



Somalia Off-Grid Solar Grant Facility (SOGSGF)

Facility Manual

Prepared by IBS

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LIST OF ABBREVIATIONS

BA	Banadir Administration
CRM	Customer Relationship Management
DC	Direct Current
ECoP	Environmental Code of Practice (ECoP)
REoI	Request for Expression of Interest
ESMF	Environmental and Social Management Framework
FM	Facility Manager
FGS	Federal Government of Somalia
FMS	Federal Member State
FMS-BA	Federal Member States and Banadir Administrations
GPS	Global Positioning System
IEC	International Electrotechnical Commission
IVA	Independent Verification Agent
KPI	Key Performance Indicator
LED	Light-Emitting Diode
Li-ion	Lithium-Ion
M&E	Monitoring and Evaluation
MoEWR	Ministry of Energy and Water Resources
MTF	Multi-tier Framework
NO	No Objection
OGS	Off-Grid Solar
PAYG	Pay as You Go
PIM	Project Implementation Manual
PC	Project coordinator
PV	Photovoltaic
RBF	Results-Based Financing
SDG	Sustainable Development Goal
SEforALL	Sustainable Energy for All
SHS	Solar Home System(s)
SSP	Solar Service Provider
SSS	Standardized Specifications Sheets
W	Watt
Wp	Watt-peak
WB	World Bank

1 BACKGROUND INFORMATION

The prolonged conflict of the past three decades have significantly affected the energy sector as a whole. A large part of the Somali population will not be reached by a national grid even in the long term and a combination of low density of population, low income, and nomadic lifestyles make it unfeasible for mini-grids in the short term. As such, standalone off-grid solutions are considered best options in the short term. These systems (also referred to as “solar home systems”, or SHS in short) typically include solar panels, a rechargeable battery, light emitting diode (LED) lighting arrays, and many include mobile phone charging capabilities.

1.1 MARKET GAPS

Desk research along with stakeholder consultations have identified a number of market failures in the value chain of the Somali Off-Grid Solar industry. These include; low quality products, insufficient consumer knowledge and marketing, inadequate distribution infrastructure, lack of warranties and after-sales services as well as inadequate policies and procedures. The challenges are also exacerbated by NGO giveaways and the lack of legal frameworks. The Somalia Off-Grid Solar Grant Facility is aimed at tackling these challenges through the provision of results-based finance (RBF) scheme to solar service providers (SSP) in the country.

2 SOMALIA OFF-GRID SOLAR GRANT FACILITY

2.1 OBJECTIVES

The overall objective of the facility is to meet the market challenges identified through the expansion of access to electricity in targeted urban , pre-urban and rural communities. Specifically, the Facility aims to

- i. To support households and Small and Medium Enterprises (SME) access Lighting Global (LG) quality verified Off-Grid Solar (OGS) systems across Somalia;
- ii. To support the growth of earlier-stage and/or local solar companies where possible;
- iii. To enable distributors to sell products on a pay-as-you-go (PAYGO) basis where possible, thus increasing affordability;
- iv. To promote off-grid energy access in remote and rural areas; and
- v. To set a foundation for high-potential solar operators to access future funding to further scale operations in Somalia.

To achieve these principal objectives, the grant will provide low-risk expansion capital to enable business to invest in growth and infrastructure, educating consumers on the necessity of quality, and stemming the tide of low-quality products.

2.2 GRANT FACILITY BENEFICIARIES

The project is expected to reach **10,750** households, and provide electricity access to about **56,950** people, around 1 percent of the current off-grid population. Of this number, **28,350** are expected to be women. The beneficiaries also include at least **100** Small and Medium Enterprises (businesses) with a female ownership of minimum **20%**. Solar home system technology funded through the project will provide an average of around **9.4W** of generation capacity to each household reached, amounting to a total of around **0.1 MW** in expected new capacity through the entirety of the project.

