

UNIDO GEF Annual Monitoring Report FY 2018

Response ID:21 Data

1. UNIDO GEF Annual Monitoring Report II FY 2018

1. GEF ID:

5218

New Analysis Question

2. UNIDO SAP ID:

120345

3. GEF Replenishment Cycle:

GEF-5

4. GEF Focal area:

Climate Change (CC)

5. Integrated Approach Pilot (IAP) Programs (only for GEF-6 projects, if applicable)

6. UNIDO PTC Department:

Department of Energy (ENE)

7. Project Title: (*as per approved CEO Endorsement document*)

Cleantech Programmes for SMEs in India

8. UNIDO Project Manager:

First name : Sanjaya

Last name : Shrestha

9. Project Manager's email:

S.Shrestha@unido.org

10. Please state the geographical location(s) of the project:

Please select one:

Country. Please state:: India

11. Please provide a project summary: (*approx. 300 words*)

Objective: The project aims to strengthen the policy and institutional framework, and build national capacity to promote innovations in clean energy technologies in SME clusters in India. It will strive to support innovative startups and promote entrepreneurship in selected SMEs identified through the national/regional competition. It will also mobilize investment and develop the national capacity of SME sector in India to promote clean low carbon technologies linking to global value chain resulting in the reduction of GHG emissions and carbon footprints of the selected SME clusters.

Baseline: The MSME (micro, small and medium enterprises) sector plays a vital role in the Indian economy. It contributes around 45% of manufacturing output, 40% of exports, and employs more than 69 million people. Most of the small scale units are concentrated in around 400 geographical clusters across the country. Out of these, there are a large number of energy-intensive Micro, Small and Medium Enterprises (MSME) clusters in the manufacturing sector, which require urgent energy

efficiency measures for economic and environmental sustainability. Realizing the importance of this segment of industry, the NAPCC and the recent five year plans of the Indian government have marked that energy efficiency improvement among MSMEs has a high priority agenda. The Indian Government, through the Ministry of MSME, BEE and DIPP has launched programmes/schemes to promote innovations in clean energy focusing on energy efficiency and enhanced use of renewables among MSMEs. Lately, energy efficiency improvement among MSMEs is also gaining attention of multilateral organizations. GEF has funded a number of projects focusing on energy efficient technologies in the MSME sector through UNDP, UNIDO and the World Bank. Given this scenario, investing in clean/low carbon technologies is seen as a solution that can significantly reduce energy consumption and CO2 emissions in India's industrial sector, while enabling the Indian economy to alleviate energy poverty and maintain steady growth. The project will help to promote SMEs that can innovate and develop commercially viable clean low carbon technologies to reduce GHG emissions.

Targeted Results: The cleantech approach and methodologies adopted under the project will build on the Green Industry initiative, and will go a step further by focusing on innovative SMEs through an eco-system approach that will involve identifying start ups, nurturing, mentoring and incentivizing technological innovations to promote clean energy technologies and systems in selected SME clusters.

2. Global Environmental Objectives (GEOs) / Development Objectives (DOs)

12. Please state the progress made in FY 2018 in achieving the intended Global Environmental Objectives / Development Objectives.

Please state the **progress rating of GEOs/DOs** (as per the rating filled in AMR Part I):

Satisfactory (S)

Please state the **progress made in the current FY in achieving the outlined GEOs/DOs.**

The project activities were carried out in line with the Project document. The announcement of innovation accelerators covered the four areas of energy efficiency, renewable energy, waste beneficiation and water efficiency which are directly linked to the environment. The project promoted the innovations of technology and services that contributed to GHG emission reductions and other environmental benefits including a decrease in water pollution levels.

