



**Regional Bureau for Africa
Regional Energy Project for Poverty Reduction**

Regional Project Outcome (s): Enhanced capacities of sub-regional and national institutions to deliver energy services

Expected Output(s):

1. All Regional Economic Commissions/Communities (RECs) with regional energy access frameworks and countries with energy access integrated into national development plans.
2. Coordination, organizational and technical capacities of ECOWAS and EAC energy divisions strengthened to support the implementation of their respective regional energy policies in the member countries.
3. Decentralized and local level managed energy services delivery/models such as multi-functional platforms scaled up to include East and West Africa
4. An operational information and knowledge management system incorporating data on energy poverty, energy access policies, financing options and successful delivery mechanisms

Executing Entity : RBA/ASRO
Project Site : ASRO/ Dakar
Beneficiaries : Regional Economic Commissions (ECOWAS, EAC, SADC & ECCAS), key government ministries and their officials, UNDP country offices, national electricity & energy utilities, local authorities and organised local energy enterprises

Project Summary:

Prevalent and persistent energy poverty in Sub-Saharan Africa is one of the most pressing challenges to achieve a continental sustainable development vision. Access to clean, affordable, and reliable energy has a profound bearing on living standards and human well being. Energy in itself is of little interest to people, but, the services provided by modern energy are essential in socio-economic development and economic growth and play a critical role in achieving the Millennium Development Goals (MDGs). While there is no MDG on energy per se, access to energy services is an essential input to achieving all MDGs, particularly those related to poverty, health, education, and women's empowerment. For example, efforts to improve gender equality are likely to be hindered if women continue to face drudgery burdens related to collecting scarce fuel sources and exposure to harmful indoor air pollution resulting from domestic cooking practices.

Guided by the 2008-2011 UNDP strategic plan and the refocused UNDP strategy in Africa, CD-PGA, both of which make capacity development the driver and the single most important service by UNDP; the regional energy project will focus on strengthening the capacities of institutions to establish enabling policy and institutional frameworks for the delivery of modern energy services to rural and peri-urban populations. The regional project will provide a platform and act as a catalytic delivery mechanism to optimize the deployment of technical, programmatic and policy advisory services required by a number of countries in a manner that they derive benefits that they would not obtain acting alone. In this regard, the project will ensure that strategies and programs are designed within harmonized regional frameworks that enable the creation of sub-regional markets and bring together public authorities, private sector, financiers, development partners, as well as Regional Economical Commissions/Communities (RECs). In addition, the project will build on achievements of the past regional energy project by scaling up models and approaches such as MFPEs, now widely recognized for contributing to the empowerment of women and young girls, while at the same time delivering critical energy services to communities. The project will also seek to identify and promote other similar decentralized options in Africa through South-South cooperation, knowledge networking and inter-agency coordination.

OSG # 000
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<p>Project Title : RAF/09/003- Regional Energy Project for Poverty Reduction</p> <p>ATLAS Award ID: 00051408 ATLAS Project ID: 00053997</p> <p>Estimated start date: June, 2009 Estimated end date : December, 2011</p> <p>PAC Meeting Date : 11 December, 2008</p>	<p>Total Resources Required: US \$ 8.220M</p> <p>Total Allocated Resources:</p> <ul style="list-style-type: none"> • Regular : US \$ 3.5M • EC : US \$ 2.3 M • In kind contributions <p>Unfunded US \$ 0.420M</p>
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Agreed by (AU):

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Date

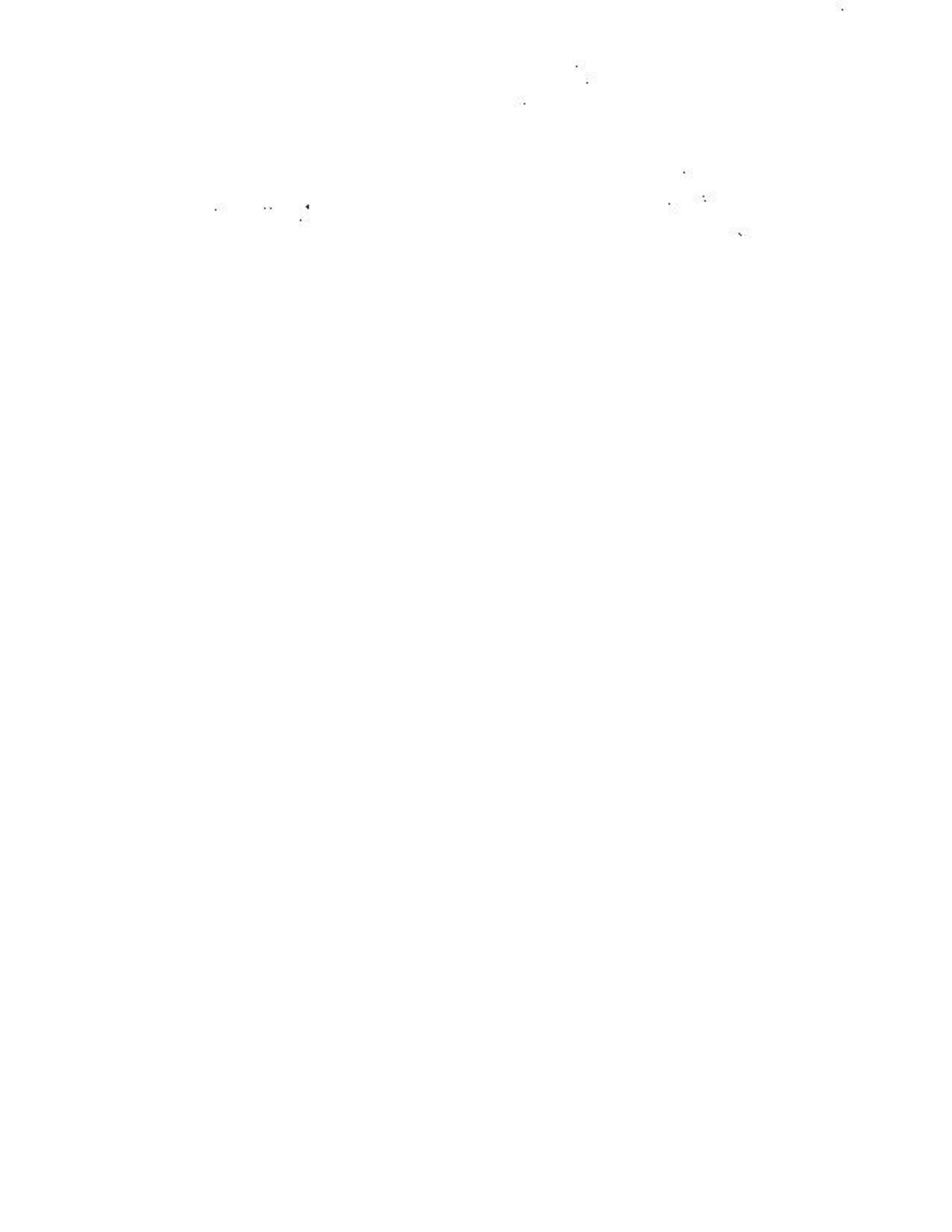
14/07/2009.

Agreed by (UNDP):

Francis SO

Date

7/21/09



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SECTION I.

PART I: SITUATION ANALYSIS

1. Africa's social and economic situation has improved significantly in recent years as a result of the renewed commitment of its leaders to collectively address the continent's development challenges, and the commitment of development partners to scale up aid. There has also been marked progress towards MDG-based planning in response to the commitment made at the 2005 World Summit. Despite these efforts, Africa still faces considerable development challenges. Economic growth has yet to impact meaningfully on poverty reduction, decent employment, private sector expansion, and reduction of gender disparities and the bridging of widening social inequalities. The proportion of the population living below the poverty line has increased from 44% in 2000 to 47% presently. According to UNDP's 2006 Human Development Report (HDR), Sub-Saharan Africa's average Human Development Index (HDI) stood at 0.472 in 2004 compared to 0.679 for developing countries as a whole.

2. Energy is a fundamental requirement for human development. However, at the beginning of this millennium, 1.6 billion people around the world still had no access to electricity. Of these, about 35% (550 million) are located in sub-Saharan Africa with 80% of people without access to electricity living in rural areas. Despite Sub-Saharan Africa's vast energy resources¹, its levels of energy access lag far behind the rest of the world. The average electrification rate in rural areas is 10%, compared to 91.8% in North Africa. The present trend is not encouraging. At current population growth rates, more than 60% of Sub-Saharan Africans would still lack access to electricity in 2020. Even in areas served by national grids, electricity provision is in crisis, in part due to higher oil prices, inefficient planning and operation and lack of maintenance and declining production.

3. The low levels of access to electricity and other energy services are a consequence of many factors acting in synergy including but not limited to:

- Lack (or insufficiency) of energy infrastructures in rural areas (e.g., inherent limitations to electricity distribution grids);
- The high opportunity cost of investments in national/regional power generation facilities in rural areas;
- The increasing marginal cost of assigning precious energy-related commodities to power generation rather than to exportations;
- In certain specific regions, the weak regional/cross-border cooperation on energy matters;
- The absence of public sector policy and infrastructural investments in the development of well-defined, decentralized solutions for energy service delivery in low populated areas, and where incomes are low and
- The lack of information about the benefits to reduce oil-GDP shocks through domestic/regional, vertically-integrated energy production.

