to diversify its energy mix. Mauritius recognized the need for deliberate, coordinated interventions and significant investments to alter the emissions trajectory. It further recognized the opportunity to leverage technical and financial support committed by the international community to enable climate action in developing countries to augment the limited resources available nationally. Progressing against NDC goals and accessing available support would require a coherent national mitigation effort.
90. Without strengthened capacity, implementation was expected to be limited, largely due to uncoordinated / fragmented efforts and budget constraints. Without access to international resources, implementation would be confined to small scale actions achievable with limited national funds.
91. Without capacity to coordinate the national response, it would be difficult to submit a compelling appeal for support from the available international resources.
92. Without a suitable enabling environment and attractive financing mechanisms, there was limited private sector interest in utility or medium-small scale investments in clean energy.
93. RE investments would be confined by (i) the lack of an enabling environment for private investors in clean energy and (ii) lack of access to financing that would make investment in utility scale projects attractive and competitive.
94. **Targeted impact.** The intended impact of the project is to reduce the greenhouse gas *emissions intensity* in the country. To achieve this, Mauritius will need significant additional investments in low carbon technologies and measures in the energy, waste, agriculture and industrial sectors (intermediate state) – with the greatest share needed for large capital-intensive infrastructure projects in the energy sector.
95. Three outcomes were seen as important building blocks to (i) encourage investment at the required scale, (ii) access financing to fund the investments and (iii) advance NDC goals:
- **Outcome 1.** A comprehensively capacitated institutional framework – in terms of people, processes, and systems – to drive and oversee the delivery of climate commitments under the Mauritian NDC. The expected contribution is two-fold: Climate goals will advance because efforts are coordinated; and a coherent appeal can be made for international support (*drivers*).
 - **Outcome 2.** A policy, legal and regulatory framework established for accelerated development and integration of clean energy onto the Mauritius power system. The premise is that (i) significant private sector investment in clean energy (EE, RE, EV, BESS, etc) is crucial to reduce carbon emissions (*drivers*) and (ii) investment will accelerate if the enabling framework is conducive to the development and integration of clean energy (*assumptions*).
 - **Outcome 3.** Comprehensive and transparent tracking and reporting of Climate Mitigation initiatives towards the NDC goals. This is based on the understanding that reliable data and compliance with international reporting requirements are essential to the national government and funding institutions (*assumptions and drivers*).

96. To grow national capacity for delivery of the NDC, the following *outputs* were identified:

- a. Government has institutional capacity – people, processes and systems – established to drive (identify, prioritise and develop) actions for the delivery of NDC commitments.
- b. Country decision-makers have an implementation strategy with potential funding sources to guide the national mitigation response.
- c. The implementation strategy is supported by an NDC action plan with a list of clearly formulated actions.
- d. The DCC has access to a list of potential priority partners to support NDC implementation.
- e. A national registry of NDC mitigation actions provides the DCC with a tool for oversight and coordination.
- f. A consistent prioritisation methodology and approach provide Government with the ability to classify and prioritise NDC mitigation actions for the country.
- g. A gender action plan and tools are available to advance gender inclusion in this project and capacity building activities.

97. The enabling environment for RE investments was expected to benefit from key additions (*outputs*) to the policy and regulatory framework, including:

- h. A regulatory, legal and policy framework that allows the integration of distributed generation and renewable energy on the national power system.
- i. Strengthened framework for oversight of the electricity sector and integration of clean energy available to the URA.
- j. Strategy for the integration of renewable energy and a smart grid adopted by the CEB.
- k. Financial project proposals developed for prioritised RE projects.

98. Comprehensive and transparent tracking and reporting of climate actions would require delivery of a functional MRV/ETF system (*outputs*):

- l. Institutional framework and organizational linkages for ETF, including link to the national registry mechanism, defined for all mitigation sectors
- m. MRV/ETF system, including monitoring plan covering key parameters for key sectors, designed & implemented.
- n. Relevant technical professionals from climate mitigation sectors in Mauritius trained to use and maintain the national ETF
- o. MRV/ETF technical committee constituted to provide guidance to the DCC for continued development and maintenance of the system

99. The project *assumed*:

- i. Continued political commitment to integrate climate change response into development planning and implementation.
- ii. Political will to drive a comprehensive climate mitigation response as committed in the NDC.
- iii. An enabling policy, legal and regulatory framework will attract interest from private developers and investors.
- iv. Government will utilise information about available international support and improved internal processes to successfully apply for support.
- v. Resources offered by the international community (including TA and concessional finance) will improve the feasibility of mitigation actions, and especially RE investments.
- vi. Improved data collection, reporting and verification will be critical to unlock further access to global resources.
- vii. Government will timeously adopt / implement the developed regulations, frameworks, processes and systems.
- viii. The combination of an enabling framework and financial incentives will make the risk / return profile of low carbon measures attractive to investors.
- ix. Data will be available to populate and maintain the MRV system.

100. The project also expected to influence (**drive**) progress by:

- i. Adequate Institutional capacity – people, processes and systems – within government will drive the delivery of NDC commitments.
- ii. Government will implement processes, systems, frameworks and regulations timeously to advance NDC ambitions.
- iii. Streamlined processes and enabling framework will encourage private sector RE developers.
- iv. Training will enable relevant professionals to use and contribute to the ETF.
- v. The availability of high-quality data (MRV system) will encourage support from DFIs, development partners, and other funding sources.
- vi. An enabling regulatory framework combined with access to TA and concessional finance will catalyse investment in RE in Mauritius.
- vii. A coordinated NDC effort will be able to appeal and access international support more effectively.

V. REVIEW FINDINGS

A. Strategic Relevance

Alignment to UNEP's Medium Term Strategy³⁷ (MTS), Programme of Work (POW) and Strategic Priorities

101. The project is aligned to both the UNEP MTS and POW at initial approval. At the design stage, the project aligned MTS for 2014 – 2017³⁸ under the Climate Change Strategic Focus. It specifically supported the second Expected Accomplishment: 'Low emission growth: Energy efficiency is improved, and the use of renewable energy is increased in partner countries to help reduce greenhouse gas emissions and other pollutants as part of their low emission development pathways.'
102. The project also contributed to UNEP's Programme Framework for Subprogramme 1 - Climate Change (2014–2017), Output 1: 'Economic and technical (macroeconomic, technology and resource) assessments of climate change mitigation options that include macroeconomic and broad environmental considerations are undertaken and used by countries and by major groups in developing broad national mitigation plans' and
 - (b) Countries increasingly adopt and/or implement low greenhouse gas emission development strategies and invest in clean technologies
 - i. Increase in the number of countries supported by UNEP that make progress in adopting and/or implementing low greenhouse gas emission development plans, strategies and/or policies.
 - ii. Increase in climate finance invested by countries or institutions for clean energy, energy efficiency and/or amount of decarbonized assets.'
103. It remained relevant to UNEP strategy and programmes throughout implementation.
104. The project aligns directly with the Bali Strategic Plan for Technology Support and Capacity Building (BSP) – a strategic priority of UNEP. Capacity building and tools developed under the NAMA Mauritius project supported prioritisation of mitigation actions, refinement of the NDC, and reporting under the Paris Agreement.

Rating for Alignment to UNEP MTS, POW and Strategic Priorities: Highly Satisfactory

Alignment to Donor/GEF/Partners Strategic Priorities

105. The project was initially approved under the Global Environment Facility (GEF) climate change focal area during its fifth replenishment cycle. It was designed to align with GEF-5 climate change mitigation (CCM) strategic objectives: Objective 3, 'Promote investment in renewable energy technologies', and Objective 6, 'Support enabling activities and capacity building under the Convention'.
106. A shift in the country's preferred electricity technology mix meant that planned wind farm developments did not proceed as planned and therefore project support for RE investments fell away. The revised design focused on strengthening the enabling

³⁷ UNEP's Medium-Term Strategy (MTS) is a document that guides UNEP's programme planning over a four-year period. It identifies UNEP's thematic priorities, known as Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes. <https://www.unenvironment.org/about-un-environment/evaluation-office/our-evaluation-approach/un-environment-documents>.

³⁸ https://wedocs.unep.org/bitstream/handle/20.500.11822/7670/-UNEP_Medium_Term_Strategy_2014-2017-2015MTS_2014-2017.pdf;

environment and creating a regulatory framework for integration of RE more generally. This remains aligned with the GEF priorities.

Rating for Alignment to Donor/GEF/Partners Strategic Priorities: Highly Satisfactory

Relevance to Global, Regional, Sub-regional and National Priorities

107. Building government capacity for developing a Nationally Determined Contribution (NDC) and an Enhanced Transparency Framework (ETF) is directly aligned with global commitments under the Paris Agreement, which calls on all countries to strengthen climate action and enhance transparency in tracking progress. As a signatory Mauritius is required to develop Nationally Determined Contributions (NDCs), containing targets for mitigation of greenhouse gas emissions and adaption to climate change impacts and is expected to update its NDC every 5 years.
108. As a Small Island Developing State (SIDS), Mauritius is particularly vulnerable to climate change impacts, and its proactive participation in the global climate agenda helps secure international support, strengthen resilience, and promote sustainable development. This aligns with regional and sub-regional priorities, including those of the African Union and the Indian Ocean Commission, which emphasize climate adaptation, low-emission development, and capacity building.
109. At the national level, Mauritius has committed to ambitious climate targets and sustainable development goals that require robust institutional systems and technical expertise. Strengthening government capacity ensures effective NDC implementation, data-driven policymaking, and compliance with ETF requirements. This not only enhances transparency and accountability but also unlocks climate finance opportunities and promotes cross-sector collaboration, supporting national priorities such as energy transition, ecosystem protection, and inclusive economic growth.

Rating for Relevance to Global, Regional, Sub-regional and National Priorities: Highly Satisfactory

Complementarity with Existing Interventions/Coherence

110. The initial project design noted the following prior or parallel initiatives of relevance to the project: (i) previous work on the Mauritius INDC (intended Nationally Determined Contribution), the First Biennial Update Report and the third National Communications (TNC) to the UNFCCC, prepared with assistance from UNEP; and (ii) three GEF projects “CCM-UNDP: removal of Barriers to Energy Efficiency and Energy Conservation in Buildings”; “CCM-UNDP: removal of Barriers to Solar PV Generation” and “CCM-UNEP-Global Fuel Economy Initiative”.
111. At redesign significant effort was made to align with and complement new initiatives in the sector. Throughout implementation, the project continued to seek synergies and map opportunities for complementarity. Intentional collaboration and alignment with the following initiatives were evident in project documentation, meeting minutes, and interview feedback:

Table 4: Parallel / complementary initiatives

Initiative name and description
<i>Accelerating the Transformational Shift to a Low-Carbon Economy in the Republic of Mauritius.</i> The project is facilitated by the United Nations Development Programme (UNDP) and is funded by the Green Climate Fund (GCF). It was approved in 2016 and expected to conclude in 2027.
<i>The Capacity-building Initiative for Transparency (CBIT).</i> The project runs from May 2022 to May 2026. It aims to enhance the national greenhouse gas (GHG) inventory, improving reporting, transparency, and evidence-based policymaking in Mauritius. It is GEF funded and implemented by the UNDP. The project targets the same partners as the NAMA Mauritius project across multiple ministries. Expectations are that the GHG inventory will be incorporated into the MauNDC Registry developed by the NAMA Mauritius project.
<i>AFD-funded AdaptAction programme.</i> The initiative supports countries and organisations most vulnerable to climate change in their transition to a low-carbon and resilient development model. The 2021 update of the Mauritius NDC was funded with support of this facility; drawing on modelling and data developed by the NAMA Mauritius project.
<i>Support for preparation of National Communications and Biennial Update Reports to the UNFCCC.</i> UNEP has provided support to Mauritius to prepare reporting that complies with UNFCCC reporting requirements.
<i>The Global Environment Facility's (GEF) Global Electric Mobility Programme led by UNEP (United Nations Environment Programme).</i> It included a project in Mauritius to promote e-mobility that aimed to help Mauritian authorities adopt policies and develop infrastructure for electric vehicles, encouraging the private sector and financial institutions to get involved. The goal is to transition to electric mobility in a variety of vehicle types, including buses, two-wheelers, trucks, and private vehicles.
<i>Switch Africa Green Project, EU-funded with implementation led by UNEP.</i> The programme was developed by the European Union in 2013 to support countries to adopt sustainable consumption and production (SCP) practices. It targeted four high-priority sectors: agriculture, manufacturing, integrated waste management and tourism. The most recent phase spanned from March 2020 to December 2023. In Mauritius it had touchpoints with the livestock modelling for the NCCMSAP.
<i>Kigali implementation plan under the Montreal protocol.</i> The implementation plan was developed with funding from the Multilateral Fund and technical support from GIZ.
<i>The Initiative for Climate Action Transparency (ICAT) Mauritius project.</i> The project is funded by UNOPS and UNEP CCC and will run from May 2024 to December 2025. It aims to build robust transparency frameworks needed for effective climate action, enhance monitoring and reporting frameworks and tracking of progress in implementing the NDC, build capacity on practical tools and methodologies to assess the impacts of climate policies and explore opportunities and challenges for Mauritius in leveraging Article 6 mechanisms to enhance climate action efforts. This initiative builds on and takes forward much of the work initiated under the NAMA Mauritius project (see Section H. Sustainability).
<i>Accelerating the transition to a net-zero, nature-positive economy in Mauritius (NZNP³⁹).</i> The GEF-funded NZNPA child project for Mauritius, approved in October 2024, aims to accelerate the implementation of net-zero, nature-positive pathways at the national level, with targeted investments in low-emission and nature-positive solutions in the manufacturing sector. The project design explicitly builds on the foundations established by the NAMA Mauritius project, particularly the Enhanced Transparency Framework (ETF) for tracking and implementing the NDC. Specifically, Outputs 1.2, 1.3 and 1.4 of the NZNPA link directly to the National Climate Change Mitigation Strategy and Action Plan (NCCMSAP) 2022-2030, the accompanying Gender Action Plan, Stakeholder Engagement Plan and the system dynamics model (SDM) developed under the NAMA Mauritius project. By leveraging these resources, the NZNPA will ensure (i) coherence of strategies across sectors, (ii) sustained, gender-responsive action over the long term, and (iii) integration of relevant indicators and MRV systems into a consolidated framework anchored in the MauNDC Registry.

112. Alignment with the GCF project contributed significantly to unlocking clean energy potential in the country (refer Section D. Effectiveness and Annex XVII, CEB Dashboards) and leveraged approximately USD 1.1 million in complementary funding.

³⁹ GEF full size project with ID 11087. Additional details available from <https://www.thegef.org/projects-operations/projects/11087>

113. PSC meeting minutes⁴⁰ show deliberate emphasis on liaison and alignment with other initiatives to ensure best use of available resources. The broad representation on the PSC facilitated awareness of similar or related initiatives.

Rating for Complementarity with Existing Interventions/Coherence: Highly satisfactory

Rating for Strategic Relevance: Highly Satisfactory

B. Quality of Project Design

114. The project was designed to build national capacity (i) for an integrated, cross-sectoral response to climate mitigation in Mauritius; and (ii) to effectively utilise available international frameworks and resources to set the country on a low-carbon development trajectory.
115. The project was highly relevant and strategically timed to support a low-carbon, sustainable development pathway by leveraging international commitments and support. Its focus on building capacity within the government unit designated to drive climate change mitigation ambitions, is a sound strategy.
116. Multiple factors (refer discussion in Section III, E) necessitated a substantial project redesign after GEF approval. The redesign kept the original project rationale while restructuring outputs and outcomes to correspond with the changed implementation context. It appears that redesign was done in stages with Components 1 and 3 reformulated well before stakeholders reached consensus on Component 2. There is no evidence that the results framework, indicators, causal pathways, assumptions, and risks were comprehensively articulated or captured at the redesign stage. By September 2019 there was an expectation – captured in the PIRs and PSC minutes – that the independent evaluator responsible for the mid-term review would assist with indicators. This was not delivered.
117. With regards the reformulation of the above, feedback from UNEP reiterated that (i) design changes resulted from shifts in the global climate landscape and political commitments, and that (ii) activities redesigned to support the NDC were similar to those intended to support NAMAs in that the NDC is effectively a collection of NAMAs. The review however maintains that the correlation between the two designs is not an adequate justification; that the revised project design follows a different logic and entirely different causal pathway and would have benefitted from updating the results framework, indicators, causal pathways, risks and assumptions.
118. These are useful tools to guide the project logic, decision-making, and project management when the implementation context or circumstances change; it creates a platform for further adaptive management. An amended results framework and a revised TOC at project inception would have been beneficial for a thorough review and testing of causality of the design changes, and to provide clear implementation guidance to the PMU.
119. Locating the PMU within the DCC (formerly CCD) under the Ministry of Environment and Climate Change ensured focused capacity building in a relevant institutional setting. The partnership with the UNEP Copenhagen Climate Centre (CCC), formerly

⁴⁰ By means of an example, minutes from the third PSC meeting, 12 December 2019 has an agenda point dedicated to coordination with parallel initiatives.

DTU, was a strategic choice, offering access to specialized expertise and building on prior collaboration.

120. The review specifically considered the broad composition of the PSC. On evaluation, wide representation appeared to have been critical for building and embedding capacity across all mitigation sectors in government. It also assisted with securing buy-in of outputs which facilitated the formal adoption process by government structures.
121. These institutional design decisions enhanced the potential for sustaining the newly developed capacities to advance national climate mitigation priorities, commitments, and sustainable development goals.
122. A complete review of the project design was included in the Review Inception Report with a summary table below, Table 5. The quality of project design was found to be Satisfactory (total score = 4.44).

Table 5: Overall quality of project design score

	SECTION	RATING (1-6)	WEIGHTING	TOTAL (Rating x Weighting)
A	Operating Context	6	0.4	2.4
B	Project Preparation	4	1.2	4.8
C	Strategic Relevance	6	0.8	4.8
D	Intended Results and Causality	3	1.6	4.8
E	Logical Framework and Monitoring	3	0.8	2.4
F	Governance and Supervision Arrangements	5	0.4	2
G	Partnerships	5	0.8	4
H	Learning, Communication and Outreach	5	0.4	2
I	Financial Planning / Budgeting	3	0.4	1.2
J	Efficiency	5	0.8	4
K	Risk identification and Social Safeguards	4	0.8	3.2
L	Sustainability / Replication and Catalytic Effects	6	1.2	7.2
M	Identified Project Design Weaknesses/Gaps	4	0.4	1.6
			TOTAL SCORE:	4.44 (Sum Totals divided by 10)

1 (Highly Unsatisfactory)	< 1.83	4 (Moderately Satisfactory)	>=3.5 <=4.33
2 (Unsatisfactory)	>= 1.83 < 2.66	5 (Satisfactory)	>4.33 <= 5.16
3 (Moderately Unsatisfactory)	>=2.66 <3.5	6 (Highly Satisfactory)	> 5.16

Rating for Project Design: Satisfactory

C. Nature of the External Context

123. The project document did not note or anticipate any concerns related to external context at the time of design. The project start was however adversely impacted by global and political developments and further delays caused by the global COVID-19 pandemic.

124. **Global developments.** The Paris Agreement of December 2015 prompted a global shift from Nationally Appropriate Mitigation Actions (NAMAs) to Nationally Determined Contributions (NDCs), requiring countries to adopt economy-wide targets aligned with long-term global climate goals. The transition marked a move towards nationally owned, integrated planning frameworks with stronger links to development priorities. It demanded that countries strengthen institutional capacity, align sector strategies, and improve coordination – particularly for monitoring progress and accessing climate finance. It took several years for many developing countries and stakeholders to understand and adapt to the new NDC framework. The NAMA Mauritius project was approved in late 2016, during this transition period, prompting an immediate redesign following approval. While causing implementation delays, this also allowed Mauritius to proactively align with and respond to the evolving global climate architecture.
125. **Political developments.** The unexpected change in political leadership following the December 2014 national elections⁴¹ also significantly affected the NAMA Mauritius project. Initially aligned with the previous government's development trajectory, the project faced misalignment with the new administration's energy strategy, particularly the lower priority given to utility-scale wind power. Combined with the global shift from NAMAs to NDCs, this necessitated a major redesign – most notably to Component 2, which had planned to support the development of two wind power plants. Extensive stakeholder engagement was required to adapt the project to the evolving context, rebuild political support, and align it with the revised national energy priorities. An agreed scope was only finalised in 2020.
126. **Energy-climate nexus.** Institutional dynamics contributed to delays in redesigning Component 2. While the Paris Agreement began to elevate the role of climate change in national development – including energy infrastructure and capacity – the practical implications of this shift were not yet fully understood. Redefining the component's scope in a way that satisfied the differing institutional mandates of the ministries responsible for energy security and climate change, proved challenging. Revisions to Component 2 were only finalised in 2020, three years after the PCA was signed. This reinforced the need that existed for stronger cross-ministerial alignment – one of the key objectives of the NAMA Mauritius project.
127. **Co-finance commitments.** The investment originally planned for Component 2 had also represented the bulk (99%) of the co-finance commitment for the project⁴². With the redesign, this co-finance commitment fell away with no new commitments secured during the redesign phase. Consequently, the project had to find innovative ways to supplement the GEF grant commitment.
128. **COVID-19 pandemic.** The novel coronavirus (COVID-19) was declared a global pandemic on 11 March 2020 by the World Health Organisation (WHO). This resulted in lockdown measures being imposed internationally, including Mauritius. Restricting in person gatherings of people particularly relevant as training and capacity building started. The impact of the lock down on activities in Mauritius was perceived differently by different respondents, but interviewees consistently estimated the resulting project delays as between 6- and 12-months.
129. The main impact of these developments and dynamics was significant delays with implementation.

⁴¹ Freedom House, Freedom in the World 2015 - Mauritius, 24 August 2015, <https://www.refworld.org/reference/annualreport/freehou/2015/en/106873> [accessed 23 March 2025]

⁴² Component 2 co-finance commitment of USD 33,230,000 from private sector wind IPP developers represented 99% of total project co-finance of USD 33,520,000.

130. Although individually, these adverse conditions would not be considered severe, the coincidence and sequencing of events contributed to significant delays during the implementation timeframe. The shift in the global context and the political context prior to project inception, the resulting redesign process, followed by the global pandemic just as the project started to gain momentum, had an adverse impact on the project operations.

Rating for Nature of the external context: Moderately Favourable

D. Effectiveness

Availability of Outputs

131. The project outputs evolved during the course of implementation. At completion there were 15 outputs, 11 are considered achieved and 3 are partially achieved. One output was not achieved. The Outputs for each component – as restated in the ToC at review inception – are discussed in subsequent tables.

132. It should be noted that the MauNDC Registry incorporated both the dataset of mitigation actions as developed under Component 1 (Output 1.5) and the ETF of Component 3 (Output 3.2), that monitors and reports on progress towards NDC commitments. The challenges facing the MauNDC Registry therefore impact both Outputs and directly impact on Outcome 3. *Comprehensive and transparent tracking and reporting of Climate Mitigation initiatives towards the NDC goals* – as discussed under Outcomes.

133. Despite successful delivery of multiple, high-quality outputs, the completion rate is only 73%. Partial completion of the MauNDC Registry (refer discussion in Table 6 and Table 9) impacts two outputs. Ongoing efforts anticipate the registry and the Online KPI Dashboard for URA to go live before the end of 2025, i.e. these outputs have not been discarded. Output 3.4 is the only output for which no direct evidence was found.

Component 1: National capability strengthened to identify, prioritize and develop mitigation actions to meet NDC targets.

134. Table 6 lists the outputs for Component 1 as defined at completion and restated in the TOC at review inception.

Table 6: Outputs from Component 1

Expected outputs (as at project completion)	Status	Evidence / examples of output
Output 1.1: Institutional capacity – people, processes and systems – established within Government to drive (identify, prioritise and develop) actions for the delivery of NDC commitments	Achieved	Institutional capacity was assessed which informed documented guidelines to support establishment of institutional capacity: - Institutional arrangements for climate governance operational guidelines navigating climate action (IACG)⁴³ The IACG framework implements provisions in the Climate Change Act (CCA) 2020. It details institutional arrangements for governance (e.g. requirements for reporting and interministerial committees and task teams) and processes to be followed.

⁴³ Validated 16 August 2023 and endorsed 8th PSC meeting

Expected outputs (as at project completion)	Status	Evidence / examples of output
		The (i) IACG, (ii) a stakeholder engagement plan (SEP)⁴⁴ and (iii) Guidelines for Identifying and Prioritizing Mitigation Actions (refer Output 1.6) were consolidated into a single document titled: <i>Navigating Climate Action- A Comprehensive Guide to Institutional Arrangements for Climate Governance, Stakeholder Engagement and Identification of Mitigation Actions.</i> This document provides the institutional arrangements for climate change governance as well as the roles and responsibilities of institutions for the formulation of mitigation pathways, implementation of mitigation actions, and monitoring and reporting on progress as required under Section 16 of the Climate Change Act 2020. Validated and endorsed, but pending Cabinet approval at project closure. Subsequently approved at a Cabinet meeting held 11 April 2025⁴⁵. Ten training sessions were conducted between April 2019 and April 2023 to build the capacity of the institutional framework: a. Capacity building on the Enhanced Transparency Framework (ETF) under the Paris Agreement (training held 25 April 2019) b. Capacity building on the Enhanced Transparency Framework (ETF) under the Paris Agreement (webinar held 16 September 2020) c. Gender Training for Climate Change Mitigation (training held 22 October 2020) d. Capacity building on NDC Action Prioritization Framework (virtual training held 7 July 2021) e. Capacity building on information and approaches to report on NDC actions and support (virtual training held 8 July 2021) f. Capacity building on Institutional Arrangements (Climate Change Act 2020) (virtual training held 1 July 2021) g. Capacity Building on the Enhanced Transparency Framework (ETF) under the Paris Agreement (virtual training held from 18 to 19 August 2021) h. Training of Trainers (held from 28th November to 1st December 2022) i. Capacity Building on GACMO Methodology (training held from 13 to 15 March 2023) j. Capacity Building on Climate Finance for Renewable Energy (training held from 25 to 27 April 2023) From the available participant lists, forty-one (41) unique training attendees were identified
Output 1.2: Country decision-makers have an implementation strategy with an accompanying register of potential funding sources to guide the national mitigation response	Achieved	NCC Mitigation Strategy and Action Plan (NCCMSAP), 2022 – 2030 (incl. funding sources), and NCCMSAP-Rodrigues Supplement, 2022 – 2030. The MSAP reiterates the Governance structures and includes a chapter on financial aspects (including potential funding sources) and enabling factors.
Output 1.3: The implementation strategy is supported by an NDC	Achieved	NCCMSAP includes a sectoral strategy, targets and action plan for each mitigation sector.

⁴⁴ The SEP includes steps for the identification of stakeholders, proposals for engagement approaches, development of communication plans, identification of resources required to carry out stakeholder engagements and establishment of grievance redress mechanisms in respect of mitigation actions.

⁴⁵ The decision is documented and available [online](#) as “Highlights of Cabinet meeting- Friday 11 April 2025”, on page 3 of 6.

Expected outputs (as at project completion)	Status	Evidence / examples of output
action plan with a list of clearly formulated actions.		It sets out 18 strategies and 32 prioritized actions for the 5 key mitigation sectors namely energy, transport, industrial & manufacturing (IPPU), solid waste & liquid waste, agriculture (crops & livestock) for a total emission reduction of 2,175 kilotonnes carbon dioxide equivalent by 2030, including enhancement of sink.
Output 1.4: The DCC has access to a list of potential partners to support NDC implementation	Achieved	Close out report suggests this is included in the MSAP. The review noted the list of funders and available international support included in the last chapter of the MSAP. The SEP also provides an extensive analysis of roleplayers, stakeholders and engagement approaches that would be valuable for advancing mitigation actions. Notably Section 4: <i>Further Approaches to Promote and Enhance the Participation of Stakeholders, Including the Business Community and Non-governmental Organizations</i>
Output 1.5: A national registry of NDC mitigation actions provides the DCC with a tool for oversight and coordination	Partially achieved (set up, but not functional)	The online MauNDC Registry was set up and operationalised on 23 November 2023 with an accompanying user manual. The online registry is available at the URL in the footnote⁴⁶ but not accessible to anyone who has not been designated as user⁴⁷. Access is strictly controlled and when designated users leave, they have not been replaced. Consequently, the number of trained active users is very few. Demonstrations during the country mission showed empty dashboards, suggesting no data entries to display. Stakeholder feedback and a demonstration of the online facility confirmed that the registry is currently inactive⁴⁸. The registry may exist but was not populated or utilised for the intended purpose at the time of the country mission. Despite multiple training sessions, train-the-trainer sessions and refreshers, users have found the registry difficult to navigate. Additional funding has been committed by UNOPS and UNEP-CCC under the ICAT Mauritius Project (refer Table 4) to review and streamline the Registry, populate it and retrain users. The DCC has also been tasked with getting the registry fully populated and operational, which will be tracked as a Key Performance Indicator (KPI) for the Department – confirmed by the DCC, Statistics Mauritius and Ministry of Finance. This suggests commitment to the sustainability of this tool.
Output 1.6: A consistent prioritisation methodology and approach provide Government with the ability to classify and prioritise NDC mitigation actions for the country.	Achieved	Three parts were delivered under this output: - Baseline analysis of mitigation actions - Guidelines for identifying and prioritising mitigating actions (GIPMA) - Greenhouse Gas Abatement Cost model (GACMO) The Baseline analysis and guidelines are available in the public domain. The GACMO was not available to the reviewer but was viewed during interviews with mitigation sectors. This also confirmed the continued use of this tool by some sectors. Prioritised mitigation actions informed the development of the NCCMSAP (Outputs 1.2 and 1.3).
Output 1.7: A gender action plan and tools are available to advance gender inclusion in this	Achieved	The PIRs, final report and minutes of the 8 th PSC meeting confirmed the development of a Gender Analysis and Action Plan (GAAP) that aligned with the National Gender Policy. The GAAP details 46 actions to achieve 23 gender objectives with a budget estimate for implementation.

