ICF DECC Annual review reporting template

Project Title: International 2050 pathways partnerships and Global Calculator

Review date: 10 December 2013

Project Location:	Global (South Africa, Brazil, Colombia, Mexico, Nigeria, Algeria, India, Bangladesh, Thailand, Vietnam, Indonesia)
Project Timescale:	September 2012 – December 2014
Current Reporting Period:	September 2012 – December 2013
Funding: (ICF Funding and possibly other sources)	£2 087 000 ICF (contributions in kind from other partner governments)
Project website (if available):	https://www.gov.uk/international-outreach-work-of-the-2050-calculator https://www.gov.uk/government/publications/the-global-calculator/the-global-calculator
Project leader's name:	Tom Counsell, Ed Hogg, Jan Kiso

Link to DECC/HMG website info on project and IATI information.

https://www.gov.uk/government/publications/international-climate-fund-business-case-and-intervention-summary-international-2050-pathways-partnerships-and-global-calculator

Review Summary:

What are the key messages from this Review?
International 2050 pathways partnerships There is demand for the 2050 approach. The transparency and simplicity have struck a chord with countries. As has the holistic approach that allows the calculator to be useful from several perspectives at the same time: emission, air pollution, access to energy, energy security etc. Between September 2012 and November 2013: 1. 2050 calculator cooperation agreements have been signed with government organisations in eleven countries, against a target of ten. These are: South Africa, Brazil, Colombia, Mexico, Nigeria, Algeria, India, Bangladesh, Thailand, Vietnam and Indonesia.

2. Ten of these teams have received training to build their capability in delivering the outputs underpinning our theory of change: modelling, presenting the modelling, peer reviewing and engaging their wider society. This training has been followed by skype, email and telephone support, and some inbound visits for further discussion in the UK of our experiences. Some of the countries in similar situations have been put in touch with each other to share their expertise and transfer learning (e.g. Mexico and Colombia).
3. None of the countries have completed. The original plan had four countries completing their final outputs in 2013, and the remainder in 2014. It has proven much slower than expected to move from initial enthusiasm in a country to establishing the correct part of that country's government to lead the work, and to putting in place a team to do the work. Our response to this has been to shift from a phased plan of staggering country projects in phases to bring forward initial discussions with all potential candidate countries in parallel. This has meant that we have been able to dedicate more time to setting up the project management structures in each country (e.g. working with UNDP in Colombia to interview candidates for their project team) so that they are able to gain the most from the DECC run training session Of the 11 countries taking part in project 10 had received in person training from DECC by 2013. This means our expectation remains that by the end of 2014, 10 countries will have delivered outputs.
4. The project has underspent against the original plan. At the end of 2013 there was an underspend of just over £1 million compared with the business case forecast. This is due to a combination of: some countries not requiring the budgeted financial support, but instead drawing solely upon the team's technical expertise (at the start of each country collaboration we have analysed the resourcing needs of each team and drawn up a budget; the additional time taken to get teams in place, outlined above; the additional time taken to organise and monitor the flow of money from ICF to the supported in-country organisations. The project only pays on the completion of set milestones, and therefore financial spend is tied to technical progress in each country. As of December 2013, we still expect the project to spend slightly less (£90k) than its original allocation of £2.1 million). However we will monitor each county's financial forecast carefully so that any project underspend is reported quickly to the ICF (see financial forecast chart on page 12 for details).
5. Training was delivered to two regional organisations: the Asian Development Bank and the Economic Commission for Latin America and the Caribbean. The ambition was that they would be able to support further countries, although that has not yet occurred.

The project up to date has been rated as a **B**. This is because the work is on course, but slightly behind schedule.

Legend on scoring

Description	**Scale**
Outputs substantially exceeded expectation	A++

Outputs moderately exceeded expectation	A+
Outputs met expectation	A
Outputs moderately did not meet expectation	B
Outputs substantially did not meet expectation	C

Introduction and Context

What support is the UK providing?
Following a project model developed with the Chinese government, a dedicated team in DECC's Strategy Directorate is providing direct technical and financial support to 11 priority countries (working with Ministries of Environment and Energy) to develop their own in-house version of the UK's 2050 Calculator - an interactive, open sourced tool for developing energy and emissions scenarios - and use it to generate stakeholder consensus on the low carbon development pathways open to them. This will enable them to make a positive and informed contribution to the post-2020 debate that will take place at the 2015 COP. The team will also work to create a Global Calculator by leading an international consortium of developed and developing country organisations. The Global Calculator received Ministerial sign-off in May 2013.

