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Terminal Evaluation Review - Entry Form

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Project

GEF ID	<input type="text" value="1838"/>
Project Title	Energy and Environment Upgrading of the Industrial Park of Sidi Bernoussi Zenata, Casablanca
Project Type	Medium Size Project
Funding Source	GEF Trust Fund
Focal Area	Climate Change
Agency	World Bank
World Bank ID	<input type="text" value="74686"/>
Country	Morocco
Project Status	Project Closure
Duration	<input type="text"/> years
CEO Endorsement	<input type="text" value="02/20/2003"/>
Agency Approval	<input type="text" value="7/2/2003"/>
Project Effectiveness	<input type="text"/>
GEF Agency Execution Partners	<div style="border: 1px solid gray; padding: 2px;"> (Select Execution Partners) Civil Society Private Sector Indigenous Community Other </div>
If other, please specify	<input type="text" value="French GEF (FFEM) and Morocco"/>

Terminal Evaluation Staff

[EO Staff](#)

TE Author	Nourredine Bouzaher
TE Reviewer	Baljit Wadhwa
TE Peer Reviewer	Neeraj Negi

Completion, Submission & Delays

Project Completion

Project Expected Completion	6/30/2006
Project Actual Completion	6/30/2007
Project Completion Difference	12 Months

TE Completion

TE Completion	06/27/2007
TE Submission to EO	11/30/2011
TE Submission to EO Difference	53 Months

TER Completion

TER Completion	03/13/2012
TER Submission to EO	03/13/2012
TER Submission to EO Difference	0 Months

Comments on Delays

A delay of 1 year is acceptable in terms of implementation. However, the ICM was not shared with the GEFO, but rather retrieved by EO staff as part of this review. The Grant Report Monitoring Report - Completion/TE was sent to GEFSEC in 08 but not GEF EO and is in PMIS as the last PIR.

Funding and Co-Financing

	Amounts at CEO Endorsement	Amounts at Completion	Ratios
GEF Amount (US\$)	750,000	749,265	99.90 %
Cofinance Amount (US\$)	11,150,000	2,100,000	18.83 %
Total Amount (US\$)	11,900,000	2,849,265	23.94 %

Comments on Cofinancing

Amount of private sector investment/co-financing received was less than 1/10 of the expected.

 **Logical Framework**

Quality of Logical Framework

5 - Satisfactory











Project Objectives -


The project objective aimed at developing a sustainable energy and water efficiency services market through a model that could be replicated among the 74 existing industrial parks in Morocco. This objective is in line with GEF Operational Program No. 5 whose objective is the removal of barriers to energy efficiency and energy conservation.


The second objective was to contribute to the sustainable development of the industrial park of Sidi Bernoussi by strengthening the local implementing agency, IZDIHAR, that will contribute towards improved local governance.

Comment on Changes


No specific articulation of Global Environmental Objective. No changes to development objectives.

Activities	Outputs	Outcomes	Assumptions & Risks	Impact Enablers	Intermediary States	GEB / Impact	
Information and awareness campaign	Workshop, Trainings and Newsletters to inform industrial clients on resource efficiency benefits/costs.	Enhanced knowledge of/and mechanisms necessary for financiers and end-users to fund energy efficiency projects	Impacts can only result from the emerging of an actual market demand for energy and water efficiency services				 Edit  Delete
Assistance to industrial clients and servicing companies in: identification of savings potential, assessment of financial viability, preparation of engineering report, preparation of tender documents, assistance to supplier selection	<ul style="list-style-type: none"> Pipeline of resource efficiency projects ready for financing & development of a cadre of companies available to provide EE and investment services. 	Development and implementation of commercially viable energy efficiency investments	There are entities capable of supplying energy and water efficiency goods and services, and hence further dissemination in Morocco and other industrial parks in the Region	Early buy in and commitment from intended client base.	Association of Industrial Clients - IZDIHAR, has in-house capacity to assist clients in implementation of projects.	Electricity, fuel and water savings. GHG emissions reduced	 Edit  Delete
Creating the emergence of ESCOs through risk sharing (financial part of their costs upfront)	Capabilities enhanced at 2-3 ESCO companies	Costs on investments in energy/water audits and energy conservation are lowered for first-movers in the sector.	Market development risks - i.e. conditions for the emergence of this type of industry are in place		Nation-wide energy service companies available to service EE marketplace		 Edit  Delete
<ul style="list-style-type: none"> Setting up of an information clearing 	<ul style="list-style-type: none"> A database of case studies, lessons 	<ul style="list-style-type: none"> Replication in other industrial parks of the region, country 	<ul style="list-style-type: none"> Market development risks - i.e. conditions for the emergence 	New investments	Nation-wide energy service companies available to service EE marketplace		 Edit  Delete

house with a dissemination function, and computerized database	learned established to inform a network of professions engaged in resource efficiency project development & financing	and neighboring countries	of this type of industry are in place				
 Add New Row...							