⁴⁶ <https://maundcregistry.govmu.org/NDCRegistry/frmlogin.aspx>

⁴⁷ Only one person per mitigation sector is designated to use the Registry, and only this person is given authorization / access.

⁴⁸ While access to reports and data entries are restricted to specific user profiles, the summary dashboards were empty, suggesting no data entries to display. This was unofficially attributed to the streamlining of the registry that is under way by the service provider under the ICAT project.

Expected outputs (as at project completion)	Status	Evidence / examples of output
project and capacity building activities.		The GAAP ⁴⁹ was endorsed by Cabinet on 11 April 2025 and is published on the Government website ⁵⁰ .

Component 2: Initiate implementations on Renewable Energy (RE) target to meet the NDC goals.

135. This component was restructured in consultation with MEPU, URA and CEB. With the intent to enable and accelerate investment in RE in Mauritius, it focused on establishing a regulatory framework that would facilitate the development and integration of RE projects onto the national power system. It was designed to dovetail with the ongoing efforts under the CBIT project (refer Table 4), addressing remaining regulatory and information gaps.
136. The scope was also broadened from RE to clean energy, to include investments in energy efficiency (EE) and Green Transport or electric vehicles.
137. A Memorandum of Agreement (MoA) was put in place between the EA and CEB to developed a number of deliverable under two of the Outputs for this component⁵¹. The MoA was signed in May 2021⁵² and an addendum signed in July 2023.
138. A separate MoA was signed with URA on 13 May 2021 for developing four deliverables⁵³ under one of the Outputs of this component.
139. The revised scope produced highly relevant and quality outputs that have materially enhanced the country's ability to integrate RE into the power system – it is perceived to have been more catalytic and transformational for the RE sector than the original project design. Table 7 lists the outputs for Component 2 as defined at completion and restated in the TOC at review inception.

Table 7: Outputs form Component 2

Expected outputs (as at project completion)	Status	Evidence / examples of output
Output 2.1: Regulatory, legal and policy framework established to enable the integration of distributed generation and renewable energy on the national power system	Achieved	Several aspects of a regulatory framework developed: - A detailed cost of supply study (January 2023) and subsequent update to reflect global developments (July 2024)

⁴⁹ The decision is documented and available [online](#) as "Highlights of Cabinet meeting- Friday 11 April 2025", on page 3 of 6.

⁵⁰ Available at the following link: <https://environment.govmu.org/Pages/CCIC-Data-Repository.aspx#Information>

⁵¹ Under Ouputs 2.1 and 2.3: MoA (i) Study on CEB's cost of electricity services to set the fair price (tariff, rates and charges). (ii) Study on Implementation of an Advanced Metering Infrastructure for the Republic of Mauritius. Addendum (i) Updating of the CEB Cost of Electricity Services and Pricing of the Services (COSS) for determination of electricity end users' tariffs and tariffs to promote renewable energy. (ii) Enhanced awareness raising on Renewable Energy, energy efficiency and electric mobility with supply and installation of 7 demonstration solar PV kits on Women Centres. (iii) Upgrading of CEB-UoM Solar Map Platform.

⁵² Date as reflected in PSC meeting minutes. MoA not shared for review.

⁵³ URA MoA to produce: (i) The Renewable Energy and Tariff Regulation; (ii) The Net Metering Rules and Regulation; (iii) An Excel Based Tool for Tariff Calculations;and (iv) Development of Online Dashboard for Monitoring of Key Performance Indicator (KPI).

Expected outputs (as at project completion)	Status	Evidence / examples of output
		- The cost of supply study informed tariff guidelines and incentive schemes for clean energy solutions on the network⁵⁴.
Output 2.2: Streamlined process for electricity project approval developed for implementation by the URA	Achieved	- Renewable Energy Metering Regulations and Tariff Regulations were developed⁵⁵. The regulations provide for net metering and tariffs that accurately reflects the costs of integrating RE on the system. This allows URA to regulate the tariff application process from the Central Electricity Board (CEB). URA has a mandate to regulate end-user tariffs that the CEB charges to customers. - These Regulations were confirmed as developed on 17 January 2023 and again confirmed as completed in PSC meeting minutes of 11 September 2023. Copies of the regulations were shared by URA with the following written confirmation: <i>"they [the RE Metering and Tariff Regulations] will be presented to the URA Board for approval in the next Board sitting. After the approval by the URA Board, the regulations will be submitted to the State Law Office for proclamation to make them legally effective and operational."</i> - A Tariff Excel Calculation Tool was also developed that will enable URA to verify tariff applications from CEB. This tool has been confirmed as completed, but is not available in the public domain due to sensitive tariff information. - The existence of the Regulations and Excel tool were documented in PSC meetings, in the close out report with links to the Ministry of Environment's Sharepoint folder (not accessible to the reviewer) and confirmed during interviews with URA and CEB.
Output 2.3: Strategy for the integration of renewable energy and a smart grid adopted by the CEB	Partially Achieved	Available for review: - Technical study for advanced metering infrastructure (AMI): Four reports from Feb – June 2022. Advanced metering infrastructure, or a smart network, are essential for an intelligent network that integrates variable and distributed RE generation sources. - An online KPI dashboard was also developed for URA to track performance of licensees including all utility scale RE power plants. The expectation is that better quality data will enable higher percentages of variable RE to be integrated onto the network while ensuring the stability of the power system. The dashboard has been demonstrated to

⁵⁴ Tariff schedule (R1251-23 CEB Addendum 2 - CRTS v26-01-24) and Glide path tariff and impact assessment (R1251-23 CEB Addendum 3 - GPT v26-01-24).

⁵⁵ Contracted consultants had confirmed their appointment and the NAMA Mauritius link on their website (undated): <https://cpcs.ca/projects/mauritius-tariff-metering-regulations/>

Expected outputs (as at project completion)	Status	Evidence / examples of output
		and signed off by the URA Board, but has not gone live due to server constraints. <u>This remains the only outstanding item under this output.</u> - A comprehensive Solar Map⁵⁶ of Mauritius⁵⁷ that provides all developers with free information regarding solar radiation potential anywhere in the country.
Output 2.4: Financial project proposals developed for prioritised clean energy projects	Achieved	Please see the main proposals developed with support from the NAMA Mauritius project in Table 8 below. <u>In addition to developing these proposals</u>, the project assisted with seeking funding from climate finance, as follows: - Discussions between UNEP-CCC, the Ministry of Environment and Ministry of Finance on opportunities to access further funding from the GEF, GCF and other donors, funds and initiatives. - A mapping exercise on potential climate finance providers and calls for proposals relevant for Mauritius. This provided inputs to the financial section of the National Climate Change Mitigation Strategy and Action Plan. Capacity building was also done as a 3-day course: Capacity Building on Climate Finance for Renewable Energy (training held from 25 to 27 April 2023).

140. The **table below provides an overview of the main proposals developed with support from the project** (see Output 2.4). These three proposals were submitted to the Mitigation Action Facility (MAF); among the 237 concepts received by the MAF with this specific call for proposals. Only six were selected for the detailed preparation phase (DPP), one of which was from Mauritius (see the De-risking facility described below).

Table 8: Overview of main financial proposals developed with support from the project

Proposal name and description	Status	Expected emission reductions and funding leveraged
De-risking facility for energy performance contracting. Submitted during project implementation to the Mitigation Action Facility (MAF) and successful in advancing towards capitalization. A short summary can be found at the Mitigation Action Facility	Approved for further development	Emission reductions: 1,637,489 tCO₂e during lifetime Funding leveraged: - EUR 358,245 already leveraged for technical assistance during ongoing development phase - Unknown amount leveraged by the African Development Bank for technical assistance support

⁵⁶ The Solar Map platform was fully completed by March 2024. Late delivery was due to delays in shipment of data loggers.

⁵⁷ A hard copy of the solar map was provided to the Reviewer. The Solar Maps for the Republic of Mauritius is publicly accessible at no cost from: <https://solar-web2.onrender.com/>

Proposal name and description	Status	Expected emission reductions and funding leveraged
project site ⁵⁸ . The quantified impacts will probably be revised after deeper analysis during the ongoing Detailed Preparation Phase (DPP).		for the establishment of a public sector ESCO procurement entity (SuperESCO). - Funds (amount uncertain) from the national budget to support the establishment of national framework for energy performance contracting. - EUR 16,711,406 expected to be received after DPP to capitalize the guarantee fund and provide additional technical assistance (pending successful advancing through next competitive approval round). - Potential for leveraging EUR 104 million during lifetime of the guarantee fund from local banks and equity investments from energy service companies (as above, pending successfully advancing through next approval round).
Introduction of electric buses. Submitted as a proposal during project implementation to the Mitigation Action Facility. The project was not selected by MAF, but the analysis and enhanced capacity has contributed to advancements on the concept for introducing e-buses. Mauritius has subsequently (July 2024) negotiated the acquisition of 200 e-buses from India, 100 buses provided as a grant and 100 through a line of credit.	Select activities are being advanced based on the work done for the unsuccessful MAF proposal	Based on the initial proposal of 175 buses, the following impacts are expected based on the original proposal: Emission reductions: 257,250 tCO₂e during lifetime Funding leveraged: - Expected funding to be leveraged from donors: EUR 24 million - Expected financial contribution by government: EUR 36 million
Renewable energy revolving fund. The concept was submitted and passed the concept phase at the Mitigation Action Facility but was not selected to go into DPP phase. The proposed mechanism offered a solution for financing solar projects that are (i) in the pipeline but where finance was not secured (e.g. floating solar), and (ii) other solar investment opportunities (e.g. agrisolar).	Spin off project	Although not selected by the MAF for funding, the development work has prompted due consideration of these concepts at a national level. The Central Electricity Board subsequently launched a bid for a pilot phase installation of 2 MW floating solar (the full project envisions 32 MW of floating solar for Mauritius). No detail of the funding or emissions for the bid process available at this stage.

Component 3: Enhanced Transparency Framework (ETF) to track and transparently report NDC Implementation for RE actions

141. Table 9 lists the outputs for Component 3 as defined at completion and restated in the TOC at review inception. Please note, as discussed under Component 1, the ETF / MRV system was incorporated into the MauNDC Registry. Similarly, the institutional arrangements describe in the IACG covers all aspects of governance, including MRV.

⁵⁸ <https://mitigation-action.org/projects/mauritius-energy-performance-contracting/>

Table 9: Outputs form Component 3

Expected outputs (as at project completion)	Status	Evidence / examples of output
Output 3.1: Institutional framework and organizational linkages for ETF, including link to the national registry mechanism, established	Achieved	Monitoring Reporting and Verification (MRV) is addressed as part of Institutional arrangements for climate governance operational guidelines navigating climate action (IACG) ⁵⁹ (See Component 1). The IACG details institutional arrangements required for governance including requirements for monitoring and reporting. The IACG has been endorsed by Government on 11 April 2025.
Output 3.2: An MRV/ETF system, including monitoring plan covering key parameters for key sectors, designed and implemented	Partially achieved	The MRV/ETF system was incorporated into the MauNDC Registry. As noted for Component 1, the Registry is currently inactive; it presented a challenge to users responsible for reporting and uploading data. Funding was made available by UNOPS and UNEP-CCC and a consultant was appointed to review and streamline the registry to be more user friendly. This will include retraining of all users.
Output 3.3: Relevant technical professionals from climate mitigation sectors in Mauritius trained to use and maintain the national ETF	Achieved	As documented for Component 1, three sets of training were done between 2019 and 2021. A repeat list is shown below: a. Capacity building on the Enhanced Transparency Framework (ETF) under the Paris Agreement (training held 25 April 2019) b. Capacity building on the Enhanced Transparency Framework (ETF) under the Paris Agreement (webinar held 16 September 2020) g. Capacity Building on the Enhanced Transparency Framework (ETF) under the Paris Agreement (virtual training held from 18 to 19 August 2021)
Output 3.4: MRV/ETF technical committee constituted to provide guidance to the DCC for continued development and maintenance of the system	Not achieved	No evidence of a technical committee could be found. The close out report includes a repeat text from another output against this output that is unrelated to the establishment of a technical committee. PIRs don't report against this output i.e. no mention is made of an MRV/ETF technical committee. Written feedback ⁶⁰ from the project team pointed to (i) the recommended establishment of technical working groups under the Climate Change Committee as described in the IACG (Output 3.1), and (ii) sector-specific guidelines that provides the roles and responsibilities of the MRV systems for each sector/sub-sector (refer minutes of 8 th PSC meeting, September 2023). While this creates a framework for sector participation in the ETF, it does not adequately demonstrate the existence of a technical committee that is providing guidance to the DCC

⁵⁹ Validated 16 August 2023 and endorsed 8th PSC meeting

⁶⁰ Email received on 11 June 2025, in response to enquiry sent 2 June 2025.

Expected outputs (as at project completion)	Status	Evidence / examples of output
		for the continued development and maintenance of the MRV/ETF system.

142. As noted in Paragraphs 131 and 133 (page 36, Availability of Outputs), 11 of the 15 planned outputs were delivered in full – equivalent to 73%. According to UNEP’s MLTR guidance, a “Satisfactory” rating requires 81-99% of outputs to be available to the intended beneficiaries⁶¹; hence, this section is rated “Moderately Satisfactory”. Nonetheless, the project produced several valuable deliverables that are already proving available outputs are in use by beneficiaries, informing decision making, planning and implementation. The country has also demonstrated ownership, with commitments to fully operationalise the outstanding outputs. At the time of the terminal review in June 2025 – eighteen months after operational completion – progress had been made but some outputs remained outstanding. some outputs remained outstanding.

Rating for Availability of Outputs: Moderately Satisfactory

Achievement of Project Outcomes

143. The project intended to contribute to increased investments in low carbon technologies and measures in energy, waste, agriculture and industrial sectors as the “intermediate state”.

Table 10. Delivery on direct outcomes

Outcomes as per the reconstructed TOC at Review	Status	Comments / Evidence
Outcome 1. Comprehensively capacitated institutional framework within Government to drive and oversee the delivery of climate commitments under the Mauritian NDC	Achieved	- Institutional capacity embedded in Climate Change Act (CCA) and subsequent IACG. (i) the Climate Change Committee was established under the CCA, and (ii) and the IACG framework implements provisions in the CCA. - Endorsement of the Navigating Climate Action- A Comprehensive Guide to Institutional Arrangements for Climate Governance, Stakeholder Engagement and Identification of Mitigation Actions by the new Government in April 2025 strengthens the continued commitment to maintain and grow this institutional framework. - The responsibility for the population and maintenance of the MauNDC – drawing on inputs from the institutional network across all mitigation sectors – was concretised as a KPI for the DCC. Note there is no written evidence of this, but it was confirmed verbally during interviews with separate stakeholders from different ministries. - The established framework would benefit from additional human capacity and financial resources.

⁶¹ Please refer to 03_TR Criterion Rating Descriptions Matrix 31.01.2024 (page 8) for the relevant guidance and range of percentages required for a Satisfactory rating as per the evaluation guidance

Outcomes as per the reconstructed TOC at Review	Status	Comments / Evidence
Outcome 2. Policy, legal and regulatory framework established for accelerated development and integration of clean energy onto the Mauritius power system	Achieved	The project contributed significantly to an enhanced enabling environment for clean energy investments. It has informed tariff designs and investment schemes for solar PV development by different market segments. A comparison between 2017 and 2025 of (i) installed capacity, (ii) the development pipeline and (iii) the number of schemes supporting small scale and medium scale distributed generation investments show an accelerated uptake of solar PV in Mauritius: - The number of schemes available to encourage SSDG and MSDG increased from 6 to 14. - Commissioned capacity increased 5-fold from 6.646 MW to 31.748 MW, and - The pipeline of applications grew from 8.55 MW to 132.7MW – a 15-fold increase. Dashboards for 2017 and 2025 are included in Annex XVII. At project completion, the commissioned capacity compares well with the 37.9 MW of wind power that was targeted for development under the original design at CEO endorsement. The project pipeline well-exceeds the target of 48MW that was foreseen by the original design. The cost of supply study made it possible to structure schemes transparently and fairly, encouraging participation and investments by the private sector. The cost of supply study also provided transparency and established modelling capability that allows independent oversight of tariff designs by the URA – confirmed during interviews The publication of the Solar Map of Mauritius⁶² provides all developers with free information regarding solar radiation potential anywhere in the country. It provides useful baseline information to guide technology selection and inform investment decisions, reducing the time and costs associated with project-specific data collection.
Outcome 3. Comprehensive and transparent tracking and reporting of Climate Mitigation initiatives towards the NDC goals	Partially achieved	Manual reporting is being done with support from various development partners and in compliance with international commitments. Achieving the outcome as intended is pending the full operationalisation of the MauNDC Registry as discussed under Outputs, above. Currently, the registry exists but is not being utilised and is not supporting the EFT as intended. The expectation of key stakeholders – Ministry of Finance, Statistics Mauritius and the DCC – is that once fully populated and operational, the registry will greatly streamline the national data collection, analysis and reporting on climate mitigation. The intended operationalisation of the registry was also documented in the First Biennial Transparency Report⁶³ for Mauritius, submitted to the UNFCCC in December 2024. Interventions are underway to address this challenge (refer discussion below and in Section H. Sustainability).

⁶² The Solar Maps for the Republic of Mauritius is publicly accessible at no cost from: <https://solar-web2.onrender.com/>

⁶³ https://unfccc.int/sites/default/files/resource/BTR1_Mauritius_Final%202.pdf

144. The project intended to contribute to “increased investments in low carbon technologies and measures in energy, waste, agriculture and industrial sectors” as its “intermediate state”.
145. The first two outcomes will be instrumental in achieving such investment, with (i) a coherent institutional framework established to advance the country’s climate commitments and (ii) an enhanced enabling framework that will encourage development and integration of clean energy onto the power system. Both these outcomes have been achieved.
146. The third outcome relates to tracking and reporting of progress.
147. Outcome 3 depends heavily on the full operationalisation and utilisation of the MauNDC Registry. The value of the registry is duly recognised by key stakeholders but will only be realised when fully populated and maintained. As documented for Component 1 (Table 6) and Component 3 (Table 9), the Registry was not functional at the time of the review. No data entries, no reports and no statistics at aggregate level could be demonstrated.
148. The MauNDC Registry was originally set up and went live in December 2022 and was launched and operationalised in November 2023. One individual per mitigation sector is officially designated by their line Ministry to update the registry and then given authorisation for access by the CISD. Designated individuals received multiple trainings⁶⁴ to use the registry. Despite these efforts, interfacing with the registry has remained a challenge – both time consuming and cumbersome.
149. The importance of resolving this challenge is duly recognised, and a process to review and streamline the use of the registry is underway. Funding and technical assistance have been made available by UNOPS and UNEP-CCC under the Initiative for Climate Action Transparency (ICAT) Mauritius project. A service provider was appointed to streamline and operationalise the registry. The process started in February 2025 and is expected to be complete by Q3 2025.
150. Additionally, to ensure the continued use of the MauNDC Registry, the following are suggested:
- A standard handover procedure and training session(s) must be developed and implemented for new focal points when previously trained leaves.
 - The delegation to access the registry to a new focal point must be streamlined and automatically triggered to avoid reporting gaps when there is a staff turnover.
 - If it is possible to set up, it would be beneficial to have more frequent interfacing with the registry, with less time commitment per encounter, to help maintain familiarity and fluency with the registry.
 - A network of focal points can be established to serve as support group for each other. Alternatively, new focal points can be matched with a longer-term user for a mentee-mentor relationship.
 - A user page can be established for focal points with answers to frequently asked questions.

⁶⁴ A virtual refresher course was presented on 22 November 2022 and a Training of Trainers course from 28 November to 1 December 2022. From March to June 2023, 23 sectoral meetings were held that included refresher training for the use of the registry.

Rating for Achievement of Project Outcomes: Satisfactory

Likelihood of Impact

151. At design, the targeted impact for the project was stated as “Reduced greenhouse gas **emissions intensity** in Mauritius”. It is not clear how emissions intensity⁶⁵ was going to be measured or if a reduction target was quantified. No baseline was documented for emission intensity and the only “target” is stated in direct emission reductions, i.e. tCO₂ and was attributed to the two wind farms.
152. The CEO endorsement document had estimated a minimum of 1.61 MtCO₂eq in **direct** cumulative emission reduction, of which 0.31 MtCO₂eq would be attributed to GEF support. The lifetime **indirect** emission reduction was calculated as 613.4 ktCO₂ (bottom-up) or 352.1 ktCO₂ (top-down).
153. This target was not revisited for the redesigned project at inception. It is safe to say that the combined contribution of the project should contribute a reduced emissions intensity relative to business as usual – considering the concerted effort across mitigation sectors to advance the NDC commitments and the accelerated uptake of clean energy investments (EE, solar PV, EV).
154. With limited data (no indicator or baseline included in the monitoring plan), it is difficult to calculate emissions contributed by the project. However, the capacity of new solar power added to the grid can be compared to the original wind projects. This delivers the following:
- The two wind power plants were expected to contribute 37.9 MW capacity with a total annual production of 63.5 GWh. This calculation used a capacity factor of 19%. Because the wind farms had already been planned, only 25% of the emission reductions were attributed to the support of the NAMA Mauritius project (i.e. reflecting improvements to the original plans).
 - The 2019 version of the Renewable Energy Roadmap 2030 for Mauritius suggests a capacity factor of 15% for residential and commercial scale solar PV systems, and 24% for utility scale systems.
 - CEB dashboard shows 31.78 MW of solar PV from small-scale and medium scale distributed generation installations and a pipeline of applications for 132.7 MW. Relative to 2017, this is 25 MW of new capacity and a 124 MW more in the pipeline.
 - Using the 15% capacity factor and assuming at least half (50%) can be attributed to more conducive regulations, tariffs and schemes, the cumulative emission reductions over a 20-year technology life would be 0.32 MtCO₂e for installed systems with potentially another 3.15 MtCO₂e in the pipeline.
155. As discussed for Output 2.4, the financial proposals supported by the NAMA Mauritius project also have significant potential to contribute emission reductions. While there are mainly role-players involved in those initiatives, this project was instrumental in catalysing these additional emission reductions.
156. The assumptions and drivers in Table 11 were captured for the reconstructed TOC and are tested for continued relevance. Most hold true or partly true. Two drivers are uncertain pending further progress with the MRV system.

⁶⁵ Emission intensity was likely selected because, as a developing country, emissions may rise with economic growth even as the emissions per unit of economic activity decreases. However, the ProDoc and M&E plan do not include an indicator, unit of measure, baseline, tracking device/mechanism or source or identified someone responsible for this indicator.

Table 11: Assumptions and drivers

Assumption or driver	Status	Evidence
Assumptions		
1. Continued political commitment to integrate climate change response into development planning and implementation.	Holds	Continued commitment to the NDC and subsequent reviews and reports; recent (11 April 2025) endorsement by Cabinet of the key strategies, plans and governance guidelines produced by the NAMA Mauritius project. The government is also newly introducing Green Budget Tagging” into the national budget and will be reporting on climate expenditure in future.
2. Political will to drive a comprehensive climate mitigation response as committed in the NDC	Holds	- Demonstrated with the endorsement of the Navigating Climate Action- A Comprehensive Guide to Institutional Arrangements for Climate Governance, Stakeholder Engagement and Identification of Mitigation Actions by the new Government in April 2025 and the establishment of focal points within national institutions responsible for mitigation sectors.
3. An enabling policy, legal and regulatory framework will attract interest from private developers and investors.	Holds	Already evident in the uptake of solar PV (see Outcomes discussion, and Annex XVII). Also suggested by the interest in taking forward projects not approved by the MAF, e.g.: - The investment in electric busses, and - CEB invitation for bids to develop floating solar.
4. Resources offered by the international community (including TA and concessional finance) will improve the feasibility of mitigation actions, and especially clean energy investments.	Holds	Multiple parallel initiatives with international support including ongoing ICAT and CBIT projects and the newly approved (October 2024) NZNPA child project for Mauritius. Successful financial proposal to MAF to support Energy Efficiency. Grant funding to supplement investment in electric buses.
5 Improved data collection, reporting and verification will be critical to unlock further access to global resources	Holds	As above
6. Government will timeously adopt / implement the developed regulations, frameworks, processes and systems.	Mostly holds	Adoption has been slower than hoped, but has been achieved for the endorsement of all key outputs (NCCMSAP, GAAP, IACG) and the regulations developed for RE and tariffs.
7. The combination of an enabling framework and financial incentives will make the risk / return profile of low carbon measures attractive to investors.	Mostly holds	Already evident as discussed above for item 3.
8. Data will be available to populate and maintain the MRV system.	Pending	Data has been identified for various mitigation sectors, but population of the registry has presented a challenge. This is being addressed as discussed under Output 1 and Outcome 3.
Drivers		
1. Adequate Institutional capacity - people, processes and systems - within government will drive the delivery of NDC commitments	Holds	Importance of climate change is duly recognised. Already, with constrained human and financial capacity, progress is being made.
2. Government will implement processes, systems, frameworks and regulations timeously to advance NDC ambitions.	Mostly holds	Network of focal points established. Registry developed and initially operationalised. Experience has proved valuable to identify operational challenges. Current review and streamlining of the registry and the KPIs that will track its

Assumption or driver	Status	Evidence
		use and maintenance, demonstrate continued commitment. There are however limited resources to expand the capacity.
3. Streamlined processes and enabling framework will encourage private sector RE developers	Mostly holds	Survey feedback suggests the impact of the streamlined processes are not fully felt, although some developers have already seen the benefit (Annex XVI). Investment trend among SSDG and MSDG suggests the benefits already visible to smaller scale investors (Annex XVII).
4. Training will enable relevant professionals to use and contribute to the ETF.	Uncertain	Not very successful to date. However, the experience has been useful to identify the challenges experienced by users. Current process to review and streamline the registry which will be supported by additional training.
5. The availability of high-quality data (MRV system) will encourage support from DFIs, development partners, and other funding sources.	Uncertain	Data not yet available (refer to Table 10, Outcome 3 status and paragraphs 141 – 145)
6. An enabling regulatory framework combined with access to TA and concessional finance will catalyse investment in RE in Mauritius.	Seemingly holds	Investment trend among SSDG and MSDG suggests the benefits already visible to smaller scale investors (Annex XVII).
7. A coordinated NDC effort will be able to more effectively appeal to and access international support.	Seemingly holds	Successful application to MAF and the positive response to other concept submissions. Multiple parallel initiatives by development partners.

Achievement of Likelihood of Impact: Likely

Rating for Effectiveness: Satisfactory

E. Financial Management

Adherence to UNEP's Financial Policies and Procedures

157. Representatives from both UNEP and the PMU confirmed the financial management and reporting of the project to have been sound, adhering to UNEP's policies and procedures.
158. The first cash advance was processed upon signing of the agreement by both parties refer clause 14a. in the PCA. Subsequent expenditure requirements were communicated effectively, with all requests for cash advances approved and disbursed in a timely manner. Again, confirmed by all parties consulted within UNEP and the EA.
159. Regular expenditure reports (six-monthly and annual) were confirmed⁶⁶ to have been submitted on time and any clarification questions were timeously addressed. Annual financial statements for the project were audited, with the full set shared for review. The audit reports confirmed the availability and accuracy of expenditure reports.
160. The project budget, per line item, was presented in detail in the Project Document (Annex F-1) accompanied by a workplan and procurement plan (Appendix 6, pages 84–

⁶⁶ Confirmed verbally, but not in evidence (only most recent expenditure reports - dated and signed – were shared. Also, no evidence suggesting the contrary. Annual audit reports confirmed the availability and accuracy of expenditure reports.

88). Budget revisions and revised workplans that accompanied the four project revisions were shared, clearly detailing the changes between revisions⁶⁷. Minutes of PSC meetings⁶⁸ show that budget revisions with revised workplans were approved by the PSC.

161. Expenditure tracking was maintained for both the EA and the UNEP-CCC (previously DTU), showing expenditure against each line item and per component. The project underspent by approximately 8% (refer Table 12); all under expenditure occurred for the portion managed by the EA.
162. The TOR for the PSC and meeting minutes showed a standing agenda item to review budget, expenditure and progress against the workplan. Meeting minutes documented review and approval of budget revisions, i.e. reallocation between budget items to meet changing requirements.
163. Financial closure for the project has been delayed because of extended and unexpected delays in the delivery of two final outputs under Component 2. The protracted redesign of Component 2 delayed the scoping and delivery of the Solar Map and online KPI dashboard. These two deliverables were managed by the CEB and URA respectively under an agreement signed with the EA. In both cases work have advanced to the point where payment commitments will have to be honoured, with delays caused by external conditions unrelated to the service provider⁶⁹. However, in both instances, the institutions refused to process final payments pending successful delivery, approval and sign-off on the contracted outputs.
164. This issue coincided with the contracts of both the PM and the project assistant concluding, and staff changes within the Ministry of Environment seeing all three active members of the project team moving jobs. Recognising that the EA had established agreements directly with the CEB and URA respectively, these staff changes caused a temporary break in communication that hampered timely resolution.

Rating for Adherence to UNEP's Financial Policies and Procedures: Satisfactory

Completeness of Financial Information

165. More than 81% of the applicable financial items are complete and made available to the review (refer response to the list of key documents A – H provided in Table 13 below).
166. Most financial documentation was available for review and was could also be confirmed using progress reports and meeting minutes. The final audit report was not yet available at the time of the review.
167. The budget at redesign and subsequent budget revisions were available as annexures to the PCA amendments. These reports show the budget and expenditure per line item.
168. Co-finance reports are available for the EA, signed and dated. No co-finance was reported for UNEP or UNEP DTU against the in-kind commitments secured at project approval. This seems a gross oversight considering the active involvement of both

⁶⁷ In compliance with policy requirements that specify timely revisions submitted/approved for expenditure outside of approved annual budget and / or that budget revisions to be made when relevant and for expenditure variations of 10% and above.

⁶⁸ Fifth (September 2021), Sixth (May 2022) and Eight (September 2023) PSC meetings

⁶⁹ Solar radiation equipment was lost at sea on container ships for months due to conflict in the Red Sea (<https://www.polestarglobal.com/resources/red-sea-and-suez-canal/>) and URA server constraints that has prevented the dashboard from being hosted online and going live. At the time of the evaluation, delivery of the solar map has been finalised, but a solution is still being sought for the server challenges. The URA Board has refused to process final payment until the satisfactory delivery of the dashboard, stating their accountability for managing donor funding responsibly.

entities on the project. Co-finance reports is the responsibility of the PMU, but may have been assumed for UNEP stakeholders.