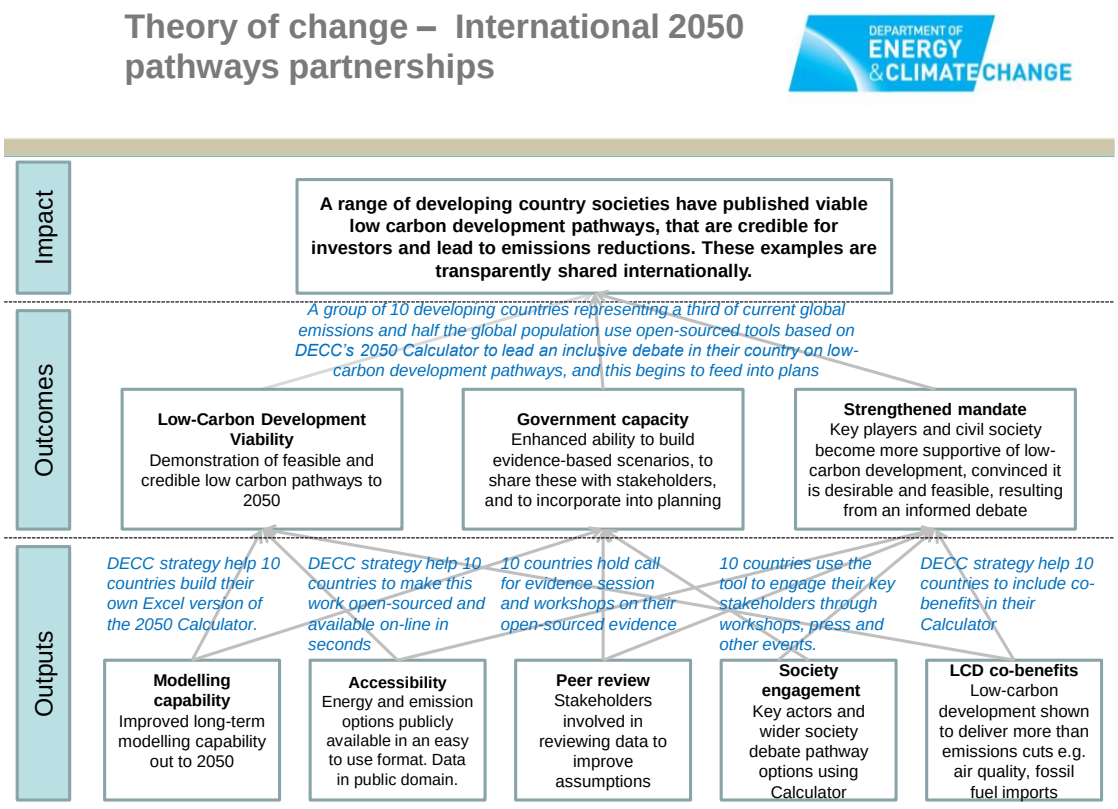
What is the context in which UK support is provided and why is UK support required?
Developing countries are drawing up their own low carbon development plans, often without the technical capacity within government to make a convincing case to their society that this is desirable and feasible. By helping priority governments develop tools to make their plans credible, linking them with other development goals, and setting them in the context of global efforts, we increase the chances that national decision makers will support and implement them. Where countries do have access to modelling tools, these are often "black boxes" only understood by a small group of technical experts. Whilst these tools may be technically robust, they are difficult to communicate to decision makers, who lack the time and technical training to be able to interrogate the results. This can lead to an impasse between technically competent but politically weak modelling teams, and the high level decision makers, whose involvement is a prerequisite for a successful low carbon development plan. In the 2050 Calculator the UK has developed a methodology that has been applauded for its transparency and simplicity in outlining the different options available to a country as it looks to develop its economy and energy system. It has impacted policy making, as one of the analytical tools used in the recently published Carbon Plan which outlines how the UK will deliver the 4th carbon

budget, and levels of ambition for different technologies in 2050. And it has fostered an energy literate debate, being used by journalists, politicians and leading experts as a reference tool and for expressing their vision of the future.

It has already been tested in a developing country context following a successful cooperation with the Chinese government who have developed and are using their own version of the model with a view to it influencing their policy making and communication of their energy and emissions challenges.