3. Implementation progress

13. Project Objectives and Progress

Please state the **implementation progress rating** (as per the rating filled in AMR Part I):

Satisfactory (S)

Please state the **implementation progress made for this FY.**

UNIDO as a part of its exit strategy for the GCIP programme had been looking for a partner or agency in the ecosystem that is qualified to host this program from 2017 onwards. The purpose of the transfer was to ensure the continuity and growth of program operations which will capitalize on the vibrancy in the ecosystem which has been created over the last three years because of the program. Institute for Design Of Electrical Measuring Instrument (IDEMI) was given the responsibility to run the fourth accelerator cycle under the GCIP India programme and has successfully implemented the 2017 Cleantech Innovation challenge with support from UNIDO-PMU and Cleantech Open, USA.

- The fourth round of GCIP 2017 was announced on 23rd June on MSME and IDEMI websites after preparing the Terms of Reference (Annexure 1) in consultation with UNIDO-PMU. This year the advertisement was made on two national newspapers namely "Times of India" and the "Economic Times" for wide coverage of GCIP 2017. The programme was also publicized amongst the alumni of various academic institutions such as IIT Mumbai, VJTI Mumbai, Somaiya College of engineering by delivering a detailed presentation on the programme. Various

communication materials such as brochures, posters, flyers were prepared and circulated in different technical institutions, colleges through various development institutes of Ministry of MSME for wider coverage in all corners of the country.

- Cleantech Open, USA conducted a series of four webinars for PMU wherein detailed presentations were given on various components of the accelerator Programme. Members of IDEMI participated in this knowledge sharing training organized by CTO with support from UNIDO. Apart from this, a three-day knowledge sharing in-person exercise was carried out by UNIDO-PMU to brief IDEMI officials on the implementation process, outputs and deliverables from 27th to 29th July 2017. UNIDO India team actively supported IDEMI in successful delivery of the programme components throughout.

- The campaign attracted response from 233 applicants, highest in all four years, and after initial- screening, 119 applications were identified for screening of 20 semi-finalists to participate in the GCIP training and mentoring programme.

- The screening process for the fourth accelerator cycle of GCIP India began with identification of Screening Committee Members. In order to provide continuity to the whole process, two members from the last year's committee were approached and three new members were identified by IDEMI, Mumbai from Indian Institute of Technology (IIT), Mumbai and Bhabha Atomic Research Centre (BARC).

- After successful identification of 20 semi-finalist teams and mentors, a two-day National Academy (orientation workshop) was organized on August 30-31, 2017 by IDEMI at Hotel Fern Residency, Acers Club, Mumbai in which all 20 semi-finalists, mentors and two resource persons from the US Cleantech Open team participated.

- First business clinic was organized during National Academy. Subsequently in carrying on with this spirit to streamline the innovators (semi-finalists) problems and bring clarity on issues, two more Business Clinics were organized in Mumbai. First on 2nd November & second on 3rd November 2017 at Hotel Fern Residency, Acers Club, Chembur, Mumbai. The set-up of the business clinic was such that the mentors and semi-finalist teams were divided into two groups and each semi-finalist has at least six one-to-one sessions, each lasting for one hour, with the mentors allocated to him or her.

- The months of August, September & October saw a very hectic webinar schedule of nearly twenty webinar sessions, twice a week of one hour each on varied topics which helped the participants to get conceptual clarity on the various aspects of entrepreneurship which is must for commercial success of any SME innovation. The webinars, as the name suggests are a web-based integration of ideas and people, which is meant to bring together expertise, experiences, and problems of cleantech start-ups, thus, creating a virtual ecosystem of the important stakeholders. The series of webinars were conducted twice a week for semi-finalists of all participating GCIP countries, where the mentors were also encouraged to participate. The international participation brought in focus the challenges in other countries also in the space which was a great learning for the teams.

- IDEMI and UNIDO-PMU ensured that the participants did not miss any of the sessions by sending reminders over e-mail, WhatsApp groups and telephonic follow ups. The webinar attendance also had a weightage of 10 % in the final evaluation. The webinars also provided an opportunity for interaction with GCIP alumnus & mentors from all the GCIP countries. Since this year, the accelerator timelines were squeezed, therefore by the time GCIP India semi-finalists had been shortlisted, much of the webinars had taken place. But Cleantech Open, being the knowledge partner in the programme, organized summary sessions separately for Indian teams in the beginning of the week.