169. The private sector commitments (USD 33.23 million) fell away with the redesign of the project at inception. This left a significant shortfall, with only USD 290,000 of co-finance committed by other sources.
170. At the redesign of Component 2, the NAMA Mauritius project aligned with the GCF-funded *Accelerating transformational shift to a low carbon economy project*. Component 2 was structured to complement the GCF project, addressing remaining gaps that would contribute to scaling the adoption of renewable energy. The GCF project was approved in 2016, spanning two phases with the second phase expected to complete by July 2027. The total grant from GCF is USD 28,210,00. The NAMA Mauritius project reported co-finance from this initiative of USD 700,599 (equivalent to the GCF spend in six months from July – December 2023) for concurrent and complementary activities. This was however never documented as a commitment and not formally reported.
171. Alignment with the GCF initiative was tactically sound and, in the absence of formal documentation, can be reported as additional funding leveraged by the project (estimated as USD 700,599). A further EUR 358,245 was leveraged for technical assistance to develop the Detailed Preparation Phase of the MAF application. Other contributions from the national budget and AfDB for technical assistance were received, but have not been quantified. If successful, the project could attract an additional EUR 16.7 million from the MAF and EUR 104 million in investment. Concurrent activities by CEB and EEMO were also noted for consideration as leveraged resources, but amounts could not be verified during the review timeframe (See Annex I, point 1).

Table 12: Expenditure by Outcome/Output

Component/sub-component/output <i>All figures as USD</i>	Estimated cost at design	Actual Cost/ expenditure	Expenditure ratio (actual/planned)
Component 1 / Outcome 1	350,000	295,902	0.85
Component 2 / Outcome 2	800,000	775,775	0.97
Component 3 / Outcome 3	170,000	138,537	0.81

Rating for Completeness of Financial Information: Moderately Satisfactory

Communication Between Finance and Project Management Staff

172. Representatives from UNEP, the PMU and the EA confirmed overall good communication between the PMU and FMO.
173. Progress reports are of high quality, providing good feedback on progress and solid support for disbursement requests.
174. Communication challenges were reported as it pertains to the late start of Component 2 and delayed decision-making about funding of last-minute deliverables. The EA/PMU did not request project extension to allow for completion of outstanding deliverables.
175. The view of the EA/PMU is that guidance received from UNEP about the treatment of these final deliverables and timing of final payments were inconsistent or unclear. However, PSC meeting minutes from 11 September 2023 show (i) the UNEP representative voicing caution about delivery dates not exceeding the project timeline and (ii) the PSC acknowledging the need to complete activities within the available

timeframe. Representatives from URA and CEB were present at this meeting. Several communication trails between UNEP and the EA/PMU dating from September 2023 were also reviewed and clearly communicated the requirement to conclude all contracted activities by operational closure.

176. In a letter dated 2 April 2024 (after operational closure) UNEP set out how to treat outstanding deliverables that had been formally contracted with service providers and initiated before operational closure. It further clarified that these requirements were equally applicable to any funds advanced to implementation partners such as CEB and URA. This guidance elaborated on the earlier direction that required all deliverables to be concluded by the operational end date. Noting the date of this letter, it may be good practice to provide this same documented guidance to all PMUs six to four months prior to operational closure.
177. The most obvious resolution would have been to timeously raise the risk of late completion and to request an additional extension to allow for these deliverables to be completed. The EA/PMU did not request an extension.
178. Again, considering the timing of these final deliverables, it is likely that the discontinuity caused by Government staff changeovers and the disbanding of the PMU, contributed to a lapse in project management oversight, and therefore failure to communicate and mitigate the risks. Since project closure is critical in the project life cycle, this lapse in communication is especially regrettable. If, however, considered in the context of several years of effective interaction, the overall rating remains satisfactory.

Rating for Communication Between Finance and Project Management Staff: Satisfactory

Table 13: Financial Management Table

NON-GEF AND GEF PROJECTS			
Financial management components:		Rating	Evidence/ Comments
1. Adherence to UNEP's policies and procedures:		S	Late financial closure; budget revision and workplan at redesign not shared; evidence taken from PSC, PIR and Audit reports
Any evidence that indicates shortcomings in the project's adherence ⁷⁰ to UNEP or donor policies, procedures or rules		No	Delay in financial closure ascribed to unpreventable circumstances; no evidence of policy breach.
2. Completeness of project financial information⁷¹:			
Provision of key documents to the reviewer (based on the responses to A-H below)		MS	
A.	Co-financing and Project Cost's tables at design (by budget lines)	Yes	Co-finance per component; cost per budget line
B.	Revisions to the budget	Yes	Accompanying PCAs and project revisions
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	Yes	PCAs and amendments

⁷⁰ If the Review raises concerns over adherence with policies or standard procedures, a recommendation maybe given to cover the topic in an upcoming audit, or similar financial oversight exercise.

⁷¹ See also document 'Criterion Rating Description' for reference

D.	Proof of fund transfers	Yes	Second cash advance shared; Record of all cash advances + receipts noted in PIR and PSC minutes
E.	Proof of co-financing (cash and in-kind)	Partial	All except 2023/24
F.	A summary report on the project's expenditures during the life of the project (by budget lines, project components and/or annual level)	Yes	Final expenditure report per line item
G.	Copies of any completed audits and management responses (<i>where applicable</i>)	Partial	Annual audit reports to end 2023; final audit report not available
H.	Any other financial information that was required for this project (list):	N/A	N/A
3. Communication between finance and project management staff		S	
Project Manager and/or Task Manager's level of awareness of the project's financial status.		S	
Fund Management Officer's knowledge of project progress/status when disbursements are done.		S	High quality reporting
Level of addressing and resolving financial management issues among Fund Management Officer and Project Manager/Task Manager.		MS	Delay with financial closure / Hiccups experienced with staff transition at project completion
Contact/communication between by Fund Management Officer, Project Manager/Task Manager during the preparation of financial and progress reports.		S	Feedback positive
Project Manager, Task Manager and Fund Management Officer responsiveness to financial requests during the review process		MS	Limited dataset shared for review; some delay in response times
Overall rating		S	

Rating for Financial Management: Satisfactory

F. Efficiency

179. The project has had two justified 'no cost extensions' of one year or more against the formally approved results framework (refer Table 14). Both the redesign at inception and COVID-19 pandemic were unavoidable and contributed significantly to delays, with an estimated impact of 2 to 2.5 years.

180. Documentation show that the redesign of Components 1 and 3 contributed a delay of at least 1.5 years. The revised scope for Component 2 took longer to be finalised but did not trigger a change in project delivery timeline. Considering the delay with completing the final deliverables for CEB and URA, a further extension may have been justified to facilitate closure of the remaining activities.

181. COVID-19 impacted the project at a critical time, right as it was gaining momentum. The estimated impact – based on feedback from stakeholders – was between 6 to 12 months.

Table 14. Project amendments and extensions

Amendment to PCA (date signed)	Revised completion date	Motivation for extension
Amendment 1 (7 August 2018)	N.A.	Agreement with UNEP DTU for technical assistance and payment arrangements

Amendment to PCA (date signed)	Revised completion date	Motivation for extension
Amendment 2 (25 February 2021)	28 June 2022	Reallocation of budget from DTU to the Lead Executing Agency. The technical completion date is shown as revised from 28 February 2021 to 28 June 2022 but is not substantiated in the PCA. The 2021 PIR confirms a 16-month extension.
Amendment 3 (18 August 2022)	31 January 2024	Revised technical completion date
Amendment 4 (21 November 2024)	N.A. (note the end date of the agreement with UNEP-CCC was 31 December 2024)	Reallocation of UNEP CCC budget (no change to PCA).

182. There is no evidence that activities were sequenced inefficiently. There is significant evidence that the project sought synergies with parallel initiatives and effectively leveraged complementarities to enhance a coherent and cost-effective national effort. This was echoed by the preliminary findings of the MTR.

183. Despite these challenges, the project delivered significant value for the available budget, materially advancing the ability of the country to develop and respond to climate change commitments and promote renewable energy investments.

184. The original project document had used the “relatively low abatement cost of GEF USD 4.73 per tCO₂ avoided” to demonstrate the cost effectiveness of the project. Applying this same logic to 50% of newly installed solar PV capacity, the cost is USD 4.56 per tCO₂ avoided. If 50% of the pipeline is realised and attributed to this project, the costs falls below USD 1.00 per tCO₂ avoided. This suggests that the project was as cost effective, and potentially 4 and half times more cost effective than initially planned.

185. The two extensions would suggest a MU rating. However, consideration of (i) extenuating circumstances (refer Section C. External Context), (i) the overall efficiency with which activities were implemented, (iii) the effectiveness with which the project aligned with parallel initiatives (refer Section A, Table 4), and (iv) the effective use and strengthening of established institutions justify a higher rating.

Rating for Efficiency: Moderately Satisfactory

G. Monitoring and Reporting

Monitoring Design and Budgeting

186. A results framework and monitoring plan was in place at design stage, prior to the redesign. Indicators were high level, measuring only outcomes. Data collection requirements were limited, included in the responsibilities of project team members. The only budget allocations were for the mid-term review (MTR) and terminal evaluation (TE).

187. Redesign occurred over an extended time: Components 1 and 3 were formulated first, in 2018, followed by Component 2 that was only formulated in 2019. Corresponding changes to the results framework were proposed but were never finalised. Documentation⁷² shows an expectation that the mid review would finalise the

⁷² PIRs and PSC minutes

selection of indicators. The mid-term review was not completed, and indicators remained “proposed” until project completion. This seems unconventional, considering that a review would assess performance against indicators rather than defining the indicators for the project. The preliminary findings of the MTR include no feedback on indicators or the results framework.

188. To illustrate, the following are **examples of indicators and targets** that were shown as “proposed” until the 2024 PIR and the final close out report:

Table 15: Indicators used for project monitoring (taken from PIRs and final close out report)

Project objective and outcomes	Indicator	Baseline level	Mid-term target	End-of project target
Outcome 2: Implementation actions on RE target to meet the NDC goal initiated ⁷³	Pilot NAMA registered on UNFCCC website (Proposed: # of Renewable Energy action(s) initiated)	0	0	1
Outcome 3: Enhanced Transparency Framework (ETF) to track and transparently report NDC implementation for RE actions	# of MRV reports for NAMA uploaded on the NAMA National Registry (Proposed: MRV registry established and operational)	0	0	2
	(New proposed: % of persons are capable of collecting and providing data for NDC registry)	0	-	2 (proposed ##)

189. It is unclear why the proposed indicators were not formally adopted. Since the revised project design was approved by the PSC, EA and UNEP, these entities presumably had the authority to formalise these indicators.
190. From the example shown above, it is apparent that some indicators would have benefited from further consideration and more considered ambition. For instance, a target of one RE action initiated by end-of-project does not seem adequate for a project that pursues delivery on NDC goals. Similarly, an indicator that seeks a % of persons capable of collecting and providing data for the NDC registry is poorly defined – which persons are part of this population? And a target of 2% is meaningless – if the 2% targets a percentage of representatives across mitigation sectors, it is wholly inadequate: at least 80% of all mitigation sectors should have been capacitated to collect and provide data.
191. Better definitions of indicators and targets would have improved the tracking of progress and could have flagged the challenges experienced by users with using the MauNDC Registry at an earlier stage. The importance of a well-designed and effective

⁷³ Note this outcome statement corresponds to the statement used prior to the reconstructed TOC.

monitoring plan to help focus efforts, identify challenges early and enable early correction must not be underestimated.

192. Clearer indicator definitions and more appropriate targets would have strengthened progress tracking and could have flagged challenges earlier – notably those experienced by users of the MauNDC Registry. A well-designed monitoring framework is critical to focus implementation, identify issues promptly and enable timely course correction. It can also enable consistent and continued data collection that can be used to demonstrate the contribution of the project.
193. The revised project design could have benefitted from a more considered monitoring plan.
194. The proposed indicators are mainly binary or count milestones from a zero baseline, therefore not requiring a budget for data collection. Gender disaggregation is not relevant to any of these indicators, but an indicator did track delivery of the gender analysis and action plan.
195. No budget provision was made to track greenhouse gas emission reductions resulting from the project interventions. There is no evidence that this indicator was tracked.
196. The budget allocation for the MTR and TE are adequate and make provision for all costs, including travel.

Rating for Monitoring Design and Budgeting: Moderately satisfactory

Monitoring of Project Implementation

197. The project actively tracked and reported on progress against the proposed indicators.
198. A revised workplan for the redesigned project was not shared for review. A workplan for Components 1 and 3 was included in the minutes of the third PSC meeting (December 2019) where it was presented for consideration and approval by the PSC. Detailed progress feedback against the workplan was tracked in subsequent meetings and reported in the PIRs.
199. Outputs were identified for Component 2 and presented to the PSC in September 2020. Work was scheduled to commence as the MOAs between the Ministry of Environment, the CEB and URA were still being finalised. No workplan was submitted for Component 2, but feedback on progress against deliverables was provided to subsequent PSC meetings and reported in the PIRs.
200. The mid-term review was not completed, reportedly⁷⁴ due to ill-health of the reviewer. Preliminary findings, dated 22 September 2021, were provided to the project. It is not apparent how these preliminary findings informed the project trajectory. PSC minutes from 24 September 2021 includes a single line entry: “The Chairperson invited the UNEP Task Manager, Mr Sharma to provide an overview of the Mid Term Review Exercise” and noted the following as “Proposed decision/actions: Committee took note of the findings”.
201. Minutes for the next PSC meeting, held May 2022, refer to the MTR once, noting that feedback was presented in September 2021 and that it included a suggestion to consider an extension of the project.

⁷⁴ Unconfirmed by any evidence e.g. communication or documented record at the time.

202. Delivery on outputs was diligently tracked and comprehensively reported to the PSC (approximately once a year) and documented in the PIRs. Considering the level of effectiveness (Refer Section D), monitoring and reporting was mostly adequate for the scope of work. The two exceptions relate to the final activities for the URA and CEB where outputs were delayed well beyond project closure. This may have been avoided with more thorough planning, a clearer line of sight on progress and better mitigation and communication about timelines required for completion. Managing the delivery of outputs is a function of the PMU. As noted previously (paragraphs 164 and 178), the disbanding of the PMU before project closure likely caused or aggravated this situation. The importance of recruiting and retaining the PMU until after project closure is therefore highlighted under the lessons learned for this project.

Rating for Monitoring of Project Implementation: Moderately satisfactory

Project Reporting

203. By all evidence, the project fulfilled both UNEP and donor reporting commitments. A complete set of PIRs and a close out report have been submitted for the project. Feedback from UNEP colleagues confirmed comprehensive and timely reporting.

Rating for Project Reporting: Highly Satisfactory

Rating for Monitoring and Reporting:	Moderately Satisfactory
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H. Sustainability

Socio-political Sustainability

204. All government policies, strategies, roadmaps and targets still point to firm climate change and renewable energy commitments.

205. The new government – elected in 2024 – endorsed key documents developed under NAMA Mauritius projects at a cabinet meeting held 11 April 2025⁷⁵. It adopted (i) the *Navigating Climate Action - A Comprehensive Guide to Institutional Arrangements for Climate Governance, Stakeholders Engagement and Identification of Mitigation Actions Report*; (ii) the *Gender Analysis and Gender Action Plan for Climate Change Mitigation*; and (iii) *National Climate Change Mitigation Strategy and Action Plan Rodrigues supplement 2022-2030*. The Cabinet decision also references the MauNDC Registry Platform set up under the NAMA project for monitoring and reporting on the implementation and achievement of the Nationally Determined Contributions. This decision significantly strengthens the policy commitment and concretises the institutional frameworks for delivery of the Mauritius NDC.

206. The cabinet decision further authorised the publication of these documents on the government website, alongside the National Climate Change Mitigation Strategy and Action Plan for Mauritius 2022–2030⁷⁶, thereby placing these policy documents in the public domain.

⁷⁵ The decision is documented and available [online](#) as “Highlights of Cabinet meeting- Friday 11 April 2025”, on page 3 of 6.

⁷⁶ Available at the following link: <https://environment.govmu.org/Pages/CCIC-Data-Repository.aspx#Information>

207. Mauritius has also initiated the process to review their NDC and development of the next Biennial Transparency Report (BTR2.0), that will commence in September 2025. The expectation is that data from the MauNDC Registry will be available to inform this reporting round.

Rating for Socio-political Sustainability: Highly Likely

Financial Sustainability

208. Two aspects of the project require further investment: (i) full operationalisation of the MauNDC Registry and (ii) firming up institutional capacity that was created across mitigation sectors.
- i. As discussed in Section F, Efficiency, additional effort is needed to achieve full functionality of the Registry. Under the ICAT Mauritius project, funding and technical assistance have been secured for this purpose. A service provider was appointed towards the end of 2024 to support the streamlining, operationalisation and population of the Registry. Stakeholder consultation started in February 2025 to understand the main challenges with interfacing and maintaining the registry; their work should be completed by Q3 2025.
 - ii. Navigating Climate Action- A Comprehensive Guide to Institutional Arrangements for Climate Governance, Stakeholder Engagement and Identification of Mitigation Actions developed by the NAMA Mauritius project and adopted by Government, recommends the network of roles needed across mitigation sectors for climate governance. A corresponding network of focal points was identified and capacitated. Focal points are however adding this role, with and data collection and reporting activities, to their existing scope of work. In time, this role will demand more dedicated engagement as anticipated by the IACG. Also, as staff members leave, awareness creation and training will again be required. Additional investment will be necessary to strengthen and maintain institutional capacity. At present, there is no budget planned for this purpose.
 - iii. Similarly, within the DCC, recent staff turnover has reduced capacity and placed additional strain on the remaining team members. Additional budget will be necessary to strengthen and expand capacity.
 - iv. Should the application to the MAF for the establishment of a de-risking facility for energy performance contracting succeed (refer to Table 8), this too shall contribute to financial sustainability of an aspect of climate mitigation actions under the NDC. Already, preliminary commitments have been secured to support this facility should it be established. It should however be noted that the outcome of the DPP phase of the MAF application process has not been determined.

Rating for Financial Sustainability: Likely

Institutional Sustainability

209. The NAMA Mauritius project performed exceptionally well in embedding key measures into legislation and establishing a regulatory framework, thereby helping to secure sustainability beyond the project's implementation period. It also significantly strengthened institutional capacity and awareness across mitigation sectors, with accountability elevated to ministerial level.

210. The Climate Change Act, promulgated in 2020, establishes a dedicated Department of Climate Change (formerly a division under the Department of Environment) and defines its responsibilities. These include promoting adaptation and mitigation measures to address climate change in relevant sectors; developing and coordinating policies, projects, strategies, programmes and action plans to address the adverse effects of climate change; and overseeing their implementation by relevant stakeholders. Notably, the Act formalises both (i) the Interministerial Council on Climate Change and (ii) the national climate change mitigation and action plan – concepts first developed under the NAMA Mauritius project.
211. Challenges persist due to limited capacity and resources across the institutional network. Many focal points are not dedicated full-time to climate change issues, which constrain effective delivery on climate commitments. Similarly, the capacity within DCC to oversee the coordination is also constrained.
212. However, the Cabinet’s endorsement of the Navigating Climate Action- A Comprehensive Guide to Institutional Arrangements for Climate Governance, Stakeholder Engagement and Identification of Mitigation Actions in April 2025 reaffirmed national commitment to maintaining and strengthening institutional capacity –suggesting a strong likelihood of sustained progress.

Rating for Institutional Sustainability: Likely

Rating for Sustainability (Likelihood):	Likely
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I. Factors Affecting Performance and Cross-Cutting Issues

Preparation and Readiness

213. Given the significant delay at project inception, stakeholders were asked how this could have been avoided or reduced. However, even with the benefit of hindsight, no clear measures or interventions were identified to accelerate the process. Those involved at the time reflected on the uncertainty caused by the concurrent global, political and institutional developments, as outlined in Section C. Nature of the External Context.
214. The project redesign meant the planning tools and documents that had been prepared at design stage were redundant and needed to be comprehensively revised.
215. Recruiting a project manager proved challenging due to an uncompetitive remuneration package. The allocated budget for the PMU roles – USD 25,500 per annum for the project manager and USD 8,250 for the assistant – were below market rates for similar contract positions. A more realistic budget could have expedited the recruitment of a dedicated project manager, enabling more proactive stakeholder engagement and project reformulation.

Rating for Preparation and Readiness: Satisfactory –if rating the original design, alternatively not applicable given the circumstances that necessitated redesign.

Quality of Project Management and Supervision

216. A Project Steering Committee (PSC) was established with representation from key stakeholders, including various mitigation sectors, and was chaired by the Permanent Secretary. Terms of Reference were agreed for the committee at the first meeting in 2018. Eight meetings were convened, with a complete set of minutes available for review. The PSC played a critical role throughout the project – providing decisive

direction, approving project modifications (adaptive management), offering oversight, and recommending outputs for Cabinet consideration. It helped ensure delivery of well-rounded, robust and credible reports, strategies and plans thereby paving the way for Cabinet endorsement. The PSC functioned effectively as a governance mechanism.

217. The PSC was supported by technical committees and working groups, which contributed to sector-specific discussions and technical quality assurance.
218. The Project Management Unit (PMU), strategically located within the DCC, was staffed with competent personnel and benefitted from strong leadership by the Executing Agency. Collaboration with UNEP, UNEP-CCC (formerly DTU), and implementation partners was constructive, with stakeholders consistently reporting open and effective communication.
219. The project's management and oversight structures responded well to the evolving implementation context, maintaining alignment with the project's strategic objectives. This was confirmed in interviews and demonstrated by the quality and impact of project outputs (refer Section D. Effectiveness).
220. The project manager received several spontaneous complements during interviews. This included "the project manager was very good" and "a lot of credit should go to him."
221. However, one area of concern emerged at technical completion: a lack of continuity and clear direction. A temporary breakdown in communication occurred between UNEP and the PMU, the PMU and implementation partners, and within the DCC itself, as several team members left or changed roles at this crucial time. There seem to have been confusion around outstanding deliverables, the resources (time, people and money) required for completion, and how best to make provision for this at closure. Multiple stakeholders raised this issue, unsolicited, during interviews. It represents an unfortunate lapse in an otherwise high standard of project management and supervision.

Rating for Quality of Project Management and Supervision: Satisfactory

Stakeholders Participation and Cooperation

222. The project set an ambitious goal of establishing a network for participation and cooperation across various state entities – many of which were previously unfamiliar, or even dismissive of, the relevance of climate change to their respective mandates. It achieved notable success in creating awareness and building appreciation for climate-related issues across all mitigation sectors interviewed.
223. Participation levels were well-documented, with PSC meeting minutes and attendance records from training events confirming engagement across all stakeholder groups. It was also confirmed by the enthusiasm of interviewees, showcasing of modelling and adjustments in working procedures to capture and track climate impact.
224. The revised cooperation arrangement with the energy sector required extensive consultation with the MEPU, CEB, URA, PMU, UNEP-CCC, UNEP and the EA. Identifying activities that aligned with the initial project objective, complied with GEF-UNEP requirements, and complemented other government initiatives, presented a challenge; a revised scope was only agreed in 2020. Despite delays, eventual participation was productive.

225. While feedback from mitigation sectors confirmed a growing awareness of their role, they consistently highlighted a lack of resources to provide an effective interface with the DCC. Many were already operating under staff and budget constraints, with little expectation of additional funding to support expanded responsibilities. As the MauNDC Registry becomes fully operational, sustained and increased capacity within these institutions will be critical. Cooperation is thus hampered by available capacity.
226. One interview spontaneously mentioned a direct benefit that resulted because of strengthened inter-ministerial collaboration. After years of stalemate, engagement in the Climate Change Committee unlocked the implementation of building codes in the public sector with significant gains in energy efficiency, clean energy, green building practices and associated carbon emission reductions.

Rating for Stakeholders Participation and Cooperation: Satisfactory

Responsiveness to Human Rights and Gender Equality

227. The NAMA Mauritius project is a GEF 5 project; it did not develop a gender action plan at design stage. Gender inclusion was however identified as a priority already at design. The project included deliberate actions, indicators and budget for gender to prioritise equity and inclusion:
- i. A *Gender Analysis and Gender Action Plan for Climate Change Mitigation (GAP)* was developed to accompany the *National Climate Change Mitigation Strategy and Action Plan*.
 - ii. Gender actions and indicators were integrated into the *Guide to Institutional Arrangements for Climate Governance*, with actions for each mitigation sector / Ministry.
 - iii. The Ministry responsible for Gender had a representative on the project steering committee throughout implementation.
228. The GAP is one of the key documents endorsed by the new government in April 2025 and published on the Government website, thereby elevating these plans to a policy position (Refer to Section H. Sustainability).
229. Some interviewees shared how gender inclusion is given additional consideration and is encouraged in activities, partly prompted by the awareness that the GAP has brought. However, only a couple of interviewees confirmed that the GAP is informing their day-to-day operations.
230. While gender participation on the project was tracked (i.e., recorded for training events and meetings), no evidence suggested that gender inclusion was actively pursued or invited e.g. through preference given to gender-representative attendance at training events.

Rating for Responsiveness to Human Rights and Gender Equality: Satisfactory

Environmental and Social Safeguards (SES)

231. A social and environmental safeguards assessment was done for the initial project design, focused on the wind farm development (original Component 2). The assessment was not updated for the revised design, but environmental and social risks

were significantly reduced with the greater focus on capacity building. This position was reiterated in PIRs and accepted by recipient stakeholders.

232. Risks that could potentially have been considered for the revised project design include (i) climate resilience of IT infrastructure⁷⁷, (ii) potential risks associated with mitigation actions across different NDC sectors, (iii) and acknowledging the potential environmental footprint of training and capacity building events.
233. The guidelines for identifying and prioritising mitigation actions – produced by the NAMA Mauritius project – embedded climate and social indicators (gender differentiated)⁷⁸ as part of the prioritisation framework and performance matrix. This provides important guidance for prioritisation of initiatives towards NDC goals and establishes safeguards as a consideration for all mitigation sectors.

Rating for Environmental and Social Safeguards: Satisfactory

Country Ownership and Driven-ness

234. Forward momentum has been demonstrated by (i) the new government endorsement of key strategies and plans (refer to Section H. Sustainability) and (ii) the participation and cooperation by government role-players across mitigation sectors (refer to the earlier paragraphs in this Section).
235. Additionally, interviews revealed multiple parallel initiatives driving climate commitments across different areas of government. This includes the ongoing efforts to advance the NDC, as listed in Table 4, Section A. Strategic Relevance, as well as the recent review of the energy roadmap, developed for MEPU with support from IRENA. Collectively, these interventions confirm a coherent development trajectory informed by the tools, strategies, plans and guidelines developed by the NAMA Mauritius project.

Rating for Country Ownership and Driven-ness: Satisfactory

Communication and Public Awareness

236. Capacity building was primarily focused on government and government institutions. Broader communication and public awareness were not part of the project scope.
237. Under Component 2, the CEB implemented education and awareness efforts partly supported by the NAMA Mauritius project. Seven solar kits were purchased with funding from the NAMA Mauritius project. Two are used by women's associations for awareness raising among young women. Three are used for training of solar technicians i.e. to gain practical experience of assembly and disassembly of systems.
238. As discussed for stakeholder participation and cooperation, awareness increased significantly among the stakeholders driving the planning and implementation of climate change mitigation in the country.

Rating for Communication and Public Awareness: N/A or Satisfactory

⁷⁷ ICT infrastructure hosting the online registry, data collection and data storage are vulnerable to extreme weather risks.

⁷⁸ GIPMA Tables 5 and 6, page 15 and 16 respectively.

J. Additional Strategic Questions identified in the TOR

Did the project contribute to strengthening the national capacity for formulating, prioritizing and implementing mitigation actions to implement NDC? Whether the availability of UNEP DTU Partnership's (UDP) and later UNEP CCC's technical expertise has contributed to the development of national capacity building?

1. The first question is already covered extensively throughout the report as discussed under Effectiveness, Sustainability, Stakeholder Participation and Cooperation, and Country Ownership and Driven-ness. Interviews with mitigation sectors confirmed an increased awareness of climate change and the importance of tracking climate impacts, although execution remains hampered by resource limitations.
2. A survey was sent to training participants to gauge the value of capacity building. it provided the following feedback specific to capacity building:
 - 80% of respondents confirmed that they have adopted the training into their work environment. With one exception, all respondents who had adopted the training saw the benefits thereof and felt empowered by the training to contribute more effectively towards the country's NDC goals.
 - 70% of respondents felt they had gained useful knowledge and that they better understood the country's approach to identifying and prioritising actions that will deliver on national climate goals.
 - 80% confirmed that they clearly understood the institutional arrangements created to give effect to the Climate Change Act 2020.
3. The technical expertise provided by UNEP-CCC was frequently and spontaneously acknowledged during interviews, underscoring its significant contribution to capacity building. Their support in developing financial proposals was also highly valued, as reflected in the strong performance of Mauritius' three submissions to the MAF.
4. UNEP-CCC demonstrated strong commitment to the project, as reflected in interview feedback, direct discussions with their representative, and written contributions during the review. They also played a key role in securing additional funding to support the streamlining and operationalisation of the MauNDC Registry beyond the scope of the NAMA Mauritius project.

Did the relevant stakeholders participating in the project adopt the new tools developed by the project? What measures could be taken for more effective uptake and adoption of outputs by the stakeholders?

5. There has been a partial adoption of tools developed by the project. Notably, the use of the MauNDC Registry has presented a challenge. Efforts to address this has already been initiated under the ICAT project, funded by UNOPS and UNEP-CCC. A service provider has been appointed to conduct a review and streamlining of the Registry. The process started in February 2025 and will include retraining of key stakeholders once completed. Government has also set a KPI for the DCC to achieve full data population and utilisation of the MauNDC Registry within 3 years.
6. The software purchased for modelling under the NAMA Mauritius project is now also being used for development of mitigation and adaptation strategies with funding from AFD (AFD Facility 2050). The simulation software – Ventana Simulation Software or VenSim – is being applied to the energy sector for mitigation. This will include additional training to use the software, suggesting a high probability that the modelling

tools will continue to be utilised. This was confirmed independently by the CEB and the DCC.