4. Access to affordable energy services is a necessary condition for meeting the MDGs. Yet, only 10% of the rural population has access to modern energy services, a situation that significantly compromises countries' prospects for social and economic development and the sustainable management of biomass and other natural resources.

5. The resulting low access to energy services, especially in rural areas, leads to direct acute and detrimental socio-economic impacts on populations; especially women and young girls and the environment. For example:

- The dependence on the gathering of traditional fuels exposes women and children to acute morbidity and mortality risks (through indoor air pollution);
- The unsustainable use of traditional fuels (in this case, wood) contributes, inter alia, to the already heavy burden of deforestation and desertification;
- The dependence on the gathering of traditional fuels² occupies much of women's time, making education and value-adding economic activity hardly possible.
- The lack of versatility of traditional fuels and the resulting limitations on options for productive end uses of energy reduces the effectiveness of social economic activities and the efficiency of economic production for individual households.

6. Indirectly, lack of access to modern energy services acts as a constraint on any attempt to step out of subsistence activities. Only with predictable, stable and/or storable energy supply have men and women historically been able to affranchise themselves from time and labour-intensive primary activities of food-collection and shelter-building.

¹ Africa has abundant energy resources (oil, coal, natural gas, hydro, biomass, etc.) but these are unevenly distributed

² According to a recent publication (IEA – Electricity Access in 2005 – Regional Aggregations (World Energy Outlook 2006)), more than 600 million Africans still rely on traditional biomass as their main source for cooking and heating

7. Ensuring access to basic services in general, and meeting the energy needs of the poor in particular, is one of the priority areas for UNDP working with the UN system to promote inclusive growth in Sub-Saharan Africa. Alongside efforts by UNDP and development partners, a number of Economic Commissions, notably, the Economic Commission for West African States, (ECOWAS) and the East African Commission, (EAC), have taken steps to formulate regional policy and institutional frameworks for increasing energy access to rural and peri-urban populations.

8. From the gathered evidence, it appears clear that additional efforts are needed, across the region to harness the benefits stemming from the creation of sub-regional markets through regional integration, and to catalyse the delivery of services through programmatic or thematic interventions such as those led by ECOWAS and EAC in energy access. Thus, regional cooperation is essential, due, notably, to the distance between resources and users, and the small size of national energy markets. Such cooperation already exists, albeit in a nascent form. There is a clear African commitment towards strengthening cooperation in the energy sector, demonstrated by progress, at different stages, in the establishment of sub-regional regional gas and power pools. However, increased access to energy services by the rural poor is not the driving force behind these novelties in energy cooperation. These are mostly put in place to sustain the vigorous economic activity of urban center, reinforcing the vicious cycle of energy poverty. There is need to create an understanding within Governments in Africa, in particular, for them to recognize the importance of *energy for growth* on one hand and *energy access* on the other. None would result in the desired outcome if done alone and both have to happen simultaneously and in a complimentary manner. Thus, creating a framework for sustainable delivery of decentralized energy services will require sustained effort and support by Governments in Africa and the international community, working with public agencies, local institutions, communities and the private sector.

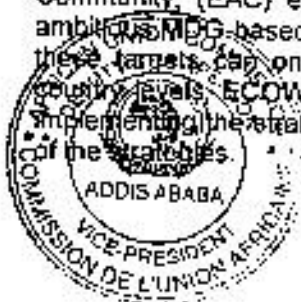
9. Appropriate enabling policy, regulatory, financing instruments and institutional set-up, could attract international investment (both public and private) for Sub-Saharan Africa and provide the required resources for energy access and low carbon economic growth in rural and peri-urban areas. There are currently, several opportunities for synergetic effects, especially, with the newly emerging global financial instruments such as carbon markets for diversifying financing options for the delivery of energy services.

10. Despite the powerful synergies with multilateral agencies and national stakeholders, barriers to accessing finance for scaling up the delivery of energy services persist. The Clean Development Mechanism (CDM); one of the three market mechanisms of the Kyoto Protocol (KP) adopted at the third Conference of the Parties (COP 3) to the UNFCCC in 1997 in Kyoto, was meant to be an opportunity for developing countries to access an innovative financial mechanism for supporting access to low carbon energy options and more generally, to access environmental financing. The CDM aims to assist developing countries in achieving sustainable development by promoting environmental-friendly technology transfer from industrialised countries' governments and businesses. Unfortunately, this has not been the case for many of the countries in Sub-Saharan Africa.

11. Currently, around 50 developing countries have at least a CDM project in the pipeline, with a total of 1,128 registered projects. Most of the projects are located in Asia and Pacific region, 726 projects (64.36%), followed by Latin America and Caribbean, 368 (32.62%). Africa has only 26 projects, representing 2.3% of total projects (UNFCCC, July 2008). An analysis of the registered CDM projects shows that energy-related CDM projects represent around 54.8 % of total projects. The situation of Africa in the carbon market can be partly explained by the fact that even though the continent is endowed with primary energy resources, many countries have small markets that are not attractive to CDM investors. In some countries, there are no established markets and where they exist few have well defined institutional and legal frameworks for the development of low carbon energy programs.

12. Implementing energy access programs pertaining to increasing energy efficiency of fossil fuels or the substitution of non-renewable energies by renewable ones, can serve both the objective of diversifying energy sources, expanding options and creating the possibility of accessing carbon finance. In this context, technology deployment for the provision of energy services becomes another important aspect. However, the cost of bringing new clean technologies to reality is still substantial. Hence, the several initiatives currently underway, including within the Bali road map as part of the four main building blocks for negotiations.

13. The Economic Commission of West African States, (ECOWAS) White Paper on expanding access to energy services, approved in 2006, by the ECOWAS Heads of States and the recently revised and approved East African Community, (EAC) energy access strategy, approved by EAC Ministers of energy in 2007, have both established ambitious MDG-based targets to expand access to energy services for peri-urban and rural populations. Recognizing that these targets can only be met through strengthened institutional and organizational capacities at both regional and country levels, ECOWAS and EAC requested UNDP, working in partnership with other development partners to help in implementing the strategies, in particular, to provide capacity development support and advice for the full implementation



14. The above background information provides the context and basis for UNDP support to expanding access to energy services under the regional program cycle, 2008-2011. Guided by the 2008-2011 UNDP strategic plan and RBA's refocused strategy, Capacity development for Pro-Poor Growth (CD-PGA), both of which make capacity development the objective and driver of UNDP support, the project will focus on strengthening the capacities of institutions (state and non-state) to establish enabling policies and institutional frameworks for the delivery of modern energy services to rural and peri-urban poor. It will build on achievements of the past regional energy project by facilitating the scaling up of delivery approaches which empower women and consolidate partnerships established to support the implementation of soft-investment programmes arising from the regional and national energy access policies.

PART II: PROJECT IMPLEMENTATION STRATEGY

Four key actions are fundamental to attaining the intended regional program outcome, i.e., enhanced capacities of sub-regional and national institutions to deliver energy services and contributing to efforts of expanding energy access across sub-Saharan Africa. The actions form the basis of UNDP's programmatic framework and proposed project components. The programmatic framework, more specifically, project components, are used to provide a broad framework and uses the regional project as an operational platform, to provide a context for the engagement of other development partners beyond the specific outputs to be achieved from UNDP's core contribution. The four key actions include:

1. Mainstreaming energy access considerations into planning processes and key development plans;
2. Establishing institutional and regulatory frameworks as well as strengthening the capacities required for institutions to plan for and deliver energy services, including technical capacities for the design of energy access investment programs and identifying sources of finance for the range of energy services
3. Promoting successful models and scaling up approaches that meet the energy needs of the poor, especially women;
4. Establishing knowledge systems and promoting experience sharing

15. To catalyze the actions above, the project will first and foremost, capitalize on work underway and existing partnerships within ECOWAS and EAC. In so doing, the project will continue to promote a dynamic collaboration that brings together public authorities, private sector, financing institutions, development partners and Regional Economical Commissions (RECs).

16. Furthermore, the project will build on the achievements of the previous regional energy project, which was instrumental in the establishment of the ECOWAS and EAC regional energy access strategies and, in bringing to the attention of policy makers and development partners, the significance of providing decentralized energy services, such as motive power for productive uses to rural populations. The provision of motive power for productive uses was facilitated through one of the project components "The Multi-Functional Platform (MFP) approach. The MFP program, currently implemented in several countries³, has resulted in the development of rural energy enterprises managed by women and providing modern energy services, such as electricity, pumping for water, agro-processing, etc., to local communities. Both the success of the MFP program and the formulation of coherent regional energy access policies by the ECOWAS and EAC have acted as a powerful incentive for the Southern Africa Community, (SADC), and the Economic Commission for Central African States, (ECCAS), to join in the efforts towards establishing sub-regional frameworks for providing greater access to energy services for their populations.