- IDEMI & UNIDO PMU took efforts & followed up with all semi-finalists on phone, through e-mail for timely submission of worksheets. All the semi-finalists had a detail discussion with their respective mentors as well as other mentors on panel for properly filling up the worksheets.

- The Judging round of Global Cleantech Innovation Program, India (GCIP India 2017) was organized on 7th December 2017 by IDEMI with support from UNIDO India PMU for the selection of the top ten teams of the accelerator. The teams were divided into 2 slots for convenience which was shared with them in advance. The activity entailed almost 3 hours of enthusiastic and driven pitching by the innovators to the panel of judges. The semi-finalists were given a chance to pitch for 6 minutes each, followed by 4 minutes of Question and Answer session by the judges. As per the criteria, the worksheet scores, scores of webinars attendance, Scores of Investor Pitch and Executive Summary were compiled by the PMU. Each judge scored all 17 teams independently on a scale of 1 – 10 and these scores were added up to these to finalize the top eight teams for the Jury round.

- The top 10 teams got a chance to make their presentation to a four-member grand jury in the evening. The grand jury was chaired by Dr. Satish Balram Agnihotri, Retired Secretary Government of India, Faculty IIT Mumbai. Finally, after engaging and high-spirited pitching and Q&A session with the Jury, the national winner (Saathi Eco Innovations) &

runner-up (Chakr Innovation) of GCIP 2017 accelerator cycle were announced.

- UNIDO PMU and IDEMI team worked with the innovators to understand the kind of funding they sought to meet their requirements (like scaling up for working capital, manufacturing, marketing and sales etc.) to arrive at a certain milestone. As the innovators' funding requirements were dissimilar; as some simply required debt, while others required equity and a few were looking for funding via a strategic business partner for customer acquisition it was necessary to bring a diverse group of investment community to the table. Based on this information gathering exercise, UNIDO PMU team developed an overview profile of innovators which was shared with the VC firms/banks invited in advance to share their preferences so that suitable meetings could be scheduled. Also, the list of investor firms was shared with the teams to understand their choices and requirement. After getting preference from both semi-finalists and investors, an agenda matrix was prepared and the meetings were scheduled for the very next day of Jury round i.e. 8th December 2018. About 10 investor organizations participated and up to 90 one-on-one interactions were conducted.

- The 2018 GCIP Global Week and Cleantech Open Global Forum, co-organized by UNIDO and the Cleantech Open, a programme of the Los Angeles Cleantech Incubator (LACI), is a confluence of the Cleantech industry and the climate movement that aims to create new business opportunities by cultivating partnerships within the Cleantech innovation space. Since the fund transferred to IDEMI for implementation of 4th accelerator cycle was not completely utilized, the Ministry of MSME agreed to sponsor four participants instead of two to take part in the Global forum week which took place from 26th Jan to 30th Jan.

- Since this was the final accelerator cycle for the GCIP programme, the terminal evaluation was scheduled in month of February wherein a team of two international and national evaluator was accompanied by Director, GEF IEO. 34 individuals were interviewed along with comprehensive literature review. Terminal evaluation report is attached along with.

4. Risk management

14. Please indicate the overall risk management: (i) as identified in the CEO Endorsement document, and (ii) progress to-date.

***Risks identified as per CEO Endorsement document. Please indicate in the "Risks" column if some are new/additional risks.**

	(i) Risks	(i) Risk level	(i) Mitigation measures	(ii) Progress to-date
1	Lack of interest by the public and industrial association in organizing the cleantech programme, resulting in limited participation, or entries with low quality, especially for the first years	Low risk (L)	Proper communication programmes will be prepared and implemented with adequate resources allocated to ensure effective and widespread communication of the cleantech programme. Regional workshops will be carried out. Effective support will be provided to innovative SMEs. User-friendly entry form will be prepared.	The fourth round of GCIP 2017 was announced on 23rd June on MSME and IDEMI websites. In 2017 the advertisement was made on two national newspapers namely "Times of India" and the "Economic Times" for wide coverage of GCIP 2017. The programme was also publicized amongst the alumni of various academic institutions such as IIT Mumbai, VJTI Mumbai, Somaiya College of engineering by delivering a detailed presentation on the programme. Various communication materials such as brochures, posters, flyers were prepared and circulated in different technical institutions, colleges through various development institutes of Ministry of MSME for wider coverage in all corners of the country. The campaign attracted response from 233 applicants, highest in all four years, and after initial- screening, 119 applications were identified for screening of 20 semi-finalists to participate in the GCIP training and mentoring programme.
			Mentors will be	For the year 2017, it was decided to retain the maximum number of