One of the key challenges of the project was timely procurement of services. An assessment of the government procurement process, especially from the grant project perspective is required to identify suggestions / improvements for timely implementation of such projects.

7. Firstly, it was noted that the procurement challenges experienced on the project are not unique to the NAMA Mauritius project.
8. Procurement is subject to the Public Procurement Regulations of 2008. The Regulations clearly define cost thresholds and the applicable procurement processes (i.e. the procurement processes to follow for different procurement values). Higher value services or products are subject to more stringent and longer procurement processes. No shortcuts are possible.
9. The procurement office provides a service to the entire Ministry (MoESWMCC) with limited staff (fewer than 10). It has constrained capacity which limits their ability to prioritise all procurement for everyone.
10. Previously, the UN was able to assist the Government with procurement. The expectation that this service could be utilised lingered among Government stakeholders. Several stakeholders expressed confusion and unhappiness that this support is no longer available⁷⁹. This **perception** potentially stands in the way of the available Government processes being embraced and used effectively.
11. Several stakeholders⁸⁰ were also disappointed that the Government Procurement Office could not get access to the UN's list of service providers. Feedback was that the Government networks had limited access to service providers working on climate change activities. This is believed to have contributed to unresponsive bid rounds (see below).
12. Several procurement rounds were unsuccessful, attracting no responsive bids i.e. either not meeting technical requirements or exceeding the budget. This meant restarting the procurement process with significant delays.
13. In this context, a few recommendations emerged:
 - Project managers should familiarise themselves with the Public Procurement Regulations and develop a procurement plan that is cognisant of the prescribed timelines.
 - Timely communication with the procurement office is essential. This can help plan procurement to align with bid evaluation meetings.
 - A market scan at project start could be useful to identify available skills and rates of service providers in the country. This could possibly be structured as a pre-qualification of service providers that can also assist with (i) budgeting or cost estimates for deliverables, (ii) defining a realistic scope of work for the available budget, and (iii) informing the decision to advertise locally or internationally if suitable skills are not locally available.
 - The project reportedly went to market with over-ambitious TORs, resulting in bids that far exceeded the available budget. This creep is partly ascribed to inputs from

⁷⁹ GEF rules clearly prohibit the execution of the project by a GEF Agency such as UNEP

⁸⁰ No evidence found of a formal request for such a list but this issue received several mentions from different stakeholders in separate interviews.

the PSC and other stakeholders during consultation. It is strongly recommended to keep TORs tightly defined.

- If the public procurement process cannot support the procurement needs of the project, an alternative could be investigated. In this case, the UNEP-CCC might have been considered to provide procurement services, although – without a more thorough exploring of this option – it is not clear if it would have solved the problem or whether it might have brought its own challenges.

Impact of the inter-ministerial cooperation efforts under the project for delivery of the project activities and its sustainability post project?

14. By all accounts this has been highly beneficial. The Climate Change Committee established under the Climate Change Act has elevated climate change considerations to ministerial level and has facilitated high level engagement. The successful resolution of the responsibility and arrangements for implementation of building codes in the public sector was quoted as the most visible direct example of benefit emerging from this forum.
15. Formalisation of this committee should maintain awareness of climate change commitments and developments at the highest level.
16. Government endorsement (11 April 2025) of the *Navigating Climate Action - A Comprehensive Guide to Institutional Arrangements for Climate Governance, Stakeholder Engagement and Identification of Mitigation Actions* reinforces the institutional arrangements required from mitigation sectors, thereby giving strength to the established inter-ministerial cooperation network.

What changes were made to adapt to the effects of COVID-19 and how might any changes affect the project's performance?

17. Mauritius had two lockdown periods during the COVID-19 pandemic. The first implemented from March 2020 and the second approximately a year later. Training, that had just started, was initially suspended and then moved online. Interviewees consistently estimated the impact of the disruption and loss in momentum on delivery timelines at between 6 to 12 months. The general sense from interviewees was that the project adapted well to the change in implementation context.
18. The first and only PSC meeting in 2020 was held in September. It was noted in the minutes (i) that all GEF funded projects were given an automatic 6-month extension and (ii) that such threats should be considered in the NCCMSAP.
19. Only one PSC meeting was held in 2020, compared to two meetings held in 2019 as per the TOR for the committee. The committee did not resume two meetings a year until 2023.

VI. CONCLUSIONS AND RECOMMENDATIONS

A. Conclusions

20. The project had set ambitious goals to build capacity across multiple institutions, enable Mauritius to define and pursue an economy-wide NDC, shape the policy and regulatory environment for clean energy adoption, and establish a transparent system to monitor and report progress on mitigation actions – and achieve this within 4 years.
21. Despite early challenges, the NAMA Mauritius project has made a meaningful contribution to the country's longer term low-carbon development ambitions. The redesigned project scope has had a broader transformative impact, particularly in encouraging energy sector investments. The current investment trajectory indicates that Mauritius is on track to achieve substantially greater emission reductions than originally anticipated.
22. Key contributions across all components include:
 - **Alignment with the post-Paris climate architecture.** By adapting to the changing context, Mauritius was among the first countries in the region to shift from a NAMA-focused approach to one that supported NDC implementation. The project critically contributed to the country's ability to respond and develop integrated, economy-wide climate commitments.
 - **Strengthening of national mitigation planning and governance.** The project supported the integration of climate change mitigation into national development planning, enhancing institutional capacity to define, prioritise and implement economy-wide low-carbon strategies. It contributed to aligning sectoral actions with the country's NDC and laid the groundwork for long-term decarbonisation.
 - **Contributing to institutional coordination.** The IACG provided a comprehensive map of the institutional arrangements that will guide coordination of climate commitments, creating a framework for future initiatives to adopt a more cohesive, cross-sectoral approach to climate action in Mauritius. Although implementation faced delays, the project also helped expose the need for improved coordination between key ministries—particularly energy and environment—and raised awareness of the energy–climate nexus.
 - **Enhanced regulatory framework for accelerated adoption of clean energy.** Essential tools were contributed to the planning and regulatory framework that will enable the integration of clean energy investments, both physically with more intelligent network infrastructure and with improved understanding of the costs and impacts of connecting different distributed technologies (EV, solar PV, EE) onto the network.
 - **Enabling access to climate finance and investment.** By developing investment-ready mitigation actions, the project aimed to unlock access to international climate finance. It provided stakeholders with tools and technical support to structure proposals, identify financing opportunities, and build confidence among development partners. It supported a successful application to the MAF and the development of solid proposals that have unlocked investments from different sources.
23. The project has been particularly strong on the following:
 - **Adaptive design in a rapidly changing climate landscape.** The project demonstrated strong adaptive capacity by successfully redesigning its scope in response to the global shift from NAMAs to NDCs following the Paris Agreement.

This flexibility allowed it to remain relevant and forward-looking, positioning Mauritius as a proactive actor during a period when many countries were still grappling with the implications of the new climate framework.

- **Alignment with national priorities while maintaining strategic intent.** The project redesign managed to respond effectively to evolving national priorities in energy and climate policy, while it retained coherence with its original objectives. This was a deliberate design approach that ensured its relevance to government counterparts and improved the likelihood of long-term uptake and ownership.
- **Early leadership in NDC implementation.** By leveraging the NAMA project, Mauritius was able to take early, concrete steps in developing and refining its NDC, becoming a frontrunner in the region. This leadership was well recognised with the project team invited by the Climate Transparency Platform⁸¹ to share knowledge and experience with the continent.
- **Complementarity with other donor programmes.** At redesign, the project deliberately targeted complementary initiatives in the country to identify gaps from which it selected and focused on areas of high value-add. This coordination enhanced donor harmonisation and maximised the utility of available technical and financial resources.
- **Selection of high-impact deliverables.** The project's delivery of technically robust outputs, such as the Cost of Supply Study and Advanced Metering Infrastructure studies, provided foundational evidence to inform long-term energy planning and sector reforms. These deliverables have the potential for lasting, catalytic impact beyond the life of the project.
- **Hardwiring capacity and institutional strengthening.** Concepts from the NAMA Mauritius project informed the formulation of the Climate Change Act, which created / embedded institutional capacity and coordination mechanisms. This includes the establishment of the Department of Climate Change and the Climate Change Committee. With implementation, the project contributed to building local technical capacity in climate mitigation and laid the groundwork for improved inter-ministerial coordination – critical for advancing cross-sectoral climate actions.
- **Catalytic role for future climate finance access.** By helping to define investment ready mitigation actions, the project strengthened Mauritius' positioning to access international climate finance and engage with global climate mechanisms.

24. From an operational perspective, the project benefitted from:

- **A strong and committed project team.** The project benefitted from a dedicated and capable team, within the MoESWMCC (as executing agency), the UNEP-CCC (as co-executing agency) and the PMU. Their professionalism, agility and dedication repeatedly received positive feedback from stakeholders during the terminal review. The team has contributed importantly to the project redesign and continued adaptation, to ensuring delivery of complex technical tasks and maintaining momentum throughout implementation (including COVID-19).
- **Effective governance through the project steering committee.** The PSC functioned as a robust oversight mechanism with inclusive representation from key mitigation sectors. Its role in reviewing, endorsing, and guiding technical

⁸¹ https://climate-transparency-platform.org/sites/default/files/2024-07/Report_PATPA%20CBIT-GSP%20Workshop%20NDC%20tracking%20South%20Africa_.pdf

outputs ensured institutional buy-in and facilitated the onward process of government validation, including Cabinet-level consideration where appropriate.

- **Securing commitments and resources post-completion.** An exceptional achievement has been securing continued support for the operationalisation of the registry from UNOPS and UNEP-CCC. With the benefit of experience from the initial implementation phase, the additional technical and financial resources will be well used to streamline the registry and resolve the operational challenges.

25. Project weaknesses were relatively few despite challenges faced at inception and during implementation. The perceived weaknesses are somewhat related, and believed to lie in the following:

- **Constrained budget for project management.** The project initially struggled to recruit a qualified PM due largely to a budget that could not compete with prevailing market rates for contract positions. Interestingly, this feedback (multiple mentions) was received from outside the project team during interviews (from PSC members). The budget provision was also inadequate to retain the PMU at project closure to ensure seamless technical and financial completion. GEF budget guidance / restrictions regarding PMC create a challenge that must be better mitigated with co-finance or alternative arrangements.

26. **Weak end-of-project management and closure.** Near completion the project experienced lapses in delivery oversight and contract management – coinciding with several pending last-minute deliverables and the departure of the outgoing project team. The temporary vacuum caused a lack of critical guidance on key issues and decisions that led to extended administrative closure – still pending 18 months after operational completion. This led to two lessons, i.e. ensuring the PMU is available until project completion and sharing standardised guidance for closure and treatment of late contracts with the PMU and EA well in advance.

- **Gaps in transition and transitional handover.** The transition of project ownership within the MoESWMCC – coinciding with project completion – contributed to a gap in communication with UNEP and implementing partners (notably CEB and URA). This seemingly contributed confusion about responsibilities, urgency and resolution of final delivery. The absence of clear and firm guidance slowed down the finalisation of both technical and financial closure.
- **Continued coordination of institutions.** The project responsibility was reallocated to existing team members in the DCC, adding to their workload. While the project concluded, the coordination of focal points for the maintenance of the Registry for reporting and subsequent NDCs will be a continued requirement. Failure to plan for retention of at least one key team member (e.g. create permanent position for the PM) to ensure continuity and dedicated capacity to coordinate the institutional framework is a weakness of the project.

B. Summary of project findings and ratings

27. The table below provides a summary of the ratings and findings discussed in Chapter V. Overall, the project demonstrates a rating of **'Satisfactory'**.

UNEP Evaluation Office Validation of Performance Ratings:

The UNEP Evaluation Office formally quality assesses (see Annex XIII) management led Terminal Review reports and validates the performance ratings therein by ensuring that the performance judgments made are consistent with evidence presented in the Review report and in-line with the performance standards set out for independent evaluations.

The Evaluation Office assesses a Terminal Review report in the same way as it assesses the initial draft of a Terminal Evaluation report. It applies the following assumptions in its validation process:

- That what is being assessed is the contents of the report and the extent to which it makes a consistent and justifiable case for the performance ratings it records.
- That the consultant has, within the report, presented all the evidence that was made available to them.
- That the Review has been based on a robust Theory of Change, reconstructed where necessary, which reflects UNEP's definitions at all levels of results.
- That the project team and key stakeholders have already reviewed a draft version of the report and provided substantive comments and made factual corrections to the Review Consultant, who has responded to them. The Evaluation Office assumes, therefore, that it has received the Final (revised) version of the report.

In this instance the Evaluation Office assesses the quality of the Report at the 'Satisfactory' level and validates the overall project performance rating at the **'Satisfactory'** level.

Table X: Summary of project findings and ratings⁸²

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
Strategic Relevance		HS	The rating is validated.	HS
1. Alignment to UNEP MTS, POW and strategic priorities	Strong and sustained alignment with UNEP's climate strategy, work programme, and capacity-building priorities.	HS	The rating is validated.	HS
2. Alignment to Donor/Partner strategic priorities	Well-aligned with GEF-5 climate mitigation priorities and enabling frameworks for renewable energy integration.	HS	The rating is validated.	HS
3. Relevance to global, regional, sub-regional and national environmental priorities	Consistent with climate priorities, climate commitments and capacity building.	HS	The rating is validated.	HS
4. Complementarity with relevant existing interventions/coherence	Deliberate alignment and synergy with related initiatives.	HS	The rating is validated.	HS
Quality of Project Design	A strategically timed, capacity-focused project design that adapted well to a shifting context.	S	The rating is validated.	S
Nature of External Context	Exposed to a confluence of global, political and institutional shifts.	MF	The rating is validated.	MF
Effectiveness		S	The rating is validated.	S
1. Availability of outputs	High quality outputs were delivered. Out of 15: 11 achieved, 3 partially achieved and 1 is unconfirmed (>81%).	MS	The rating is validated.	MS
2. Achievement of project outcomes	Two of 3 outcomes achieved – i.e. the 2 most important to achieve intermediate states. One partially achieved.	S	The rating is validated.	S
3. Likelihood of impact	Increased investment in clean technology already evident; drivers and assumptions mostly hold.	L	The rating is validated.	L

⁸² Most criteria will be rated on a six-point scale as follows: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability and Likelihood of Impact are rated, also on a six-point scale, from Highly Likely (HL) down to Highly Unlikely (HU) and Nature of External Context is rated from Highly Favourable (HF) to Highly Unfavourable (HU).

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
Financial Management		S	The rating is validated.	S
2. Adherence to UNEP's financial policies and procedures	Generally, sound with a procedural gap at closure.	S	The rating is validated.	S
3. Completeness of project financial information	Not all documents available for review (see table)	MS	The rating is validated.	MS
4. Communication between finance and project management staff	Excellent except for short discontinuity at closure with departure of the PMU staff.	S	The rating is validated.	S
Efficiency	Despite justified delays, the project delivered good value and effectively leveraged synergies.	MS	The rating is validated.	MS
Monitoring and Reporting		S	The rating is validated.	S
1. Monitoring design and budgeting	The M&E plan post-redesign lacked finalised indicators and no indicator to track emission reductions.	MS	The rating has been adjusted to Moderately Unsatisfactory. Following the project redesign, indicators remained in "proposed" form until completion, were never formally adopted, and no monitoring budget was allocated. The evaluator explicitly questions why these indicators were not formalised and notes that the revised design could have benefited from a more considered monitoring plan. These represent structural weaknesses in monitoring design rather than minor shortcomings, and therefore, a rating of 3 (Moderately Unsatisfactory) is more appropriate.	MU
2. Monitoring of project implementation	Generally adequate with strong oversight by the PSC, with some challenges.	MS	The rating is validated.	MS
3. Project reporting	Comprehensive, high quality and timeous reporting.	HS	The rating is validated.	HS
Sustainability		L	The rating is validated.	L
1. Socio-political sustainability	Strong signals for socio-political sustainability and enduring government commitment to new frameworks in support of climate goals.	HL	The rating is validated.	HL
2. Financial sustainability	Limited financial commitment needed for embedded structures, but investment needed to grow and strengthen capacity.	L	The rating is validated.	L

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
3. Institutional sustainability	Embedded in legislation, ministerial level-accountability and endorsement of IACG by Cabinet.	L	The rating is validated.	L
Factors Affecting Performance		S	The rating is validated.	S
1. Preparation and readiness	Delays caused by unforeseeable external developments, possibly aggravated by PM recruitment delays.	S	The rating is validated.	S
2. Quality of project management and supervision		S	The rating is validated.	S
2.1 UNEP/Implementing Agency:	Constructive collaboration and oversight – with a lapse in coordination at closure.	S	The rating is validated.	S
2.2 Partners/Executing Agency:	Well-functioning PSC and strong PMU-EA leadership – with lapse in coordination at closure.	S	The rating is validated.	S
3. Stakeholders' participation and cooperation	Fostered cross-sectoral participation and climate awareness across government institutions – challenged by budget constraints.	S	The rating is validated.	S
4. Responsiveness to human rights and gender equality	High level commitment to gender inclusion and integration into policies and plans with Cabinet endorsed GAAP.	S	The rating is validated.	S
5. Environmental and social safeguards	Limited relevance of SES on the project scope that focused on capacity building.	S	The rating is validated.	S
6. Country ownership and driven-ness	Clear demonstration of forward momentum.	S	The rating is validated.	S
7. Communication and public awareness	Public awareness and communication not included in the scope / not relevant.	S	The rating is validated.	S
Overall Project Performance Rating		S	The rating is validated.	S

C. Lessons learned

Lesson Learned #1:	Governance processes are essential for sound adaptive management
Context/comment:	While the NAMA Mauritius project had to contend with massive change, any project will face change during implementation. Changes in the NAMA Mauritius project were generally informed by due consultation, were well documented, and subject to approvals by the PSC. Formally adopted changes that had been tested for continued alignment with the project objectives improved the integrity of the revised project design. <u>Take away:</u> Changes will likely be necessary, and will greatly benefit from due governance including documented consultation and decisions.
Lesson Learned #2:	A well-constituted and mandated PSC provides a critical mechanism to advance project aspirations
Context/comment:	The active stakeholder engagement and oversight function provided by the PSC has contributed importantly to the agility of the project and the overall contribution that was made. Its role in reviewing, endorsing, and guiding technical outputs ensured institutional buy-in and facilitated the onward process of government validation, including Cabinet-level consideration where appropriate. The PSC also enabled the project to respond / adapt effectively to the evolving implementation needs and context by reviewing and approving necessary revisions. <u>Take away:</u> Establish a PSC with appropriate representation, that is suitably mandated with a defined and agreed TOR, and effectively utilise this forum for robust oversight with regular engagements.
Lesson Learned #3:	Due consideration of suitable partnerships at design stage can significantly enhance project outcomes.
Context/comment:	Ready availability of technical assistance that was secured through the partnership with UNEP-CCC (formerly DTU) proved highly beneficial. UNEP-CCC expertise supplemented the capacity and skills of the dedicated PMU and government officials responsible for the project. The project team gained skills, experience and confidence through this engagement, and it gave the project access to essential expertise – notably when procurement rounds failed. <u>Take away:</u> Include strategic partnerships with suitable expertise and/or experience in the design where relevant. Consider partnerships providing timely technical expertise, supplementing local capacity, and ensuring continuity when other support mechanisms falter.

Lesson Learned #4:	Good project management is invaluable for project success (and should be budgeted for).
Context/comment:	The quality of project management, record keeping and reporting has contributed materially to the ability of the NAMA Mauritius project to define and deliver high quality outputs despite the complexity of a changing landscape and challenging stakeholder dynamics, especially as it related to realigning the component to promote clean energy development. The risk of inadequate project management was also evident in the challenges faced at closure. <u>Take away:</u> Prioritise the budget and co-finance commitment for project management and give due consideration to the recruitment process.

Lesson Learned #5:	Establish a good understanding of procurement processes and rules early in the project
Context/comment:	Procurement delays present a challenge to many projects. Procurement is necessarily subject to strict regulation. It is therefore important to ensure a good understanding of procurement processes and rules under which services and products must be procured for the project. The NAMA Mauritius project may have benefitted from: - Consulting early on with the office or unit that will be supporting procurement and understanding procurement thresholds and timelines - Conducting a market scan of available services, skills and rates. This could be structured as a pre-qualification bid round, if allowed under the procurement rules, to (i) inform procurement planning, budgets and the definition of TORs, and (ii) potentially fast-track procurement to short-listed candidates. - Timeously identifying and contracting alternative procurement services if that was necessary. - Keep TORs tightly defined to align with the available budget. <u>Take away:</u> Ensure a good understanding of procurement processes and rules, develop a procurement plan to navigate procurement processes and avoid delays and keep TORs tightly defined.

Lesson Learned #6:	Provide clear, standardised guidance to PMUs and EAs on the treatment of service provider contracts well before operational closure
Context/comment:	The project experienced significant delays with several final deliverables completed well beyond operational closure. Although these deliverables were already contracted and advanced, unexpected complications delayed completion and sign-off. As funding had been advanced to implementation partners, and the PMU was disbanded even before close, managing the agreements became particularly

	challenging. The EA/PMU also reported uncertainty due to conflicting guidance from different sources. To avoid such challenges, PMUs should be provided with standardised, consolidated guidance at least six to four months before operational closure. This guidance should clarify the treatment of outstanding service provider contracts, emphasise the need to conclude all contracts before operational closure, and specify conditions under which payments may be made afterwards (as outlined in UNEP's letter dated 2 April 2024). It should also remind teams of the option to request an extension if required. <u>Take away:</u> Issue clear, consolidated guidance on the treatment of service provider contracts to PMUs and EAs well in advance of operational closure.
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D. Recommendations

Recommendation #1:	Measures to support the continued and optimal use of the MauNDC Registry
Challenge/problem to be addressed by the recommendation:	To address the challenges faced with the operationalisation and use of the MauNDC Registry, the following are suggested for inclusion in the current review and streamlining process (or later upgrades) to facilitate the user interface and experience: – A standard handover procedure and training session(s) to be developed and implemented for new focal points when previously trained staff leaves. – The delegation to access the registry to a new focal point must be streamlined and automatically triggered to avoid reporting gaps when there is a staff turnover. – If it is possible to set up, it would be beneficial to have more frequent interfacing with the registry, with less time commitment per encounter, to help maintain familiarity and fluency with the registry. – A network of focal points can be established to serve as support group for each other. Alternatively, new focal points can be matched with a longer-term user for a mentee-mentor relationship. – A user page can be established for focal points with answers to frequently asked questions.
Priority Level:	Important
Type of Recommendation	Partner level
Responsibility:	DCC (with support from UNEP-CCC under the ICAT project)
Proposed implementation time-frame:	As part of current review under the ICAT (i.e. by December 2025). Alternatively, as soon as funding can be secured or allocated.

28. The challenges related to the optimal usage of the MauNDC Registry are discussed extensively. The potential value of the MauNDC Registry is duly recognised but will depend on its utilisation. These suggestions should have limited cost requirements and are intended to facilitate the user interface and experience with the registry.

- Section D. Effectiveness, Output 1.5 and Achievement of Outcomes;
Section H. Sustainability

Recommendation #2:	Firm up capacity within the DCC for continued coordination of the institutional framework
Challenge/problem to be addressed by the recommendation:	The coordination of the established institutional capacity and focal points for the maintenance of the Registry – central to reporting and subsequent NDC processes – will remain a core and ongoing responsibility of the DCC. With staff changeovers, these responsibilities were reassigned to existing team members in the DCC, significantly increasing their workload. While the GEF-funded CBIT project (2022–2026) is providing valuable support to strengthen reporting and MRV capacities related to the GHG inventory process, this assistance neither addresses the underlying staff shortages within the Ministry nor extends beyond the project’s duration. Without dedicated capacity, the Ministry will be constrained in fully supporting the relaunched MauNDC Registry and in coordinating future NDC and BTR reporting rounds. The appointment of at least one dedicated government staff member is therefore essential to ensure the operationalisation and sustained benefits of the Registry. Establishing this internal capacity is also essential to ensure compliance with the IACG, as approved by Government under the NAMA Mauritius project. Ideally, this position will be filled to coincide with the training and capacity building that will be rolled out with the relaunch of the Registry by end 2025.
Priority Level:	Important
Type of Recommendation	Partner level
Responsibility:	Ministry of Environment
Proposed implementation time-frame:	ASAP, preferably to coincide with the relaunch of the MauNDC Registry and/or within the next financial year.

29. Cross-reference(s) to rationale and supporting discussions:

- Section II Review Methods, Section E. Financial Management and Section H. Sustainability.

ANNEX I. RESPONSE TO STAKEHOLDER COMMENTS

Table 16: Response to stakeholder comments received but not (fully) accepted by the reviewers, where appropriate

Page Ref	Stakeholder comment	Reviewer Response
General	Other government leveraged sources to consider (apologies for not mentioning this earlier): - The EEMO has financed through government budget the development of the Energy Performance Contracting framework. They procured advisory services from Deloitte (through competitive process) to the tune of approx. 138,500 EUR - CEB has been rolling out smart metering infrastructure, needed to integrate renewables into the grid. The government has set aside approx.. 30M EUR for the deployment of smart meters, and 120,000 units (2/3) have been installed. - Battery Energy Storage Facilities and related investments - CEB's Renewable energy Schemes	This information was provided during the final review of the MLTR report. Links were provided to the parallel programmes of the CEB, confirming discussions of activities noted during interviews. The concurrent spend claims or leveraged values could not be verified. However, to reflect this input as well as the significant other funding for which confirmation was obtained during the evaluation (as documented in Section E), a statement was included in the executive summary to acknowledge the remarkable effort and achievements with respect to leveraging additional finance. A note was also added to Section E, Paragraph 171 acknowledging these parallel activities and leveraged resources.
6	Acronyms: Please note that UNEP-Denmark Technical University is not the correct name. The official name was UNEP DTU Partnership (can use the acronym UDP). Both names and abbreviations have been used in the document.	Revised throughout.
6	List of acronyms, the acronym below was deleted with a comment stating: "In 2017, the name of the Ministry was : Ministry of Social Security, National Solidarity and Environment and Sustainable Development." MoESDDBM Ministry of Environment, Sustainable Development, and Disaster and Beach Management	The name of the ministry and the acronym was taken from the ProDoc and CEO Endorsement dated 30 May 2016. This is only appears twice in the report and will be retained as is to align with original GEF approval. For the sake of clarity, the date and source have been added to the review (page 19 footnote).
10	Paragraph 5. Changes to the description of core components. The executive summary included a paraphrased introduction to the core components as follows: (1) strengthening institutional arrangements, governance and planning capacity for climate mitigation; (2) enhancing policy and regulatory frameworks to accelerate clean energy integration; and (3) building capacity for transparent monitoring, reporting, and verification of mitigation actions.	This proposed change is not accepted, but a footnote was added to clarify that this is a paraphrased description of the core components of the project and that the outcome statements were assessed and documented in full in Section IV. Theory of Change. A description of the components was used rather than formal Outcome statements to avoid addressing the reformulation of the TOC in the executive summary.