2.3 FACILITY STRUCTURE

The Facility will award up to US\$700,000 to compensate OGS product distributors for the initial, incremental, and opportunity costs associated with an expansion of operations in Somalia. This amount may increase with future co-funding from other development partners. Under the Facility, successful grant applicants will be able to draw down on grant awards through two distinct mechanisms:

- **Expansion RBF:** Results-based financing (RBF) to Off—Grid Solar (OGS) distributors, with a fixed per-unit payment made for each Lighting Global (LG) quality verified solar system sold, paid after successful verification of the sale. These grants will provide distributors with much-needed capital to build internal capabilities, invest in sales and distribution infrastructure, pilot new and innovative businesses and customer service models (including pay-as-you-go models that enable customers to pay in installments), and build up liquidity to act as collateral for future debt finance from local banks.
- **Seed RBF:** Since effective results-based financing requires that recipients have access to sufficient inventory, infrastructure, and capacity to self-finance initial operations, successful grant awardees will have the option to draw down on a portion of their grant award upfront in the form of a Seed RBF. Once the sales against which the Seed RBF was awarded have been made, grant awardees will be able to submit subsequent sales for Expansion RBF disbursement.

2.4 ELIGIBLE EXPENSES

Table 1 summarizes the eligible expenses that solar service providers (SSPs) can request funding for. These areas are identified as the main gaps in the market, which the Facility will fund through seed and RBF grants. The principal condition for all expenses and uses for the facility is that they must be in concordance with and be linked to “demonstrating expansion of business models (in terms of geography and market segments) and connections to households and businesses”. SSPs must also provide clear strategies and milestones for achieving the overall objective of the Facility as described in section 2.1.

Table 1. SOGSGF Eligible expenses

Eligible uses (solutions)	Description
Solar Systems	<ul style="list-style-type: none"> • Quality products – eligible companies will be selling LG quality verified solar products up to 350Wp with a list price no more than US\$ 500. • Multi-light solar PV systems are systems with more than one light point. A light point counts as such if it produces more than 15 lumens. The number

	of light points of a system is indicated on the specifications sheets. Solar lanterns are excluded.
Capacity Building	<ul style="list-style-type: none"> • Training of staff including technicians, management as well as frontline staff such as customer service personnel.
Marketing expenses	<ul style="list-style-type: none"> • Includes dissemination of information of products and services to customers. • Stakeholder engagement and consumer education (about quality products)
Distribution Infrastructure	<ul style="list-style-type: none"> • Expenses related to product distribution network, storage, delivery services and logistics.
Development of consumer finance models.	<ul style="list-style-type: none"> • Consumer finance models such as PAYG. • Procurement of relevant finance software
Development of aftersales support and maintenance services	<ul style="list-style-type: none"> • Processes that enhance customer service capacity i.e. call center and records • Procurement and training of qualified technicians.
Operational activity	<ul style="list-style-type: none"> • Operational costs related to the provision of the proposed activities, including salaries of personnel, relevant financial administration, and other costs directly related to implementing the project.
Hiring people.	<ul style="list-style-type: none"> • Funds can be used for hiring qualified personnel throughout the businesses' value chain; from marketing, distribution, installation and maintenance etc.

2.5 ELIGIBLE SOLAR SERVICE PROVIDERS (SSP)

In general, individual companies small and medium companies (SME); for example, pay-as-you-go (PAYG) businesses, over-the-counter businesses, wholesale distributors, and partnerships that consist of a combination of these companies are eligible to apply to the SSP expansion RBF facility. The following table summarizes the eligibility criteria for SSPs. There also exceptional criteria, which are given priority points when integrated into the operations of applicant SSPs. Table 2 summarizes the minimum eligibility criteria for SSPs.

Table 2. Minimum Eligibility Criteria

Eligible Solar Service Providers	
Criteria for all participating firms	<ul style="list-style-type: none"> • Established local operations – Local companies with at least a one-year track record of selling OGS products. • Evidence of the Company having at least two (2) years' operating in Somalia • Financial statements – audited financial statements of last one financial year • Quality of operations – appropriate staff or commitment to deploy appropriate staff at a functional level. • Warranty and after-sales service – must offer a warranty in compliance with Lighting Global requirements for pico-PV and solar home system products and have an established and active after-sales service capability.

	<ul style="list-style-type: none"> • Business plan – including a minimum one-year forecast balance sheet and Profit and Loss (P&L) showing a well-managed cost structure and a clear path and strategy to break-even and profitability. • Compliance with relevant national regulations pertaining to licensing, tax, legal, and accounting. • Recycling/Disposal– must have a policy and a plan for the recycling and or disposal of system components at end of life, particularly batteries. • Customer data – companies must capture and track customer data in sufficient detail to allow for reliable verification of sales.
Exceptional Criteria	
	<ul style="list-style-type: none"> • Gender balance: SSPs who provide solutions that have strong gender inclusivity will have an added advantage in the form of extra points during the evaluations. • Environmental and Social (E&S) integration: Companies who have integrated E&S protocols in their operations and or have a solid strategy to integrate E&S safeguards in their processes will be considered exceptional. • Peri-Urban and Rural customers: SSP’ with the ability to distribute products and services in rural settings including, farmers, nomads and other livestock herders will be considered exceptional in evaluations.
Additional criteria for firms offering OGS products on credit	<ul style="list-style-type: none"> • Collections and portfolio management – metrics and procedures to track portfolio quality, including a minimum of PaR 30, and adequate collection practices.