What are the expected results?

This intervention supports the overall ICF theory of change, by demonstrating the viability of low-carbon development at a national level, through an open-sourced and transparent method currently not available to developing countries. It will make debates on low-carbon planning more inclusive, and more evidence based, providing a tool for governments to engage their stakeholders and the public. Given its simplicity it can also be used to challenge incorrect claims on future energy and emissions pathways, in a way that can be understood by non-experts. It does so by developing capacity within developing country governments, another ICF priority, who will be the developers and owners of their Calculator, meaning that the results of the project should last well beyond its lifetime. The theory of change for this project is below.



In the original business plan, during this reporting period it was expected that interventions would

have started in ten countries, and that outputs would have been completed in four.

The theory of change has not been validated, because no countries have completed their final outputs. However, the impression provided by other countries commitment, work and enthusiasm to date is that the theory of change remains correct and relevant.However the logframe published with the theory of change will modified after this annual review in order to achieve synchronisation between the two.

Section A: Detailed Output Scoring

Highlight that this is explicitly linked to the log-frame. Include information for outcomes in addition to outputs if there are any results at outcome level.

Output 1: In-house 2050 Calculator tool developed in 10 developing countries

Output Indicator 1.1:

10 countries have developed an open source version of the 2050 Calculator – complete with well documented excel spreadsheets and webtool. This is published on government websites and open to all

Milestone 1:

4 countries participating in the project have achieved indicator 1.1

Status end of 2013:

10 countries have agreed to engage in a 2050 Calculator cooperation. However, as the built up of the agreements as well as the 2050 Calculator teams in country have taken longer than expected, none had published their work at the end of 2013. All involved agreed that it was better to conduct the work with due diligence and not rush to pre-mature outputs. These outputs are now envisaged to be achieved in 2014.

SCORE: B

Output 2: The 10 countries receive support to use this as part of low carbon development plan process and to engage stakeholders
Output Indicator: High-level visit to London from senior officials in each country to learn how to use the tool for policy making and engagement. Milestone: 4 countries participating in the project have achieved indicator 1. Status end of 2013: 10 countries have signed up to 2050 Calculator cooperation. The Terms of Reference of each cooperation entail that a visit is planned by the 2050 Calculator team. As of end of 2013 training visits to South Africa, Brazil, Mexico, Colombia, Nigeria, Thailand, India, Bangladesh and Indonesia have taken place. Vietnam is the only country that has yet to receive it's kick of training visit and that is already scheduled for March 2014. SCORE: B

Output 3: Global 2050 Calculator built with international partners, focusing on emissions, energy flows and energy security.
Output three is a separate project and has a separate logframe. Thus, it is not being evaluated here.

Section B: Results and Value for Money.

1. Progress and results

1.1 Has the logframe been updated since last review? *If so, explain why.*

No. This is the first annual review. The log frame will be revised following this annual review.

1.2 Overall Output Score and Description:

The theory of change appears valid. Projects have started in 11 countries. The project is behind its original schedule, but still able complete in 2014.

The project up to date has been rated as a **B**. This is because the work is on course, but slightly behind schedule.

1.3 Direct feedback from beneficiaries (where appropriate in 6 monthly reviews; required in annual reviews)

The 2050 Calculator offer from the UK government to developing countries has received very positive initial feedback from participating governments. Specifically:

- **South Africa**: Memorandum of Understanding signed by Director General in the Department of Environmental Affairs (DEA). DEA have said that the 2050 Calculator is a key plank of their goal to have an informed and depoliticised debate on mitigation possibilities in the country. The project was warmly welcomed by DEA stakeholders at an event in Pretoria in April 2013.
    - Political commitment: MoU signed by Director General of DEA and Environment Minister scheduled to launch project in March (hopefully coinciding with visit from Sir David King).
    - Resource committed by country: DEA paying for stakeholder engagement, and have assigned a project manager and 4 sector leads to the project.
- **Brazil**: The Brazilian Empresa de Pesquisa Energética (EPE), state advisory body to the Ministry of Energy is very enthusiastic about the prospects of using the Calculator to feed into to the long-term national energy plan that they are developing out to 2050. They plan for the work to also feed into to a detailed project they are working on with the International Energy Agency (IEA). A challenge for the work going forward in Brazil is to secure more active participation from the Ministry of Environment to ensure that their 2050 Calculator covers all Greenhouse Gas emissions, rather than just those from the energy sectors.
    - Political commitment: Supported by Director of EPE.
    - Resource committed by country: EPE providing all the staff for their project team including Excel expert.
- **Indonesia**: The Indonesian Planning Ministry (BAPPENAS) has assumed leadership for their 2050 Calculator, although there will be strong participation from other government ministries such as energy, finance and environment. A Terms of Reference has been signed by BAPPENAS's Deputy Minister, and the project has strong high level backing. The work is due to begin beginning of 2014.
    - Political commitment: MoU signed by BAPPENAS Minister.
    - Resource committed by country: To be confirmed – final discussions on budget and project plan underway.
- **India**: The 2050 Calculator has been selected by India's Planning Commission (specifically