Page Ref	Stakeholder comment	Reviewer Response
	Comments suggested this be revised to the original (redesigned) outcome statements, as follows: (1) Strengthen National Capability to identify, prioritise and develop mitigation actions to meet NDCs targets. (2) Initiate Implementation actions on renewable energy (RE) target to meet the NDC goals. (3) Enhanced Transparency Framework (ETF) to track and transparently report NDC Implementation for RE actions.	
12	Paragraph 18. The statement below under paragraph 18 was challenged: “An exception in the monitoring quality relates to the final activities for the URA and CEB where outputs were delayed well beyond project closure.” URA was crossed out and a comment stated that “All outputs of the URA had been completed in December 2023.”	The review found contradictory evidence. - The final testing and commissioning of the KPI Online dashboard remained outstanding in May 2025 and final payment to the service provider was being withheld pending this final milestone. - This was noted during two interviews and confirmed in writing by URA. The proposed edit of the text is therefore not accepted.
14	Proposed insert regarding no-cost extensions as follows: “It is to be noted that project duration of 4 years had initial timeline of 2017-2021. The Project Cooperation Agreement (PCA) was signed in 2017 and though the project start date was February 2017, same was heavily delayed due to problems encountered in the setting up of the Project Management Unit. Tender exercises launched were unresponsive due to lack of eligible candidates and the posts had to be advertised twice. Project management staff were hired in May 2018 and the PMU became operational as from June 2018 when actual work on the execution of the project started. Further delays were caused due to Covid 19 lock down in 2020 and 2021. Actions were undertaken for the extension of the project with amendments to the PCA being brought in August 2018, February 2021 and August 2022. The Amendment No.3 of the PCA was signed on 18 August 2022, thereby extending the Technical Completion of the project to 31 January 2024.”	To avoid duplication, this insert is not accepted as part of the introduction. Findings regarding project extensions are discussed in detail in Section F, Efficiency. Reference to this section was added to alert the reader. Please note that no evidence was provided regarding the time impact of initial recruitment challenges. Section F, Efficiency therefore does not document this as part of the review findings. Recruitment challenges were however captured in Section I, paragraph 216.
31	Paragraph 113. The changes as documented earlier resulted from the changes to the political commitment. And further in our opinion, activities to support NDC was more or less similar to NAMA oriented supported. One could say that NDC is a collection of NAMA.	Paragraph 113 was not revised. Paragraph 114 added to document the feedback from UNEP. Paragraph amended to capture the evaluation finding, i.e. that retaining the strategic intent and close correlation with the old design does not address the absence of an updated / new TOC and logical framework. The revised

Page Ref	Stakeholder comment	Reviewer Response
		project design follows a different logic and entirely different causal pathway. As discussed in paragraph 115, these are useful tools. Moreover, the findings in Section G, Monitoring and Reporting further suggest that formulating these tools would have been beneficial.
34	A clarification or elaboration proposed regarding co-finance as follows: “One of the activities included proposal development. One of the developed proposals secured 358,244.89 € from the Mitigation Action Facility (notification received 17 May 2024) for technical assistance to develop a financial mechanism to support energy efficiency investments. There is a high probability the Mitigation Facility will capitalize the mechanism with approx. 16M € in 2026. The mechanism is expected to leverage more than 62M € in investments from the private sector.”	As per guidance provided by UNEP in 2017: <i>Resources which are not committed as part of the essential financing package at the outset, but which are mobilized subsequently, are not considered “co-finance” but “leveraged” resources.</i> The MAF project can therefore not be reflected as co-finance, but its significant financial contribution is acknowledged / captured in several places: - Section III. The Project, F. Project financing (paragraph 85, page 21), - Section E. Financial management paragraphs 169 and 170. - Section D, Effectiveness Table 8 (page 41) set out comprehensively alongside other proposals and financial contributions. Please note that this specific section relates to the Nature of the external context and intends to acknowledge unexpected challenges faced by the project. The “disappearance” of co-finance commitments is noted as an acknowledgement of this added implementation hurdle.
	Further to the above: <u>On MAF Funding:</u> It is correct, as stated in the report ‘EUR 16,711,406 (pending successful advancing through next competitive approval round).’ Nevertheless, EUR 358,245 has already been disbursed by MAF for technical assistance and to prepare the final project design for implementation (EUR 16,711,406)	Noted. The EUR 358,245 is recognised as secured. No further changes made.
35	Inputs regarding the delivery of the MauNDC Registry Comment 1 regarding Paragraph 132. “The Registry was completed and multiple trainings and capacity building efforts were made during the NAMA Mauritius project.	Please note the prescribed UNEP definition of an output is stated as: An output is the availability (<i>for intended beneficiaries/users</i>) of new products and services and/or gains in knowledge, abilities, and awareness of individuals or within institutions. For example,

Page Ref	Stakeholder comment	Reviewer Response
	Nevertheless, continued operationalization has faced challenges, due to turn-over and complexity of the reporting. Through ICAT support we are trying to simplify the registry to allow for an easier interaction with data providers, and provide further capacity building to data providers on central data and indicators to report and how to populate the registry. Comment 2. The Mau NDC Registry was fully completed and went live with basic data, so why this statement of partial completion? The only issue is that the registry is not fully functional due to staff turnover and this is being looked into under the ICAT project.	access by the intended user to a report; new knowledge held by a workshop participant at the end of a training event; heightened awareness of a serious risk among targeted decision-makers (Outputs are viewed from the perspective of the intended beneficiary or user of the output rather than the provider). By this definition an output is assessed in terms of its availability to an intended beneficiary(ies). Output 1.5: A national registry of NDC mitigation actions provides the DCC with a tool for oversight and coordination. The review acknowledges that the MauNDC registry was initially delivered and operationalised, but it found that the Registry was not utilised and therefore not available to DCC (or any interested stakeholders including Statistics Mauritius who expressed an interest in this data) for its intended use. This was confirmed during interviews and demonstrations of the Registry. Please note that the demonstrations could show no data entries, no reports could be generated and the dashboard on the landing page showed no data at aggregate level. Even if the Registry was operational at the time, but data was incomplete, then partial data should be visible. Interviewees expressed the expectation that data tracking and reporting and future planning and reporting (including future updates to the NDC and BTR) would be informed by the Registry. But also confirmed that this was not currently the case. The review report further noted that the country had committed to operationalise the Registry, that support has been provided by the ICAT project and that this work was in progress. It also noted that the DCC had been tasked with getting the Registry populated and operational with a KPI for the department linked to this output. This is taken as a commitment to reviving the Registry and securing its sustainability. Please see write up for Output 1.5 in Table 6, on pages 36 and 37. It is again documented in Table 9, for Output 3.2; Table 10, Delivery on direct Outcomes and discussed in paragraphs 148-151.

Page Ref	Stakeholder comment	Reviewer Response
	Further to the above: <u>On the MauNDC Registry:</u> The Registry had data uploaded and inserted. Visualization on historical emissions and data submitted through training workshops was possible. Depending on when the consultant accessed the system for demonstration, the Registry might have been under restructuring through the ICAT project. It was noted that stakeholders had difficulties interacting with the system, especially new staff. Therefore, the need to simplify and restructure the registry. A walk through of the Registry and current status with data population can be had if needed.	Noted. This is recognised in the report. The continued commitment to operationalise the Registry under subsequent funding for the ICAT project is acknowledged under Sustainability.
36	Proposed insert on Page 36, Table 6 against Output 1.1, as follows: It is to be noted that three (3) separate deliverables as hereunder were produced under the NAMA project in line with the Terms of Reference of the Consultancy Firm: • Stakeholders Engagement Plan which, as a guiding document, includes steps for the identification of stakeholders, proposals for engagement approaches, development of communication plans, identification of resources required to carry out stakeholder engagements and establishment of grievance redress mechanisms in respect of mitigation actions • Guidelines for Identifying and Prioritizing Mitigation Actions which, inter alia, present the general processes and procedures for identifying and prioritising mitigation actions, including stakeholder inclusiveness and gender mainstreaming aspects, followed by an overview of the specific methods that can be applied to first identify mitigation actions and then prioritise them. • “Institutional Arrangements for Climate Governance -Operational Guidelines for the Implementation of the Climate Change Mitigation provisions in the Climate Change Act 2020”, which includes operational guidelines for public and private institutions to meet their roles and responsibilities to complete the process of formulating, implementing, monitoring, and reporting on mitigation strategies and action plans as mandated by the Climate Change Act 2020. In view that these reports had the same objectives and were interlinked making cross references to each other, as agreed with the UNEP DTU Partnership (the now UNEP CCC) they were lumped together in one document entitled: Navigating Climate Action- A Comprehensive Guide to Institutional Arrangements for Climate Governance, Stakeholder Engagement and Identification of Mitigation Actions.	Thank you for the detailed input. Partially adopted as follows: The text in Tab 6, Output 1.1 was updated to reflect the consolidation of the three reports into a single guideline titled: Navigating Climate Action- A Comprehensive Guide to Institutional Arrangements for Climate Governance, Stakeholder Engagement and Identification of Mitigation Actions. Please note that delivery of the <i>Guidelines for Identifying and Prioritizing Mitigation Actions</i> is documented separately as delivery against Output 1.6. Detail of the SEP is included as a footnote.

Page Ref	Stakeholder comment	Reviewer Response
	This document provides the institutional arrangements for climate change governance as well as the roles and responsibilities of institutions for the formulation of mitigation pathways, implementation of mitigation actions, and monitoring and reporting on progress as required under Section 16 of the Climate Change Act 2020	
37	Proposed amendment to the finding regarding designation of users: Access is strictly controlled and when designated users leave however with staff turn over, the platform which is live, is not fully functional -, they have not been replaced. Consequently, the number of trained active users is very few. Training of staff is being implemented under the ICAT project.	This amendment contradicts the feedback received during interviews. Designation of users and the challenges related to getting a new user designated was flagged as a concern by at least two interviewees. Original wording will be retained unless better evidence can be provided to support the rewording. Please note that the training of staff under the ICAT project is already covered in paragraph 3 of the findings for Output 1.5.
38	Proposed insert with a description of the agreements with CEB and URA and list of deliverables, as follows: 135. The scope was also broadened from RE to clean energy, to include investments in energy efficiency (EE) and Green Transport or electric vehicles. a) An MoA was signed between EA and the URA in 2021 to deliver the following four outputs: • The Renewable Energy and Tariff Regulation; • The Net Metering Rules and Regulation; • An Excel Based Tool for Tariff Calculations; and • Development of Online Dashboard for Monitoring of Key Performance Indicator (KPI). 136 All activities were completed except for activity (iv) whereby the design and programming of the online dashboard system to monitor KPI was completed but it was not possible to host same online due to the IT infrastructure of URA not being able to accommodate same. 137 A Memorandum of Agreement (MoA) was put in place between the EA and CEB in ,may 2024 to deliver three of the outputs under this component as hereunder • Study on CEB's cost of electricity services to set the fair price (tariff, rates and charges). • Study on Implementation of an Advanced Metering Infrastructure for the Republic of Mauritius.	This is largely a repetition of the Outputs discussion covered in Table 7. Where relevant, specific details were incorporated under the descriptions of Outputs in the Table. Please note the differentiation between deliverables and outputs. The MOAs signed with CEB and URA are for multiple deliverables that support delivery of the Outputs for Component 2. As before, Outputs are required to meet the UNEP definitions. Also note that the May 2024 date stated in the comment for the MoA with CEB cannot be accurate since the project concluded December 2023. The May 2021 date found in project documentation was therefore retained.

Page Ref	Stakeholder comment	Reviewer Response
	the third output to create an enabling environment for facilitating investments in RE to be implemented by both URA and CEB could not be undertaken due to two unsuccessful procurement of a Renewable Energy Expert. With UNEP's guidance, GEF funds were leveraged for additional financial resources from the Green Climate Fund (GCF) and Mitigation Action Facility (MAF). 138 An addendum signed between EA and CEB in July 2023. The following new activities were implemented except for the Capacity building of CEB staff on System Dynamic Modelling using VENSIM tools since service provider could not be recruited. (i) Updating of the CEB Cost of Electricity Services and Pricing of the Services (COSS) for determination of electricity end users' tariffs and tariffs to promote renewable energy. (ii) Enhanced awareness raising on Renewable Energy, energy efficiency and electric mobility with supply and installation of 7 demonstration solar PV kits on Women Centres. (iii) Upgrading of CEB-UoM Solar Map Platform	
40	Comment on the Solar Map (paragraph highlighted in yellow) Output 2.3, page 40: A comprehensive Solar Map of Mauritius⁸³ that provides all developers with free information regarding solar radiation potential anywhere in the country. With a comment added, as follows: The solar map for platform was fully completed by March 2024 due to delays in shipment of data loggers.	Noted. The Solar Map was available online (URL included in the report) and in physical map format at the time of the review. It is therefore accepted as completed / achieved and therefore it is listed under "Available for review". A footnote has been added to document the date of completion with the reason for the delay in delivery.
40	Proposed insert under Output 2.4, detailing the funding proposals: Following country mission of UNEP CCC experts and capacity building of local stakeholders in April 2023 project ideas were developed. In July 2023, three (3) project concepts were further developed for a cumulative funding support request of 68.4 M EUR. In October 2023, two projects namely, De-risking facility for EPC and Mauritius Renewable Energy Revolving Fund were retained and were further	Please see a complete list of proposals developed under this project in the subsequent table – Table 8, page 41. Note this is indicated at the start of the column in bold font. Please advise if anything is missing from Table 8. Interviewees stated that this Detail project Development Phase is competitive and that the project will only proceed if Mauritius is successful

⁸³ A hard copy of the solar map was provided to the Reviewer. The Solar Maps for the Republic of Mauritius is publicly accessible at no cost from: <https://solar-web2.onrender.com/>

Page Ref	Stakeholder comment	Reviewer Response
	developed into detailed project outlines in November 2023. Same were submitted to MAF in December 2023. The project entitled “Derisking Facility for Energy Performance Contracting in Mauritius” was shortlisted by MAF in June 2024. The project has kick started in July 2024, with the preparation of the prodoc (another 15 months duration), prior to execution. The project implementation will start as from 2026 and will last for 5 years.	in the next screening round. Please advise – with evidence – if this is disputed.
41	Table 8. Request to highlight the potential further funding (last two bullets of row 1) at other suitable instances including but not limited to sustainability beyond the project duration.	Mention of this has been added to Section III, F (Project financing) in paragraph 83 on page 20 and to Financial Sustainability under Section H. However, please note that this funding would be specifically for the De-risking Facility of EPCs and is still dependent on the success of the next submission phase (i.e. still a competitive selection from 6 applications).
43	Proposed insert to show the expanded / consolidated document title and elaborate on content: - the Navigating Climate Action- A Comprehensive Guide to Institutional Arrangements for Climate Governance, Stakeholder Engagement and Identification of Mitigation Actions by the new Government in April 2025 strengthens the continued commitment to maintain and grow this institutional framework. This document provides the institutional arrangements for climate change governance as well as the roles and responsibilities of institutions for the formulation of mitigation pathways, implementation of mitigation actions, and monitoring and reporting on progress as required under Section 16 of the Climate Change Act 2020	The reference was updated to refer to the consolidated guide that includes the IACG, the SEP and the Guidelines for Identifying and Prioritizing Mitigation Actions. To avoid repetition of the discussion under Outputs and the previous bullet that already references the CCA, the additional descriptive text was not retained.
53	Paragraph 199. In response to the failure in project management of deliverables: As evident from Sep 2023 PSC meeting, UNEP raised the issue of timely completion of the activities. Further as submitted earlier there was no project extension request submission or discussed with UNEP. In the absence of any formal request there could not have been any reaction from UNEP’s end.	Noted. Partially revised to clarify that the responsibility for managing delivery of outputs is a function of the PMU.
57	Proposed edit to Paragraph 207, iv as follows: iv. The project entitled “Derisking Facility for Energy Performance Contracting in Mauritius” shortlisted by MAF in June 2024 and kick started in July 2024, with the preparation of the prodoc (another 15 months duration), prior to execution. The project implementation will start as from 2026 and will last for 5 years. Should the application to the MAF for the establishment of a de-risking facility for energy performance contracting succeed, This too shall contribute to financial sustainability of an aspect	Not retained. Interviews stated that: 1. Funding was successfully secured for undertaking a “Detailed Preparation Phase”. 2. Successful completion of the DPP phase would unlock funding / capitalisation of the derisking facility.

Page Ref	Stakeholder comment	Reviewer Response
	of climate mitigation actions under the NDC. Already, preliminary commitments have been secured to support this facility should it be established. It should however be noted that the outcome of the DPP phase of the MAF application process has not been determined.	3. Advancing to implementation was not guaranteed. Mauritius was one of the six shortlisted countries, and not all shortlisted countries will advance to implementation.
64	Paragraph 260, second bullet regarding weak end-of-project management and closure. [UNEP] remained available for any such clarification and continued to follow up with them.	Noted. Already addressed in earlier paragraphs following review of communication trail between UNEP, EA and PMU. Reference to the lessons learned included here.
71	Recommendation #2. Regarding the capacity needs of the DCC: Some of these responsibilities could be taken over by the CBIT and BTR projects	Partly revised to reflect the coordination support provided under the CBIT project. Recommendation for the appointment of a dedicated staff member is retained. Coordination is not a project responsibility. This capacity needs to be available within the DCC as a minimum to ensure continuity and sustainability. It is also essential for compliance with the IACG that was approved by Government under this NAMA Mauritius project.

ANNEX II. REVIEW FRAMEWORK/MATRIX

TOR Ref	Main Review Criteria / Questions	Review indicators	Sources / means of verification
Key strategic questions from the TOR			
TOR 9 (a)	Did the project contribute to strengthening the national capacity for formulating, prioritizing and implementing mitigation actions to implement NDC? Whether the availability of UDP's and later UNEP CCC's technical expertise has contributed to the development of national capacity building?	Baseline capacity vs current – people, skills, processes and systems (quantitative). Utility of the additional capacity (quantitative) Perceived value (qualitative)	Review of the capacity building efforts, processes, systems, and tools. Interviews with responsible government entities to gauge the perceived value and the utility of these resources. Interviews with stakeholders interfacing with Government for their experience and perceived change in capacity.
TOR 9 (b)	Did the relevant stakeholders participating in the project adopt the new tools developed by the project? What measures could be taken for more effective uptake and adoption of outputs by the stakeholders.	Feedback from stakeholders internal to government and external stakeholders interfacing with people, processes and systems. (both quantitative and qualitative)	Understand the tools being assessed and the intended user group for each. Engage these stakeholders through interviews / survey question to assess the level of adoption and learnings for improved uptake: Likely questions: Are processes used? Are systems used? Is data used? Is data maintained? If not, why not? Is the interface easy / user friendly? What challenges did you face with adoption? What facilitated adoption? What would have improved the utility of this tool?
TOR 9 (c)	One of the key challenges of the project was timely procurement of services. An assessment of the government procurement process, especially from the grant project perspective is required to identify suggestions / improvements for timely implementation of such projects.	Actual average procurement timelines (quantitative). Benchmark against expected or viable alternative(s) (quantitative). High level review of the procurement process and challenges. Identified common challenges and/or delays and opportunities for streamlining.	Analyse available procurement data and processes. Identify the relevant stakeholders (from government procurement?) who can assist with this analysis and provide meaningful input for interviews. <i>[It should be noted that this is not an in-depth process optimisation study, and findings will mainly reflect stakeholder inputs.]</i>
TOR 9 (d)	Impact of the inter-ministerial cooperation efforts under the project for delivery of the project activities and its sustainability post project	Fora established to facilitate inter-ministerial cooperation; Frequency and format of engagements;	Documented protocols for engagement. Interviews with government stakeholders from the different relevant ministries (to be identified with input from the EA and UNEP task team). Evidence of the PSC facilitating inter-ministerial coordination.

TOR Ref	Main Review Criteria / Questions	Review indicators	Sources / means of verification
		Formalisation of cooperation arrangements; Seniority level of interfacing; and Perceived value of collaboration.	
TOR 9 (e)	What changes were made to adapt to the effects of COVID-19 and how might any changes affect the project's performance?	Changes in the project design and implementation approach	Review of PIRs and PSC meeting minutes that coincided with the Covid-19 pandemic; Feedback from project stakeholders.
A. Strategic Relevance: The extent to which the activity is suited to the priorities and policies of the target group, recipient and donor?			
TOR 10.A (i) and (ii)	Alignment to Donor/GEF/Partner Strategic Priorities Alignment with the sponsoring parties' priorities? Bali Strategic Plan for Technology Support and Capacity Building ⁸⁴ ? South-South Cooperation ⁸⁵ ? GEF? What was the scale and scope of the contributions to any of these?	Confirmation against past and updated priorities and strategies; Evidence of accessing international support and/or evidence of cooperation / networking / information sharing with the region and other developing countries.	Desktop review (already confirmed for design phase). Project documentation and all relevant frameworks and reports; interviews with country stakeholders; interviews with relevant UNEP and/or GEF interfaces. Database/registry of TA and finance accesses for NDC. Information sharing events hosted or attended.
TOR 10.A (iii)	Relevance to Global, Regional, Sub-regional and National Environmental Priorities. Assess alignment with (i) SDGs and Agenda 2030, (ii) stated environmental concerns and needs of the countries, sub-regions or regions where it is being implemented, (iii) UNSDCF, (iv) Nationally Appropriate Mitigation Action (NAMA) plans or regional agreements; and (v) current policy priority to leave no one behind.	Confirm alignment with (i) SDGs and Agenda 2030, (ii) stated environmental concerns and needs of the countries, sub-regions or regions where it is being implemented, (iii) Nationally Appropriate Mitigation Action (NAMA) plans or regional agreements; and (iv) current policy priority to leave no one behind.	Desktop review (already partly confirmed). Project documentation and all relevant frameworks and reports; interviews with country stakeholders; interviews with relevant UNEP and EA team.
TOR 10.A (iv)	Complementary with existing Interventions?	Confirm against past and recently introduced interventions for synergies and alignment.	Desktop review (already confirmed for design phase). Interviews with country stakeholders and project team.

⁸⁴ The BSP relates to the capacity of governments to: comply with international agreements and obligations at the national level; promote, facilitate and finance environmentally sound technologies and to strengthen frameworks for developing coherent international environmental policies.

⁸⁵ S-SC is regarded as the exchange of resources, technology and knowledge between developing countries.

TOR Ref	Main Review Criteria / Questions	Review indicators	Sources / means of verification
		Assess the efficiency of the interface with other initiatives, including those supported by other development partners.	Evidence of synergies and collaboration (e.g. GCF funded UNDP project)
B. Quality of Project Design			
TOR 10.B	How satisfactory was the project design? Were any GEFSEC and PRC responses (if any) adequately addressed, or did concerns materialize?	Assessment / rating template completed with preliminary finding. Rating will be updated with any further insights gained during the Review.	Project documentation and all relevant frameworks and reports; interviews with UNEP and EA team
C. Nature of External Context			
TOR 10.C	Where there any unforeseen developments that impacted the project success?	None anticipated or documented at design phase. Assess impact of COVID-19	Interviews with UNEP and EA project team, Verification through interviews with stakeholder and supporting information available in public domain, as relevant. Impact of COVID-19 global pandemic has been identified as a key strategic question.
D. Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
TOR 10.D. (i)	<u>Availability of Outputs</u> – How successful was the project in producing the programmed outputs and delivery targets / milestones. Where there any formal modifications / revisions made during the project implementation phase?	Evidence of programmed activities such as strategies, registries, MRV system, trainings, policy instruments, etc corresponding to the 15 Outputs defined in the results framework. Challenges identified with completing deliverables and measures taken to mitigate. Evidence of agility shown by PM and team to navigate challenges. Impact of challenges with recruiting and retaining project staff members. Occurrence of change in project design/ implementation	Interviews with UNEP and EA team (primarily) and partners; Review of related documentation and annual, quarterly and final project reports.

TOR Ref	Main Review Criteria / Questions	Review indicators	Sources / means of verification
		approach (i.e. restructuring) when needed to improve project efficiency	
TOR 10.D. (ii)	<u>Achievement of Project Outcomes</u> – How successful was the project interventions and implementation in achieving the intended outcomes not within the control of the team. What evidence supports attribution of success to UNEP's interventions? Emphasis project outcomes that are most important for attaining the intermediate state of increased investment in RE and other mitigation actions.	Qualitative. Is there adequate institutional capacity created to drive the NDC delivery [Y/N]. Has international support (TA and finance] been accessed? [Y/N] Have any NAMA projects been registered for Mauritius? [Y/N] Evidence of increased / accelerated investment in RE supported by any data e.g. installed capacity, procured capacity, market trends, number of industry players / developers? Evidence of monitoring, tracking and report system operational and maintained. Quality of data reported to UNFCCC. Adequacy of reporting to attract finance / comply with reporting requirements. Any evidence that the MRV system is supporting the NDC objectives.	Interviews with UNEP and EA team and partners / PSC participants. Interviews with government stakeholders regarding RE investments and progress against NDC (MARENA. CEB, MEPU, CCD, etc.) Interviews and/or survey among project developers and investors in RE. Review of all related documentation and annual and quarterly reports. Review of energy mix (operational and development pipeline). Review of NDC registry, action plan, strategy and funding applications. Review of international NAMA registry.
TOR 10.D. (iii)	<u>Likelihood of Impact</u> - How likely are the positive, intended impacts to occur? To what extent did the project catalyse, scale up or replicate positive impacts, such that they would have a long-term effect? Assess the likelihood that the intervention may lead, or contribute to unintended negative impacts? Assess the likelihood of a substantive contribution to long-lasting changes e.g. SDGs, UNEP's Expected Accomplishments, or strategic priorities	Evidence of progress against NDC commitments. Any stated or indicated intent to accelerated NDC commitments. Evidence of an accelerated uptake or increased market share for RE. Any evidence of complementary / concerted initiatives towards advancing RE and other climate	Interviews with UNEP and EA project team and partners. Interviews with Government officials responsible for pursuing (and funding) climate commitments Gender mainstreaming data. Trends identifiable from the NDC registry and MRV system. Progress against the NDC strategy, action plan. Trends in the GHG emissions reporting or Biennial Update report (BUR) to the UNFCCC

TOR Ref	Main Review Criteria / Questions	Review indicators	Sources / means of verification
		mitigation interventions (trends in the NDC registry). Assumptions and drivers for achieving the impacts tested. Evidence of socio-economic (employment, gender inclusion, etc.) benefits.	
E. Financial Management: Completeness of information and communication between financial and project management staff			
TOR 10. E	ADHERENCE, COMPLETENESS & COMMUNICATION – Are all records available. How much of the funds (from each source) were spent, and for which outputs? Compared to budget? How was co-funding released? Were the funds administered cost-effectively? How effectively did the Project & Task Managers & Fund Management Officer exchange information and adapt, as needed, to changes? Did any communication issues affect the quality of the project performance? Als consider GEF specific questions: i) time from CEO endorsement (FSP) / CEO approval (MSP) to first disbursement; ii) disbursement balance; iii) whether the project has secured co-financing higher than 35% and iv) time between CEO Endorsement and (likely) end of Terminal Review.	Availability and quality of financial and progress reports. Timelines and adequacy of reporting provided. Level of discrepancy between planned and utilized financial expenditures. Planned vs. actual funds leveraged. Agility in responding to delays. Timing of advances and expenditure. Quality and regularity of reporting and communication. Efficiency of communication and processing of funding reallocations for activities / outputs if needed. Treatment of co-finance with redesign at inception.	Review of Audits, Progress Reports, financial reports, Interviews with UNEP and EA project team and financial team members / officers at UNEP
F. Efficiency: Extent to which the project delivered maximum results from the given resources			
TOR 10.F	Assess cost-effectiveness and timeliness of project execution. How cost effective was the project? Was it executed in a timely manner? How were delays managed to minimize impacts? Were events sequenced efficiently?	Adequacy of project choices in view of existing context, infrastructure and cost? Cost associated with delivery mechanism and management	Progress Reports, financial reports, comparative project and carbon costs. Interviews with UNEP and EA project team and financial team members / officers at UNEP.

TOR Ref	Main Review Criteria / Questions	Review indicators	Sources / means of verification
	Could the project extensions have been avoided? What was its cost impact? Were any cost-saving measures introduced? Were any efforts made during project implementation to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. to increase project efficiency. What was the impact of no-cost extensions on partners / implementing parties?	structure compared to alternatives? Efforts for coordinated actions with other regional or national relevant initiatives.	
G. Monitoring and reporting			
TOR 10.G (i)	<u>Monitoring design and budgeting</u> – was the M&E plan clear, SMART, adequate. Was there a budget allocation made for M&E?	Monitoring plan in place; Baselines established; Were indicators effective to track progress; Adequacy of the budget allocation for M&E; budget spend; challenges with plan and/or budget.	Design suitable for monitoring and reporting progress against indicators. Interviews with UNEP and EA team members and financial team members / officers at UNEP
TOR 10.G (ii)	<u>Monitoring of project implementation</u> - Was the monitoring system operating? Did it facilitate timely tracking? Were allocated funds expended for monitoring?	Submissions of reports timeous and complete with respect to requirements of respective monitoring plans. Expenditures & payments align with approved budgets.	Any evidence that shows the M&E plan and tracking against indicators were used to inform adaptive management. Review ProDoc, all relevant reporting and GEF tracking tool. Interviews with UNEP and EA team.
TOR 10.G (iii)	<u>Project reporting</u> - How regularly and comprehensive were completion and submission of project reports and tracking tools?	Quality of results-based management reporting (progress reporting, monitoring and Review). Quality of project documentation and records. Timelines and adequacy of reporting provided. Dated reports; signed (or email) acknowledgements of receipt of reports. Completeness of reports, per agreed-upon requirements.	Reports, budgets, financial statements and correspondences. Specifically, PIRs. If required, interviews with relevant team members.

TOR Ref	Main Review Criteria / Questions	Review indicators	Sources / means of verification
H. Sustainability: Probability of direct outcomes being maintained and developed after close of intervention			
TOR 10. H (i)	SOCIO-POLITICAL SUSTAINABILITY – to what extent do social and political factors support the continuation and further development of the outcomes in terms of (a) level of ownership, interest and commitment to take the project forward, and (b) whether individual capacity development efforts are likely to be sustained.	Established institutional capacity; embedded tools, practices, processes and procedures; commitment to sustain this capacity. Status of the MRV system and commitment to maintain the system. Commitment to follow through on any outstanding actions (e.g. enactment or promulgation of policies or regulations). Value and utility of training.	Interviews with UNEP and EA team and country partners; Interviews with relevant government stakeholders (host Ministries and finance Ministry responsible for budget allocations), and recipients of training Review of all related documentation and annual, quarterly and final project reports.
TOR 10. H (ii)	FINANCIAL – Which, if any, outcomes require additional funding to be sustained? Were financial risks analysed and adequately addressed in proposals and plans?	Identified outcomes requiring additional funding to be sustained	Interviews with UNEP and EA team, country partners and relevant government stakeholders; Budgets and reports.
TOR 10. H (iii)	INSTITUTIONAL – To what extent is sustainability dependent on institutional frameworks and governance	Adequacy of capacity to drive NDC goals using all available resources and tools Quality / evidence of commitment (i.e. level and resource allocation) to the above. Structures created or in place to support the continuation of capacity, tools, systems? Evidence of RE being prioritised in national energy planning, structures, incentives, etc. Any additional institutional capacity established to drive NDC goals (outside RE)?	Interviews with UNEP and EA team, country partners and relevant government stakeholders; Review of all related documentation and annual, quarterly and final project reports.
I. Factors Affecting Performance and Cross-cutting issues:			

TOR Ref	Main Review Criteria / Questions	Review indicators	Sources / means of verification
TOR 10.I (i)-(vi)	SOCIO-POLITICAL SUSTAINABILITY – to what extent do social and political factors support the continuation and further development of the outcomes in terms of (a) level of ownership, interest and commitment to take the project forward, and (b) whether individual capacity development efforts are likely to be sustained.	Established institutional capacity; embedded tools, practices, processes and procedures; commitment to sustain this capacity. Status of the MRV system and commitment to maintain the system. Commitment to follow through on any outstanding actions (e.g. enactment or promulgation of policies or regulations). Value and utility of training.	Interviews with UNEP and EA team and country partners; Interviews with relevant government stakeholders (host Ministries and finance Ministry responsible for budget allocations), and recipients of training Review of all related documentation and annual, quarterly and final project reports.