 **Project Performance**

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Overall Project Rating: 

Comment

The grant will have contributed to the removal of barriers to energy efficiency by increasing awareness and laying a foundation for the establishment of a market for energy and water services but looks set for coming short on the achievement of project outcomes listed in the project documentation such as the increase in the number of energy efficiency investments, drop in energy and water bills of industrial units, drop in emissions of air pollutants, stronger level of private and financial sector involvement and replication in other industrial parks. At completion it was too early to say whether this is sustainable in the Casablanca industrial park itself and whether the experience could be duplicated in other industrial parks in Morocco and elsewhere. The ESCO model of market development has not worked in this specific case and the IZDIHAR Association will have to continue playing an intermediation role to raise awareness, arrange for energy audits and implementation.

Criteria	Document	Rating	Comment
Outcomes 	Last PIR:	<input type="text" value="2 - Unsatisfactory"/>	
	Terminal Evaluation:	<input type="text" value="2 - Unsatisfactory"/>	As noted in the ICM, the project fell short on the achievement of # of EE investments, an important project outcome. 50 EE audits were carried out with 6 agreements signed to implement them
	Agency Review:	<input type="text" value="NA - Not Applicable"/>	
	GEFE0 Review:	<input type="text" value="2 - Unsatisfactory"/>	
Relevance 	Terminal Evaluation:	<input type="text" value="5 - Satisfactory"/>	Meeting the challenge of energy security and sector development effectively in order to ensure economic growth and poverty reduction is the primary focus of Morocco's energy policy. Though the energy sector was not specifically identified as a strategic objective in the 2005 Morocco CAS (31879-MA of June 14, 2005), energy efficiency and demand management will, in particular, contribute to achieving the CAS's first strategic objective—namely, improving competitiveness of Moroccan firms.

	Agency Review:	NA - Not Applicable	
	GEFEO Review:	5 - Satisfactory	
Effectiveness	Terminal Evaluation:	2 - Unsatisfactory	
	Agency Review:	NA - Not Applicable	
	GEFEO Review:	2 - Unsatisfactory	
Efficiency	Terminal Evaluation:	3 - Moderately Unsatisfactory	Even though the time elapsed is too short to measure the results of the project, it is clear that it will not achieve all of its objectives. In this sense the assistance provided was not cost efficient.
	Agency Review:	NA - Not Applicable	
	GEFEO Review:	2 - Unsatisfactory	

Criteria	Document	Rating	Comment
Sustainability	Last PIR:	UA - Unable to assess	
	Terminal Evaluation:	2 - Moderately Unlikely	
	Agency Review:	NA - Not Applicable	
	GEFEO Review:	1 - Unlikely	The sustainability and replicability, given the failure of the ESCO model to take root in an industrial park environment is unlikely. Industry buy-in has also not yet been firmly established
Financial	Terminal Evaluation:	2 - Moderately Unlikely	At the end of the project, the French GEF funding was continuing to provide assistance through the contracted French consultancy, IED.
	Agency Review:	NA - Not Applicable	
	GEFEO Review:	2 - Moderately Unlikely	
Socio-political	Terminal Evaluation:	UA - Unable to assess	
	Agency Review:	NA - Not Applicable	
	GEFEO Review:	UA - Unable to assess	
Institutional and Legal	Terminal Evaluation:	2 - Moderately Unlikely	From the TE - the creation of ESCOs was clearly foreseen as something that takes time and that should be built up, however, the conditions for this form of services companies to emerge, such as the mitigation of the market development risk, were not properly addressed. At the end of the project, only one ESCOs has been created when 2 to 4 were contemplated.
	Agency Review:		