17. Sub-regional energy strategies are instrumental in establishing a basis for country level energy access policy frameworks and in streamlining operational activities of RECs and their member states to harmonize policy actions and facilitate the creation of energy markets, especially, for decentralized off-grid options, including clean cooking fuels and modern energy cooking devices. The process of formulating sub-regional strategies has proven beneficial in promoting ownership and securing the necessary political and institutional commitments set through regional targets and with clearly defined roles and responsibilities of regional and national entities. The project will build on this commitment and ensure that support is provided within clearly defined institutional mandates (regional and national) and demonstrable commitment, both of which are essential for the sustainability of capacity development activities and the smooth phasing out of UNDP support – exit strategy.

18. For country level actions, the project will seek to align and provide support based on direct country requests for technical support, whether through UNDAFs, CPDs and CPAPs to ensure that energy access considerations are appropriately reflected. Financial support for in-country application of delivery models is to be considered within respective UNDP/UN country programs. In addition, the project will actively engage partners and assist countries in mobilizing resources and investments required for expanding options for the delivery of local energy services.

³ Such as Benin, Burkina Faso, Guinea Conakry, Ghana, Kenya, Mali, Niger, Senegal, Ghana and Togo, and, at different stages, with some countries needing support to move from pilots to establishing national programs.



19. The need for expanding access to energy services introduces a new challenge regarding delivery mechanisms to be created, that are grounded in adaptive institutional arrangements and that conform to practices of good governance. Central governments and state institutions cannot be held responsible to deliver energy services alone. They will require the active engagement of non-state institutions and development partners; making knowledge networking and sharing of existing lessons on alternative delivery channels a critical aspect of the project strategy.

20. Against this backdrop, *institutional capacity development* becomes even more important and will require an explicit strategy to map out the core capacity issues and define key technical and functional areas where capacity development investments should be focused. For this, the project will draw on UNDP's capacity development approach and strategies, to i) establish a context for the systematic application of capacity assessments within a broader development framework, and ii) create an incentive for facilitating institutional mapping and maintaining a sustained engagement of key stakeholders, throughout the process including the implementation of ensuing capacity development strategies.

21. The *development of viable national and sub-regional energy investment programmes* is another essential aspect to mobilize domestic and external resources required to operationalize national energy strategies. The project will use UNDP's updated energy costing methodologies and tools to develop a pool of African professionals (both within government and outside) conversant with energy access issues and costing methodologies, (technical and soft/capacity) to help countries develop MDG-based energy investment programs. Opportunities for accessing new sources of funding, will be explored, through, amongst other things, building on the achievements of the UNDP supported MFP approach and deploying low carbon technologies to diversify MFP energy sources and uses.

22. These technological innovations will be pursued taking into account local circumstances and paying due attention to the specific service (e.g. irrigation for agriculture) for which energy is needed. The project will also use resources mobilised through partnerships in the previous energy project such as the Gates Foundation to pilot different uses and energy sources for the multifunctional platforms. Other available suitable energy services delivery options for African rural communities such as: solar systems (solar electricity for lighting; solar dryers; solar box stoves); clean cooking fuels and modern devices, wind energy; micro-hydro; modern biomass (including clean fuel wood supply as well as cogeneration of electricity and thermal energy); bio-digesters, etc. will be brought to bear through Inter-regional experience sharing and South-South Cooperation.

23. *Inter-agency coordination* is fundamental to ensuring that regional partners and countries have access to best available knowledge, practices and networks on energy access and sustainable development. Within the UN, under the overall guidance of the UN-system wide Regional Directors' Team, the regional project will provide a platform for mobilizing a network of expertise around the UN system, particularly, UNEP, UNIDO, UNECA and other UN-Energy participating entities, to make their normative, technical and advisory expertise available through the two Africa Sub-regional offices, ASROs, to the UN country teams, thereby helping deliver coordinated, packages of advisory services as 'One UN'.

24. In order to explore other innovative financing mechanisms, the project will establish internal partnerships to learn, draw lessons and follow new developments, from pilots led by the MDG-Carbon facility and with other multilateral agencies and non-state entities engaged in financing energy access or related carbon finance, to help countries benefit from emerging financing mechanisms.

Project Objective, Outcome, Outputs and Activities

25. **Development Objective:** The development objective of the project is to meet people's basic energy needs by promoting energy access for all through expanding and scaling up delivery of modern energy services to rural and peri-urban areas in Sub-Saharan Africa.

26. **Expected Outcome:** Enhanced capacities of sub-regional and national institutions to deliver energy service

27. The project consists of four components – including project management. Each component contains a specific output and is aligned with UNDP service lines under sustainable development and expanding access to energy services for the poor.

Component 1 - Policy Support and Mainstreaming:

Output 1: All Regional Economic Commissions (RECs) with regional energy access frameworks and countries with energy access fully integrated into national development plans

The purpose of this component is to i) capitalize on benefits derived from the creation of sub-regional markets through the establishment of regional energy access policies and ii) establish a framework for countries to access support in a systematic manner, to integrate energy access considerations into national development plans, drawing on UNDP/RECA



experience gained working with ECOWAS in West Africa and the East African Community (EAC). Activities under this component will include:

- Facilitating the establishment of multi-sector groups to coordinate mapping of on-going initiatives, identify key partners and stakeholders and provide an overview of prevailing regional and national energy situation. The information obtained will provide a basis for determining the need and scope for conducting detailed institutional and/or energy services needs assessments.
- Facilitating regional and country level visioning and energy access costing exercises, including setting benchmarks for energy access (regional and national) and analysing the current energy access levels as well as the services for which energy is needed in relation to opportunities available for deploying new technologies
- Identifying and helping create appropriate incentives for sustaining cross-sector consultative mechanisms whose role is critical to ensure that energy access considerations are integrated in sector programs and strategies.
- Availing technical support for national and regional multi-sector policy dialogues, including the drafting of technical notes for mainstreaming energy access pillars and related issues into national planning processes, financing instruments and sector budgets.

Component 2: Targeted Capacity Development Support:

Output 2: Coordination, organizational and technical capacities of ECOWAS and EAC energy divisions strengthened to implement their regional energy policies and support member states access technical assistance

The purpose of this component is to establish an institutional framework for leveraging benefits of regional integration to enhance coordination, technical and managerial capacities of regional economic commissions (EAC, ECOWAS, SADC and CEMAC) to better support their member states in the development of energy access programs and in identifying appropriate financing for their implementation. It also aims to support the establishment of an enabling environment for the active engagement of state and non state institutions (including private sector entities) in delivering energy services at local level. **Activities** for this component will include:

- Building on the existing partnership framework and commitment of partners including EU, GTZ, Austria and NORAD, strengthening the capacity of ECOWAS and EAC energy and infrastructure divisions to ensure they have the organizational, coordinating and technical capacity to support and facilitate the implementation of national energy access policies.
- Coordinating the conducting of capacity assessments, using an adapted framework for energy services.
- Using the findings of the assessments and in partnership with concerned RECs help coordinate the articulation of capacity development strategies, identify priority actions, mobilize partners and obtain commitment for implementation of strategies
- Facilitate joint technical training sessions for ECOWAS and EAC, secretariat staff and key members of multi-sector groups from member states, on energy access pillars and concepts; energy needs assessments and costing tools, delivery models and related capacity development activities.
- In partnership with selected academic institutions, develop modules and facilitate the provision of short courses/workshops on pro-poor energy policies and energy access enterprise development (including policy, legal and technical aspects)
- Support institutional strengthening and streamlining of policies for small scale institutions to participate in expanding access to modern energy services

Support will also be provided to help countries identify opportunities for accessing additional financing through a range of instruments including public-private funding available for the region and ii) emerging energy related carbon markets. The project will gather and consolidate information on funding sources and eligibility requirements to address the challenge of uneven access to information and the burden of lengthy documents. Indicative activities will include:

- Expanding partnerships and undertaking periodic mapping and analysis of innovative financing options available for energy access
- Advising and assisting governments in accessing new financing for energy access programs

Component 3: Scaling-up Successful Decentralized Energy Delivery Models including assisting countries to develop national energy access programs and viable energy investment projects to expand the delivery of energy services to rural and peri-urban populations.