ANNEX III. PEOPLE CONSULTED DURING THE REVIEW

Table 17: People consulted during the Review

Organisation	Name	Position	Role in the project	Gender
UNEP, GEF-Climate Change Mitigation Unit	Manoj Kumar Muthumanickam	Project Oversight and Management Specialist	Project oversight since April 2022	M
UNEP, GEF-Climate Change Mitigation Unit	Sudhir Sharma	UNEP Task Manager	Involved in project conceptualisation and later oversight as Task Manager	M
UNEP	Fatma Twahir	UNEP Fund Management Officer (FMO)	Project Finance	F
UNEP	Aaron Mulli	UNEP Senior Finance Assistant	Project Finance	M
Executing agency, PMU and co-executing agency				
Executing Agency, MoESWMCC	Mrs Anita Kawol	Divisional Environment Officer	Previously Divisional Environment Officer, Climate Change Division	F
Executing Agency, MoESWMCC	Mrs Roufida Teemul-Jannoo	Environment officer	Previously project desk officer on NAMA Mauritius project	F
Department of Climate Change (DCC), MoESWMCC	Mr Satyanand Buskalawa	Ag.Divisional Environment Officer, Department of Climate Change	Currently responsible for closure of NAMA Mauritius project and sustainability of established infrastructure	M
Department of Climate Change (DCC), MoESWMCC	Mrs Sarita Meeheelaul	Director of Climate Change	Director of Climate Change and project director	F
Executing Agency, MoESWMCC	Mr Jogeewar Seewoobaduth	Director of Environment	Previously Officer in Charge of Climate Change and previously project director	M
UNEP CCC (formerly DTU)	Federico Antonio Canu		UNEP DTU Project officer/Advisor finance	M
PMU	Mr Rayd Moniaruch	Project Manager	Project manager for NAMA Mauritius	M
PMU	Mrs Vasudha Nundoo-Fowdar	Project Assistant	Previously Project Assistant on NAMA Mauritius project	F
Statistics Environment Unit MoESWMCC,	Mr Leal Kumar Dindoyal	Senior Statistical Officer	Data collection, analysis and reporting; user or beneficiary of the Mau NDC Registry; member of PSC	M
Ministry of Environment	Mr Prithiviraj Hosany	Manager: Procurement & Supply,	Procurement for NAMA Mauritius project	M

Organisation	Name	Position	Role in the project	Gender
Central Information Systems Division (CISD)	Mr.Avinash Bose Ramguth	Assistant System Analyst, Ministry of Information Technology, Communication and Innovation	Seconded to the Ministry of Environment; responsible for administration of user rights on the Mau NDC registry	M
Government partners in project implementation (MEPU, CEB and URA)				
Ministry of Energy and Public Utilities (MEPU)	Mr H Hemant Chowbay Multra	Engineer/Senior Engineer (Project/Planning)	Counter ministry responsible for Component 2; Member of PSC	M
MEPU	Mr Doomeraj Jahajeeah	Director, Technical Services (Public Utilities).	As above	M
MEPU	Ms Nirkita Seebun-Sobhun		Focal point for renewable energy, private sector investment and focal point for IRENA and the UNFCCC.	F
Central Electricity Board (CEB)	Mr Ahmed Iqbal Dreepaul	Senior Analyst	Focal point for mitigation sector: Energy and member of PSC, Project beneficiary Component 2; Member of PSC	M
CEB	Mr Yoganarden Appasamy;		As above	M
CEB	Ms Bhoomika Persand Mungroo;	Environmental Affairs officer	As above	F
Utility Regulatory Authority (URA)	Ms V. Seeruttun	Tariff/Financial Analyst	Project beneficiary, Component 2	F
URA	Mr Ilshad Hoolash	Ag Manager Network Assets	Project beneficiary, Component 2, member of PSC	M
Representatives or focal points (a sample of) established as part of the network within ministries responsible for climate change mitigation actions				
Ozone Unit, MoESWMCC,	Dr R Foolmaun	Divisional Environment Officer; Ozone unit	Focal point / mitigation actions	M
Ozone unit	Mr K Buluck	Environment Officer	Focal point / mitigation actions	M
Ministry of Land Transport and Light Rail	Hemlata Ujoodha	Engineer	Focal point, clean transport initiatives	F
Ministry of Land Transport and Light Rail	Prakash Dave Gooljar	Senior Engineer	Focal point, clean transport initiatives	M
Ministry of Land Transport and Light Rail	Firyadh Rhaleeb Lallmahomed	Senior Engineer, Mauritius Metro Express Project	Focal point, clean transport initiatives	M
Ministry of National Infrastructure and Community Development	R Calluchurn	Director Architecture, (National Infrastructure Division)	Focal point for CC in public buildings and infrastructure	M

Organisation	Name	Position	Role in the project	Gender
Ministry of Agro-Industry & Food Security; Food and Agricultural Research and Extension Institute (FAREI)	Mr Parmessur Toolsee	Principal Research Scientist.	Focal point for mitigation sector: agriculture and livestock; member of PSC	M
FAREI	Mr Avinash Keesoony	Senior Research Scientist (Livestock)	Focal point for mitigation sector: agriculture and livestock	M
National Parks and Conservation Service	Mr Vimul Nundlaul	National Parks and Conservation Service	Beneficiary of capacity building, focal point for strategy and action plan and NDC	M
Forestry Services	Mr Zayd Jhumka	Ag Deputy Conservator of Forests	Beneficiary of capacity building, focal point for strategy and action plan and NDC	M
Forestry Services	Ms Arlanda Annisley	Assistant Conservator of Forests	Monitoring of carbon stocks for NDC	F
Forestry Services	Mrs Dollysha Awotar	Trainee Assistant Conservator of Forests	Monitoring of carbon stocks for NDC	F
Mauritius Renewable Energy Association (MARENA)	Mr Dakshaye Rutnah	Compliance Officer and acting Secretary to the Board	Beneficiary of capacity building, focal point for strategy and action plan and NDC	M
Energy Efficiency Management Office (EEMO)	Mr Oomeshwar Sewtohul;	Director of the EEMO	Focal point for mitigation sector: Energy efficiency, beneficiary of MAF funding proposal under component 2	M
EEMO	Mr.Keeshav. Ramkurrn;	Lead Engineer, Energy Efficiency	Beneficiary of capacity building, focal point for strategy and action plan and NDC. PSC member.	M
EEMO	Mr Ziyaad Toofany	Senior Engineer, Energy Efficiency	As above	M
Ministry of Finance, Economic Planning and Development				
Ministry of Finance, Economic Planning and Development	Mrs Waseefah Elahee-Doomun	Ag. Director (Sector Ministry Support Team for Ministry of Environment, Solid Waste Management and Climate Change)	Project Steering Committee member, Beneficiary of capacity building, focal point for strategy and action plan and NDC; Member of PSC	F
Ministry of Finance, Economic Planning and Development	Mrs Usha Beegun Ramduny	Ag. Director (Resource Mobilisation Unit)	Potential beneficiary of additional climate funding unlocked or accessed because of NAMA Mauritius project	F
Ministry of Finance, Economic Planning and Development	Ms Parinita Ujoodha	Analyst/Senior Analyst (Sector Ministry Support Team for Ministry of Environment, Solid Waste Management and Climate Change)	As above	F

ANNEX IV. KEY DOCUMENTS CONSULTED

Project planning and reporting documents

- GEF – Request for CEO Endorsement-Approval Document.pdf
- GEF SECRETARIAT REVIEW FOR FULL/MEDIUM-SIZED PROJECTS* THE GEF/LDCF/SCCF/NPIF TRUST FUNDS
- ID_5649___Mauritius_NAMA _CEO_Endorsement_Request_30.05.2016.pdf
- 07_12_2016_MSP approval letter.pdf
- NAMA mission and inception workshop report
- Project Cooperation Agreement.pdf and subsequent amendments
- Full set of PIRs
- Full set of Project Steering Committee meeting reports (minutes)
- IEA electricity generation sources data (Excel data)
- Mauritius_Africa_RE_SP.pdf
- GEF Operational Program 5
- UNEP MTS 2014 – 2017
- UNDAF country programme
- UNEP's Programme Framework for Subprogramme 1 - Climate Change for 2014-2017

Project outputs – Overall

- Project completion report and all supporting evidence
- Audit reports (various from 2018-2023)
- Select cash advances
- Select expenditure reports for the Ministry of environment, the DTU and UNEP-CCC
- Co-finance letters and reports taken from the Annexes to the CEO endorsement request and annual reports.
- Project cooperation agreement with government (original and amendments)
- Project cooperation agreement with UDP / UNEP-CCC
- Public Procurement (Regulations) 2008.pdf

Project outputs work package 1: National capability strengthened to identify, prioritize and develop mitigation actions to meet NDC targets

- Baseline Analysis of Mitigation Actions.doc.pdf
- GENDER ANALYSIS AND ACTION PLAN FOR CLIMATE MITIGATION.pdf
- Navigating Climate Action- A Comprehensive Guide to Institutional Arrangements for Climate Governance, Stakeholder Engagement and Identification of Mitigation Actions
 - IPMA-Guidelines for identifying & prioritizing mitigation actions - final.pdf

- IACG-Operational Guidelines Navigating Climate Action.pdf
- Stakeholder Engagement Plan (Final Version).pdf
- MauNDC Registry Stakeholders Onboarding Workshop Report 2021.docx
- MAUREGISTRY manual.pdf
- MSAP Mauritius.pdf
- MSAP-RODRIGUES SUPPLEMENT.pdf
- Training report - Information and approaches to report on NDC actions and support - 11 August 2021.docx
- Training Report - NDC Action Prioritization Framework 2021.docx
- Training report- Institutional Arrangements 2021.docx
- Workshop Report_IACG and GAAP 2023.docx
- Workshop Report_NCCMSAP 2022.docx

Project outputs work package 2: Initiate implementations on Renewable Energy (RE) target to meet the NDC goals.

- [Final Report]_ Situational and Gap Analysis Report_CEB_02062022_Clean Version.pdf
- [Final Report]_CEB _Technical study of AMI and interoperability_12072022 (002).pdf
- [Final Report]AMI Country Analysis Report_15th March 2022.pdf
- [Final Report]CEB AMI_Inception Report_Final_25022022
- 1-R1071-19 D#2 Task 1.pdf
- 2-R1071-19 D#3 Task 2.pdf
- 3-R1071-19 D#4 Task 3.pdf
- 4-R1071-19 D#5 Task 4.pdf
- R1251-23 CEB Addendum 1 - RR v19-07-24.pdf
- R1251-23 CEB Addendum 2 - CRTS v26-01-24.pdf
- R1251-23 CEB Addendum 3 - GPT v26-01-24.pdf
- URA-SRS V1.0 .pdf

Project outputs work package 3: Enhanced Transparency Framework (ETF) to track and transparently report NDC Implementation for RE actions

- Training report ETF webinar 2020.docx
- Training report ETF 25.04.2019.docx

Previous reviews/evaluations

- Preliminary findings of the mid-term review

Reference documents

- Mauritius First Biennial Transparency Report, December 2024⁸⁶
- Joint SDG fund article, dated 14 February 2024: Mauritius reaffirms the potential of the green energy industry as an economic pillar of sustainable development.

⁸⁶ https://unfccc.int/sites/default/files/resource/BTR1_Mauritius_Final%202.pdf

ANNEX V. REVIEW ITINERARY

Final Mauritius mission schedule: 12 – 16 May 2025

Monday 12 May [Port Louis]		
Time	Entity	Contact
09:30 – 10:30	DCC Introduction, interview	Mr S Buskalawa; Mrs Bhagirutty
11:00 – 12:00	Available	
13:00 – 14:00	MoESWMCC	Dr R Foolmaun and Mr K Buluck

Rescheduled*

	MoESWMCC	
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Tuesday 13 May [Port Louis & Cybercity Ebene]		
Time	Entity	Contact
09:30 – 10:30	MEPU (Celicourt Tower, Port Louis)	Mr H. Multa; Mr Doomeraj Jahajeeah; Ms Nirrita Seebun-Sobhun
11:00 – 12:15	CEB** (Cybercity Ebene) CEB Corporate Office, Rue du Savoir, Cybercity, Ebène.	Mr Ahmed Iqbal Dreepaul; Mr S. Sookhraz; Mr Yoganarden Appasamy; Mr. A. Rujbally; Bhoomika Persand Mungroo;
13:00 – 14:00	URA (Port Louis)	Ms V. Seeruttun; Mr Ilshad Hoolash
15:00 – 16:00	National Parks and Conservation Service Reduit	Mr V.Nundlall

Wednesday 14 May [Port Louis]		
Time	Entity	Contact
09:30 – 10:30	Ministry of Finance, (Government Centre, Port Louis)	Mrs W. Elahee Doomun; Ms. P. Ujoodha + 1
10:45 – 12:30	CISD (MoESWMCC, Port Louis)	Mr.Avinash Bose Ramguth
13:30 – 14:30	MARENA (Celicourt Tower, Port Louis)	Mr Rutnah
14:30 – 15:30	EEMO (Celicourt Tower, Port Louis)	Mr O. Sewtohul; Mr.K. Ramkurrin; Mr Ziyaad Toofany

Thursday 15 May [Port Louis]		
Time	Entity	Contact
9:30 - 10:30	M/ Gender Equality, Child Development and Family Welfare	

	8 th Floor, Newton Tower, Port Louis	
11:00 - 12:00	Forestry Services Forestry Head office, Botanical Garden Street, Curepipe	Mr Zayd Jhumka, Mrs Cyparsade
13:00 – 14:00	Ex-project team (EA and PMU) EIA/PER Monitoring Division, CPI Division), MoESWMCC	Mrs Anita Kawol; Mrs Fowdar; Mrs Teemul
14:00 – 14:30	Manager: Procurement & Supply, Ministry of Environment	Mr P. Hosany
14:30 – 15:30	DCC representatives	Mr S Buskalawa
15:30 – 16:00	DCC Director (project director)	Mrs Sarita Meeheelaul

Friday 16 May [Port Louis]		
Time	Entity	Contact
09:30 – 10:00	Acting Director of Environment (former project director)	Mr Jogeeswar Seewoobaduth
10:00 - 11:00	Statistics Environment Unit 4 th floor, MoESW&CC, Port Louis	Mr Dindoyal
11:00 – 12:00	MoESWMCC, Ozone Unit	Dr R Foolmaun and Mr K Buluck
13:00 – 15:00	MoESWMCC, DCC	Preliminary feedback of mission findings

Note *. Technical issues experienced on the flight to Mauritius caused travel delays and necessitated a rescheduling of the first day of meetings.

ANNEX VI. PROJECT BUDGET AND EXPENDITURES

Table 7: Project Funding Sources Table

Funding source (All figures as USD)	Planned funding	% of planned funding	Secured funding	% of secured funding
Cash				
Funds from the Environment Fund	1,452,000	4%	1,336,898	
Funds from the Regular Budget	-	-	-	
Extra-budgetary funding (listed per donor):	-	-	-	
Sub-total: Cash contributions	1,452,000	4%	1,336,898	82%
In-kind				
Environment Fund staff-post costs	-	-	-	
Regular Budget staff-post costs	-	-	-	
Extra-budgetary funding for staff-posts (listed per donor)	-	-	-	
Sub-total: In-kind contributions	-	-	-	
Co-financing*				
Co-financing cash contribution	-	-	-	
Co-financing in-kind contribution	290,000	1%	328,004	
Co-financing investment	33,230,000	95%	-	
Sub-total: Co-financing contributions	33,520,000	96%	328,004	18%
Total	34,972,000	100%	1,780,004	100%
Additional leveraged (currency as specified)				
- From GCF** estimated at			USD 700,599	
- For TA from MAF#			€ 358,245	

*Funding from a donor to a partner which is not received into UNEP accounts, but is used by a UNEP partner or collaborating centre to deliver the results in a UNEP – approved project.

**Alignment with the GCF initiative was tactically sound and, in the absence of formal documentation, can be reported as additional funding leveraged by the project.

A further EUR 358,245 was leveraged for technical assistance to develop the Detailed Preparation Phase of the MAF applications. Other contributions from the national budget and AfDB for technical assistance have not been quantified. If successful, the project could attract an additional EUR 16.7 million from the MAF and EUR 104 million in investment.

Table 8: Expenditure by Outcome/Output

Component/sub-component/output (All figures as USD)	Estimated cost at design	Actual cost / expenditure
Component 1 / Outcome 1	350,000	295,902
Component 2 / Outcome 2	800,000	775,775
Component 3 / Outcome 3	170,000	138,537

ANNEX VII. FINANCIAL MANAGEMENT

Refer [Table 13](#) included in the report under Section E. Financial Management.

ANNEX VIII. COMMUNICATION AND OUTREACH TOOLS

Not Applicable

ANNEX IX. BRIEF CV OF THE REVIEWER

Name: Mari-Louise van der Walt

Profession	Independent consultant: energy and sustainability
Nationality	South Africa
Country experience	- Europe: Germany, Netherlands, Belgium, Georgia, Moldova, Austria, Belarus - Africa: South Africa, Namibia, Malawi, eSwatini, East Africa (Kenya, Tanzania, Burundi, Uganda and Rwanda), Madagascar, Angola, Zimbabwe, Central African Republic - Americas: Jamaica
Education	- Bachelor's in Civil Engineering (University of Stellenbosch, South Africa) - Bachelor's in Building Arts (University of Port Elizabeth, South Africa).

Short biography

Mari-Louise is an international consultant working out of Cape Town, South Africa –working mainly for government, government agencies or organisations and development partners active across the continent.

She offers a diverse background incorporating experience in environmental and waste engineering, project and programme management, strategy consulting and energy efficiency. Since 2004 however, her focus has been almost exclusively on various aspects of clean energy.

Her experience in the energy sector has been equally diverse, spanning design, development, planning and implementation of various energy efficiency programmes and interventions; incentive mechanisms for energy efficiency and small-scale renewable energy projects; market, technology and product analyses for new energy efficiency initiatives; and tracking and assessing project outcomes and market transformation over time. She has led terminal evaluations for both UNDP and UNEP and served as energy expert/evaluator for the AfDB Country Strategy and Program Evaluations - South Africa (Energy component only).

Key specialties and capabilities cover:

- Energy efficiency
- Renewable energy
- Renewable energy minigrids
- Energy storage
- Programme / project development
- Policy studies
- Climate change and sustainability
- Evaluation

Selected assignments and experiences

Independent reviews/evaluations:

- The below-listed assignments are most relevant to this evaluation and includes four independent evaluations, several reviews of programmes and a selection of sector status reports completed since 2013.

SELECTION OF ASSIGNMENTS

Description of Assignment and Responsibility	Capacity / Role
Project: Terminal Evaluation of the Promoting Energy Efficiency and Renewable Energy in buildings in Jamaica project Client: UNEP Date: September 2021 – May 2022 Evaluation of the GEF funded Low Greenhouse Gas Emissions (LGGE) project targeting energy efficiency and renewable energy in buildings in Jamaica at completion of the project. The evaluation assessed the project performance and determined the outcomes and impacts (actual and potential) stemming from the project. The intent of the evaluation was to (i) provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among key project stakeholders.	International evaluation consultant
Project: Parliamentary report: Section 12L Energy Efficiency Tax Incentive Status, 2013 - 2019 Client: South African National Energy Development Institute (SANEDI) Date: May – November 2020 Compilation of the first report for Parliament regarding the 12 L Energy Efficiency Tax Incentive. The report provides a comprehensive overview of the tax incentive over the stated period, provides an analysis of participants/beneficiaries, economic sectors benefitted, energy savings, technologies employed, geographic distribution of projects, costs and benefits against the targeted objectives and the likely economic contribution from the tax stimulus. The scope of activities includes sourcing, review, analysis and evaluation of data, and compilation and packaging (with assistance of a graphic designer) of the report for Parliament.	Project lead, lead author and editor
Project: Terminal Evaluation of the Energy Efficiency Buildings in East Africa Project Client: UNEP Date: July – December 2018 Conducting a terminal evaluation of the GEF funded Energy Efficient Buildings in East Africa project, implemented by UN-Habitat in Kenya, Tanzania, Burundi, Rwanda and Uganda. The evaluation assessed to what extent the project delivered on its targeted outcomes in the five partner countries.	International Evaluator
Project: Status and Opportunity Report of the Energy Sector in Southern Africa Client: DBSA Date: October – November 2017 Development of a status and opportunity report for the energy sector in Southern Africa intended to provide a consolidated and credible information resource that can inform the Bank's prioritisation, decision-making and investment focus.	Part of three-person team of industry specialists
Project: State of Renewable Energy in South Africa report, 2015 and 2017 Update Client: GIZ (funded) and DOE Date: April – October 2015, April – November 2017 Compilation of a comprehensive status overview of Renewable Energy in South Africa for publication during SAIREC, October 2015. Followed by a comprehensive update in 2017.	Project lead, lead author and editor
Project: Parliamentary reports. A review of the Income Tax Act (Section 12-I) energy efficiency incentive Client: the dti and SANEDI Date: October 2015 – January 2016 Compilation of both the first and second reports delivered to parliament regarding the 12 I Tax Incentive Allowance (TAI). The respective reports entailed a review and analysis of participation, savings, technologies, geographic distribution of projects, costs and benefits against the targeted objectives and the likely economic contribution resulting from the 12 I TAI. It produced lessons learned and proposed refinements to the implementation of the tax incentive for subsequent implementation rounds.	Independent consultant
Project: Country Strategy and Program Evaluations - South Africa (Energy component only)	Energy expert to Ecorys Netherlands

SELECTION OF ASSIGNMENTS

Description of Assignment and Responsibility	Capacity / Role
Client: African Development Bank (AfDB); Date: August 2015 – January 2016 Energy expert responsible for the evaluation of the Bank's portfolio of energy projects in South Africa. This component of the review formed part of a broader portfolio review of projects for which AfDB provided development finance in the country). Work entailed the collection of credible evaluative evidence from site visits, interviews, analysis and research to assess the development results of the Bank's engagement in South Africa during the period 2004 to 2014. The review of the energy projects incorporated a detail evaluation of three energy projects including the Sere Wind Farm. Lessons and recommendations from the review were used to inform the design and implementation of the Bank's future strategies and operations in the country. Deliverables included three detailed project review appraisals, the energy component of the technical report and input into the portfolio assessment report.	(Ecorys NL was the consultancy appointed for the review for South Africa and Nigeria)
Project: Energy efficiency benchmarking research Client: Eskom IDM Date: April 2014 Conduct a short desktop, benchmarking study to assess the performance of the Eskom IDM initiative against similar initiatives world-wide.	Independent consultant
Project: Terminal Evaluation of the NEEP in Buildings Project Client: UNDP, Renewable Energy and Energy Efficiency Institute (REEEI) and the Ministry of Mines and Energy, Namibia Date: February – March 2014. Conducting a terminal evaluation of the 3-year GEF funded Namibia Energy Efficiency Programme for buildings to assess to what extent the project has delivered on its targeted outcomes.	International Evaluator
Project: Integrated Demand Management Impact Study Client: Eskom IDM Date: August – October 2013 An analysis and assessment of the contribution that the Eskom IDM programme has made since its inception in 2004. The impact study entailed a high-level evaluation of the overall impacts and contribution of the IDM Programme. The assessment utilised a systems approach to map the complex electricity sector and to illustrate the contribution of Energy Efficiency and Demand Side Management (EEDSM) in maintaining system equilibrium. EEDSM contributions were quantified in terms of the economic (Investments made, Cost of Unserved Energy (COE), economic contribution/GDP sectoral input share adjusted), environmental (carbon emissions and water) and socio-economic (direct and indirect job creation and job protection) contribution. Mari-Louise was responsible for the final deliverable with support of two junior economists and input from a senior economist in the energy sector.	Lead consultant

ANNEX X. REVIEW TORS (WITHOUT ANNEXES)

Insert final version of ToR

ANNEX XI. GEF PORTAL INPUTS (for GEF funded projects)

The following table contains text to be uploaded to the GEF Portal. **It will be drawn from the Review Report, either as copied or summarised text.** In each case, references should be provided for the paragraphs and pages of the report from which the responses have been copied or summarised.

Table X: GEF portal inputs

Question: What was the performance at the project's completion against Core Indicator Targets? (For projects approved prior to GEF-7⁸⁷, these indicators will be identified retrospectively and comments on performance provided⁸⁸).
Response: <i>(Might be drawn from Monitoring and Reporting section)</i> As per the below footnote, not relevant for GEF projects approved before GEF-6.
Question: What were the progress, challenges and outcomes regarding engagement of stakeholders in the project/program as evolved from the time of the MTR? <i>(This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval)</i>
Response: <i>(Might be drawn from Factors Affecting Performance section)</i> Stakeholder engagement was primarily focused on government and government institutions. Broader stakeholder engagement and public awareness were not part of the project scope. In terms of progress: - The project contributed to raising awareness and building appreciation for climate-related issues across all mitigation sectors. It established a network for participation and cooperation among state entities, many of whom were initially unfamiliar with or dismissive of climate change relevance. - Stakeholder engagement was well-documented through participation records (PSC meeting minutes, training attendance). This consensus-based approach to engagement led to tangible changes, including formal adoption of governance frameworks and working procedures to track climate impacts. Under this framework, newly established inter-ministerial collaboration contributed to breaking a policy deadlock, enabling the implementation of building codes with positive environmental and climate mitigation impacts. - After initial hurdles (see challenge below), a revised cooperation framework was also established with the energy sector through extensive consultation with key institutions (e.g. MEPU, CEB, URA, UNEP-CCC). With respect to challenges: - Challenges were faced during the efforts to align revised energy sector activities with the original project objectives and GEF-UNEP requirements, causing delays (final scope only agreed in 2020).

⁸⁷ The GEF is currently operating under the seventh replenishment period of the GEF Trust Fund covering the period July 1, 2018 to June 30, 2022. The GEF Portal Reporting Guide for FY20 Reporting Process indicates that GEF-6 projects that have yet to map existing indicators to GEF-7 Core Indicators need to do so at MTR stage or (if already there) at the time of the TE. (i.e. not GEF projects approved before GEF-6)

⁸⁸ This is not applicable for Enabling Activities

- Many stakeholder institutions reported limited capacity, especially in terms of staff and budget, to effectively engage or interface with the DCC.
- There is low expectation of additional funding, which further constrains the ability of institutional entities to establish capacity for sustained, dedicated interfacing with the DCC.

Outcomes.

- Endorsement of multiple key strategies and plans at Cabinet level on the back of recommendations from the broad-based PSC.
- Increased inter-agency cooperation and sectoral awareness of climate responsibilities were achieved.
- Climate Change Committee established under the Climate Change Act has elevated climate change considerations to ministerial level and has facilitated high level engagement.
- Formalisation of this committee should maintain awareness of climate change commitments and developments at the highest level.
- Institutional engagement in the Climate Change Committee directly facilitated policy progress (e.g. adoption of building codes).

Question: What were the completed gender-responsive measures and, if applicable, actual gender result areas? *(This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent)*

Response: *(Might be drawn from Factors Affecting Performance section)*

Although the NAMA Mauritius project was designed under GEF-5, when gender action planning was not mandatory, gender inclusion was identified as a priority from the outset. The project implemented several deliberate gender-responsive measures, including:

- Development of a Gender Analysis and Gender Action Plan (GAP) to accompany the National Climate Change Mitigation Strategy and Action Plan.
- Integration of gender actions and indicators into the Guide to Institutional Arrangements for Climate Governance, assigning responsibilities to each sectoral ministry.
- Institutional representation of the Ministry responsible for Gender on the Project Steering Committee throughout implementation.

These measures indicate intentional efforts to embed gender considerations within both policy frameworks and institutional arrangements related to climate governance.

In terms of results:

- The endorsement of the GAP by the new government in April 2025, and its publication on the Government website, elevated the plan to a formal policy instrument, marking a significant result in terms of institutional uptake and sustainability.
- Some stakeholders acknowledged that the GAP has raised awareness and encouraged gender inclusion in activities, though few confirmed that it directly informs day-to-day

operations – suggesting early-stage policy impact but limited behavioural change to date. - Gender-disaggregated participation data was collected during training events and meetings, but there was no evidence of active strategies to promote gender inclusion (e.g. prioritising or inviting women participants), which limited deeper outcomes in terms of gender equity in capacity-building.
Question: What was the progress made in the implementation of the management measures against the Safeguards Plan submitted at CEO Approval? The risk classifications reported in the latest PIR report should be verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed. <i>(Any supporting documents gathered by the Consultant during this review should be shared with the Task Manager for uploading in the GEF Portal)</i>
Response: <i>(Might be drawn from Factors Affecting Performance section)</i> Progress in Implementation of Management Measures Against the Safeguards Plan The initial Safeguards Plan, submitted at CEO Approval, focused on environmental and social risks associated with wind farm development under the original Component 2. A social and environmental safeguards assessment was completed to support this initial design. However, following the revision of the project design, which shifted emphasis towards capacity building and away from infrastructure development, the environmental and social risk profile was significantly reduced. This change was documented in the Project Implementation Report (PIR) and accepted by recipient stakeholders, indicating that the safeguards-related measures were considered proportionate to the revised risk context. Verification of risk classifications and mitigation measures Subsequent PIRs consistently reiterated that the project’s environmental and social risks were minimal under the revised design. No information was found to suggest the revised risks classifications were inappropriate. Acceptance of the PIRs by recipient entities serves as confirmation. Effectiveness of measures and lessons learned While the safeguards assessment was not updated to reflect the revised design, the project nonetheless took some steps that reflect safeguard-conscious implementation: The guidelines developed under the NAMA Mauritius project embedded climate and social indicators, including gender-differentiated metrics, into the framework for identifying and prioritising mitigation actions. This helped integrate safeguard considerations across all mitigation sectors, beyond just the original infrastructure focus. Certain risks specific to the revised project scope – such as the climate resilience of IT infrastructure, or the environmental footprint of training events – were not considered. This suggests a missed opportunity to recognise and mitigate new or evolving risks under the revised implementation modality.
Question: What were the challenges and outcomes regarding the project’s completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions? <i>(This should be based on the documentation approved at CEO Endorsement/Approval)</i>

Response: *(Might be drawn from Factors Affecting Performance section)*

Knowledge management was not specifically mentioned in the CEO Endorsement Document. However, considering the overall focus on capacity building, knowledge creation and management was a key aspect of the project.

The web-based MauNDC Registry is generally considered the primary knowledge management output from this project. It will host and maintain data of mitigation actions across all sectors to serve as input into national and international planning and reporting. The registry is currently being reviewed and streamlined. Government commitment to fully operationalise it has been demonstrated with the introduction of KPIs for the national department responsible for this function.