	Review:	NA - Not Applicable	
	GEFEO Review:	2 - Moderately Unlikely	IZDIHAR capacity to implement similar experience is questionable as they were assisted the whole time by a consultant. Some publications on the experience have been produced but audience seems limited. IZDIHAR website seems not to have been updated since 2009.
Environmental	Terminal Evaluation:	UA - Unable to assess	
	Agency Review:	NA - Not Applicable	
	GEFEO Review:	NA - Not Applicable	

Criteria	Document	Rating	Comment
M&E	Terminal Evaluation:	5 - Satisfactory	
	Agency Review:	NA - Not Applicable	
	GEFEO Review:	4 - Moderately Satisfactory	Failure to report on results but only on potential.
M&E Design	Terminal Evaluation:	UA - Unable to assess	
	Agency Review:	NA - Not Applicable	
	GEFEO Review:	5 - Satisfactory	
M&E Plan Implementation	Terminal Evaluation:	5 - Satisfactory	
	Agency Review:	NA - Not Applicable	
	GEFEO Review:	3 - Moderately Unsatisfactory	GMR - progress reports were submitted to the GEF although a couple are missing from PMIS. (04, 06). A Mid-term review is indicated but does not seem to have taken place - no reference after design documents.
M&E Funding and Budget Utilization	Terminal Evaluation:	UA - Unable to assess	
	Agency Review:	NA - Not Applicable	
	GEFEO Review:	UA - Unable to assess	No specific line items assigned to M&E in the planning documents.

Criteria	Document	Rating	Comment
Quality of Implementation and Execution	Terminal Evaluation:	5 - Satisfactory	The GRM states that the Bank regularly supervised the project and drew attention in implementation shortcomings to the Association (2011/12).
	Agency Review:	NA - Not Applicable	
	GEFEO Review:	5 - Satisfactory	

Quality of Implementation - IA	Terminal Evaluation:	5 - Satisfactory	
	Agency Review:	NA - Not Applicable	
	GEFEO Review:	5 - Satisfactory	
Quality of Execution - EA	Terminal Evaluation:	5 - Satisfactory	
	Agency Review:	NA - Not Applicable	
	GEFEO Review:	4 - Moderately Satisfactory	While the TE rates the performance of the Association as Satisfactory, evidence shows that the gains and outcomes expected were not actually achieved.

Agency Specific Project Criteria

Criteria	Document	Rating/Verification	Comment
Processes Affecting Attainment of Project Results			
Country Ownership / Driveness / Alignment to Country or Regional Priority	Terminal Evaluation:	UA - Unable to assess	
	Agency Review:	NA - Not Applicable	
	GEFEO Review:	4 - Moderately Satisfactory	No financial commitment from the GoM.
Financial Planning	Terminal Evaluation:	UA - Unable to assess	
	Agency Review:	NA - Not Applicable	
	GEFEO Review:	2 - Unsatisfactory	The project assumed investments from industrial clients that did not materialize.
Preparation and Readiness	Terminal Evaluation:	UA - Unable to assess	
	Agency Review:	NA - Not Applicable	
	GEFEO Review:	3 - Moderately Unsatisfactory	Involvement of SME industrial clients should be sought early.
Stakeholders Involvement	Terminal Evaluation:	UA - Unable to assess	
	Agency Review:	NA - Not Applicable	
	GEFEO Review:	3 - Moderately Unsatisfactory	The GRM comments that the necessary support and commitment needed from industrial clients to achieve the objectives should have been ensured at the preparation stage.
Need for Follow Up	Terminal Evaluation:	Unable to assess	
	Agency Review:	Not Applicable	




	GEFEO Review:	No	
Gender Mainstreaming	Terminal Evaluation:	Unable to assess	
	Agency Review:	Not Applicable	
	GEFEO Review:	Not Applicable	
Effects on Local Population	Terminal Evaluation:	Unable to assess	
	Agency Review:	Not Applicable	
	GEFEO Review:	Not Applicable	


Criteria / Socioeconomic Nexus	Document	Verification	Comment
Poverty Reduction	Terminal Evaluation:	Not Applicable	
	Agency Review:	Not Applicable	
	GEFEO Review:	Not Applicable	
Crisis Prevention and Recovery	Terminal Evaluation:	Not Applicable	
	Agency Review:	Not Applicable	
	GEFEO Review:	Not Applicable	
Democratic Governance	Terminal Evaluation:	Not Applicable	
	Agency Review:	Not Applicable	
	GEFEO Review:	Not Applicable	


Progress to Impact


Progress to Impact	Terminal Evaluation:	NA - Not Applicable	
	Agency Review:	NA - Not Applicable	
	GEFEO Review:	NA - Not Applicable	This section is not rated as the outcomes are not in the satisfactory rating range.