Montek Singh – the Deputy Chairman) as being the major piece of energy modelling that they wish to take forward in the coming year. It was successful thanks to its transparency, the speed by which it can be completed and the ease of use. This gives the project extremely senior support within the Indian system.

  - Political commitment: Deputy Chair of Planning Commission has personally asked for the project.
  - Resource committed by country: Indian government covering their own costs. They have assigned three full time staff to the project, and are involving research institutions such as TERI without using ICF funds.

- **Bangladesh**: The Memorandum of Understanding was signed by Bangladeshi Ministers and the project has received enthusiastic backing from a cross-department board.

  - Political commitment: MoU signed by Minister
  - Resource committed by country: Limited.

- **Mexico:** The Mexico 2050 Calculator is being developed by the Mexican Energy Ministry (SENER). The training workshop for their team was delivered by DECC in August 2013, and included a launch event which received extensive press coverage. The SENER agreement was signed by their junior Minister. SENER have involved the Centro Mario Molina (CMM), a think tank with a strong track record in climate mitigation, in the technical development of their model. The first version is due to be launched in April 2014, and will initially focus on the energy sector (including biofuels), however there is appetite for the project to be extended to the whole economy.

  - Political commitment: MoU signed by Vice-Minister.
  - Resource committed by country: SENER are providing some of their staff to work part time on the project. They have also elected not to use the full £140k we had allocated.

- **Algeria**: Sonelgaz (the state-owned energy company of Algeria) has taken the lead for the 2050 Algeria Calculator project, with its Chairman signing the cooperation agreement. A kick-off workshop occurred in November 2013. This was joined led by DECC experts as well as French-speaking consultants from Belgium (developers of the Belgium 2050 Calculator).

  - Political commitment: MoU signed by Sonelgaz Chairman.
  - Resource committed by country: Sonelgaz are funding the participation of their entire team.

- **Nigeria**: 2050 Calculator Terms of Reference signed between the Energy Commission of Nigeria, DECC and the UK High Commission in Abuja. Kick-off workshop in November 2014 with two DECC experts. The team is now being set-up.

  - Political commitment: MoU signed by Director General ECN.
  - Resource committed by country: To be confirmed.

- **Colombia:** 2050 Calculator cooperation signed in November and kick-off workshop in December 2013 with two DECC experts. The Ministry of Environment is the main consumer of the work, but due to resource constraints they have asked the Colombia UNDP office to lead on the implementation of the project. They have undertaken a competitive recruitment process which has led to the recruitment of four full time professionals to work on the Colombia 2050 Calculator until September 2014. The work will feed into Colombia's wider Low

Carbon Development Strategy which began a couple of years ago.

  - Political commitment: MoU signed by Director of Mitigation for Ministry of Environment (Environment Minister was confirmed but did not attend in the end)
  - Resource committed by country: Ministry of Environment is very under-staffed so their in-kind support is limited. The project is making use of ongoing work to develop NAMAs and mitigation plans for Colombia.

- **Thailand:** Cooperation signed in October 2013 and kick-off workshop in November 2013. The Thai 2050 team will be led by TGO and will begin its work in beginning of 2014.

  - Political commitment: MoU signed by the Executive Director of the Thai Greenhouse Gas Office.
  - Resource committed by country: To be confirmed.

- **Vietnam:** Cooperation will begin at the beginning of 2014, after the final plans for the project with the Ministry of Trade and Industry (MOIT) are agreed. Our initial contact had been with the Ministry of Planning and Investment (MPI), who are leading up Vietnam's work on low carbon, but they directed our towards the MOIT. Our initial plan had been to develop the Vietnam Calculator through a wider piece of work with Asian Development, but this has not realised the regional economies of scale that we were hoping for.