2.6 THE GENDER CRITERION

Included in the facility’s target beneficiaries is a female quota both in the households and in the businesses (see table 8). These targets are an integral part of the funding conditions and will be assessed during M&E and verification processes. IBS as the facility manager understands that meeting female quotas could be difficult specially in terms of the household numbers led by females. As such, IBS will work with applicants during the information sessions (section 4.2.1) and the pre application training (4.2.2) in formulating strategies to achieve the female number.

2.7 ENVIRONMENTAL AND SOCIAL (E&S) SAFEGUARDS

The project is assigned as a Category B Partial Assessment – assigned to projects that are likely to have limited and reversible environmental impacts, that can readily be mitigated. There are no significant and/or irreversible adverse environmental issues anticipated from the activities to be financed under this project. In addition, the proposed project will not result in major land acquisition since the installation of solar systems will take place largely within existing households and small business, and no physical displacement is anticipated due to the nature of the project.

2.7.1 APPLICABLE ENVIRONMENTAL AND SOCIAL SAFEGUARDS

Although E&S impacts of this project is considered limited and reversible, there are important safeguards that must be in place. SEAP Environmental and social Management Framework (ESFM) stipulates a number of E&S safeguards that are expected of SSPs to have in their operations¹. These include, adequate Human Resources (HR) policies especially those regarding labor practices, Occupational Health and Safety (OHS) protocols, Battery disposal mechanisms and the general awareness of E&S risks. IBS has listed these safeguards, the potential threats and mitigation measures, which are summarized in table 5.

Table 3. Summary of E&S risk and impact areas, Potential Threats and Mitigation Measures

E&S safeguards	Potential Threats	Mitigation measures
Human Resources	<ul style="list-style-type: none"> • Child and forced labor • Youth, women and minority employment 	<ul style="list-style-type: none"> • Development of protocols (<i>in accordance with the project's ESMF and WB E&S guidelines</i>) <ul style="list-style-type: none"> ○ To address and mitigate against child and forced labor matters ○ Encourage employment of youth, women and minority groups • Conduct training in <ul style="list-style-type: none"> ○ Child and forced labor laws, adequate compensation schemes, and grievance resolutions mechanisms
Occupational Health and Safety (OHS)	<ul style="list-style-type: none"> • Un-qualified technicians (installation and maintenance) • Worker and customer safety 	<ul style="list-style-type: none"> • In line with ECOP requirements of SEAP ESMF, FM will Create <ul style="list-style-type: none"> ○ Tools for assessing technicians (installation and maintenance) ○ Protocols for the safe instalment and maintenance of solar products ○ Community and user awareness protocols and disseminate them • Conduct training in safe installation, maintenance and operation of solar home systems.
Battery disposal and recycling	<p>OHS impacts on workers handing used battery storage, transport and disposal.</p> <p>Hazards resulting from inappropriate disposal of batteries to land and people.</p>	<ul style="list-style-type: none"> • In line with ECOP requirements of SEAP ESMF, SFM will develop <ul style="list-style-type: none"> ○ Battery disposal protocol based on the ECOP in the project ESMF. • Development of a strategic approach to SHS companies in putting in place coherent battery storage, and disposal practices in compliance with the project ESMF, World Banks EHS guidelines and applicable government policies and procedures.

¹ SEAP Environmental and Social Management Framework (ESFM)

3 FACILITY MANAGEMENT STRUCTURE

The Grant Facility project will be managed by International Bank of Somalia (Grant Manager -GM). The MoEWR will have a role, particularly in review and approval of payments, engagement with stakeholders and consumer awareness activities. MoEWR will also contract the Independent Verification Agent (IVA) and solar service providers after successful evaluations as well as review any recommended changes to the project.