Criteria / Categorization of Results / Foundational	Document	Verification	Comment
	Terminal Evaluation:	NA - Not Applicable	












Information, Knowledge and Awareness 	Agency Review:	NA - Not Applicable <input type="button" value="v"/>	
	GEFEO Review:	Y - Yes <input type="button" value="v"/>	Enhanced awareness of mechanisms for industrial clients to develop and fund EE projects.
Legal, Regulatory and Policy Frameworks 	Terminal Evaluation:	NA - Not Applicable <input type="button" value="v"/>	
	Agency Review:	NA - Not Applicable <input type="button" value="v"/>	
	GEFEO Review:	N - No <input type="button" value="v"/>	
Implementing Structures and Arrangements 	Terminal Evaluation:	NA - Not Applicable <input type="button" value="v"/>	
	Agency Review:	NA - Not Applicable <input type="button" value="v"/>	
	GEFEO Review:	Y - Yes <input type="button" value="v"/>	A major objective was the strengthening of local executing agency - the IZDIHAR - the association of players of the largest industrial park of Casablanca, to assist clients on identification and implementation of cleaner production techniques, equipment, investments, etc.

Criteria / Categorization of Results / Demonstrational	Document	Verification	Comment
Piloting / Demonstration of technologies and approaches 	Terminal Evaluation:	UA - Unable to assess <input type="button" value="v"/>	
	Agency Review:	NA - Not Applicable <input type="button" value="v"/>	
	GEFEO Review:	Y - Yes <input type="button" value="v"/>	

Criteria / Categorization of Results / Investment	Document	Verification	Comment
Financial mechanisms to facilitate adoption of the promoted technologies and approaches 	Terminal Evaluation:	NA - Not Applicable <input type="button" value="v"/>	
	Agency Review:	NA - Not Applicable <input type="button" value="v"/>	
	GEFEO Review:	N - No <input type="button" value="v"/>	






















Criteria / Causal Pathway	Document	Verification	Comment
Replication 	Terminal Evaluation:	N - No <input type="button" value="v"/>	At the end of the project, 5 other industrial parks had shown interest in replication. No further information available. Replicability is uncertain.
	Agency Review:	NA - Not Applicable <input type="button" value="v"/>	
	GEFEO Review:	N - No <input type="button" value="v"/>	
	Terminal		












Upscaling 	Evaluation:	NA - Not Applicable 	
	Agency Review:	NA - Not Applicable 	
	GEFEO Review:	N - No 	
Mainstreaming 	Terminal Evaluation:	NA - Not Applicable 	
	Agency Review:	NA - Not Applicable 	
	GEFEO Review:	N - No 	



Criteria / Evaluative Evidence	Document					
Environmental Stress Reduction 	Terminal Evaluation	Visibility	Boundary	Intent	Comments	 Edit  Delete
		Y - Yes	Demonstration Site	Intended	Savings of 483 tons of fuel, 1.6 GWh of electricity and 40,200 m3 of water per year against expected: 11,250 t fuel, 21 GWh of electricity and 300,000 m3 of water per year. 4,500 tons/year of CO2 avoided vs expected: 50,000 t/year of CO2 emission reduction at end of project	
			 Add New Row...			
	Agency Review	Visibility	Boundary	Intent	Comments	 Edit  Delete
		NA - Not Applicable				
			 Add New Row...			
	GEFEO Review	Visibility	Boundary	Intent	Comments	 Edit  Delete
		Y - Yes				
			 Add New Row...			
	Terminal Evaluation	Terminal Evaluation	Visibility	Boundary	Intent	Comments
N - No				Unintended		
			 Add New Row...			
Agency Review		Visibility	Boundary	Intent	Comments	
	NA - Not					