  - Political commitment: Vice-Minister for MOIT has welcomed the project.
  - Resource committed by country: To be confirmed.

1.4 Summary of overall progress

- Eleven country co-operations in place, usually with Ministerial support.
- Ten teams have received substantial training
- Eight teams are fully staffed and developing outputs
- No teams have produced final outputs. All have plans to do so in 2014.
- Global Calculator team staffed, trained and working towards call for evidence publication during summer of 2014.

Whilst progress has been slower than expected we are confident that the projects goals can be achieved by the end of 2014.

1.5 Key challenges

- Turning initial enthusiasm into a capable team that have time to devote to the project. The intent of the project is that it should be led by the partner government, it is therefore subject to the rhythm of project initiation and staffing of that partner government, and has typically been slower than originally forecast.

- Coordination across different government ministries. Responsibility for greenhouse gas emissions and the sectors that cause greenhouse gas emissions is typically spread over a number of government ministries. Different countries have different approaches to cross ministry co-ordination. In some countries this has led to delays in agreeing to start the project. In other countries this has led to the scope of the project being initially restricted to energy-related greenhouse gas emissions.

2. Costs and timescale

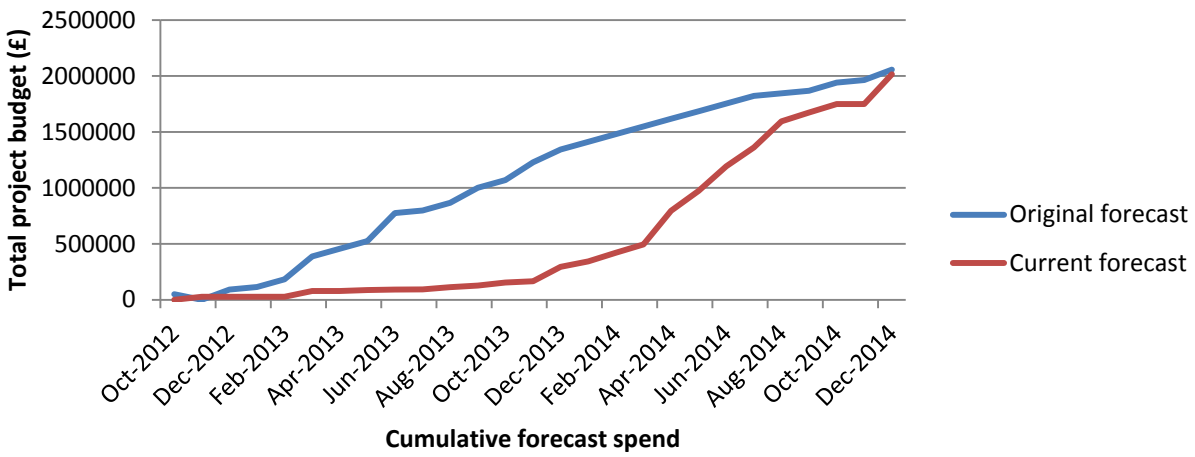
2.1 Is the project on-track against financial forecasts: Y/N

No. The project has spent much less than the initial forecast provided when the business case was approved.

This is due to:

1. Delays in turning enthusiasm into staffed and operating teams. Once teams are in place, they often require less than our initial forecast of resource needs.
2. Delays in turning enthusiasm into a detailed specification and contracts for technical support – the cost of training and support from UK civil servants is limited to travel & subsistence. Therefore the bulk of financial spend only occurs when teams have been set up in country and identified what additional capability and technical support they might need. There has then occasionally been a delay while the correct route to procuring that technical support is established, which at a minimum needs to involve DECC, the FCO in country, the partner government and frequently involves a range of other in-country organisations (e.g. research institutions, universities or experts selected after an interview process)
3. A lack of need for paid-for technical support. Some countries have required little beyond the time of the UK team in providing advice and training e.g. India. This incurs only the cost of travel and subsistence, which the team attempt to minimise through effective use of telephone, video-conferencing, screen sharing and email.

At present we have detailed budgets in place with 8 out of the 11 countries. The remaining three countries (Thailand, Vietnam and Indonesia), are in the final stages of agreeing a detailed plan for how they wish to use the UK ICF resources. We are currently projecting a slight underspend on the initial budget submitted during the business case phase of the project. This will be reviewed early in 2014, as it becomes clear whether any of the teams involved in the work require additional technical support.