Output 3: Decentralized and local level managed energy services delivery/models such as multi-functional platforms scaled up to include East and West Africa

The purpose of this component is to provide a basis for the scaling up of concrete local energy services solutions which are still very limited in the region and to help countries develop business plans, whether as part of integrated rural development strategies or stand alone energy access programs and to access financing required for providing related energy services, e.g. cooking, water-pumping for domestic or agriculture, agro-processing, lighting, refrigeration, etc. to rural and peri-urban populations. A major and core activity under this component will be the full and successful implementation of the MFP program under the partnership with the Bill and Melinda Gates Foundation aimed at

- (Gates – partnership) Scaling up MFP enterprises for agro-processing and as proven models for empowering women, ii) exploring options for diversifying sources of energy to power MFPs, iii) developing a model for region-wide scaling-up of MFP enterprises and iv) strengthening human and organizational capacities essential for expanding service delivery at the community level.
- Support the development of technical and organizational capacities for the provision of mechanical power (e.g. agro-processing, water-pumping, etc.) at local levels – providing methodologies and tools.
- Identifying promising options for ensuring access to clean cooking fuels and modern cooking devices
- Drawing on work currently under way in Senegal, supported by UNDP and similar one in Mali, develop a check list of key information, data and documents needed including legal requirements and steps to be taken for countries to develop viable energy investment programs
- Supporting national multi-sector groups in formulating viable off grid investments program and funding strategies to provide access to the energy services, in accordance their national energy targets
- Collaboration with regional institutions involved in the application of local level energy access solutions and establishment of an inventory of promising solutions.
- Direct support to promising local level initiatives with the view to establishing conditions for scaling-up
- Advocate for support to scale-up & strengthen the capacities of Small and Medium Enterprises to deliver energy services (mechanical power, clean cooking fuels, modern cooking devices, etc)

Component 4 - Knowledge Networking, Experience Sharing and South-South Cooperation: Establish a South-South knowledge network and systems for sharing of experiences and best practice across the region on energy services delivery

Output 4: An operational information and knowledge management system incorporating data on energy poverty, energy access policies, financing options and successful delivery mechanisms

The purpose of this component is to provide a comprehensive, evidence based information and knowledge pool, and a data collection strategy with tools required to support pro-poor policy formulation and related institutional alignment. A key driver of this component is the need for information on energy poverty, success stories and dissemination of data and stories through appropriate channels to affect policy, operations and practice. *Activities* to be undertaken through this component include:

- Creation of a regional data/knowledge base, inscribed into a GIS to facilitate data collection and analysis, policy/program planning and monitoring. This activity will build on existing GIS exercises in several countries in West Africa (supported through the EU energy initiative) and will include training of both policy analysts in the operation and maintenance of a regional GIS. The methodological approach will be based on a feasibility study to draw lessons from existing experiences, including the institutional management and the characteristics of such systems
- Strengthening of selected national systems to link as first pilots to the regional network
- Identification and sharing of best practices and experiences on technologies deployed to implementing energy access programs in selected sectors
- Facilitation of technical expertise within the UN system (UN-Energy) and knowledge from other regional and global networks and centres of excellence to provide necessary support to countries.
- Publication of Africa specific experiences and contribution to UNDP Policy/Practice briefs and to regional energy networks.



28. **Target Beneficiaries:** Project primary beneficiaries will be RECs, government officials, small and medium-size enterprises (SMEs) as well as local community level groups (particularly women-managed enterprises) that are interested in establishing partnerships for energy access enterprise development. SMEs Other community-based organizations at the district and village levels with whom the local SMEs will have to work with will also, benefit from the project by accessing public private partnership development techniques and tools for undertaken feasibility studies.

29. **Exit Strategy:** Support provided under this project is for the most part, guided by clearly defined institutional mandates and will be focused on strengthening coordination, planning and technical capacities of relevant units in RECs and key national institutions to ensure the full integration of energy considerations in sector programs. Annual project reviews will ensure that capacity development plans are adhered to and accordingly updated to reflect the necessity for the project to scale down its operations using UNDP core resources while at the same time assisting countries to mobilize resources. Additionally, the project will have developed a program with academic institutions and a solid system of data collection, information sharing and knowledge management within institutions in charge of energy access promotion in the participating countries and involving a wide range of local development partners, decreasing dependency on continued UNDP technical advice.

30. Finally, this project considers the guidelines and outputs set forward in RBA's Regional Cooperation Framework III 2008-2011, particularly regarding focus areas on i) *Scaled up delivery of energy services & adaptation of technologies such as multi-functional platforms and innovative local energy solutions.* Most importantly, project interventions or activities have been guided by and will be anchored in a rigorous and widely accepted capacity development approach. With respect to gender mainstreaming and the empowerment of women, by definition access to energy services is about empowering women. In addition, the project has as one of its components, the scaling up of a model which has proven to have multiple impacts and to empower women. The establishment of regional energy access strategies to catalyze in-country actions and to create regional markets makes it possible for the project to work in a complementary manner with countries and UNDP country offices most of whom have incorporated energy access as part of aligning with the strategic plan and supporting national development priorities.

31. The funds requested will be used to help sub-regional entities and countries to put in place policy frameworks and to strengthen institutional capacities for the implementation of the activities to meet the project objectives within regionally harmonized policy frameworks.

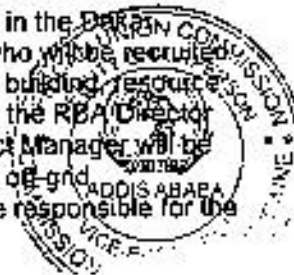
PART III: MANAGEMENT ARRANGEMENT

Advisory Board: There is already an Advisory Board (AB) for the Regional Cooperation Framework III. It will also serve as the Advisory Board for this project. In this regard, the AB will provide (i) policy advice and (ii) suggestions on coordination with other agencies involved in germane projects. These services will not be charged against the project.

Project Governance: This will be at two levels. Overall accountability for the attainment of results and judicious use of program resources, that is, coordination, strategic direction and oversight for this project, will be the responsibility of the RBA Director, assisted by the Deputy Regional Director for the Policy and Strategy Division (PSD) in New York. Consistent with the newly defined UNDP and RBA functional structure, project implementation will be decentralised and, therefore, the Deputy Regional Director in the ASRO in Dakar will assist with the supervision of the management of project activities.

The RBA Director will further be assisted in his functions by a Project Board, which will act as the Steering Committee (SC) for the project. The SC will be established by RBA Director and, in providing strategic guidance for the project, will (i) approve work plans, including prioritization of project activities, shifts in strategic direction when required and assessing the relevance and quality of activities, (ii) advise on coordination with other agencies involved in germane projects, and (iii) review and approve the project's reports on activities and outputs achieved. The SC will meet twice a year to review overall progress in the implementation of the project and between meetings there will be electronic exchanges of information and video-conferences. The SC will be comprised of senior representatives of key beneficiary institutions, such as ECOWAS and EAC, UNIDO, the DRD ASRO, at least one RR/RC and senior staff from the BDP Energy, Capacity Development and Gender Groups. Members of the SC will be chosen for their leadership, experience and understanding of energy and sustainable development issues. Seeking gender balance will be mandatory when selecting the members of the Steering Committee. The RBA Director will delegate chairing of the SC to the RBA Deputy for PSD.

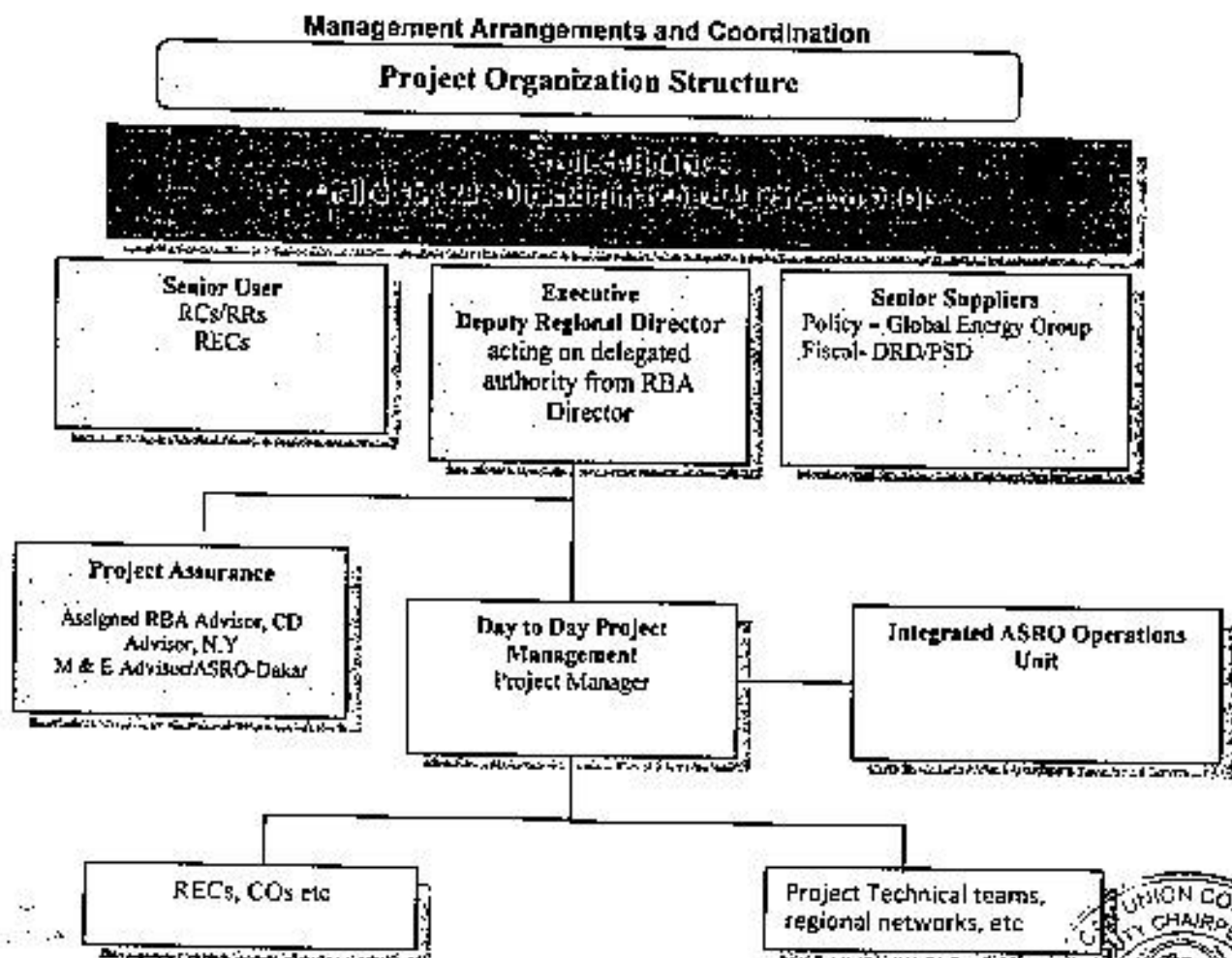
Day to Day management: The project will be directly managed by the RBA Deputy Regional Director in the ASRO, who will delegate day to day responsibilities for project implementation to a Project Manager who will be recruited using project resources. The delegated responsibilities of the Project Manager will include partnership building, resource mobilization, and liaison with partners (both beneficiary and donors) and reporting on progress to both the RBA Director and partners/beneficiaries, as needed. In carrying out project management responsibilities, the Project Manager will be assisted by a project energy specialist to facilitate other technical activities, especially those related to off-grid decentralized delivery options and financing of investment programs. The Project Manager will also be responsible for the