The role of the facility manager is to successfully operationalize and manage the Facility. To this end, the grant manager developed the technical approach described in this manual to implement the grant Facility project. IBS has a team in place that will be involved in the day to day management of the grant facility project. This team includes those directly procured for the facility i.e. the key experts such as the team leader, Senior Financial Officer – Off Grid Solar RBF and E&S expert, non-key experts such as the local coordinator and existing IBS staff who will be involved in the project administration.

3.1 PROJECT LAUNCH

MoEWR will organize an official project launch event. The Ministry will invite relevant stakeholders from the federal and state governments, the private sector, civil society and international partners. The project launch is expected to take place early August 2020.

3.2 EXPRESSION OF INTEREST

IBS will advertise a Request for Expression of Interest (REOI) on relevant national websites, which will assess the eligibility of the applicants. In order to make the process fair and help SSPs understand the project requirements, IBS will conduct an information and question and answer webinar session during the EoI application window. The session will explain in detail the grant facility background, structures, eligibility criteria and application process. IBS will also make all relevant project documents (PIM, ESFM) available through a link on its website for applicants.

3.3 PRE-APPLICATION TRAINING AND SUPPORT

IBS will provide a capacity building training to all eligible SSPs. Solar service providers will be trained on how to develop business plans and increase consumer awareness and reach. The training will also include, development of policies and procedures specially those obligated by the solar grant facility e.g. occupational and health and safety (OHS), human resources (HR), environmental and social (E&S) safeguard policies as well as monitoring and evaluation checklists.

In addition, to help the SSPs procure Lighting Global (LG) quality verified solar products, IBS will source a list of manufacturers and distributors and make them available to SSPs. This will assist SSPs in accessing the market for quality verified solar products.

3.4 PROPOSALS

3.4.1 APPLICATION AND SUBMISSION OF PROPOSALS

Once SSPs are shortlisted through the REOI process and the capacity building training has been conducted, IBS will invite the successful SSPs to submit proposals/applications for the expansion grant Facility.

Technical Proposals

For preparing proposals, the Facility Manager has prepared standard application forms that read, as a business proposal. The applicants are asked to provide proposals for the funding to the eligible expenses detailed in table 1. Applicants are expected to develop their proposals based on their needs and propose approaches that would be feasible, scalable, and successful within the context of the eligible expenses described above. Technical applications shall be submitted in the format provided in Annex A – Technical Application Form.

Financial Application

Applicants should submit detailed budget (in Microsoft Excel) for each expense item. The budget should feature how they will allocate the RBF facility funding they plan to request including, operational costs related to the provision of the proposed activities e.g. salaries and other costs directly related to the implementation of project activities, cost for activities related to the delivery of proposed activities, e.g. service provision for technical resources, trainings, and communication initiatives and electrical materials development to meet specification, production, and distribution models development. The attached excel sheet is general in nature as such SSPs may where necessary expand or modify the excel sheet according to their specifications.

Submission Information

Proposals including the documents listed below shall be sent to (energy1@ibsbank.so). All applications shall site the project reference number in the application forms as well as the subject of the emails. All applications shall be put in a zipped file when sending them and contain:

1. Annex 1: Technical Application Form
2. Annex 2: Detailed Budget (in excel)
3. Proof that the applicant is eligible to work in the country
4. Past performance business referral letters for previously performed similar work
5. CVs of key personnel, management and technical, who will oversee the project,

Proposal Evaluation Criteria

A. Impact of proposed solution.

The first and most comprehensive evaluation criteria is the impact of the proposed use of funding (solution) on the overarching objective of the project. The proposed solution is expected to have a positive impact on the number of electrification of households and MSMEs directly and through other means such as improving quality of learning for household members who get access to light. More points will be awarded for solutions that (a) reach rural and nomadic populations and (b) solutions that have well integrated environmental and social frameworks and (c) gender inclusive solutions. Candidates must take into account current access, source of electricity, and reliability of current electricity services. (30 points).

B. Expansion, viability and Scale-up

The proposed solution must be based on clear market and segment target. The proposal should suggest a viable way to meet the needs of the markets and address barriers to meeting them. The proposed solution should also be replicable to meet the needs of different segments. The proposed solutions shall also demonstrate how for example the proposed use of funding would ensure reducing a burden or a problem in the value chain. (10 points).