Environmental Status Change ⓘ		Applicable				Edit Delete	
		Add New Row...					
	GEFEO Review	Visibility	Boundary	Intent	Comments		
		N - No	Demonstration Site	Unintended		Edit Delete	
		Add New Row...					
Socioeconomic Status Change ⓘ	Terminal Evaluation	Visibility	Boundary	Intent	Comments		
			N - No	Demonstration Site		Energy investments of \$10 million were expected, occurred=\$1 million	Edit Delete
			Add New Row...				
	Agency Review	Visibility	Boundary	Intent	Comments		
			NA - Not Applicable				Edit Delete
			Add New Row...				
	GEFEO Review	Visibility	Boundary	Intent	Comments		
			N - No	Demonstration Site		Edit Delete	
		Add New Row...					
Arrangements for Impact M&E ⓘ	Terminal Evaluation	Visibility		Comments			
				UA - Unable to assess		Edit Delete	
						Add New Row...	
	Agency Review	Visibility		Comments			
				NA - Not Applicable		Edit Delete	
						Add New Row...	
	GEFEO Review	Visibility	Comments				
			Y - Yes			Appropriate indicators were in place to assess GEB - i.e. baselines for fuel, water savings that could translate into GHG emissions reduced.	Edit Delete
		Add New Row...					


TE Report Quality






Criteria	Document	Rating	Comment
TE Quality 	Agency Review:	NA - Not Applicable 	
	GEFEO Review:	5 - Satisfactory 	GRM but not ICM was not sent to EO. ICM retrieved as happenstance.
Outcome Assessment 	Agency Review:	NA - Not Applicable 	
	GEFEO Review:	5 - Satisfactory 	
Consistency 	Agency Review:	NA - Not Applicable 	
	GEFEO Review:	2 - Unsatisfactory 	ICM/GRM periodically makes mention of the need to have consulted with industrial clients earlier and more meaningfully.
Sustainability Assessment 	Agency Review:	NA - Not Applicable 	
	GEFEO Review:	4 - Moderately Satisfactory 	GEFEO downgraded sustainability rating from moderately unlikely to unlikely based on available evidence.
Evidence-based Lessons and Recommendations 	Agency Review:	NA - Not Applicable 	
	GEFEO Review:	4 - Moderately Satisfactory 	
Clear Financial Assessment 	Agency Review:	NA - Not Applicable 	
	GEFEO Review:	5 - Satisfactory 	
M&E Assessment 	Agency Review:	NA - Not Applicable 	
	GEFEO Review:	2 - Unsatisfactory 	No assessment of arrangements for M&E.


Agency-Specific Criteria	Document	Rating	Comment
Attainment of Results based on Indicators 	Agency Review:	NA - Not Applicable 	
	GEFEO Review:	2 - Unsatisfactory 	The project did not reach targets set for output or outcome indicators.
Consultation with Stakeholders 	Agency Review:	NA - Not Applicable 	
	GEFEO Review:	2 - Unsatisfactory 	ICM/GRM periodically makes mention of the need to have consulted with industrial clients earlier and more meaningfully.
Compliance with Guidances 	Agency Review:	NA - Not Applicable 	
	GEFEO Review:	UA - Unable to assess 	
Compliance with UNEG Norms 	Agency Review:	NA - Not Applicable 	


Addressing of ToR requests 	GEFEO Review:	UA - Unable to assess	
	Agency Review:	NA - Not Applicable	
Independence of Report 	GEFEO Review:	UA - Unable to assess	
	Agency Review:	NA - Not Applicable	World Bank MSP terminal evaluations/ICMs are prepared in-house by project management and reviewed by a Manager.

 **Lessons & Recommendations**



Type of Lesson	If other type, please specify	Lessons Learned	
Other	Implementation Timeline	Develop realistic objectives and targets, including a realistic implementation period the depth of the obstacles and the time required to remove these obstacles were underestimated. It took, for example, more time to raise the awareness of industrial entrepreneurs and to convince them to undertake a diagnostic of their operations or processes.	 Edit  Delete
Stakeholder Involvement		Involve stakeholders in the design of the project very early in the process and start raising awareness about energy efficiency issues and benefits well ahead of the project. there was a mismatch between focusing on investments with quick returns and industry buy in. The strategy of going through an association of industrial entrepreneurs to implement the project was innovative, but the association itself did not have much leverage with its members when it came to investment decisions, especially in energy efficiency measures, a subject with which industries were not very familiar.	 Edit  Delete
 Add New Row...			



No data entered yet. Click -->  Add New Row... <-- to add new Recommendation.

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