supervision of related project staff including those recruited to lead the Gates funded component – scaling up MFPs. She/he will undertake these tasks in full collaboration with the designated oversight/quality assurance RBA Advisor and with support from the Evaluation Advisor. In line with the agreement signed with the Gates Foundation the full project team including existing staff recruited to lead activities under the Gates funded component will be supported by a dedicated Project Finance Specialist and a Project Associate, already in place, as part of RBA contribution to the management and coordination of project activities under the Gates funded component. Project operations and related administrative support will be provided through the strengthened/integrated ASRO operations unit.

32. **Execution:** Consistent with the newly defined UNDP and RBA functional structures, implementation of the respective projects under the 2008-2011 regional programme framework will be led from the two ASROs. Given the imperative for UNDP to align its support to countries and partners with the 2008-2011, strategic plan and the need for greater accountability and quality assurance the project will be executed as DEX. DEX would further contribute to coherence in the UN system, by enabling UNDP to effectively discharge its role in Energy Access, under the current UN-Energy Mechanism, chaired by UNIDO. The project will thus be executed by UNDP/RBA with implementation led by ASRO/Dakar. The RBA Evaluation Advisors will facilitate regular monitoring and timely evaluation of project activities.

Project Assurance: This will be delegated to the assigned RBA Advisor who will ensure i) that project commitments are in line with the resources allocated, ii) substantive compliance and overall environmental management programmatic approach as per the approved project document and iii) the timely production of quarterly updates to management and present work plans to RBA management for the allocation of indicative resources as needed. The EEG practice group in the ASRO will also contribute to substantive alignment between project activities and UNDP policies and practices.



PART IV: MONITORING AND EVALUATION

33. Monitoring of each component's inputs and outputs in relation to the objectives is an important element of project management. The goal will be to assess and track progress towards the production of outputs as set out in annual work plans against the overall project objectives and the results framework.

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management Table provided in UNDP programming manual
- An Issue Log shall be activated in Atlas and updated by to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

34. Annual review meetings will be used as a mechanism to track progress, promote stakeholders ownership of the programme activities and test key assumptions in design. It is assumed that this will make it possible for partners to define an agreed exit strategy based on progress made within the project financial commitments.

35. The Evaluation Advisor in ASRO will help to design a specific project monitoring framework with clear CD indicators and tools for tracking progress with partners.

38. Additionally, the monitoring process will allow for an assessment of management and operations ("process evaluation") of capacity building, technical assistance and investment activities.

39. The project will employ a third-party contractor to provide independent evaluation including verification, analysis and reporting of findings.

40. An independent final outcome evaluation will take place six months prior to the final Programme Board meeting and will focus on the effectiveness, efficiency and timeliness of programme implementation. It will present lessons learned regarding programme design, implementation and management.



PART V. LEGAL CONTEXT

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAA's for the specific countries; or (ii) in the Supplemental Provisions attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof

This project will be directly executed by UNDP RBA/ASRO, based in Dakar.



SECTION II: RESULTS AND RESOURCES FRAMEWORK

Table 1: Results and Resources Framework for the Energy Access Component			
Project Title: Strengthening capacities of regional and sub-regional institutions to deliver modern and innovative energy services			
Intended Outcomes:			
1) Enhanced capacities of regional and sub-regional institutions to deliver energy services;			
Outcome Indicators:			
1) No of Regional Economic Commissions (RECs) with functional units to support energy access policies			
2) No of countries with energy access integrated into poverty reduction policies and programs;			
3) No of countries with public funds allocated to support decentralized energy services delivery models			
Applicable UNDP Area of Support : Expanding Energy Access to the poor			
Partnership Strategies: Partnerships have been established as part of a process of mobilizing multi-stakeholders for the formulation of regional energy access strategies. Key partners include national NGOs and academic institutions, donors, i.e., France, Austria, NORAD, Japan, Luxembourg, GTZ, EC, and private entities such as foundations, Gases, Shell, etc. The project will continue to mobilize and consolidate existing partnerships using the proposed programmatic framework and as part of a process already underway to help countries mobilize financing for implementing their country programs.			
Intended Outputs	Output targets	Indicative Activities	Inputs (\$)
Component 1: Policy Support and mainstreaming			
Output 1: Regional and Economic Commissions (RECs) with regional energy access frameworks and countries with energy access integrated into national development plans			
Baseline: Only two RECs with regional framework and 12 countries with energy access fully reflected in national plans	2009 SADC and ECCAS with an agreed outline and plan for developing energy access regional policies. Energy Access integrated in 10 additional countries	<ul style="list-style-type: none"> • Support for the establishment of multi-sector groups • Technical support for regional and country level visioning • Technical support for energy access costing exercises • Technical support for mainstreaming energy access and for the drafting technical notes and/or documents as needed to facilitate mainstreaming 	Contingent budget: \$ 710,000 In 2009: \$ 300,000 In 2010: \$ 230,000 In 2011: \$ 180,000
Indicator: SADC and ECCAS with agreed timelines for finalizing regional strategies. No of countries receiving technical assistance for integrating energy access policies and	2010 Regional policies finalized and adopted. Implementation plan under development. Energy access integrated in 15 more countries.		
	2011 Energy access integrated in at least 30 countries in Africa. RECs with energy access programs financed or financing under consideration		



Component 2: Targeted Capacity Development Support; Regional and in-Country		
<p>Output 2: Coordination, organizational and technical capacities of ECOWAS and EAC strengthened.</p> <p>Baseline: only ECOWAS with fully dedicated technical staff on energy access.</p> <p>Indicator: EAC assigning resources for dedicated staff on energy access. No of local authorities supporting and promoting decentralized energy delivery models.</p>	<p>2009 EAC and ECOWAS energy and infrastructure and appropriate level of expertise to coordinate the implementation of regional Energy Access policies</p> <p>CD assessments completed in both EAC and ECOWAS</p> <p>Technical training provided as necessary</p> <p>2010 Articulation of CD strategies completed. Plans agreed and funding for CD support identified</p> <p>Ongoing advocacy efforts for engagement of non-state actors and resource mobilisation</p> <p>2011 CD capacity development plans finalized with financing identified and/or secured</p> <p>All 10 countries with energy access investment programs</p>	<ul style="list-style-type: none"> Provision of technical & CD expertise to facilitate institutional strengthening and implementation of regional/national energy policies Guide and coordinate capacity assessments using an adapted framework for the delivery of energy services Guide and coordinate the articulation of capacity development strategies, focusing attention on the delivery of decentralized local level solutions Facilitate joint technical training sessions for ECOWAS and EAC Advocacy through publications and experience sharing for support to strengthen the capacities of small and medium enterprises Support institutional strengthening and streamlining of policies for small scale finance institutions to participate in expanding access to modern energy services Undertake periodic mapping and analysis of innovative financing options available for energy access Partnership with academic and other training institutes to provide short and medium term technical training on energy access
<p>Contingent budget: US \$ 1.5 M</p> <p>In 2009: \$ 600,000</p> <p>In 2010: \$ 600,000</p> <p>In 2011: \$ 300,000</p>		
Component 3: Scaling up Successful Decentralized Delivery Models		
<p>Output 3: Country level decentralized energy services delivery models scaled-up, covering East and West Africa</p> <p>Baseline: No clear country strategies for scaling up other decentralized delivery options. No strategy for scaling up MFPs in EAC member states</p> <p>Indicator: No of countries with national MFP programs and other</p>	<p>Year 2009 National MFP programs under development in 10 countries East and West Africa</p> <p>Year 2010 Inventory of options and approaches Other decentralized options and applications introduced to countries</p> <p>Year 2011 A region wide energy access framework for scaling up and supporting decentralized energy delivery models</p>	<ul style="list-style-type: none"> Activities are detailed in the gates agreements and with UNDP resources allocated to provide operational oversight and technical support for the successful implementation of the MFP program under the partnership with the Bill and Melinda Gates Foundation Undertake a series of studies and analyses to gather information required for developing an Africa wide model for scaling-up MFP enterprises for agro-processing and as proven models for empowering women Develop a methodology and action plan, including legal requirements and actions to be taken by countries to formulate viable energy investment programs Provide technical support and facilitate the formulation of national MFP programs and/or energy access investment
<p>Contingent budget: US \$ 1.6M</p> <p>In 2009: \$600,000</p> <p>In 2010: \$ 700,000</p> <p>In 2011: \$ 300,000</p>		



decentralized options.