2.3 Is the project on-track against original timescale: Y/N

No. The project is at least six months behind the original schedule, but had eight months of time in reserve in the original schedule, so should still complete on time.

The original plan forecast three months per country to transition from initial commitment to fully operational team. This has typically taken closer to six months, and in two cases has taken a year. To manage this shift, the team has started engagement with all potential partner countries in parallel, rather than pursuing the phased approach originally imagined.

The original plan forecast nine months of work by the country team to produce outputs. This appears to be the minimum that is possible. Teams operating outside of this project have achieved a nine month (or shorter) timescale, but it seems possible that some teams engaged in this project will take twelve months.

Because it was known that the timescales were uncertain, the original plan had an eight month time reserve. This reserve means that the project as a whole can still complete by the end of 2014. Our experience is that 1 year is sufficient time for a country team to complete a working version of the 2050 Calculator, and given that 10 countries already have been trained and have a team working on the project we feel confident that the project will deliver its intended output of 10 country calculators by the end of 2014.

3. Evidence, Monitoring and Evaluation

3.1 Assess any changes in evidence and implications for the project

Outside of this project, 2050 calculators have been developed and launched in Taiwan and Belgium and one is in progress in Japan. The team in China continues to develop their 2050 calculator without further support and are using it in an increasing range of situations. This gives the team increasing

confidence about the ability to adapt the work to different country circumstances and an increasing confidence in the material and training that the team provides.

3.2 Quality of monitoring and reporting

Each country has a manager in DECC responsible for its progress against the original plan. They stay in frequent informal contact with the country teams and the local Foreign Office teams, and convene formal progress meetings around each milestone in the plan, typically quarterly. A close working relationship with the Foreign Office team on the ground has helped to ensure the progress is carefully monitored. Where payment is made to support country teams, it is made for pre-agreed outputs and evidence of those outputs is provided.

3.3 Where an evaluation is planned what progress has been made?

The Monitoring and Evaluation plan has been drawn up in consultation with the DECC and DFID monitoring and evaluation teams and has been submitted to the DECC monitoring and evaluation board.

The Foreign Office has supported the evaluation with a series of baseline interviews in South Africa and Mexico to establish the level of capability and quality of debate before this intervention.

The Monitoring and Evaluation plan envisages tendering in summer 2014 for an external group to independently evaluate the intervention.

4. Risk

4.1 Output/Outcome Risk Rating: Low/Medium/High

Description of risk	Initial risk	Current risk	Comment at 1 year review stage
1. Countries are unable to complete their 2050 Calculator because of a lack a data, meaning it cannot influence their low carbon development plan.	2	1	Our experience to date has been that the data requirements of the 2050 Calculator can be used by the countries we are working with. In a number of instances we've received feedback that the exercise of building the Calculator has been a useful exercise in bringing together data in one place.
2. Countries initially embrace the open-sourced nature of the 2050 Calculator but then refuse to publish their data, meaning that whilst it may influence government policy, its use as a stakeholder engagement tool is lost.	2	2	Still remains a risk. We are using the training visits by DECC staff to also prepare the ground for launching the work. Particularly important getting other Departments onside

3. Countries deliver technically sophisticated 2050 Calculators but these are poorly communicated and are not used to influence policy.	2	2	Again still a risk – and very much linked with Risk 2.
4. 2050 team loses the capability to answer queries about, or understand data within, the 2050 Calculator meaning that it is unable to support requests from other countries developing their own calculators	1	1	2050 team reaffirmed its commitment to the work, particularly given that the Global Calculator is going ahead. 2050 Calculator praised as part of Macpherson modelling review, so incentive to maintain knowledge within DECC.
5. One or more of the targeted 2050 countries fails to deliver country calculator to specification jeopardising target of engaging 10 developing countries with ICF funding	2	2	Remains a risk principally due to potential for competing priorities for the government teams that we are working with. Whilst each country has time to complete the work by the end of 2014, there is less scope now for national teams to get sidetracked by other competing priorities.
6. Political interference causes biased use of data within a country's Calculator to advance a particular agenda	2	2	Linked to Risk 2. But if the work is made public this is much less likely to be an effective long term strategy.
7. **New risk**: 2050 Calculator does not include all GHGs or sectors. Brazil is looking to only initially cover some sectors (leaving out LULUCF), but could increase the scope further down the road.	0	2	This risk emerged over the course of discussions, particularly in countries were energy and land use/agriculture are owned by different government ministries For smaller countries we will look for early commitment that they are going to build a comprehensive version. The DECC 2050 team are working on providing technical information that will make it easier to add LULUCF sectors to the Calculator after a first phase publication.
8. **New risk**: FCO/DfID in country staff working on the project leave.	0	1	We've experienced some turnover in various countries of HMG staff, particularly UK based ones. Our treatment is to make sure that a wide group of staff in an embassy or DfID mission are involved, and to build strong relationships with locally engaged staff who tend to stay for longer periods of time.