2	Lack of interest by Mentors	Low risk (L)	Mentors will be identified through a stringent selection criterion and an assessment of their ownership to the competition shall be determined at an early stage	For the year 2017, it was decided to retain the maximum number of mentors who had been associated in the previous years and had contributed significantly. Apart from this, two GCIP alumni namely Mr. Hari Rao from M/s. Agnisumukh and Mr. Manish Kothari from M/s. Rhino Machines were requested to be a part of mentoring programme. One new mentor was also identified by IDEMI and brought on board to help entrepreneurs to understand and maximize their chances of being winners, of raising investment capital, securing customers and of achieving sustainable commercial success.
3	Lack of absorptive capacity by the national counterpart	Low risk (L)	The cleantech programme is in line with national policies and the project will be executed in close coordination with the Ministry of MSME and FICCI	In addition to delivery of a fourth annual competition, the expansion of the work in 2017 allowed UNIDO to initiate an exit strategy for the programme, 'handing over' the PMU function and unspent project funds – and hence day-to-day management – to one of MSME's Technology Centres, namely the Institute for Design of Electrical Measuring Instruments (IDEMI). While IDEMI led the logistics and administration of the fourth competition round, the original UNIDO PMU continued to be engaged on a full-time basis to support the implementation of GCIP 2017, to build IDEMI's capacity to manage the work, and to ensure the efficient transfer of programme systems, procedures and institutional knowledge.
4	Lack of effective coordination between various project partners	Low risk (L)	A proper coordination will be sought through the Project Steering Committee and ad-hoc working groups will be established if necessary	As per the directive of the Ministry of MSME, the project activities in the fourth year were successfully conducted by IDEMI under the guidance of the Project Management Unit.
5	Incentive and financial support system are insufficient	Low risk (L)	The capacity of financial and governmental institutions will be strengthened on energy saving opportunities and STS and their potentials. Grant and non-grant instruments will be developed and applied to ensure availability of financing resources such as revolving credit lines with private and public sector banks	At the end of fourth accelerator cycle four teams were sponsored for participation in Global Investor Connect. Apart from this, a national investor connect was organized for the shortlisted 20 semi-finalists. GCIP helped 26 entrepreneurs over the course of 4 years leverage more than 8 million dollars.
6				
7				
8				
9				
10				

15. If the project received a **sub-optimal risk rating (H, S)** in the previous PIR FY, please state the **actions taken** since then to mitigate the relevant risks.

NA

5. Implementation and Execution issues

16. Please state any **implementation issues** occurred in overseeing and supervising during FY 2018:

None

17. Please state any **execution issues** faced during FY 2018:

None

6. Environmental and Social Safeguards (ESS)

As part of the requirements for projects, and based on the screening as per the UNIDO Environmental and Social Safeguards Policies and Procedures (ESSPP), which category is the project?

As required for all projects, please report on activities undertaken in FY 2018 to meet the ESS monitoring/management commitments made in the Project Document and/or the Environmental and Social Management Plan (ESMP).

	E&S risk	Mitigation measures undertaken in FY 2018	Monitoring methods and procedures used in FY 2018
(i) Risks identified during PIF and verified during PPG (as per the submitted ESMP)			
(ii) New risks identified during project implementation (if not applicable, please insert 'NA' in each box)			

7. Gender mainstreaming

18. Please describe the **gender considerations** mainstreamed into the CEO Endorsement:

Active efforts were made to promote the engagement of women in various dimensions of the programme. Capacity building initiatives, among others, included training of trainers, on entrepreneurship startups, knowledge management and exchange of information on best practices and coordination mechanisms had a specific focus on successful women entrepreneurs and participants.