programs

- Support regional institutions in the establishment of conditions for scaling up promising energy access initiatives

Component 4: Knowledge Networking, Experience Sharing and South-South Cooperation		
<p>Output 4: An operational information and knowledge management system on energy poverty, energy access policies, financing options and successful delivery mechanisms is accessible for policy makers and other stakeholders</p> <p>Baseline: no coherent regional data base or energy atlas for the region Lack of information regarding energy access best practices to support national institutions expand energy services to the poor</p> <p>Indicator: An agreement cleared by member states and host institution identified.</p>	<p>2009 Feasibility studies completed and countries agreed on host institution Other decentralized delivery models identified and codified for experience sharing</p> <p>2010 Trained technicians and practitioners in the design, characteristics and use of the system</p>	<ul style="list-style-type: none"> • Technical support to facilitate discussions with countries and agreement on host institution, layout and content • Create a regional data/knowledge base, inscribed into a GIS • Identify and share best practices and experiences on technologies deployed to implement energy access programs in selected sectors • Facilitate access to technical expertise within the UN system (UN Energy) and knowledge from other regional and global networks and centres of excellence • Document and publish Africa specific experiences, to contribute to UNDP policy/practice briefs
		<p>Contingent budget: \$ 1M</p> <p>In 2009: \$ 400,000 In 2010: \$ 400,000 In 2011: \$ 200,000</p>
<p>Component 5: Project Management and Implementation support</p> <p>Project Steering Committee in Place and Management and operating systems available</p>		<ul style="list-style-type: none"> • Project Manager • Energy Programme Expert • Steering Committee meetings • Monitoring visits • Project evaluation • Project general operating expenses, i.e. rent, maintenance, car, equipment stationary, driver etc., logistics • Travel for project staff
		<p>Contingent budget: \$ 1.41M</p> <p>In 2008: \$520,000 In 2010: \$ 520,000 In 2011: \$ 370,000</p>



SECTION III: ANNEXES

Table 2: Summary Budget for UNDP/IRBA and EC Allocation

Budget for the Energy Access Component	2009	2010	2011	Total
<i>Sub-Components/Activities</i>				
1. Policy Support	300	230	180	US \$ 0.710M
2. Capacity Building of RECs and National Institutions	600	600	300	US \$ 1.5M
3. Scaling-up Energy Access for the Poor	600	700	300	US \$ 1.6M
4. S-S Knowledge Networking and Experience Sharing	400	400	200	US \$ 1M
5. Management Support, and M & E	520	520	370	US \$ 1.410M
TOTAL	2.42M	2.45M	1.36M	US\$ 6.220 M
GRANT TOTAL :				6.220M



**I. Annual Workplan
Year: 2010**

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Amount
<p>Output 1: Regional & Economic Commissions (RECs) with regional energy access frameworks and countries with energy access integrated into national development plans</p> <p>Baseline: Only two RECs with regional framework and 12 countries with energy access fully reflected in national plans</p> <p>Indicators: SADC and ECCAS with agreed timelines for finalizing regional strategies; 4 of countries receiving technical assistance for integrating energy access in policies and sector programs</p> <p>Targets: 1) Regional policies finalized and adopted implementation plan under development. 2) Energy access integrated in 15 more countries</p>	Consultants recruitment	X				ASRO-Dakar, RECs, SADC, ECCAS, National governments	Regional TRAC	80,000
	Travel costs		X	X	X	ASRO-Dakar, RECs, SADC, ECCAS, National governments	Regional TRAC	50,000
	Institutional and/or energy services needs assessments			X	X	ASRO-Dakar, RECs, SADC, ECCAS, National governments	Regional TRAC	50,000
	Energy costing exercises conducted	X	X	X	X	ASRO-Dakar, RECs, SADC, ECCAS, National governments	Regional TRAC	50,000
								230,000



<p>Output 2: Coordination, organizational and technical capacities of ECOWAS and EAC strengthened</p> <p>Baseline: Only ECOWAS with fully dedicated technical staff on energy access</p> <p>Indicators: EAC assigning resources for dedicated staff on energy access; # of local authorities supporting and promoting decentralized energy delivery models</p> <p>Targets: 1) Articulation of CD strategies completed Plans agreed and funding for CD support identified. 2) Ongoing advocacy efforts for engagement of non-state actors and resource mobilisation.</p>	<p>Consultants recruited</p> <p>Mission costs</p> <p>Partnership framework with academic and other training institutes formulated</p> <p>Joint technical training conducted for ECOWAS and EAC</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>ASRO Dakar, RECs, SADC, ECCAS, National governments</p> <p>ASRO Dakar, RECs, SADC, ECCAS, National governments</p> <p>ASRO Dakar, RECs, SADC, ECCAS, National governments</p> <p>ASRO Dakar, RECs, SADC, ECCAS, National governments</p>	<p>Regional TRAC</p> <p>Regional TRAC</p> <p>Regional TRAC</p> <p>Regional TRAC</p>	<p>200,000</p> <p>150,000</p> <p>50,000</p> <p>100,000</p>
<p>Output 3: Country level decentralised energy services delivery models scaled-up, covering East and West Africa</p>	<p>Workshops for small scale Institutions to participate in expanding access to modern energy access</p> <p>Consultants recruited</p>	<p>X</p> <p>X</p>	<p>X</p> <p>X</p>	<p>X</p> <p>X</p>	<p>ASRO Dakar, RECs, SADC, ECCAS, National governments</p> <p>ASRO Dakar, RECs, SADC, ECCAS, National governments</p>	<p>Regional TRAC</p> <p>Regional TRAC</p>	<p>100,000</p> <p>600,000</p> <p>150,000</p>



<p>Baseline: No clear country strategies for scaling up other decentralized delivery options; No strategy for scaling-up MFPs in EAC member states</p> <p>Indicators: # of countries with national MFP programs and other decentralized options</p> <p>Targets: Inventory of options and approaches. Other decentralized options and applications introduced to countries.</p>	Travel Costs	X	X	X	X	ASRO Dakar, RECs, SADC, ECCAS, National governments	Regional TRAC	100,000
	Develop a methodology and action plan including legal requirements				X	ASRO Dakar, RECs, SADC, ECCAS, National governments	Regional TRAC	100,000
	Identify options for ensuring access to clean cooking fuels and modern cooking devices		X			ASRO Dakar, RECs, SADC, ECCAS, National governments	Regional TRAC	100,000
	Translate and disseminate methodology and best practices			X		ASRO Dakar, RECs, SADC, ECCAS, National governments	Regional TRAC	100,000
	Provide technical support for the formulation of national MFP programs and/or energy access investment programs				X	ASRO Dakar, RECs, SADC, ECCAS, National governments	Regional TRAC	150,000
	Consultants recruited	X		X		ASRO Dakar, RECs, SADC, ECCAS, National governments	Regional TRAC	700,000
<p>Output 4: An operational information and knowledge management system on energy poverty, energy access policies, financing options and successful delivery mechanisms is accessible for policy makers and other stakeholders</p>								150,000



<p>Baseline: No coherent regional data base or energy atlas for the region. Lack of information regarding energy access best practices to support national institutions expand energy services to the poor</p> <p>Indicators: An agreement cleared by member states and host institution identified</p> <p>Targets: Trained technicians and practitioners in the design, characteristics and use of the system</p> <p>Output 5: Project Steering Committee in Place and Management and Operating systems available</p>	Travel costs	X	X	X	X	X	ASRO Dakar, RECs, SADC, ECCAS, National governments	Regional TRAC	150,000
	Draft Africa specific experiences to contribute to UNDP/policy/practice briefs	X	X				ASRO Dakar, RECs, SADC, ECCAS, National governments	Regional TRAC	40,000
	Finalize Africa specific experiences to contribute to UNDP/policy/practice briefs				X		ASRO Dakar, RECs, SADC, ECCAS, National governments	Regional TRAC	30,000
	Translate and disseminate Africa specific experiences to contribute to UNDP/policy/practice briefs					X	ASRO Dakar, RECs, SADC, ECCAS, National governments	Regional TRAC	30,000
									400,000
	Project Manager	X			X	X	RBA, ASRO Dakar	Regional TRAC	120,000
	Energy Programme Expert	X			X	X	RBA, ASRO Dakar	Regional TRAC	100,000
	Steering Committee meetings				X	X	RBA, ASRO Dakar	Regional TRAC	40,000
	Monitoring visits				X	X	RBA, ASRO Dakar	Regional TRAC	50,000
	Project evaluation					X	RBA, ASRO Dakar	Regional TRAC	30,000



Project general operating expenses	X	X	X	X		ASRO Dakar	Regional TRAC	150,000
Travel for project staff	X		X			ASRO Dakar	Regional TRAC	30,000
								520,000
								2,450,000