C. Management and operational capacity.

Evidence of company's capacity to undertake said task. The application should demonstrate the enterprise's effectiveness in terms of internal structure, technical capacity, and personnel. Moreover, the company shall prove that they have adequate financial capability. The evaluation will be based principally on the background, qualifications, reputation, appropriateness, and skills of its personnel, and achievements (including development of self-sufficient, sustainable activities) of the enterprise. The applications will be assessed on the adequacy of any and all relevant policies and procedures including OHS and E&S. The candidates shall include any and all previous experiences in this field. (20 points).

D. Commercial Sustainability/Financial Self-Reliance.

The extent to which the funded activity will result in building and strengthening the selected energy access solution to households and businesses in urban, peri-urban as well as rural areas. Will the business activities be sustainable or will it promote sustainability of the enterprise? Candidates should prove also sustainability of business models beyond the life of this grant (15 points).

E. Cost efficiency.

The degree to which budgeting is clear and reasonable and reflects best use of enterprise and grant resources and demonstrates a clear commitment to real investment by the applicant. In addition to effectiveness, the estimated cost must show proportionality to the proposed solutions with regard to the target benchmarks of the project (20).

Table 4. Application Evaluation Criteria and Score

Application criteria	Score
Impact of proposed solution	30
Expansion, viability and scaleup	20
Capacity of management and operations	15
Commercial Sustainability and self-sufficiency	15
Cost Efficiency	20
Totals	100

3.4.2 DUE DILIGENCE

This Step concerns the screening of the companies assessing the visible risks to performance once their proposals have been accepted. It is basically a step to confirm everything that the applicants claimed in their proposals. The due diligence checklist will assess every item as claimed in the technical applications including business capacity, product standards, financial health and E&S safeguards. Due diligence reports will be sent to MoEWR for review and approval with the assessment reports of the proposals. Only

companies that have passed the technical proposal stages will undergo Due Diligence. Due Diligence will also include a visit to the SSPs’ main office. The table below summarizes the application process for the grant facility.

Table 5. Summary of application process and time line

Process	Timeline	Responsibility	MoEWR engagement
Project Launch	Augy	Grant Manager MoEWR	MoEWR will organizes the launch of the project inviting key stakeholders from the public and private sector and international partners.
Expression of Interest (EoI) Information webinar	Aug 17 - 30	Grant Manager	FM will seek approval from MoEWR before sending out the EoI.
Evaluation and Scoring	Sep 1 – 15	Evaluation Committee	FM will share evaluation scores with MoEWR for approvals
Pre-Application Training	2 days Sep 16-17	Grant Manager MoEWR	Training material and schedule will be with MoEWR
Call for proposal	Sep 16 – Oct 15	Grant Manager	FM will seek approval from MoEWR before sending the technical proposals
Evaluations and scoring	Oct 15 – Nov 15	Evaluation Committee	The MoEWR representative will observe and give comments but will not score the proposal. The Evaluation report will be shared with PIU Project Coordinator for review and approval.
Due diligence,	Nov 15- Dec 15 (2020)	Grant Manager	FM will share due diligence reports with MoEWR for approvals.

3.5 AWARDING

3.5.1 CONTRACTING

Passing due diligence and receiving approval from the Evaluation Committee will be a condition for entering into a contract between the awardee and the MoEWR.

3.5.2 RBF INCENTIVE REQUEST

Upon signing contracts, SSPs will be able to submit RBF requests for eligible expenses using an incentive request form. In the forms SSPs will

- Provide results-based claims against eligible expenses
- Provide cost break down for each eligible expense
- Provide records and evidence for each eligible expense
- Ensure, each eligible expense is pegged to the agreed targets

Requests for seed grants (up to 20% of total incentive requested) will not require the provision of record of sales as it is an upfront payment. However, evidence of proper use of the seed money will have to be provided upon request of the RBF incentive during verification processes.

3.5.3 FUND DISBURSEMENT

The upfront seed payment will be made to applicants automatically without preconditions. The solar RBF payment is subject to the submission of valid incentive request and verification and will be made in one go or round. With the exception of the seed payment which is automatic on signing the contract, the RBF payments are expected to be disbursed over a period of 4-6 months. This is because, as a results-based payment, SSPs would have to utilize their own funding before they can put a request for the expenses.

3.5.4 VERIFICATION

Verification will be carried out by an IVA who is contracted by the MoEWR. Each RBF incentive request that SSPs submit will be verified by the IVA. For example, IVA will establish validity and correctness of the sales and installations claims submitted by the solar companies for eligible products under the program. The assignment also entails verification of customer connections and satisfactory electricity service as required by the solar home systems. IVA will validate a sample of solar home systems or sales made under the project to verify data supplied by SSPs including sales data, customer satisfaction and service completeness i.e. warranties and after sales services. *For more details regarding the IVA and its responsibilities, refer the TOR.*

Passing verifications is a precondition for release of the RBF component. The verification reports will be sent to MoEWR for approvals.