19. Please state the **measures taken** so far, and the **results achieved** in FY 2018 against the intended gender mainstreaming actions (refer to question above):

The fourth year of the GCIP-India saw the participation of five women entrepreneurs. Three women entrepreneurs participated in the Global Forum held in Los Angeles and two won the titles of Global Winner and winner in Waste Beneficiation category.

8. Stakeholders consultation

20. Please describe the stakeholders consultations that have taken place for FY 2018?

UNIDO as a part of its exit strategy for the GCIP programme had been looking for a partner or agency in the ecosystem that is qualified to host this program from 2017 onwards. Institute for Design Of Electrical Measuring Instrument (IDEMI) was given the responsibility to run the fourth accelerator cycle under the GCIP India programme and has successfully implemented the 2017 Cleantech Innovation challenge with support from UNIDO-PMU and Cleantech Open, USA.

- Various stakeholders, trade bodies, associations, academic institutions, incubators, social media and GCIP alumni were approached to publicize about the programme. Other agencies like WWF, TIFAC, CIIE, FICCI and CII who also work in the Cleantech space were also consulted.

- The programme was also publicized by IDEMI amongst the alumni of various academic.

- UNIDO and WWF jointly organized an event on 'Cleantech Innovation in the SME Sector in India' at the India Pavilion for which two teams from GCIP India 2016 accelerator i.e. Atomberg Technologies and Oorja Energy were presented with an

opportunity to participate in CoP 23 held in Bonn, Germany from 12th November to 17th November 2017.

21. Please upload the relevant consultation documents:

(Eg: Project Steering Committee minutes, Aide Memoire, Meeting Agenda, etc.)

[5218_GCIP_Extension_letter_received_from_MSME.pdf](#)

9. Knowledge Management

22. Please list the titles of knowledge management or publicity materials that have been produced for the project.

(i.e. online information exchange/sharing platforms, technical reports, project website or video links, publications, posters, flyers, etc.)

1 : <http://www.low-carbon-innovation.org/cleantech-innovation>

2 : Terms of reference - 2017

3 : <http://www.low-carbon-innovation.org/frontend/pdf/gcip-compendium-2018.pdf>

4 : Terminal evaluation report - GCIP

5 : IDEMI website - https://idemi.org/gcip_india_2017.php

23. Please upload the materials mentioned above.

(i.e. photos, brochure, flyer, leaflet, feasibility studies... up to 10 files)

[5218_GCIP_-_terminal_evaluation_report.docx](#)

[5218_GCIP_Terms_of_reference_2017.docx](#)

24. Please share a story on how the project has benefitted the environment and communities.

The terminal evaluation found that GCIP India delivered a valued and effective programme of support. Participants of the competition were near unanimous in their positive assessment of the support package's effectiveness, in particular, the emphasis placed on business and commercial considerations, rather than technical validation or other technological aspects. Many felt that one of GCIP India's key strengths was its systematic approach, enabling participants to explore all elements of their business and business model in a highly structured way. Semi-finalists and finalists appreciated that their full engagement with the capacity development components (worksheets, webinars) was a pre-requisite to their participation in the competition. They welcomed the fact that the process essentially 'forced' them to analyse and develop aspects of their business that – for many – they had not previously considered in any depth.

- Building a realistic business plan around a sound technical innovation helped GCIP trained entrepreneurs to receive over US \$8 million in grant, equity and debt financing. GCIP India has delivered an effective, valuable contribution for entrepreneurs working in the country's cleantech sector.

- While there are numerous business incubators being setup within the country to encourage innovation, GCIP India's focus on the cleantech sector was unique, and is further differentiated by its emphasis on business development since technology validation or technical development had been a selection criterion for entering the programme. It is estimated that some of the energy efficiency and renewable energy-related innovations including energy-efficient ceiling fans, solar ferry, waste heat recovery systems and improved commercial cookstove can help to avoid emissions of over 1.5 million tCO₂ over 10-years.