Training. Multiple training events were held and a survey of trainees confirmed that most have adopted the training into their work environment. Training material is not available for future training cycles – it is mostly considered to have been time and situation specific. A recommendation has however been made as part of this review for an online facility to be established to support (i) the use of the MauNDC Registry and (ii) the onboarding of future users.

Tools. Several tools were developed as part of the project outputs to support (i) planning and prioritisation of climate mitigation actions and (ii) power system design and tariff setting. These have been embedded into strategies and plans that were endorsed and/or adopted by the government.

Question: What are the main findings of the evaluation?

Response:

Key findings

Strategic Relevance. The pursuit of a low-carbon development pathway, with a strong focus on national institutional capacity building, remain consistent with the strategic priorities of GEF, UNEP and Mauritius – especially as a small island development state. The relevance of the project scope and aspirations is reinforced by the number of complementary initiatives implemented alongside this project.

Quality of project design. The initial project objective and design was sound and adequately robust to support changes in the country's climate response and energy strategy. Important design decisions, such as the location of the PMU within the then-CCD and technical assistance secured through the UDP partnership (later UNEP-CCC), significantly enhanced delivery capacity and improved the likelihood of sustainability. The cross-sectoral approach and constitution of PSC proved to be another strength of the project; it fostered engagement, coordination and ownership among stakeholders – contributing to a more integrated and durable climate planning framework.

Nature of the external context. Implementation was significantly delayed due to a confluence of global, political, and institutional shifts that prompted a lengthy redesign at inception and a global lockdown during the COVID-19 pandemic.

Effectiveness. Despite not achieving all outputs in full, a significant contribution has been made to the establishment of foundational climate governance tools, including the National Climate Change Mitigation Strategy and Action Plan, the MauNDC Registry Platform, and institutional arrangements that were also formalised in the Climate Change Act of 2020.

It has also contributed key milestones to enable accelerated investment in and integration of clean energy technologies. In the energy sector, the redesigned scope has had a more catalytic impact

compared to the targeted support of two wind demonstration projects. The current development pipeline of small- and medium-scale distributed generation projects points to initial investment and emission reduction goals being exceeded (impact likely).

The two most important outcomes to achieve intermediate states have been achieved. One outcome is partially achieved, and additional resources have already been secured for its completion.

Financial Management. Financial management was generally found to be sound with a procedural gap at closure that was largely outside the control of the FMO and UNEP. The interface between the project and FMO was highly effective.

Efficiency. The project was implemented over seven years rather than four, with two extensions. Despite these justified delays the project delivered good value and very effectively leveraged synergies to advance common capacity development, climate and investment objectives.

Monitoring and reporting. The Monitoring and Evaluation plan at redesign remained incomplete for the duration of the project – with many indicators stated as “proposed”. Several proposed indicators and targets lacked clarity and ambition. Monitoring of project implementation was generally adequate with strong oversight by the PSC, and project reporting was comprehensive and compliant. An exception in the monitoring quality relates to the final activities for the URA and CEB where outputs were delayed well beyond project closure.

Sustainability. Strong policy continuity, recent cabinet endorsement of key project outputs, and integration into national reporting processes signal high socio-political and institutional sustainability and enduring government commitment to climate goals.

Conclusion. Despite early challenges, the NAMA Mauritius project has made a meaningful contribution to the country’s longer-term low-carbon development ambitions. The redesigned project scope has had a broader transformative impact, particularly in encouraging energy sector investments. The existing investment trajectory indicates that Mauritius is on track to achieve substantially greater emission reductions than originally anticipated.

ANNEX XII. IMPLEMENTATION PLAN OF RECOMMENDATIONS

**Project Title and Reference No.: 5649 NAMA
Mauritius project**

**Contact Person (TM/PM): Manoj Kumar
Muthumanickam**

RECOMMENDATIONS	PLANS			
	ACCEPTED (YES/NO/PARTIALLY)	WHAT WILL BE DONE?	EXPECTED COMPLETION DATE	REPOSIBLE OFFICER/ UNIT/ DIVISION/ AGENCY
Measures to support the continued and optimal use of the MauNDC Registry – A standard handover procedure and training session(s) to be developed and implemented for new focal points when previously trained staff leaves. – The delegation to access the registry to a new focal point must be streamlined and	Yes	While UNEP resonates with the recommendation, the GEF-funded project has concluded, and as such the recommendation is beyond the organizational mandate of UNEP. The TR recommendation has already been shared with Government of Mauritius. While the current project funding has concluded, UNEP will encourage the implementation of the recommendation. To emphasize the same, UNEP will send an official communication highlighting this recommendation. It will also request UNEP-CCC to consider including these suggestions in their ongoing work.	Within 6 months of Management Response endorsement	DCC

RECOMMENDATIONS	PLANS			
	ACCEPTED (YES/NO/PARTIALLY)	WHAT WILL BE DONE?	EXPECTED COMPLETION DATE	REPOSIBLE OFFICER/ UNIT/ DIVISION/ AGENCY
automatically triggered to avoid reporting gaps when there is a staff turnover. – If it is possible to set up, it would be beneficial to have more frequent interfacing with the registry, with less time commitment per encounter, to help maintain familiarity and fluency with the registry. – A network of focal points can be established to serve as support group for each other. Alternatively, new focal points can be matched with a longer-term user for a mentee-mentor relationship. – A user page can be established for focal points with answers to frequently asked questions.				
Firm up capacity within the DCC for continued	Yes	While UNEP resonates with the recommendation, the decision to retain staff for sustainable	Within 6 months of	DCC

RECOMMENDATIONS	PLANS			
	ACCEPTED (YES/NO/PARTIALLY)	WHAT WILL BE DONE?	EXPECTED COMPLETION DATE	REPOSIBLE OFFICER/ UNIT/ DIVISION/ AGENCY
coordination of the institutional framework (The appointment of at least one dedicated government staff member is therefore essential to ensure the operationalisation and sustained benefits of the Registry)		maintenance lies with the Ministry. UNEP will pass on this recommendation to the DCC, Ministry of Environment.	Management Response endorsement	

The following is a summary of lessons learned from some of the project's experiences and based upon explicit findings of the review. They briefly describe the context from which the lessons are derived, and the potential for wider application:

Lesson Learned #1:	Governance processes are essential for sound adaptive management
Context/comment:	While the NAMA Mauritius project had to contend with massive change, any project will face change during implementation. Changes in the NAMA Mauritius project were generally informed by due consultation, were well documented, and subject to approvals by the PSC. Formally adopted changes that had been tested for continued alignment with the project objectives improved the integrity of the revised project design. <u>Take away:</u> Changes will likely be necessary, and will greatly benefit from due governance including documented consultation and decisions.

Lesson Learned #2:	A well-constituted and mandated PSC provides a critical mechanism to advance project aspirations
Context/comment:	The active stakeholder engagement and oversight function provided by the PSC has contributed importantly to the agility of the project and the overall contribution that was made. Its role in reviewing, endorsing, and guiding technical outputs ensured institutional buy-in and facilitated the onward process of government validation, including Cabinet-level consideration where appropriate. The PSC also enabled the project to respond / adapt effectively to the evolving implementation needs and context by reviewing and approving necessary revisions. <u>Take away:</u> Establish a PSC with appropriate representation, that is suitably mandated with a defined and agreed TOR, and effectively utilise this forum for robust oversight with regular engagements.
Lesson Learned #3:	Due consideration of suitable partnerships at design stage can significantly enhance project outcomes.
Context/comment:	Ready availability of technical assistance that was secured through the partnership with UNEP-CCC (formerly DTU) proved highly beneficial. UNEP-CCC expertise supplemented the capacity and skills of the dedicated PMU and government officials responsible for the project. The project team gained skills, experience and confidence through this engagement, and it gave the project access to essential expertise – notably when procurement rounds failed. <u>Take away:</u> Include strategic partnerships with suitable expertise and/or experience in the design where relevant. Consider partnerships providing timely technical expertise, supplementing local capacity, and ensuring continuity when other support mechanisms falter.
Lesson Learned #4:	Good project management is invaluable for project success (and should be budgeted for).
Context/comment:	The quality of project management, record keeping and reporting has contributed materially to the ability of the NAMA Mauritius project to define and deliver high quality outputs despite the complexity of a changing landscape and challenging stakeholder dynamics, especially as it related to realigning the component to promote clean energy development.

	The risk of inadequate project management was also evident in the challenges faced at closure. <u>Take away:</u> Prioritise the budget and co-finance commitment for project management and give due consideration to the recruitment process.
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Lesson Learned #5:	Establish a good understanding of procurement processes and rules early in the project
Context/comment:	Procurement delays present a challenge to many projects. Procurement is necessarily subject to strict regulation. It is therefore important to ensure a good understanding of procurement processes and rules under which services and products must be procured for the project. The NAMA Mauritius project may have benefitted from: - Consulting early on with the office or unit that will be supporting procurement and understanding procurement thresholds and timelines - Conducting a market scan of available services, skills and rates. This could be structured as a pre-qualification bid round, if allowed under the procurement rules, to (i) inform procurement planning, budgets and the definition of TORs, and (ii) potentially fast-track procurement to short-listed candidates. - Timeously identifying and contracting alternative procurement services if that was necessary. - Keep TORs tightly defined to align with the available budget. <u>Take away:</u> Ensure a good understanding of procurement processes and rules, develop a procurement plan to navigate procurement processes and avoid delays and keep TORs tightly defined.

Lesson Learned #6:	Provide clear, standardised guidance to PMUs and EAs on the treatment of service provider contracts well before operational closure
Context/comment:	The project experienced significant delays with several final deliverables completed well beyond operational closure. Although these deliverables were already contracted and advanced, unexpected complications delayed completion and sign-off. As funding had been advanced to implementation partners, and the PMU was

	disbanded even before close, managing the agreements became particularly challenging. The EA/PMU also reported uncertainty due to conflicting guidance from different sources. To avoid such challenges, PMUs should be provided with standardised, consolidated guidance at least six to four months before operational closure. This guidance should clarify the treatment of outstanding service provider contracts, emphasise the need to conclude all contracts before operational closure, and specify conditions under which payments may be made afterwards (as outlined in UNEP's letter dated 2 April 2024). It should also remind teams of the option to request an extension if required. <u>Take away:</u> Issue clear, consolidated guidance on the treatment of service provider contracts to PMUs and EAs well in advance of operational closure.
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ANNEX XIII. QUALITY ASSESSMENT OF THE REVIEW REPORT

Quality Assessment of the Terminal Review Report

Review Title: Nationally Appropriate Mitigation Actions (NAMAs) for Low Carbon Island Development Strategy for Mauritius, GEF PROJECT ID: 5649 2016–2024

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All UNEP Reviews are subject to a quality assessment by the UNEP Evaluation Office. This is an assessment of the quality of the review product (i.e. Main Review Report).

	UNEP Evaluation Office Comments	Final Review Report Rating
Report Quality Criteria		
Quality of the Executive Summary <u>Purpose:</u> acts as a stand alone and accurate <u>summary</u> of the main review product, especially for senior management. To include: • concise overview of the review object • clear summary of the review objectives and scope • overall review rating of the project and key features of performance (strengths and weaknesses) against exceptional criteria • reference to where the review ratings table can be found within the report • summary response to key strategic review questions • summary of the main findings of the exercise/synthesis of main conclusions • summary of lessons learned and recommendations.	Final report (coverage/omissions): Most required elements are addressed. Final report (strengths/weaknesses): Strong criterion-by-criterion synthesis and clear narrative of performance. The Executive Summary does not provide a summary response to key strategic review questions.	4.5
Quality of the 'Introduction' Section <u>Purpose:</u> introduces/<u>situates</u> the evaluand in its institutional context, establishes its main parameters (time, value, results, geography) and the purpose of the review itself. To include: • institutional context of the project (sub-programme, Division, Branch etc) • date of PRC approval, project duration and start/end dates • number of project phases (where appropriate) • results frameworks to which it contributes (e.g. POW Direct Outcome) • coverage of the review (regions/countries where implemented) • implementing and funding partners • total secured budget • whether the project has been reviewed/evaluated in the past (e.g. mid-term, external agency etc.) • concise statement of the purpose of the review and the key intended audience for the findings.	Final report (coverage/omissions): All required elements are addressed. Final report (strengths/weaknesses): Good summary, situating the evaluand in its institutional context, establishing its main parameters (time, value, results, geography) and the purpose of the review itself.	5

Quality of the 'Review Methods' Section <u>Purpose:</u> provides reader with clear and comprehensive description of review methods, demonstrates the <u>credibility</u> of the findings and performance ratings. To include: • description of review data collection methods and information sources • justification for methods used (e.g. qualitative/quantitative; electronic/face-to-face) • number and type of respondents (see <i>table template</i>) • selection criteria used to identify respondents, case studies or sites/countries visited • strategies used to increase stakeholder engagement and consultation • methods to include the voices/experiences of different and potentially excluded groups (e.g. vulnerable, gender, marginalised etc) • details of how data were verified (e.g. triangulation, review by stakeholders etc.) • methods used to analyse data (scoring, coding, thematic analysis etc) • review limitations (e.g. low/ imbalanced response rates across different groups; gaps in documentation; language barriers etc) • ethics and human rights issues should be highlighted including: how anonymity and confidentiality were protected. Is there an ethics statement? E.g. <i>'Throughout the review process and in the compilation of the Final Review Report efforts have been made to represent the views of both mainstream and more marginalised groups. All efforts to provide respondents with anonymity have been made.'</i>	Final report (coverage/omissions): Most required elements are addressed except for limitations. Final report (strengths/weaknesses): Good description of survey response rates and gender representation. Strong triangulation statement and concrete verification actions. Also, the review limitations are comprehensively described. This section would have benefited from a broader approach under the review methods to "excluded groups" beyond gender, including an ethics statement confirming efforts have been made to represent the views of both mainstream and more marginalised groups.	5
Quality of the 'Project' Section <u>Purpose:</u> describes and <u>verifies</u> key dimensions of the evaluand relevant to assessing its performance. To include: • <i>Context:</i> overview of the main issue that the project is trying to address, its root causes and consequences on the environment and human well-being (i.e. synopsis of the problem and situational analyses) • <i>Results framework:</i> summary of the project's results hierarchy as stated in the ProDoc (or as officially revised) • <i>Stakeholders:</i> description of groups of targeted stakeholders organised according to relevant common characteristics • <i>Project implementation structure and partners:</i> description of the implementation structure with diagram and a list of key project partners • <i>Changes in design during implementation:</i> any key events that affected the project's scope or parameters should be described in brief in chronological order	Final report (coverage/omissions): Most required elements are addressed. Final report (strengths/weaknesses): Strong design-change narrative with documented revisions and rationale. Financial story is clear about the impact of redesign on co-finance expectations and completed financial table are presented under Section E. Financial Management and Annex VI. Project Budget and expenditure. This section would have benefited from presenting a stakeholder table organised according to relevant common characteristics.	5

• <i>Project financing</i>: completed tables of: (a) budget at design and expenditure by components (b) planned and actual sources of funding/co-financing	The Evaluation Office notes that this section mentions that three formal revisions were documented during project implementation. However, table 1, footnote 10 and table 14 mention four.	
Quality of the Theory of Change <u>Purpose</u>: to set out the TOC at Review in diagrammatic and narrative forms to support consistent project performance; to articulate the causal pathways with drivers and assumptions and justify any reconstruction necessary to assess the project's performance. To include: • description of how the <i>TOC at Review</i>⁸⁹ was designed (who was involved etc) • confirmation/reconstruction of results in accordance with UNEP definitions • articulation of causal pathways • identification of drivers and assumptions • identification of key actors in the change process • summary of the reconstruction/results re-formulation in tabular form. <i>The two results hierarchies (original/formal revision and reconstructed) should be presented as a two-column table to show clearly that, although wording and placement may have changed, the results 'goal posts' have not been 'moved'. This table may have initially been presented in the Inception Report and should appear somewhere in the Main Review report.</i>	<i>Final report (coverage/omissions):</i> All required elements are addressed. <i>Final report (strengths/weaknesses):</i> Clear disclosure that TOC was missing and how reconstruction was done; includes diagram and reformulation table. This section would have benefited from more information on who else participated in the TOC reconstruction (beyond the former desk officer) and how it was validated with stakeholders (e.g., workshop, PSC consultation, etc).	5
Quality of Key Findings within the Report <u>Presentation of evidence</u>: nature of evidence should be clear (interview, document, survey, observation, online resources etc) and evidence should be explicitly triangulated unless noted as having a single source. <u>Consistency within the report</u>: all parts of the report should form consistent support for findings and performance ratings, which should be in line with UNEP's Criteria Ratings Matrix. <u>Findings Statements (where applicable)</u>: The frame of reference for a finding should be an individual review criterion or a strategic question from the TOR. A finding should go beyond description and uses analysis to provide insights that aid learning specific to the evaluand. In some cases a findings statement may articulate a key element that has determined the performance rating of a criterion. Findings will frequently provide insight into 'how' and/or 'why' questions.	<i>Final report (coverage/omissions):</i> All required elements are addressed. <i>Final report (strengths/weaknesses):</i> The report explicitly describes triangulation and sources. Findings statements are analytical and framed to criteria/strategic questions. Where claims cannot be verified (e.g., parallel leverage), the report appropriately flags verification issues; keeping this practice consistent across all similar claims would strengthen credibility.	5.5

⁸⁹ During the Inception Phase of the review process a *TOC at Review Inception* is created based on the information contained in the approved project documents (these may include either logical framework or a TOC or narrative descriptions), formal revisions and annual reports etc. During the review process this TOC is revised based on changes made during project intervention and becomes the *TOC at Review*.

Quality of 'Strategic Relevance' Section <u>Purpose:</u> to present evidence and analysis of project strategic relevance with respect to UNEP, partner and geographic policies and strategies at the time of project approval. To include: Assessment of the evaluand's relevance vis-à-vis: • Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities • Alignment to Donor/GEF/Partners Strategic Priorities • Relevance to Regional, Sub-regional and National Environmental Priorities • Complementarity with Existing Interventions: complementarity of the project at design (or during inception/mobilisation⁹⁰), with other interventions addressing the needs of the same target groups.	Final report (coverage/omissions): All required elements are addressed. Final report (strengths/weaknesses): Good assessment of each strategic relevance dimension, especially the inclusion of table 4 listing parallel/ complementary initiatives.	5.5
Quality of the 'Quality of Project Design' Section <u>Purpose:</u> to present a summary of the strengths and weaknesses of the project design, on the basis that the detailed assessment was presented in the Inception Report.	Final report (coverage/omissions): All required elements are addressed. Final report (strengths/weaknesses): Good articulation of why design choices mattered for delivery and sustainability.	5
Quality of the 'Nature of the External Context' Section <u>Purpose:</u> to describe and recognise, when appropriate, key <u>external</u> features of the project's implementing context that limited the project's performance (e.g. conflict, natural disaster, political upheaval⁹¹), and how they affected performance. While additional details of the implementing context may be informative, this section should clearly record whether or not a major and unexpected disrupting event took place during the project's life in the implementing sites.	Final report (coverage/omissions): All required elements are addressed. Final report (strengths/weaknesses): Well-structured description of key external features of the project's implementing context that limited the project's performance. Connects disruptions directly to redesign, extensions, and delivery implications.	5.5
Quality of 'Effectiveness' Section (i) Availability of Outputs: <u>Purpose:</u> to present a well-reasoned, complete and evidence-based assessment of the outputs made	Final report (coverage/omissions): Most required elements are addressed.	5

⁹⁰ A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.

⁹¹ Note that 'political upheaval' does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project's design and addressed through adaptive management of the project team.

available to the intended beneficiaries. To include: • a convincing, evidence-supported and clear presentation of the outputs made available by the project compared to its approved plans and budget • assessment of the nature and scale of outputs versus the project indicators and targets • assessment of the timeliness, quality and utility of outputs to intended beneficiaries • identification of positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).	Final report (strengths/weaknesses): Clear and exhaustive analysis of what was delivered versus not delivered. The assessment of the nature and scale of outputs versus the project indicators and targets is included under the Monitoring and Reporting section. However, the report itself notes that the monitoring plan lacked finalised indicators post-redesign. Under this section there is no identification of positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation. Human rights/gender aspects are more explicitly covered under Factors Affecting Performance rather than within Effectiveness.	
ii) Achievement of Project Outcomes: <u>Purpose:</u> to present a well-reasoned, complete and evidence-based assessment of the uptake, adoption and/or implementation of outputs by the intended beneficiaries. This may include behaviour changes at an individual or collective level. To include: • a convincing and evidence-supported analysis of the uptake of outputs by intended beneficiaries • assessment of the nature, depth and scale of outcomes versus the project indicators and targets • discussion of the contribution, credible association and/or attribution of outcome level changes to the work of the project itself • any constraints to attributing effects to the projects' work • identification of positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).	Final report (coverage/omissions): Most required elements are addressed. Final report (strengths/weaknesses): Comprehensive and insightful assessment of incomplete adoption and what is needed for outcomes to hold. Identification of positive or negative effects of the project on disadvantaged groups are not included.	5
(iii) Likelihood of Impact: <u>Purpose:</u> to present an integrated analysis, guided by the causal pathways represented by the TOC, of all evidence relating to likelihood of impact, including an assessment of the extent to which drivers and assumptions necessary for change to happen, were seen to be holding. To include: • an explanation of how causal pathways emerged and change processes can be shown • an explanation of the roles played by key actors and change agents	Final report (coverage/omissions): Most required elements are addressed. Final report (strengths/weaknesses): TOC reconstruction is explicitly used and drivers/assumptions are articulated.	5

• explicit discussion of how drivers and assumptions played out • identification of any unintended negative effects of the project, especially on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).	Strong, quantified synthesis of delivery and adoption challenges and what is required for outcomes to hold. There is no indication of unintended negative effects. Even if none were found, this section would have benefited from stating that explicitly.	
Quality of 'Financial Management' Section <u>Purpose:</u> to present an integrated analysis of all dimensions evaluated under financial management and include a completed 'financial management' table (may be annexed). Consider how well the report addresses the following: • <i>adherence</i> to UNEP's financial policies and procedures • <i>completeness</i> of financial information, including the actual project costs (total and per activity) and actual co-financing used • <i>communication</i> between financial and project management staff	Final report (coverage/omissions): All required elements are addressed. Final report (strengths/weaknesses): The report provides a clear and comprehensive assessment of all financial management dimensions. A cross-reference to table VI. Project Budget and expenditure should have been included.	5.5
Quality of 'Efficiency' Section <u>Purpose:</u> to present an integrated analysis of all dimensions evaluated under efficiency (i.e. the primary categories of cost-effectiveness and timeliness). To include: • time-saving measures put in place to maximise results within the secured budget and agreed project timeframe • discussion of making use, during project implementation, of/building on pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. • implications of any delays and no cost extensions • the extent to which the management of the project minimised UNEP's environmental footprint.	Final report (coverage/omissions): Most required elements are covered. Final report (strengths/weaknesses): Delays and no-cost extensions are very clearly explained and documented. Justification for the rating assigned is clearly explained. Environmental footprint minimisation is covered under Environmental and Social Safeguards rather than Efficiency narrative).	5
Quality of 'Monitoring and Reporting' Section <u>Purpose:</u> to present well-reasoned, complete and evidence-based assessment of the evaluand's monitoring and reporting. Consider how well the report addresses the following: • quality of the monitoring design and budgeting (including SMART results with measurable indicators, resources for MTE/R etc.) • quality of monitoring of project implementation (including use of monitoring data for adaptive management) • quality of project reporting (e.g. PIMS and donor reports) \	Final report (coverage/omissions): All required elements are addressed. Final report (strengths/weaknesses): Clear assessment of monitoring weaknesses and indicator gaps. This section would have benefited from clarifying what informal tracking existed (if any) to support	4

	adaptive management beyond PSC oversight. The Project Reporting section would have benefited from a more comprehensive assessment that included not only the completeness but also the quality of the reporting. However, The Evaluation Offices notes the high quality of reporting is mentioned in Table X: Summary of project findings and ratings and Table 18: Financial Management Table.	
Quality of 'Sustainability' Section <u>Purpose:</u> to present an integrated analysis of all dimensions evaluated under sustainability (i.e. the endurance of benefits achieved at outcome level). Consider how well the report addresses the following: • socio-political sustainability • financial sustainability • institutional sustainability	Final report (coverage/omissions): All required elements are addressed. Final report (strengths/weaknesses): Final report (coverage/omissions) All three dimensions are explicitly covered with reasoned judgments.	5
Quality of Factors Affecting Performance Section <u>Purpose:</u> These factors are not always discussed in stand-alone sections and may be integrated in the other performance criteria as appropriate. However, if not addressed substantively in this section, a cross reference must be given to where the topic is addressed and that entry must be sufficient to justify the performance rating for these factors. Consider how well the review report, either in this section or in cross-referenced sections, covers the following cross-cutting themes: • preparation and readiness • quality of project management and supervision⁹² • stakeholder participation and co-operation • responsiveness to human rights and gender equality • environmental and social safeguards • country ownership and driven-ness • communication and public awareness	Final report (coverage/omissions): Most required elements are addressed. Final report (strengths/weaknesses): The report mostly provides a clear assessment of the factors affecting performance, aligning with the template's expectations for cross-cutting themes. The quality of project management and supervision should have been split between implementing agency and executing partner assessments, since that's important for accountability logic (the ratings summary does split).	4.5
Quality of the Conclusions Section (i) Conclusions Narrative: <u>Purpose:</u> to present summative statements reflecting on prominent aspects of the performance of the evaluand as a	Final report (coverage/omissions): Most required elements are addressed.	5

⁹² In some cases 'project management and supervision' will refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects, it will refer to the project management performance of the executing agency and the technical backstopping provided by UNEP. This includes providing the answers to the questions on Core Indicator Targets, stakeholder engagement, gender responsiveness, safeguards and knowledge management, required for the GEF portal.

<u>whole</u>, they should be derived from the synthesized analysis of evidence gathered during the review process. To include: • compelling narrative providing an integrated summary of the strengths and weakness in overall performance (achievements and limitations) of the project • clear and succinct response to the key strategic questions • human rights and gender dimensions of the intervention should be discussed explicitly (e.g. how these dimensions were considered, addressed or impacted on)	Final report (strengths/weaknesses): Strategic questions are addressed in a dedicated section with cross-references. The Conclusions section does not explicitly discuss gender issues.	
ii) Utility of the Lessons: <u>Purpose:</u> to present both positive and negative lessons that have potential for wider application and use (replication and generalization) Consider how well the lessons achieve the following: • are rooted in real project experiences (i.e. derived from explicit review findings or from problems encountered and mistakes made that should be avoided in the future) • briefly describe the context from which they are derived and those contexts in which they may be useful • do not duplicate recommendations	Final report (strengths/weaknesses): Lessons are clearly derived from implementation experience.	5
(iii) Utility and Actionability of the Recommendations: <u>Purpose:</u> to present proposals for specific action to be taken by identified people/position-holders to resolve concrete problems affecting the project or the sustainability of its results. Consider how well the lessons achieve the following: • are feasible to implement within the timeframe and resources available (including local capacities) and specific in terms of who would do what and when • include at least one recommendation relating to strengthening the human rights and gender dimensions of UNEP interventions • represent a measurable performance target in order that the UNEP Unit/Branch can monitor and assess compliance with the recommendations. NOTES: (i) In cases where the recommendation is addressed to a third party, compliance can only be monitored and assessed where a contractual/legal agreement remains in place. Without such an agreement, the recommendation should be formulated to say that UNEP project staff should pass on the recommendation to the relevant third party in an effective or substantive manner. The effective transmission by UNEP of the recommendation will then be monitored for compliance. (ii) Where a new project phase is already under discussion or in preparation with the same third party, a recommendation can be made to address the issue in the next phase.	Final report (strengths/weaknesses): Recommendations are specific, actionable, and feasible if resources to be implemented are available. Cross-references to sections of the report supporting the recommendations are provided. A recommendation relating to strengthening human rights and gender was not included.	5
Quality of Report Structure and Presentation (i) Structure and completeness of the report:	Final report (strengths/weaknesses):	5

To what extent does the report follow the UNEP Evaluation Office structure and formatting guidelines? Are all requested Annexes included and complete?	The report follows a clear UNEP-like structure with all main sections and extensive annexes listed. The annex numbering in the main text is not consistently applied. Furthermore, two annexes following Annex XIII are omitted from the table of contents.	
(ii) Writing and formatting: Consider whether the report is well written (clear English language and grammar) with language that is adequate in quality and tone for an official document? Do visual aids, such as maps and graphs convey key information?	Final report (strengths/weaknesses): The report is clear and written in a professional tone. Tables and figures are extensive. The report would have benefited from including hyperlinks to the annexes within the body of the report to facilitate navigation and ease of reference.	5
OVERALL REPORT QUALITY RATING		5

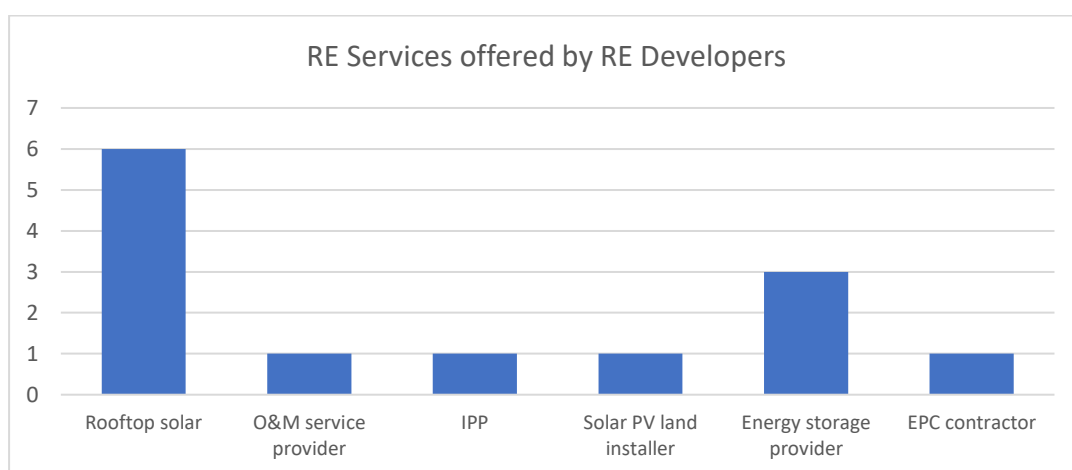
A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1. The overall quality of the review report is calculated by taking the mean score of all rated quality criteria.