Table 6. Summary of Awarding Process

Process	Timeline	Responsibility	MoEWR engagement
Contracting Seed payment (automatically after signing contract)	Dec 15-31	MoEWR	<ul style="list-style-type: none">• Contracts will be signed between MoEWR and the successful SSPs.• Seed Grants will be immediately paid upon signing of contracts
Verification and RBF fund disbursement.	Jan 1 - May 31 (2021)	Grant Manger and IVA	<ul style="list-style-type: none">• Valid Incentive request forms for eligible expenses that are submitted by contracted SSPs will be shared with MoEWR for approvals and No Objection• The IVA verification report will be shared with the MoEWR for review and approval.• Once verifications are approved, RBF funding will be disbursed
Project Report	June 30 (2021)	Grant Manger and IVA	Project Report will be submitted to the Ministry and by end of March 2021

Table 7. Project Implimentation Timeline

Activities	2020								2021					
	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Project Launch														
Issue Expression of Interest, evaluations and pre-application training														
Proposal Preparation, Evaluation, due eligence and Contracting														
Seed grant and RBF payments and quaterly reports														
Final Prject Report														

3.6 MONITORING AND EVALUATION

3.6.1 COORDINATION BETWEEN GRANT MANAGER AND IVA

The IVA will conduct ongoing monitoring and verification on the key performance indicators (KPIs) of the results framework. IVA will provide monthly report to the grant manager on these data, which will be integrated into the M&E report of the grant manager. The Environmental and Social aspect of the monitoring will done separately by the E&S expert of the grant manager. The facility manager will have oversight role in the M&E activities as part of its quality and validation undertaking. The grant manager will record and make available the results of the ongoing M&E data in the continuing reporting schedules.

M&E will be continuous and actual throughout the project activities. The M&E plan will be updated as new assumptions and information influence or affect the project’s ability to capture and report data. The development of the plan is participatory and includes consultations with MoEWR and IVA. Table 8 summarizes KPIs for the project M&E framework. The M&E results will be used to review the project.

3.6.2 DATA SYSTEMS

All information about customers, and solar systems will be held in a database managed by the FM. This database will include location, unique identifiers of the system, type of product, date of sale, the name of owner and contact info of the owner. Optionally photos of equipment sold or households connected can be included. The FM will also regularly update the Results Framework to report on the status of the KPIs. This information will feed into the quarterly and annual progress reports that will be submitted to MoEWR. Analysis of the M&E data will be used to provide feedback to applicants about their current approach. The solar service providers (SSPs) are expected also keep a data base of similar nature that can be made readily available to the IVA and grant manger upon request.

Table 8. Key Performance Indicators (KPIs) of the Results Framework

ITEMS	BASE LINE	INTERMEDIATE KPIS			FINAL TGTS
		1 st	2 ND	3 RD	
People provided with new or improved electricity service (CRI, Number)	0	5,695	15,376	35,879	56,950
People provided with new or improved electricity service - Female (CRI, Number)	0	2,835	7,654	17,861	28,350
Generation capacity of energy constructed or rehabilitated (CRI, Megawatt)	0.00	0.00	0.10	0.15	0.20
Grant funding disbursed to solar home system distributors (Amount (USD))	0	175,000	175,000	350,000	700,000
Number of households with new stand-alone solar systems (Number)	0	1,075	3,225	6,450	10,750
Percentage of households with new stand-alone solar systems, of which headed by female (Percentage %)	0	5	10	15	20
Consumer awareness campaigns completed (Yes/No)	NO	NO	YES	YES	YES
The number of male-owned and female-owned small businesses with new standalone solar system (Number)	0	10	30	80	100
Number of consultations for men and women (Number)	NO	YES	YES	YES	YES
Separate consultations with women and men prior to and during implementation (Yes/No)	NO	YES	YES	YES	YES

4 ANNEX LIST

ANNEX 1. REQUEST FOR EXPRESSION OF INTEREST (REOI) TEMPLATE

ANNEX 2. TECHNICAL PROPOSAL TEMPLATE

ANNEX 3. DETAILED BUDGET (EXCEL SHEET)