- About 100 stakeholders were directly associated with GCIP India as mentor; screening committee member; judge; jury; and investor. Cleantech Open delivered a 2-day in-person National Workshop followed by a weekly 1-hour webinar to the entrepreneurs. All through the programme the startups were trained on areas critical to grow the business around the innovation. Each stakeholder, who came from academia, industry, government, financial institution and investor community, on an average devoted 4½ working days of their time to GCIP while each entrepreneur received 22½ hours of dedicated attention from mentors, judges, jury and investor in addition to weekly 1-hour training sessions of CTO.

10. Files upload (Required for PIR, MTR and TE)

25. The following information is filled as part of the:

Terminal Evaluation (TE)

26. GEF Project size:

Medium-Sized Project (MSP)

27. Please upload the **Project Progress Update Report** showing progress by output-level for FY 2018 (1 July 2017 to 30 June 2018):

[5218_GCIP_2017_Final_Report.pdf](#)

28. Please upload the **updated work plan** for FY 2018:

[5218_Work_Plan.xlsx](#)

29. Please upload any other materials you wish to share from the project:

*(i.e. feasibility study reports, technical reports, etc) **For PTC/ENV projects with SCD requirements, please upload it here.***

Please name your file "GEFID_document name".

11. Project Implementation Report (PIR)

Please insert information on progress, challenges and outcomes on **project implementation activities**:

Please insert information on progress, challenges and outcomes on **stakeholder engagement** (based on the description of the Stakeholder engagement plan included at CEO Endorsement/Approval):

Please insert information on progress on **gender-responsive measures** as documented at CEO Endorsement/Approval in the gender action plan or equivalent:

Please outline **knowledge activities / products** (when applicable), as outlined in knowledge management approved at CEO Endorsement / Approval:

12. Mid-Term Review (MTR)

Please indicate the committed co-finance at **CEO Endorsement (Table C)*** and the materialized co-finance** as of FY 2018. If additional sources of co-finance have been added during project implementation, please add as appropriate.

	Sources of co-finance* (i.e. National government)	Name of co-financier* (i.e. Ministry of Finance)	Type of co-financing*	Amount confirmed at CEO (USD)*	Amount materialized at MTR (USD)**
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
Total					

Please upload the relevant Tracking Tool (*optional for MSP*):

Please upload the relevant Core Indicators numbers / figures as of the date of the MTR.

If there has been commitment in the CEO Endorsement document to submit a [Mid-Term Evaluation \(MTE\)](#), please upload:

Please insert information on progress, challenges and outcomes on **stakeholder engagement** (based on the description of the Stakeholder engagement plan included at CEO Endorsement/Approval):

Please insert information on progress on **gender-responsive** measures, indicators and intermediate results as documented at CEO Endorsement/Approval in the gender action plan or equivalent:

Please outline **knowledge activities / products** (based on the Knowledge management approach approved at CEO Endorsement / Approval) and lessons learned (if available):

Please outline **main findings** of the **Mid-Term Review (MTR)**, i.e. key findings, recommendations and lessons learned:

13. Terminal Evaluation (TE)

30. Please indicate the (a) committed co-finance at **CEO Endorsement (Table C)** and (b) the materialized co-finance as of FY 2018. If additional sources of co-finance have been added during project implementation, please add as appropriate.

	(a) Sources of co-finance* (i.e. National government)	(a) Name of co-financier* (i.e. Ministry of Finance)	(a) Type of co-financing*	(a) Amount confirmed at CEO (USD)*	(b) Amount materialized at MTR (USD)**	(b) Amount materialized at TE (USD)**
1	GEF Agency	UNIDO	Grants (i.e. cash)	50,000	Not Applicable	Not available
2	GEF Agency	UNIDO	In-kind	50,000	Not Applicable	Not available
3	National Government	Ministry of Micro, Small and Medium Enterprises	Grants (i.e. cash)	400,000	Not Applicable	Not available
4	National Government and Others	Ministry of Micro, Small and Medium Enterprises and Indian Chambers of Commerce and Industry	In-kind	2,500,000	Not Applicable	7,490,000
5						
6						
7						
8						
9						
10						
Total				3,000,000		7,490,000

31. Please upload the relevant Tracking Tool (TT):

[5218_Terminal_evaluation_report_-_GCIP.docx](#)

Please upload the relevant **Core Indicators numbers / figures** as of the date of the TE.