ANNEX XVI. SURVEY RESULTS

30. Surveys were sent to two groups to test the perceived benefit and/or contribution of the NAMA Mauritius project. Surveys were circulated to (i) RE developers to understand the changes in the enabling environment and to (ii) participants in training events to assess the value of capacity building. Surveys were circulated mid-February. It was closed during the first week of March after multiple follow ups i.e. 18, 20 and 24 February 2025.

Responses to the RE Developers survey

31. Of the 13 that were invited to provide feedback, only six RE developers completed the survey. All developers who responded to the survey had been active in the sector for more than 5 years. They are mainly providers of solar power solutions of varying installation size but also include energy storage and distributed renewable energy solutions.

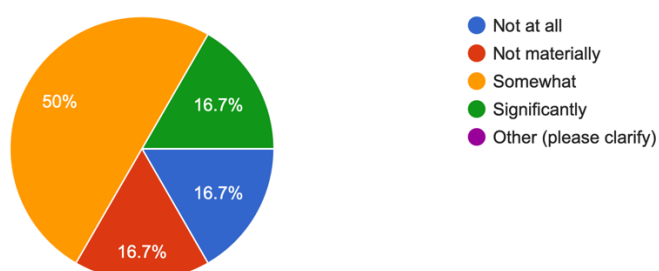


32. The survey was completed by 4 men and 2 women. All respondents provided their names.

33. When asked to what extent the enabling environment had improved during the last five years, two did not perceive any or material change, three noted some advances, while one respondent recognised that significant gains had been made (see question 3 and responses below).

3. In your experience, has the enabling environment for RE project development improved during this time?

6 responses

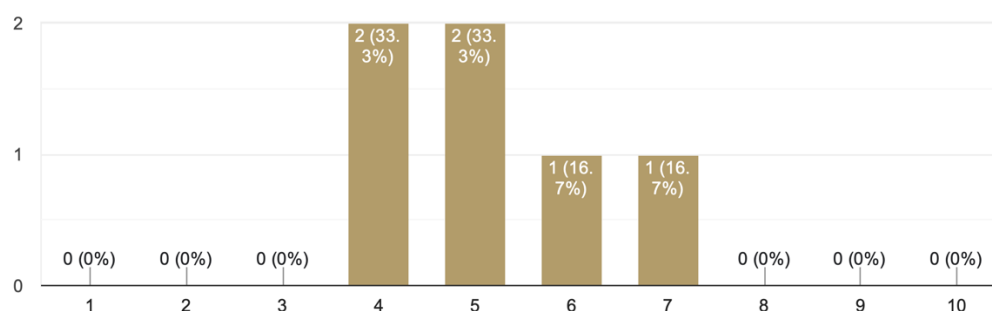


34. Rating the process of taking a RE investment project through design, development and commissioning using a scale of 1 – 10 (where 1 is impossible, 5 is somewhat

cumbersome and 10 is streamlined and efficient), the average rating was 5.2. All ratings fell between 4 and 7. With four of the respondents selecting either a 4 or a 5 i.e. cumbersome (see question 4 and responses below).

4. Development of RE projects. On a scale of 1-10 how would you rate the process of taking a RE investment project through design, development an... cumbersome and 10 is streamlined and efficient.

6 responses

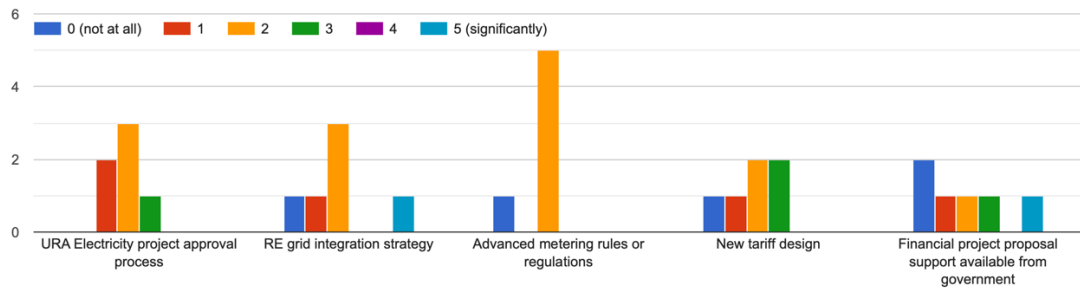


The following reasons were provided for the selected ratings:

- There is no real scope for mass development of RE. It's very limited
- The government must open the valve for micro-Energy and give more incentive and grant
- CEB is still a break issue regarding RE project implementation, and RE schemes not enough encouraging for customers. Also financing keep being problematic
- Time taken by authorities to commission a PV system for its commercial operations.
- Permitting process with Ministries, Local Authorities is a lengthy process and tedious, poor communication and synergies between these stakeholders (Ministries/local authorities/Utilities company).
- Non bankability of large Solar projects due to restrictive conditions in the PPA contract makes investors are not willing to invest/finance the projects
- CEB takes lots of time for change of meter.

35. Of the interventions listed, the renewable energy grid integration strategy was rated the most impactful development (average rating of 2, majority scoring it a 3). Other interventions all received an average rating of 1.8. Interventions that were tested include URA electricity project approval process; advanced metering rules / regulations; New tariff design; and financial project proposal support provided by Government. Interestingly, the perceived value varied significantly across the different interventions except for the advanced metering rules where 5 respondents agreed on a 2 rating (see question 7 and responses below).

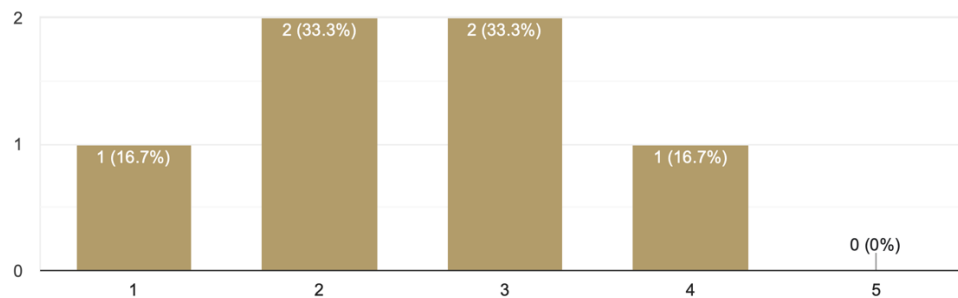
7. Enabling measures and tools. Please indicate on a scale of 0-5 how much – in your experience – each of the following measures contributed to improving the enabling environment for RE project development (where 0 = not at all; and 5 = significantly):



36. Developers reported challenges with accessing finance for RE projects. On a scale of 1 – 5 for ease of access to finance, the average score was 2.5. Only one developer accessed concessional finance and did so with support from Government (see question 8, 9, 9.1 and 9.2 and the corresponding responses below).

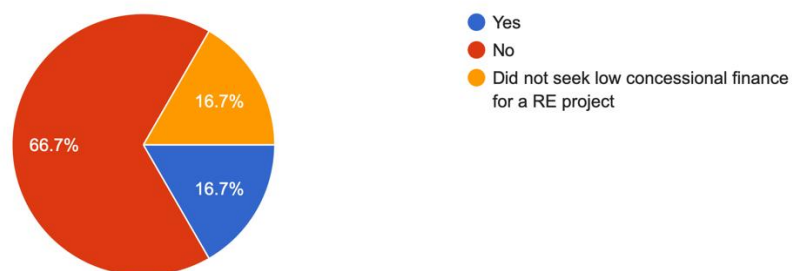
8. On a scale of 1 - 5 how easy is it to access finance for your RE projects? Where 1 is impossible (all self-funded) and 5 is readily accessible.

6 responses



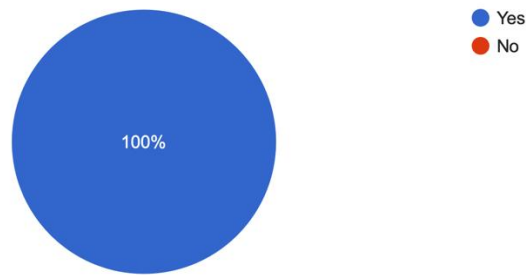
9. Were you able to access concessional or international climate finance for a RE project?

6 responses



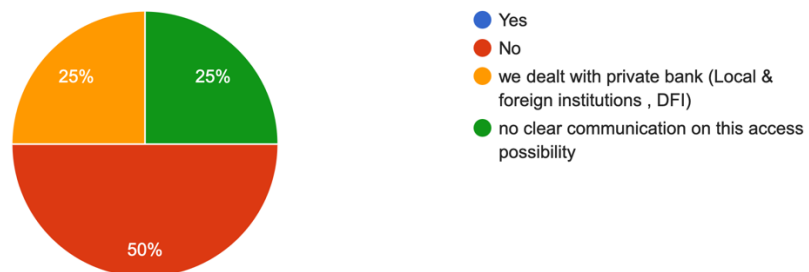
9.1 If yes, did you receive support from a Government organisation to access this finance?

1 response



9.2 If no, did you seek support from a Government entity to help access concessional or international finance?

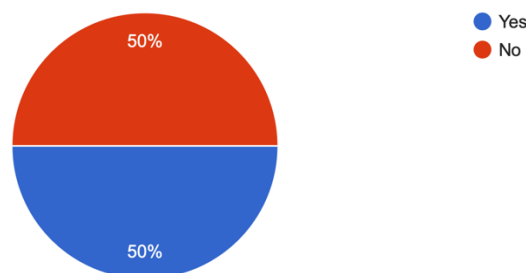
4 responses



37. Half of the respondents confirmed that they were reporting information to a national reporting system. Only two provided additional information about how/where they submit data (i.e. PVGIS and email) and the type of data they report.

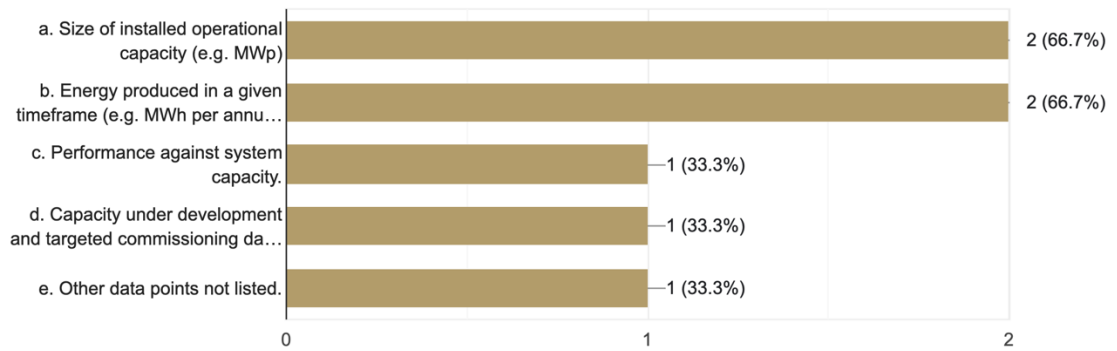
10. Monitoring and reporting. Are you providing data input to any national reporting system?

6 responses



10.2. What type of data do you report to the system. Select all that apply:

3 responses

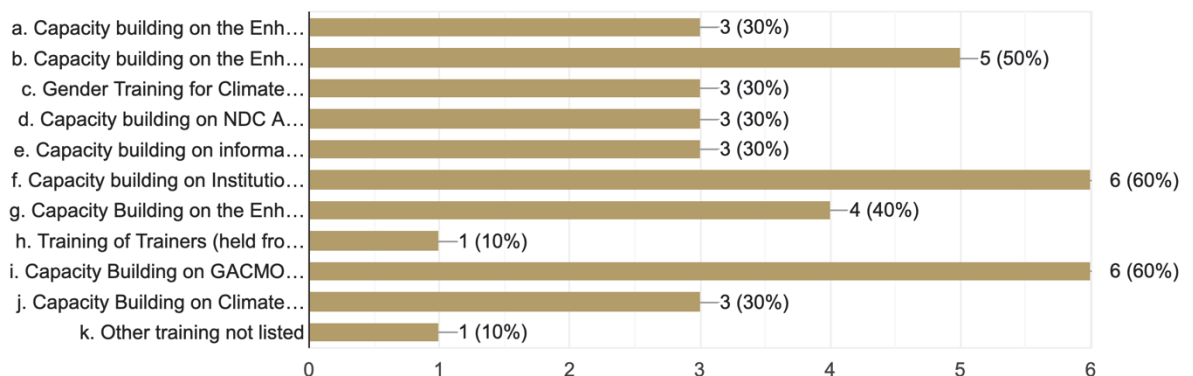


Responses to the training survey

38. Of the 34 participants in training events that had been invited to provide feedback, only 10 completed the survey. Four (40%) of the respondents identified as male, and 6 (60%) as Female. Five respondents preferred to remain anonymous.
39. Seven respondents had attended more than one training event. Two had attended only one training event and one had not attended any but was a member of the PSC and responded from that perspective. It is not clear why this person was included on the attendance list (see question 1 and responses below).

1. Which of the following training events did you attend? (select all relevant)

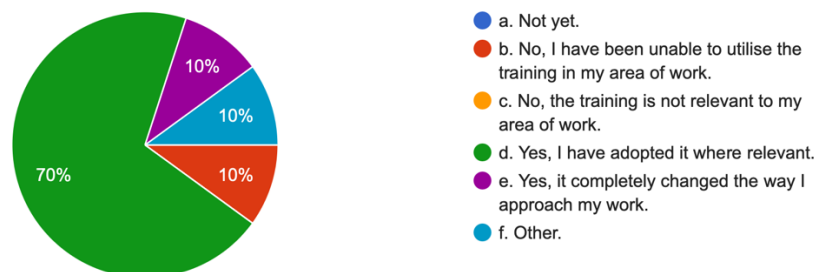
10 responses



40. Most respondents (80%) of respondents confirmed that they have adopted the training into their work environment. The steering committee member confirmed that the PSC was aware of the training, activities and workshops.
41. Only one respondent was unable to adopt the training, citing as reason: limited "practical application of the training" and that "more realistic examples should be used to explain the GACMO methodology" and make it practically implementable.

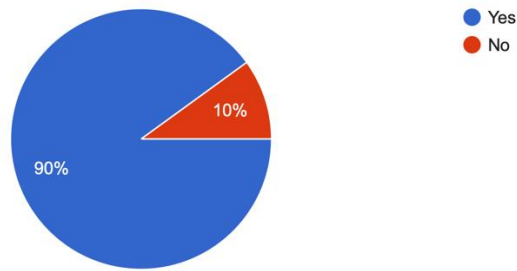
2. Have you incorporated or utilised the training in your area of work?

10 responses



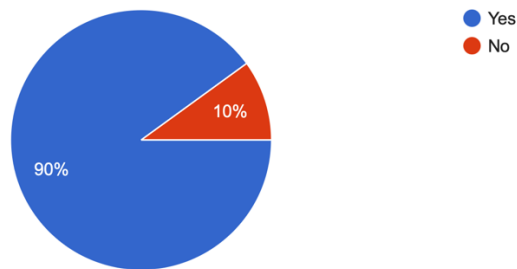
42. With one exception, all respondents who had adopted the training saw the benefits thereof.

3. Did this training empower you to contribute more effectively towards the country's NDC goals?
10 responses



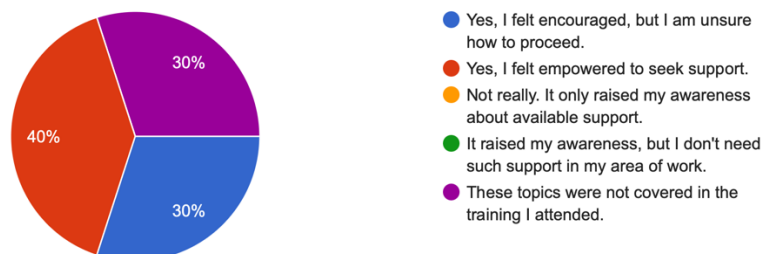
43. With one exception, all respondents felt empowered by the training to contribute more effectively towards the country's NDC goals.

3. Did this training empower you to contribute more effectively towards the country's NDC goals?
10 responses



44. Among attendees who had increased awareness of financial and technical support offered by the international community, more than 40% felt unsure of how to proceed to access this support. Almost 60% did feel empowered to pursue the available support. This suggests a further opportunity for training.

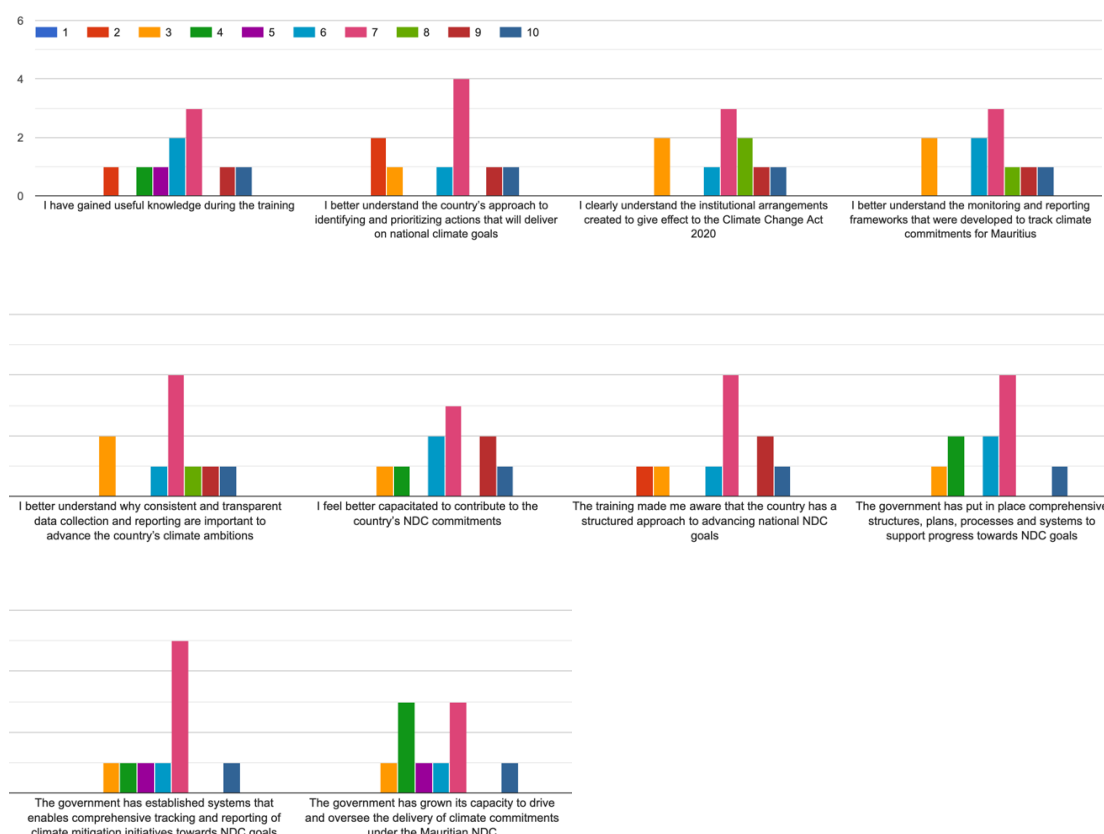
4. If the training covered financial or technical support available from the international community for climate mitigation in developing countries, did...ort or concessional finance) to advance NDC goals?
10 responses



45. Seven of the ten respondents felt they had gained useful knowledge and that they better understand the country's approach to identifying and prioritising actions that will deliver on national climate goals. Eight confirmed that they clearly understand the institutional arrangements created to give effect to the Climate Change Act 2020.

46. Eight out of ten confirmed a better understanding of the monitoring and reporting frameworks that were developed to track climate commitments. Similarly, eight better understood why transparency in data collection and reporting was important.
47. The strength of systems and capacity has not been fully convincing, with nine out of 10 respondents rating this 7 or below. This echoes review findings that challenges persist with (i) the functioning of the MauNDC Registry and (ii) the availability of people to support the climate change interface.

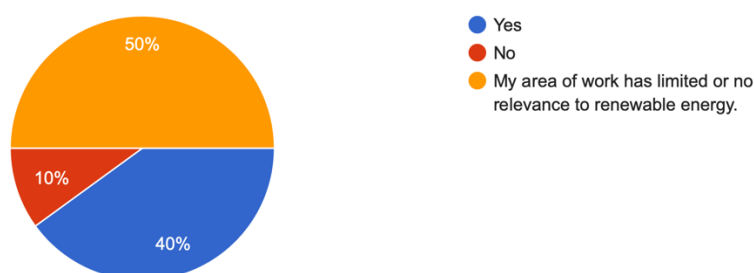
5. On a scale of 1 – 10 (where **1 = strongly disagree**, 5 = neither agree nor disagree, and **10 = strongly agree**), please indicate to what extent you agree with the following statements:



48. Among those working in the energy sector, 80% confirmed that the training equipped them to implement RE or track the contribution of RE to climate goals.

6. If your work relates to the energy sector, did the training equip you to implement renewable energy or track the contribution of renewable energy?

10 responses



ANNEX XVII. CEB RE DASHBOARDS (2017 VS 2025)

49. Since 2017, CEB had significantly increased the schemes offered to encourage private sector investment in RE in Mauritius. The dashboards below show these developments and the growing interest among consumers.
50. Figure 3 provides a snapshot of the available schemes, commissioned capacity and pipeline of applications recorded in 2017. Only six schemes were available to small-scale and medium scale distributed generation systems. Less than 7MW had been commissioned and applications had been received for approximately 8MW.

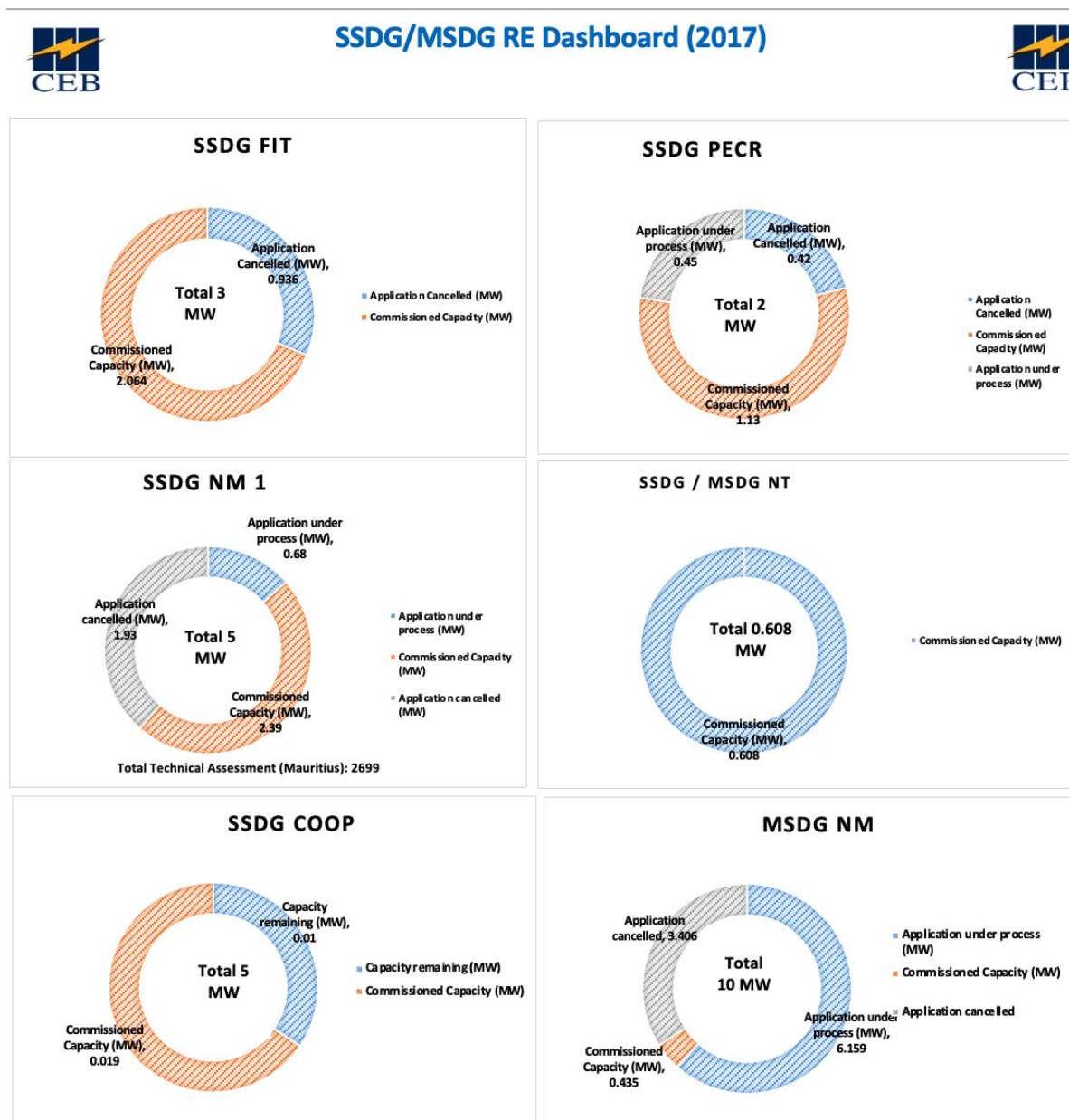


Figure 3: CEB's RE Dashboard for Small-scale and medium-scale distributed generation (2017)

51. In 2025, the number of schemes available to consumers had grown to 14, tailored for both small scale and medium scale distributed generation solutions. New schemes have been designed based on the cost of supply studies and network integration work that was supported by the NAMA Mauritius project.

52. Private sector participation and interest had similarly grown, with a 5-fold and 15-fold increase in commissioned capacity and applications, as seen in Figure 4 and Figure 5 below. By 2025, almost 32MW of capacity had been commissioned and applications were being processed for more than 132 MW.

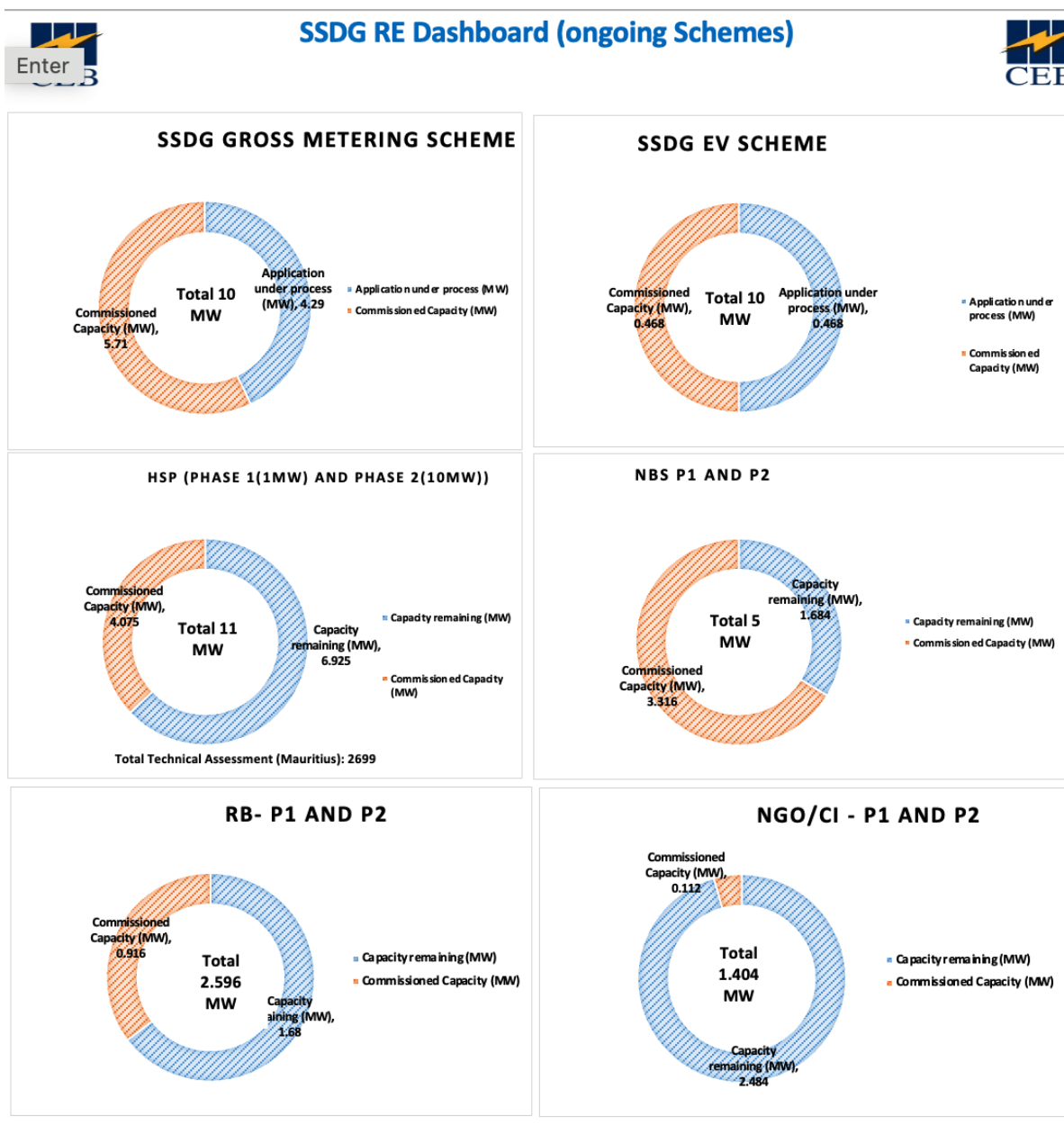


Figure 4: CEB's RE Dashboard for small-scale distributed generation (2025)



Figure 5: CEB's RE Dashboard for medium-scale distributed generation (2025)