4.2 Assessment of the risk level

The key risks to the success of the project remain. Principally making sure that countries that take forward the work publish it, and slippage meaning that we don't deliver the work in 10 countries.

To remedy this we are looking to use training visits to build political buy-in for the work, as well as providing technical support. At present our assessment is that data availability is not such an issue as we initially envisaged.

A new risk includes countries looking to take forward partial versions of the 2050 Calculator e.g. missing out a key sector.. To address this, if the country is is motivated to complete the rest of the work, than we have proceeded under the agreement that the Calculator could be extended in the future. We have also taken steps to make sure that the government agencies that might take forward this additional work, are involved from the outset.

The second risk, is just a practical issue of high turnovers of staff in some embassies or DfID offices. This is particularly the case with UK based staff. To remedy this we have looked to involve a number of different HMG overseas officials in each national project, particularly where one is coming to the end of their posting. We also have regular conference calls with embassies to keep them up to speed with technical developments in the project plan, and which also serve to anticipate any staffing changes going forward.

4.3 Risk of funds not being used as intended

Payments to countries are made:

1. In instalments, after evidence of pre-agreed outputs and activities have been supplied. (We have already delayed payment of instalments to some countries until outputs have been delivered).
2. Using the procurement practices of the FCO or DfID in the country concerned
3. Normally, with the direct oversight of local FCO or DfID staff.
4. Always with the oversight and agreement of the DECC team member responsible for that project.

The amount allocated to each country is limited (to at most, c. £140,000), so in the event of a miss-use of funds its impact on the overall project will be contained.

5. Value for Money

5.1 Performance on VfM measures

Economy (*Are we or our agents buying inputs of the appropriate quality at the right price?):*

There is no reason that the economy arguments in favour of delivering the 2050 Calculator in house in DECC have changed since the approval of the Business Case.

Efficiency (*How well do we or our agents convert inputs into outputs?*):

Value for money in the business case rested on the small amount of money per intervention (up to £140k of direct funding, plus up to half a person-year of DECC staff time) and its potential to achieve

the theory of change (particularly by building capability in-country and enhancing dialogue) and enhance the UK's reputation. The amount of money per intervention remains small, and may be becoming smaller. In all countries we see a significant contribution from our partner organisations and, in some cases, these have been unexpectedly high, leading to a lower DECC contribution. For example India has provided all of the staff working on their 2050 Calculator, when our starting assumptions is that teams may need to second in up to 4 people. South Africa is only using our budget for technical support from the University of Cape Town, and is providing the funds for all of the stakeholder engagement from the Department of Environmental Affair's budget. Brazil is also making use of existing modelling teams within its energy advisory body (EPE). To date the tendency has been for countries to underspend against the £140k benchmark, with only two so far coming in slightly over this figure.

Effectiveness (*How well are the outputs from an intervention achieving the desired outcome on low carbon development?)*:

At this stage there is limited information to support this section of the review. The potential to achieve the updated theory of change is untested, but the commitment from partner countries provides reason for optimism. In almost every country the Foreign Office has been very supportive of this project, reflecting their perception that the work will enhance the UK's reputation. The work outside of this project, in China and Taiwan, gives further support for the value for money case: the countries have continued to independently support 2050 teams, for the same purposes as outlined in this project's theory of change.

Following the modification of the logframe after this Annual Review a KPI assessment will be conducted. The Project is expected to report against the main qualitative indicators by the next results collection once a framework has been developed to allow the tracking of performance on the outcome level and measure programme effectiveness. However the Project will remain unable to report against the quantitative KPIs due to the causal link between the intervention and the KPIs being too far removed.

5.2 Commercial Improvement and Value for Money

N/A.