32. Please upload the Terminal Evaluation (TE):

[5218_Terminal_evaluation_report_-_GCIP.docx](#)

33. Please insert information on progress, challenges and outcomes on stakeholder engagement (as evolved from the time of MTR):

Progress

The Global Cleantech Innovation Programme India (GCIP India) established a national business accelerator that was centred on an annual competition to identify promising cleantech entrepreneurs and technologies. Participating entrepreneurs received a suite of support including capacity development, tailored mentoring from technical and business specialists, intensive networking opportunities, and broader promotion of their products. Four annual competitions were run in India, with a total of 89 small businesses and entrepreneurs qualifying to compete and hence benefit from the programme's support package. The programme was highly relevant to the needs of cleantech innovators working in India, and to the Government of India's national priorities. While programme participants had access to numerous business accelerators within India, GCIP was distinctive: its cleantech focus and its emphasis on marketing, business development and financial modelling – as opposed to technology validation or technical development – was particularly valuable for participants. GCIP India was also good value for money, with significant efficiencies gained through the extensive pro-bono support secured by the programme. The high-quality inputs provided by external experts represented an impressive contribution, and the approach has established a strong, potentially self-sustaining operational model for any future programme.

Challenges

To sustain and strengthen the programme's early results, and to build on the nascent ecosystem that GCIP India has helped to develop. Based on detailed feedback from programme stakeholders and the evaluation's own findings, recommendations for strengthening any future programme were identified in the terminal evaluation report:

- Systematise post-competition engagement with participants
- Broaden and strengthen the mentor pool
- Build wider networks
- Develop a gender sensitive programme design

Outcomes

- GCIP India has delivered an effective, valuable contribution for entrepreneurs working in the country's cleantech sector. GCIP trained entrepreneurs received over US \$8 million in grant, equity and debt financing.
- It is estimated that some of the energy efficiency and renewable energy related innovations including energy-efficient ceiling fans, solar ferry, waste heat recovery systems and improved commercial cookstove can help to avoid emissions of over 1.5 million tCO₂ over 10-years.
- About 100 stakeholders were directly associated with GCIP India as mentor; screening committee member; judge; jury; and investor. Cleantech Open delivered through a 2-day in person National Workshop followed by a weekly 1-hour webinar to the entrepreneurs. All through the programme the startups were trained on areas critical to grow the business around the innovation. Each stakeholder, who came from academia, industry, government, financial institution and investor community, on an average devoted 4½ working days of their time to GCIP while each entrepreneur received 22½ hours of dedicated attention from mentors, judges, jury and investor in addition to weekly 1-hour training sessions of CTO.

In 2016 and 2017, the Global winners for Cleantech open competition were from India

Saathi Eco Innovation in 2017 and GIBBS in 2016. Apart from this, following teams won at the global level:

- Promethean Energy won Global Energy efficiency category award in 2015
- Atomberg won Global energy Efficiency category award in 2016
- Navalt won Global Renewable Energy category award in 2017
- Aspartika Biotech won Global Waste Beneficiation category award in 2017

34. Please insert information on progress on gender-responsive measures, indicators and intermediate results (as evolved from time of MTR), lesson learned if available:

While there was strong progress against the programme's main outcome (clean energy technology innovators identified and supported and becoming clean tech entrepreneurs), the programme did not apply a gender sensitive approach during delivery of this outcome. This was due to an absence of gender analysis within the original project design, and a programme document that only contained brief and generic references to gender mainstreaming. Gender mainstreaming requirement can be encouraged in certain areas of cleantech innovation but cannot not be a blanket requirement. The innovations were selected on basis of merit and contribution in mitigating GHG emissions regardless of any gender bias. This condition may be applied in an incubation programme rather than an acceleration programme. The project is encouraging innovation in clean technologies and is therefore gender neutral.