Year: 2010

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Amount
<p>Output 1: Regional & Economic Commissions (RECs) with regional energy access frameworks and countries with energy access integrated into national development plans</p> <p>Baseline: Only two RECs with regional framework and 12 countries with energy access fully reflected in national plans</p> <p>Indicators: SADC and ECCAS with agreed timelines for finalizing regional strategies; # of countries receiving technical assistance for integrating energy access in policies and sector programs</p> <p>Targets: 1) Regional policies finalized and adopted implementation plan under development. 2) Energy access integrated in 15 more countries</p>	Consultants recruitment	X				ASRO Dakar, RECs, SADC, ECCAS, National governments	Regional TRAC	80,000
	Travel costs	X	X	X	X	ASRO Dakar, RECs, SADC, ECCAS, National governments	Regional TRAC	50,000
	Institutional and/or energy services needs assessments			X	X	ASRO Dakar, RECs, SADC, ECCAS, National governments	Regional TRAC	50,000
	Energy costing exercises conducted	X	X	X	X	ASRO Dakar, RECs, SADC, ECCAS, National governments	Regional TRAC	50,000
								230,000



<p>Output 2: Coordination, organizational and technical capacities of ECOWAS and EAC strengthened</p>	<p>Consultants recruited</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>ASRO Dakar, RECs, SADC, ECCAS, National governments</p>	<p>Regional TRAC</p>	<p>200,000</p>
<p>Baseline: Only ECOWAS with fully dedicated technical staff on energy access</p>	<p>Mission costs</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>ASRO Dakar, RECs, SADC, ECCAS, National governments</p>	<p>Regional TRAC</p>	<p>150,000</p>
<p>Indicators: EAC assigning resources for dedicated staff on energy access; # of local authorities supporting and promoting decentralized energy delivery models</p>	<p>Partnership framework with academic and other training institutes formulated</p>	<p>X</p>	<p>X</p>	<p></p>	<p></p>	<p></p>	<p>ASRO Dakar, RECs, SADC, ECCAS, National governments</p>	<p>Regional TRAC</p>	<p>50,000</p>
<p>Targets: 1) Articulation of CD strategies completed Plans agreed and funding for CD support identified. 2) Ongoing advocacy efforts for engagement of non-state actors and resource mobilization.</p>	<p>Joint technical training conducted for ECOWAS and EAC</p>	<p>X</p>	<p>X</p>	<p></p>	<p></p>	<p></p>	<p>ASRO Dakar, RECs, SADC, ECCAS, National governments</p>	<p>Regional TRAC</p>	<p>100,000</p>
<p>Workshops for small scale institutions to participate in expanding access to modern energy access</p>	<p>Workshops for small scale institutions to participate in expanding access to modern energy access</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>ASRO Dakar, RECs, SADC, ECCAS, National governments</p>	<p>Regional TRAC</p>	<p>100,000</p>
<p>Output 3: Country level decentralized energy services delivery/models scaled-up, covering East and West Africa</p>	<p>Consultants recruited</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>ASRO Dakar, RECs, SADC, ECCAS, National governments</p>	<p>Regional TRAC</p>	<p>600,000</p>
<p></p>	<p></p>	<p></p>	<p></p>	<p></p>	<p></p>	<p></p>	<p></p>	<p></p>	<p>150,000</p>



<p>Baseline: No clear country strategies for scaling up other decentralized delivery options; No strategy for scaling-up MFPs in EAC member states</p> <p>Indicators: # of countries with national MFP programs and other decentralized options</p> <p>Targets: Inventory of options and approaches. Other decentralized options and applications introduced to countries.</p>	Travel Costs	X	X	X	X	ASRO Dakar, RECs, SADC, ECCAS, National governments	Regional TRAC	100,000	
	Develop a methodology and action plan including legal requirements				X	ASRO Dakar, RECs, SADC, ECCAS, National governments	Regional TRAC	100,000	
	Identify options for ensuring access to clean cooking fuels and modern cooking devices			X		ASRO Dakar, RECs, SADC, ECCAS, National governments	Regional TRAC	100,000	
	Translate and disseminate methodology and best practices			X	X	ASRO Dakar, RECs, SADC, ECCAS, National governments	Regional TRAC	100,000	
	Provide technical support for the formulation of national MFP programs and/or energy access investment programs					X	ASRO Dakar, RECs, SADC, ECCAS, National governments	Regional TRAC	150,000
	Consultants recruited	X	X	X			ASRO Dakar, RECs, SADC, ECCAS, National governments	Regional TRAC	700,000
<p>Output 4: An operational information and knowledge management system on energy poverty, energy access policies, financing options and successful delivery mechanisms is accessible for policy makers and other stakeholders</p>								150,000	



Baseline: No coherent regional data base or energy atlas for the region. Lack of information regarding energy access best practices to support national institutions expand energy services to the poor

Indicators: An agreement cleared by member states and host institution identified

Targets: Trained technicians and practitioners in the design, characteristics and use of the system

Output 5: Project Steering Committee in Place and Management and Operating systems available

Travel costs	X	X	X	X	X	ASRO Dakar, RECs, SADC, ECCAS, National governments	Regional TRAC	150,000
Draft Africa specific experiences to contribute to UNDP/policy/practice briefs	X		X			ASRO Dakar, RECs, SADC, ECCAS, National governments	Regional TRAC	40,000
Finalize Africa specific experiences to contribute to UNDP/policy/practice briefs				X		ASRO Dakar, RECs, SADC, ECCAS, National governments	Regional TRAC	30,000
Translate and disseminate Africa specific experiences to contribute to UNDP/policy/practice Briefs					X	ASRO Dakar, RECs, SADC, ECCAS, National governments	Regional TRAC	30,000
								400,000
Project Manager	X	X	X	X	X	RBA, ASRO Dakar	Regional TRAC	120,000
Energy Programme Expert	X	X	X	X	X	RBA, ASRO Dakar	Regional TRAC	100,000
Steering Committee meetings		X			X	RBA, ASRO Dakar	Regional TRAC	40,000
Monitoring visits		X			X	RBA, ASRO Dakar	Regional TRAC	50,000
Project evaluation					X	RBA, ASRO Dakar	Regional TRAC	30,000



Project general operating expenses	X	X	X	X		ASNO Dakar	Regional TRAC	150,000
Travel for project staff	X		X			ASNO Dakar	Regional TRAC	30,000
								520,000
								2,450,000

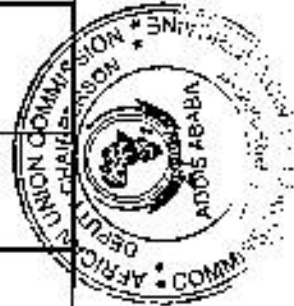


Year: 2011

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Amount
<p>Output 1: Regional & Economic Commissions (RECs) with regional energy access frameworks and countries with energy access integrated into national development plans</p> <p>Baseline: Only two RECs with regional framework and 12 countries with energy access fully reflected in national plans</p> <p>Indicators: SADC and ECCAS with agreed timelines for finalizing regional strategies; # of countries receiving technical assistance for integrating energy access in policies and sector programs</p> <p>Targets: 1) Energy access integrated in at least 30 countries in Africa. 2) RECs with energy access programs financed or financing under consideration.</p>	Consultants recruitment	X				ASRO Dakar, RECs, SADC, ECCAS, National governments	Regional TRAC	100,000
	Draft technical note and/or documents to facilitate mainstreaming			X	X	ASRO Dakar, RECs, SADC, ECCAS, National governments	Regional TRAC	50,000
	Draft technical note and/or documents finalized			X	X	ASRO Dakar, RECs, SADC, ECCAS, National governments	Regional TRAC	30,000
								180,000



<p>Output 2: Coordination, organizational and technical capacities of ECOWAS and EAC strengthened</p> <p>Baseline: Only ECOWAS with fully dedicated technical staff on energy access</p> <p>Indicators: EAC assigning resources for dedicated staff on energy access; # of local authorities supporting and promoting decentralized energy delivery models</p> <p>Targets: 1] CO capacity development plans finalized with financing identified and/or secured. 2] At least 10 countries with energy access investment programs</p>	<p>Consultants recruited</p> <p>Mission costs</p> <p>Periodic mapping and analysis of innovative financing options available for energy access</p> <p>Drafted policies papers</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>ASRO Dakar, RECs, SADC, ECCAS, National governments</p> <p>ASRO Dakar, RECs, SADC, ECCAS, National governments</p> <p>ASRO Dakar, RECs, SADC, ECCAS, National governments</p> <p>ASRO Dakar, RECs, SADC, ECCAS, National governments</p>	<p>Regional TRAC</p> <p>Regional TRAC</p> <p>Regional TRAC</p> <p>Regional TRAC</p>	<p>100,000</p> <p>50,000</p> <p>100,000</p> <p>50,000</p>
<p>Output 3: Country level decentralized energy services delivery/models scaled-up, covering East and West Africa</p> <p>Baseline: No clear country strategies for scaling up other decentralized delivery options; No strategy for scaling-up MFPs in EAC member states</p> <p>Indicators: # of countries with national MFP programs and other decentralized options</p>	<p>Consultants recruited</p> <p>Travel Costs</p> <p>Provide technical support for the formulation of national MFP programs and/or energy access investment programs</p>	<p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p>	<p>ASRO Dakar, RECs, SADC, ECCAS, National governments</p> <p>ASRO Dakar, RECs, SADC, ECCAS, National governments</p> <p>ASRO Dakar, RECs, SADC, ECCAS, National governments</p>	<p>Regional TRAC</p> <p>Regional TRAC</p> <p>Regional TRAC</p>	<p>300,000</p> <p>100,000</p> <p>100,000</p> <p>100,000</p>