5.4 Does the project still represent Value for Money : Y/N

Yes –Country teams have very often match funded the project by providing more team support – especially in Nigeria, India, South Africa, therefore the Project has demonstrate value for money in terms of achieving its objectives.

5.5 If not, what action will you take?

6. Project partnerships, sustainability and transformation

6.1 Partnerships

Partnerships have been formed between the UK and government organisations in eleven countries. These have been supplemented by relationships with other connected stakeholders and organisations in those countries (for instance, the University of Cape town in South Africa, the Centro Mario Molina in Mexico). Two relationships have been formed with regional groups: the Asian Development Bank and the Economic Community for Latin America and the Caribbean.

Synergies between groups in different countries appear likely: South Africa are contacting the Chinese team to learn from their work on the Industrial sectors of the 2050 Calculator. The Colombia 2050 team are already in touch with the Mexico and South Africa teams, meaning that the first countries to have begun the process of developing a Calculator are able to help those starting later. In the case of Colombia, the common language with Mexico is particularly advantageous.

Where there is probably less scope for this work than we initially anticipated is for regional activities where we work with a third party e.g. a Development Bank to co-sponsor the project. In the case of our work to date with the Asian Development Bank we have found that this slowed down the process, principally due to changes in their team which led to a lack of buy-in from the new members. Our solution to this has been to try and train other regional institutions to be able to teach the Calculator methodology to the countries that they work with on a regular basis, rather than to set-up complicated trilateral agreements with them. So far, we have trained staff from Economic Community for Latin America and the Caribbean (ECLAC), who are provisionally looking to add the 2050 Calculator to the suite of services that they offer to region in 2014. Given that they have access to significant funding from the European Union, this could prove to be a very good investment if they follow through on their initial enthusiasm. We envisage that DECC involvement in this work, beyond the training already given, would be minimal.

Work we have taking forward with Taiwan (without ICF funding) can also provide a read-across to other countries (their treatment of Industrial sectors and cooling demand), with it being particularly relevant for Brazil and Indonesia.

We also expect synergies between the organisations involved in the global calculator and the country teams during 2014.

6.2 Transformation

No concrete evidence yet available. In most countries there is a political will to do the project and there is always local ownership. The intervention has proved sustainable in China, but it is too early to say whether this will be replicated in other countries. A key priority for 2014 in each country will be working with each national team to help them embed the project findings within their government. This will most likely involve a series of training sessions on how to interrogate the calculator for government officials and other stakeholders.

6. Conditionality

6.1 Update on specific conditions

N/A

7. Lessons learned, conclusions and actions

Over the first 12 months of the project we have drawn three main lessons from our work so far:

1. **Set-up takes time**: It has taken longer to get things started than we anticipated. From achieving the initial expression of interest to formally starting the project (e.g. first training session, signing of contracts) we have usually had a 6 month period.

2. **Regional working is complex**: We had hoped that we'd be able to use our work with the ADB to create a multiplier effect for the 2050 Calculator in South East Asia. However a lack of staff on their part with the time to take forward the detailed project management, and staff churn has made this much more difficult than we anticipated. We have also trained staff in CEPAL and hope to see a regionalisation impact from this in 2014.

   Mitigating action: We're going to revise how we look to use regional or international bodies. They can provide very useful political cover, and at times logistical support, but given their resources and our timescales it is probably unrealistic to think that in the short term they can begin to deliver Calculators on their own. . Our project set-up in Colombia has shown how they can be useful, as UNDP has provided a project management and HR platform for their team.

3. **Intra-departmental friction is the big risk**: To date we have found that stakeholders like the project, and support the steps it takes to make information more accessible. However for the Calculator development to actually get done, we have to choose a lead government department to take forward the work. There is therefore strong potential for other government departments who have an interest (e.g. Environment, Energy, Transport) but are not in the lead to cause problems during the development phase. At its worst this could potentially lead to Calculators that don't cover all GHG emissions, or worse still, don't get published at all.

   Mitigating action: Use training weeks to warm other government departments up to the work. Encourage the lead department to work closely with them. And to use FCO and DfID offices in country to facilitate the process.

8. Review Process

Conducted by: Jan Kiso
Cleared by SRO: Tom Counsell
Reviewed by: Sophie Hartfield, Ed Hogg, Natasha Nanuck, Szilvia Varadi, Beth child

Sources used:

Project documentation. Discussion with team that manages each countries.