35. Please outline knowledge activities / products (as evolved from time of MTR) and lessons learned:

- A Journal was prepared to provide insights into GCIP India's activities held over 2013-2017 on Cleantech innovations.
 - After the final cycle of accelerator programme, in 2018, PMU came out with another refined compendium indicating the learnings and the profile of selected clean technology innovators. A few amongst these are disruptive innovations that have potential to make noticeable impact from large scale deployment.
- GCIP India has delivered an effective, valuable contribution for entrepreneurs working in the country's cleantech sector. While there are numerous business incubators being setup within the country to encourage innovation, GCIP India's focus on the cleantech sector was unique, and is further differentiated by its emphasis on business development since technology validation or technical development had been a selection criterion for entering the programme. Most of the cleantech innovations have strong intellectual property and many have filed for or already received patents.
- After giving a boost to the innovation agenda through several programmes by the Government of India, the next logical step would be to open up the programme and mission to innovative technologies and solutions to achieve the goals. Allowing the cleantech entrepreneurs with access to various missions, the government will ensure that various central and state

government departments, agencies and public-sector agencies give recognition to startups and access the innovative products and solutions being offered. This would go a long way to encourage and support startups across various sectors and in turn, will require steps to create a robust innovation eco-system particularly for clean technology which require appraisal tools and funds for the startups to sustain and gradually scaleup. Many of the exiting clean technology innovations can scale-up with help of markets outside India and help other developing countries to meet their respective climate mitigation and sustainable development goals.

36. Please outline main findings of the Terminal Evaluation (TE), i.e. key findings, recommendations and lessons learned:

Key Findings:

- There was consensus amongst participants and experts (mentors, judges, etc.) that GCIP India's day-to-day management was robust, efficient and effective, and had improved with each passing year. The programme's approach of managing the annual competition through a centralised but small (two-person) PMU was a logical, efficient solution. Programme administration was relatively straightforward, with essentially the same process repeated on an annual basis. Having a stable, small team with familiarity of previous years' competition rounds was conducive to increased efficiencies and strengthened processes year-on-year. The stability and size of the team also greatly supported relationship and network building across the Indian cleantech sector. In summary, UNIDO's performance was strong and well appreciated by participants
- The project received significant in-kind contributions from MSME, most notably the time of MSME personnel (including Development Commissioners and Joint Development Commissioners), office space for the PMU, and hosting of several programme-related events. Just as importantly, MSME's backing for the programme was highly visible, and the Ministry remains highly supportive.

Recommendations:

1. UNIDO and MSME should identify and allocate appropriate resources for continuation of the programme. However, sufficient capacity to administer the day-to-day logistics of the programme exists within India, so UNIDO's involvement in day-to-day admin should be phased out ultimately. Initially though, UNIDO should take the lead role in designing any successor programme, including addressing this evaluation's recommendations. In the long-term UNIDO should also maintain its association with the programme, potentially becoming a 'knowledge partner' as it moves away from being an implementing partner
2. UNIDO and the PMU should ensure that the design of any future programme includes plans and resources for the provision of post-competition support to participants.
3. UNIDO and the PMU should ensure that any future programme's M&E framework goes beyond day-to-day monitoring and incorporates indicators and tools that support measurement of long-term results. This could potentially include a requirement that participants continue to provide relevant data to the PMU.
4. UNIDO and the PMU should recruit specialist expertise on (i) marketing and (ii) investment banking to the mentor pool.
5. UNIDO should establish formal links between GCIP India participants and the cohorts developed through other national GCIP programmes, and resources should be allocated to support exchange between these national cohorts. UNIDO should also explore whether and how their wider networks – both in India and internationally – could be linked with GCIP participants.

15. Thank You!

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