<p>Targets: A region wide energy access framework for scaling up and supporting decentralized energy delivery models</p>						<p>ASRO Dakar, RECs, SADE, ECCAS, National Governments</p>	<p>Regional TRAC</p>	<p>300,000</p>
<p>Output 4: An operational information and knowledge management system on energy poverty, energy access policies, financing options and successful delivery mechanisms is accessible for policy makers and other stakeholders</p>	<p>Consultants recruited</p>	<p>X</p>	<p>X</p>	<p>X</p>		<p>ASRO Dakar, RECs, SADC, ECCAS, National Governments</p>	<p>Regional TRAC</p>	<p>50,000</p>
<p>Baseline: No coherent regional data base or energy atlas for the region. Lack of information regarding energy access best practices to support national institutions expand energy services to the poor</p>	<p>Travel costs</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>ASRO Dakar, RECs, SADC, ECCAS, National Governments</p>	<p>Regional TRAC</p>	<p>50,000</p>
<p>Indicators: An agreement cleared by member states and host institution identified</p>	<p>Draft Africa specific experiences to contribute to UNDP/policy/practice briefs</p>	<p>X</p>	<p>X</p>			<p>ASRO Dakar, RECs, SADC, ECCAS, National Governments</p>	<p>Regional TRAC</p>	<p>30,000</p>
	<p>Finalize Africa specific experiences to contribute to UNDP/policy/practice briefs</p>		<p>X</p>			<p>ASRO Dakar, RECs, SADC, ECCAS, National Governments</p>	<p>Regional TRAC</p>	<p>30,000</p>
	<p>Translate and disseminate Africa specific experiences to contribute to UNDP/policy/practice briefs</p>			<p>X</p>	<p>X</p>	<p>ASRO Dakar, RECs, SADC, ECCAS, National Governments</p>	<p>Regional TRAC</p>	<p>40,000</p>
								<p>200,000</p>



ANNEX 2. Risk Log

Project Title: Regional Energy Project for Poverty Reduction							Award ID:		Date : December, 2008	
#	Description	Date Defined	Type	Impact & Probability	Counter measure/ Mngt response	Owner	Submitted/ Updated by	Last Update	Status	
1	Integration of energy access requires skills and expertise beyond traditional provision of electricity. Despite commitment shown by both RECs and countries, it is still the case that most units responsible for energy and infrastructure don't expertise in energy access and capacity to guide energy access interventions	Nov. 2008	Strategic Operational	This can delay the full integration of energy access and deployment of practical applications P = 4 I = 4	RBA/UNDP advocacy energy access at senior level and project has started working with development partners to address apparent capacity gaps in technical expertise and human resources	RBA Mngt and Project Mngt team	Project prep. team			
2	Speed of deploying support and delivery to partners	Oct. 2008	Operational Organizational	P = 4 I = 4	Engagement with UNOPS already underway to	RBA Mngt	Project Prep. team			



3. Availability of resources for countries to deploy practical energy solutions	Oct. 2008	Economic Political Strategic	P = 3 I = 2	agree on level, quality of service and turn around time	UNDP Global Energy Team and Project team to intensify engagement with donors and non-traditional partners to help RECs and countries identify sources of funding	RECs, Countries and Project Mngt team	Countries and RECs		
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Annex 3: Terms of Reference for the Regional Energy Project Manager

Regional Project Manager - Energy for Poverty Reduction

Post Title	:	Regional Energy Project Manager
Post Level	:	ALD/L5
Duty Station	:	Senegal/Dakar
Expected Start Date	:	June, 2009

1. Context

To help the Africa region overcome its development challenges, UNDP's strategic goal is to work with country governments, regional and national partners, to strengthen the region's capacity to promote pro-poor growth and accountability (CD-PGA), as a strategy for accelerating its progress towards achieving the Millennium Development Goals, (MDGs).

Similarly, it is now widely acknowledged that without the critical input of energy services, the MDGs are not attainable. In this context, the 2008-2011, UNDP strategic plan firmly establishes expanding access to environmental and energy services for the poor as a key corporate priority result area. The corporate result area builds on UNDP's experience over a decade, working to expand access to a variety of decentralized energy technologies such as solar, wind, mechanical, micro-hydro, improved cook stoves, clean cooking fuels and biogas.

UNDP's regional bureau for Africa, using the regional energy project for poverty reduction, will intensify the organization's efforts of helping countries expand access to energy services for the poor, by amongst other things, strengthening institutional and organizational capacities for the establishment of pro-poor policy and legal frameworks and local level delivery mechanisms, with the ultimate goal to secure the achievement of the MDGs.

Specifically, the regional energy project will work in partnership with regional institutions to strengthen their capacities and catalyse actions for countries to 1) integrate energy access considerations in their policy frameworks and develop investment programs, 2) scale - up innovative models and approaches to deliver modern energy services, 3) focus attention on the situation of women and 4) diversify funding sources to assure the sustainability of financing of country programmes.

2. Duties and Responsibilities

The Regional Project Manager (RPM) will work under the overall guidance and direction of the Regional Program Steering Committee and operationally, under the UNDP Africa Sub-regional Office in Dakar. Specifically, the Regional Project Manager (RPM) will be accountable for the delivery and quality of results to both the Deputy Regional Director (DRD) in Dakar and the Project Steering Committee.

She/he will provide intellectual and managerial leadership to the regional energy project. In this regard, she/he will be responsible for the overall management, coordination and reporting of project activities to the Program Steering Committee (Program Board) and to the Regional Bureau for Africa (RBA), through the Deputy Regional Director in Dakar. His/her prime responsibility is to ensure that the project produces the results specified in the project work plans and to the required standard of quality within the specified constraints of time and cost. The Project Manager will oversee the delivery of reporting requirements to the Project Steering Committee in a timely manner in accordance with the Activities described in the Project Document.

Specific responsibilities will include:

Overall Project Leadership and Management:

- Lead and manage the Regional Energy Project with accountability for delivery of project outputs as specified in the project document.
- Direct, guide and motivate the regional energy project's multidisciplinary team and consultants working for the project.
- Provide substantive, managerial leadership and coordination for all personnel engaged in related operational activities on the regional energy project.



- Ensure the overall direction and integrity of the project
- Agree on a technical and quality strategy with the responsible RBA program advisors and members of the Project Steering Committee.
- Identify and obtain any support and advice required for the management, planning and control of the project (from RBA Advisor and/or Energy, Environment Practice Group).
- Take responsibility for overall progress and use of resources and initiate corrective actions where necessary
- Prepare and report to the Regional Bureau for Africa and the Project Steering Committee through quarterly and annual project reports

Country Support and Regional partnerships

- In collaboration with the Energy Policy Advisors in the Regional Service Center, advise country offices on energy access work linked to the regional project, in particular, experiences and lessons evolved from the Multifunctional program.
- Guide UNDP's engagements with Regional Economic Commissions to help implement their regional energy access policies, particularly, ECOWAS and EAC.

Contribution to UNDP Knowledge networking and Thematic Practices

- Contribute to UNDP's practice architecture ensuring that lessons emerging from project implementation and engagement with partners are integrated into UNDP knowledge networks and thematic practices
- Lead the conduct of regular monitoring and codification of results and lessons in order to extract, synthesize and share knowledge with partners and among countries
- Ensure quality communications with internal and external partners.
- Ensure that the regional project is up to date on evolving policies and practices
- Contribute to the development of a community of practice (COP) at the regional level and catalyze and connect to global experiences including cross-regional/practice collaboration

3. Qualifications and Competencies:

The Regional Project Manager will be of such caliber as to be able to work with high-level government officials and intergovernmental bodies, and be able to represent RBA in regional and sub-regional fora with ability for strategic thinking in policy and programming. Qualifications required are:

- An advanced degree in energy engineering or a related international development-related discipline with focus on sustainable development
- At least 12 years experience in International development, with work experience in several countries of Sub-Saharan Africa
- Strong substantive knowledge of the energy sector in Africa and related policy and institutional capacity challenges in particular, on energy access, energy security and the interface with climate change
- Considerable experience and understanding of gender equality and women's empowerment issues
- Demonstrated flexibility in leadership by performing and/or overseeing the analysis/resolution of complex issues;
- Strong managerial/leadership experience and decision-making skills with proven track record of mature judgments ;
- Ability to conceptualize and convey strategic vision from the spectrum of development experience;
- Excellent written and spoken communication skills in French and English (bi-lingual).
- Experience with UNDP and the UN System; good understanding of UNDP program, finance and operational procedures will be an asset



Annex 4: Terms of Reference of the Steering Committee